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The 5th Israel Organizational Behavior Conference (IOBC)



# Power, Leadership, and Ethics in Organizations



*Raya Strauss Center for Family Business Research*

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## **Oral presentations (ordered by session)**

**Monday, January 6<sup>th</sup>**

### **A.1 Symposium - Advances in the Study of Personality and Leadership**

Despite the well-established link between personality and leadership (for a review see Zaccaro, Green, Dubrow, & Kolze, 2018), numerous questions about this link remain unanswered. In the present symposium we bring together four sets of studies, all aimed at highlighting novel aspect of leadership research from a dispositional perspective. The symposium includes four presentations: (1) Reinout de Vries and Isabel Thielmann will talk about change in adults' personality traits and its implications for leadership. (2) Noga Sverdlik, Shaul Oreg, and Yair Berson will talk about the joint effect of leaders' power values and benevolence values on supportive leader behavior and positive follower outcomes. (3) Arik Cheshin, Gil Luria, and Sagi Goldberger will talk about the impact of dispositional emotion regulation of self and others on emergent leadership; and (4) Noam Keshet, Shaul Oreg, Yair Berson, Reinout de Vries, and Marcella Hoogeboom will present a lexical study aimed at uncovering basic dimensions of leaders' personality. Our discussant, Lilach Sagiv, will help us reflect on and integrate the findings from the various studies.

#### **The Implications of Volitional HEXACO Personality Change for Leadership**

Reinout E. de Vries, Vrije Universiteit Amsterdam (re.de.vries@vu.nl)

Co-authors: Isabel Thielmann

#### **The Power of Benevolence: The Joint Effects of Contrasting Leader Values**

Noga Sverdlik, Ben-Gurion University (sverdlik@bgu.ac.il)

Co-authors: Shaul Oreg, Yair Berson

Power values--reflecting the motivation to dominate others, and benevolence values--reflecting the motivation to care for others, tend to contrast with each other and generally yield opposing behaviors. In the present study we propose that in the context of leadership, the combination of power and benevolence values is associated with positive leader behavior and positive follower outcomes. Specifically, we propose that the combination of power and benevolence values will be associated with leader behavior that focuses on supporting and mentoring followers, as represented in the individualized consideration leadership style. In turn, individualized consideration is linked with employee satisfaction and positive behavior. Specifically, we hypothesize that (1) leaders' benevolence values will moderate the effect of leaders' power values on leaders' individualized consideration, such that the relationship will be more positive the higher the leader is on benevolence; and (2) leaders' individualized consideration will mediate the interactive effect of leaders' power and benevolence on follower satisfaction and positive behavior. We tested our hypotheses in two field studies in the Israeli public-school system. In Study 1, we collected data from 75 school principals, who reported their personal values, and 586 teachers, who rated their principals' individualized consideration. As hypothesized, leader power values were positively and significantly correlated with individualized consideration only among leaders high on benevolence. In Study 2, we replicated these findings in a sample of 76 school principals (Time 1) and 494 teachers (Time 2). Furthermore, using data collected during the same year by the Ministry of Education we found that Individualized consideration mediated the relationship between principals' power and teachers' satisfaction with the school and their behavior towards students, only when principals' benevolence values were high. Our studies thus demonstrate the joint effect of opposing values in promoting positive organizational outcomes.

## **Emerging as Leaders by Regulating Emotion of Other's**

**Arik Cheshin, University of Haifa (acheshin@univ.haifa.ac.il)**

Co-authors: Gil Luria, Sagi Goldberger

Two features that occur when people work in groups are that emotions arise and some group members take the lead and direct the group. We test how regulating emotions of others impacts leadership emergence. In 3 studies, we look at interpersonal exchange processes as they relate to the regulating of group member's affect and the role they play in claiming and granting informal leadership. Study 1 (field study n= 212 service workers), found evidence for interpersonal emotional regulation as a claiming process of leadership, as those with higher motivation to lead indicated they engage in more extrinsic affect improvement. In study 2 (lab study of 25 ad-hoc groups), those who were assessed as improving group affect, were granted leadership. Study 3 (field study of 43 student groups working together for 6-weeks), integrated both claiming and granting processes found that those who indicated that they engage in interpersonal affect improvement were seen by their teammates as generating group positive affect and were selected as leaders. Surprisingly, reporting on regulating one's own emotion suppressed this relationship. Our findings indicate the interpersonal emotional regulation, specifically extrinsic affect improvement, is a key element in leadership emergence.

## **Personality Traits of Leaders: A Lexical Study**

**Noam S. Keshet, The Hebrew University of Jerusalem (noam.keshet@mail.huji.ac.il)**

Co-authors: Shaul Oreg, Yair Berson, Reinout de Vries, Marcella Hoogeboom

This research is the first lexical study that was designed especially for uncovering the taxonomy of leadership personality. We propose that the basic dimensions for describing leaders' personality may differ from those used for describing personality in general (e.g., the Five-Factor Model of personality, Costa & McCrae, 1992; Saucier & Goldberg, 1996). As such, we aim to uncover the personality structure of leaders through an explicit focus on leader-relevant characteristics. We used the lexical approach, based on the assumption that perceptions of leaders' personality can be assessed through common language descriptors (Allport & Odbert, 1936; Ashton & Lee, 2005; Goldberg, 1993; John & Srivastava, 1999). Contrary to other approaches to studying personality, the goal of lexical personality research is to test predetermined theoretical arguments, but, rather, to empirically derive a taxonomy from the population of possible personality descriptors (Ashton & Lee, 2005).

## **A.2 Ethics 1**

### **Above the Law? How Motivated Moral Reasoning Shapes Evaluations of Star Performers**

**Elizabeth M. Campbell, University of Minnesota (campbele@umn.edu)**

Co-authors: David T. Welsh, Wei Wang

There has been an explosion of allegations and evidence of unethical conduct perpetrated by some of society's most prominent individuals—those widely viewed as star performers within their respective fields (Bennett, 2017; Zacharek et al. 2017). Presumably, these stars did not simply start behaving unethically once they reached the top. So, how is it that misconduct throughout their careers could for so long have resulted in promotion up organizational ladders rather than derailment and the punishment they seem to have so deserved? Star performers (i.e., employees high in performance, visibility, and social capital; Call et al. 2015) are often treated differently in terms of compensation and promotion, as well special opportunities and work arrangements (Rousseau et al. 2006), but does their special treatment extend into the moral domain? We seek to answer this question by developing a model of how and why star performers benefit from a double standard when supervisors evaluate and respond to unethical behavior (Fig. 1). Informed by tenets of morally motivated reasoning (Ditto, Pizarro, & Tannenbaum 2009), we theorize how unethical behavior negatively impacts the promotability of ordinary employees, via increased punitive judgment about their deservingness of punishment, while

the career progression of star performers remains relatively unscathed. We also consider how some supervisors (i.e., those higher in bottom-line mentality) may be more likely than others to fail to reprimand the unethical actions of employees (Ditto et al., 2009; Uhlmann et al., 2009).

### **The price of business ethics: trade-off between social and business values**

**Gal Gutman, Ben-Gurion University (galgu@post.bgu.ac.il)**

Co-authors: Oded Lowengart

These days, organizations are increasingly required to be ethical in their activities. Promoting inclusive work environments in which diverse groups are encouraged to fulfill their potential is a prime example of such a direction. Combining social and economic dimensions by emphasizing the importance of social goals and using business-compatible strategies, is the fundamental objective of social enterprise (SE). As such, the future success of SEs lies primarily in the evaluation of the ethical added value that customers attribute to the products or services the SEs offer.

To gain additional insight into the value assessment of such products or services, this research investigates the perceptual discrimination by customers of such products or services. Mainly, we investigate perceptions toward social value provided by businesses and the tradeoff between economic and social considerations in their decision-making processes. We, therefore, examine: 1) how customers perceive different types of social values provided by businesses, and 2) how the tradeoff between the two conflicting objectives inherent in SEs' activities is reflected through willingness to pay (WTP) for such products. Understanding the various considerations and their role in consumers' purchase decisions is the cornerstone for creating an organizational strategy that enables competitive value and is resilient to changing market conditions.

### **How (un)ethical constituency voices affect negotiation behavior**

**Hillie Aaldering, University of Amsterdam (H.Aaldering@uva.nl)**

Co-authors: Wolfgang Steinel, Alfred Zerres

While organizations strive for ethical conduct, especially in negotiations there is strong temptation to employ unethical tactics and secure benefits for the own party. In four experiments, we examined the role of constituency communication in terms of their attitudes towards (un) ethical and competitive conduct on negotiators' willingness and actual use of unethical tactics. We find that a constituency communicating liberal (vs. strict) attitudes toward unethical conduct helps negotiators to justify transgressions and morally disengage from their behavior, resulting in an increased use of unethical negotiation tactics (Experiment 1 - 2). Moreover, constituents' endorsement of competitive strategies sufficed to increase moral disengagement and unethical behavior of representative negotiators in a similar fashion (Experiment 3ab). Finally, the mere presence of a constituency increased representatives' willingness to engage in unethical behavior, but did not affect moral disengagement (Experiment 4). Our results thus caution business practice against advocating explicit unethical and even competitive tactics by constituents: It eases negotiators' moral dilemma toward unethical conduct.

### **Judging Unethical Behaviors in the Workplace: The Role of Attractiveness and Gender**

**Galit Klein, Ariel University (galitk@ariel.ac.il)**

Co-authors: Shtudiner Zeev

This research focuses on the role of gender and physical attractiveness in judging severity of unethical workplace behavior. Scenarios with possible ethical dilemmas (commonly referred to as 'grey areas' of behavior) were displayed to 4,483 subjects. Our findings show that 'grey area' behavior was evaluated as more ethical if performed by male employees compared to women. We also found that attractiveness moderated the connection between gender and judgments. People judge more severely the same unethical action when it conducted by plain-looking employees rather than attractive-looking employees, in accordance with the attractiveness-leniency effect, but only for women perpetrators. The physical attributes of men were not found to be relevant. We explore a number of explanations for this discrimination based on Expectation States Theory and Social Role Theory.

## **A.3 Power**

### **Social power inhibits speaking up in social networks**

**Britt Hadar, Tel Aviv University (britt.hadar@gmail.com)**

Co-authors: Almog Simchon, Michael Gilead

Powerful people control valuable resources and have influence and sway. They are ranked higher than their peers and have people who look up to them. The powerful are more proactive, energized, and goal oriented, they tend to make the opening arguments in debates, the first offer in negotiations, take more risks and confidently clear the path to their own successes. Paradoxically, power is associated with both having resources that afford taking risky actions, but on the other hand, having more resources to lose. In the present paper, we asked how power affects speaking up against wrongdoing. Would the resources and approach tendencies trump having more to lose?

### **Bridging time and power: how changes in social power influence individuals' prosocial behavior at work**

**Hanna Kalmanovich-Cohen, University of North Carolina (hkc@unc.edu)**

Social power is dynamic in nature as individuals experience changes in power throughout their careers. This dynamic process can have important psychological implications and consequences for individuals' behaviors at work. Recent research has significantly advanced our understanding of social power, yet devoted little attention to the dynamic nature of power. By integrating time into the study of social power, we can now examine how current, retrospected, and anticipated perceptions of social power impact behavior. This work examines how power changes generate affective and cognitive responses which in turn impact individuals' prosocial behavior. We argue that these perceived changes in social power can lead to two competing mechanisms: (1) assimilation effects; and (2) contrast effects. The assimilation effect of power suggests that, individuals will focus on the similarities between their current and previous power roles. Under assimilation effect, individuals will thus be more affected by their past perceptions and behaviors, even after experiencing change in social power. Conversely, the contrast effect of power suggests that individuals will focus on the differences between their current and previous roles. Under contrast effect, individuals will thus be more likely to adjust their current perceptions and behaviors. Across two studies, we provide evidence that individuals' power does not affect behavior only through contemporaneous manners. Specifically, through dynamic manipulation of power, we find that power changes directly affect both perception of individuals' current power and prosocial behaviors at work. Our work supports an important role for the dynamic nature of social power, and its consequences to workplace behavior.

### **Give a rod, not a fish: The Impact of Help Type on Power Affordance at Work**

**Lily Chernyak-Hai, Peres Academic Center (lilycher.psy@gmail.com)**

Co-authors: Daniel Heller, Ilanit Nachlieli

Four experiments examined the effect of helping and the type of helping (autonomy- vs. dependency-oriented) provided to a coworker on the helper's perceived power and willingness to afford the helper power. The underlying mechanism of benevolence-based trust was also tested. Results supported the predicted effect on the helper's perceived power, as well as on power affordance. Although providing autonomy- vs. dependency-oriented help did not affect the helper's perceived power, it did increase willingness to afford power. In addition, benevolence-based trust was higher for helpers who provided autonomy-oriented help and mediated the relationships between type of helping and power affordance. Finally, a boundary condition for autonomy-oriented helping was found, such that the mediation effect of benevolence-based trust was attenuated when incentives for helping were implied. The findings shed light on a subtle pathway to signal power at the workplace, suggesting that those motivated to attain

power can achieve it by teaching their peers how to solve problems (autonomy-oriented), rather than by providing complete solutions (dependency-oriented helping).

## **Power and Information Evaluation in Organizations: Experimental Evidence Based on Different Theories of Power**

**Ulf Steinberg, Technical University of Munich (ulf.steinberg@tum.de)**

Co-authors: Kristin Knipfer, Claudia Peus

VW recently agreed to pay US\$ 10,033,000,000 in an initial court ruling associated with the diesel scandal ("Executive summary of final class settlement program (2.0 liter engine vehicles)," 2016) and the organizational decision-making of its leaders came under special scrutiny. Internal investigations at VW attribute the use of defeat devices in diesel engines to different evaluations of desirability and feasibility arguments by leaders and non-leaders (Lossie & Hadem, 2016). Theories on power suggest that power could explain these differences in argument evaluation and thus point to systematic problems in organizational decision-making that can have severe ethical consequences. However, different theories of power make different predictions of how power influences the evaluation of desirability and feasibility arguments. To test these predictions, the present research investigates the influence of power on how leaders evaluate information about the desirability, undesirability, feasibility, and unfeasibility of projects.

## **A.4 Symposium - Antecedents and Consequences of Positive Relationship at the Workplace**

Positive relationship at work not only contributes to a better work environment but can foster higher levels of job satisfaction and productivity. On the other hand, negative or toxic relationships in the workplace can increase stress levels among employees, as well as feelings of isolation. Both stress and isolation negatively impact employees' mental and physical health, lowering employee morale and motivation.

This symposium will begin with research on auditing leadership (Carmeli), which is characterized by leaders' behaviors that are supportive, instructive, and relationally sensitive. This presentation will show how auditing leadership cultivates group trust, psychological safety, and quality internal auditing in medical clinic units, and will discuss its downstream consequences on employees' performance. The second work (Anisman-Rozin) will present experimental and correlational data on the interaction between types of prosocial behavior (dependency-oriented vs. autonomy-oriented) and mindsets types (fixed vs. growth). This presentation will show how employees with a growth mindset are less likely to engage in and are less satisfied with, dependency-oriented pro-social behavior.

The third and fourth presentations will shed light on the power of interpersonal listening in cultivating better relationships in the workplace. The third work (Itzhakov) will present a quasi field-experiment conducted on employees in the private sector, and a longitudinal study conducted on employees in the public sector which show that a listening training makes employees feel more connected to each other and enhances group cohesion. Finally, the fourth presentation (Kluger) will include a meta-analysis of the role of listening in building positive relationships at the workplace. Forms of positive relationship constructs include trust, lack of abuse, and speaker's relational satisfaction with the listener. The results of this research suggest that listening, mostly by the supervisor, is strongly associated with positive relationships at work.

## **When Leaders Cultivate Trust and Psychological Safety and Facilitate Auditing Quality: Implications for Improving the Performance of Medical Clinics**

**Abraham Carmeli, Tel Aviv University and Zhejiang University (avic@tauex.tau.ac.il)**

Co-authors: Malka Zisu

## **Prosocial behavior in organizations: Dependency-oriented versus autonomy oriented help giving** **Moran Anisman-Razin, Duke University (moran.anisman.razin@duke.edu)**

Co-authors: Liat Levontin, Kim Alkalay

Organizational prosocial behavior comes in many shapes. Employees help by donating money, goods (e.g., clothes), and time (e.g., OCB) in their workplace and to other organizations (see review by Bolino & Grant, 2016). In the current research, we focus on the distinction between dependency-oriented and autonomy-oriented prosocial behavior. Dependency-oriented prosocial behavior, or “giving a fish,” means providing others with the full solution to their problem, without teaching them the skills or knowledge needed to solve the problem on their own (Nadler 2002). Autonomy-oriented prosocial behavior or “teaching how to fish,” means supporting others in acquiring the knowledge, skills, or tools needed to solve a problem on their own, without giving an immediate solution to the problem (Nadler 2002). This distinction is important as we suggest that some employees may be willing to engage in both types of prosocial behaviors, while others may be reluctant to engage in dependency-oriented prosocial behavior. In a set of three studies, we demonstrate that a growth mindset enhances the willingness to engage in autonomy-oriented prosocial behavior, whereas a fixed mindset does not create a preference for a type of prosocial behavior. We further examine the implications of this finding to understand the facets of Organizational Citizenship Behavior (OCB), discussing their effects on various consequences.”

## **Interpersonal Listening as a "Social Glue": Can Listening Circles Improve Workplace Relationships?** **Guy Itzchakov, University of Haifa (gitzchako@univ.haifa.ac.il)**

Co-authors: Eli Vinokur, Avinoam Yomtovian

High quality listening is characterized by attention, comprehension and non-judgmental intention towards the speaker (Itzchakov, Kluger & Castro, 2017) and can constitute a high-quality connection in the workplace. Such a connection fosters mutual growth and enhances and promotes the development of employees (Dutton & Heaphy, 2003). Empirical evidence suggests that high quality listening is beneficial for the speaker and the listener as well as the bond between them. For example, speakers who experience good listening gain psychological safety (Castro, Kluger, & Itzchakov, 2016), job satisfaction (Brownell, 1990) and experience less burnout (Pines, Ben-Ari, Utasi, & Larson, 2002). Therefore it is not surprising that practitioners constantly highlight the importance of listening skills in the workplace and recommend developing employees' and managers' listening (Brink, Palmer, & Costigan, 2014). However, the literature about listening training in the field of management and organizational behavior is scant (Itzchakov & Kluger, 2017). Moreover, the focal construct in most studies about listening training is listening skills (e.g., Rantalinko & Lisper, 2004). Therefore, there is little or no knowledge about whether and how listening training impact organizational outcomes.

The current studies examined the effects of listening training on employees' one basic psychological need (Ryan & Deci, 2000) and its downstream effect on group cohesion. Specifically, a longitudinal field study (N = 39) and a quasi-experiment (N = 33) showed that listening interventions in the workplace (a) improve employees' listening skills, (b) increase their sense of relatedness to their work team and (c) enhances group cohesion. Furthermore, given that workplace relationships serve as antecedents of various important organizational outcomes such as (reduced) burnout, (increased) OCB and engagement, the current work opens an avenue for future research on the beneficial effects of listening interventions for organizations.

## **Listening as a Fountain of Positive Relationships (at Work): Meta-analyses** **Avraham N. Kluger, The Hebrew University of Jerusalem (avik@savion.huji.ac.il)**

Although theoreticians have underscored the benefits of listening to the other person, the scant quantitative research is dispersed across disciplines and sub-fields of Psychology and very few are in any given research domain. Meta-analyses, on 910 findings extracted from 342 studies (Ns range from 1,740 to 147,644), organized into a theoretically integrative model, suggest that good listeners have powerful effects on speakers, such as improving their speech fluency, constructing good relationships (characterized by trust and low levels of violence), and improving well-being (low depression, low

anxiety) and cognitive complexity. Good listeners also enjoy numerous benefits, such as improved job performance and being perceived as better leaders by their subordinates. Finally, the meta-analyses suggest that listening could be dramatically improved by training and get worse due to distraction (e.g., smartphones, computer screens). Thus, training employees and managers in listening and designing distraction-free work spaces could simultaneously improve relationships at work, well-being, and productivity.

## **B.1 Leadership 1**

### **Paradoxical Leadership and Innovative Performance in Global and Local Teams**

**Alon Lisak, Ben-Gurion University (lisaka@som.bgu.ac.il)**

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### **Leader-member interactions as a source of “the class ceiling” in organizations**

**Zhao Na, Singapore Management University (nazhao.2018@pbs.smu.edu.sg)**

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### **Influence tactics in self-managed teams: their impact on team performance over time**

**Dana R. Vashdi, University of Haifa (dvashdi@poli.haifa.ac.il)**

Co-authors: Esther Unger-Aviram, Tal Katz-Navon

This paper examined the use of influence tactics by members of self-managed teams and their effects on team performance over time. Using a longitudinal design and a sample of 75 self-managed teams, we examined the relationship between the proportion of team members using each influence tactic to a high degree and team performance at initial versus advanced stages of team development. Results demonstrated that at initial stages of team development, a large proportion of team members using assertiveness to a high degree was detrimental to team performance. However, at advanced stages of team development, a large proportion of team members using ingratiation to a high degree was detrimental to team performance, while rationality was positively associated with team performance. Additionally, results of a fuzzy Qualitative Comparative Analysis showed that at advanced stages of team development, the configuration of tactics matters, i.e., the configuration characterized by the high use of rationality and low use of ingratiation, was associated with better team performance. By combining the literature on team development and influence tactics, the study advances a temporal account of the extent to which influence tactics impact performance as a dynamic process contingent upon the lifecycle of the team.

### **The Statistical Self-Fulfilling Selection Fallacy**

**Christopher Yves Olivola, Carnegie Mellon University (cyolivola@gmail.com)**

Co-authors: Yeonjeong Kim

We identify a novel mechanism --the ‘statistical self-fulfilling selection fallacy’-- that leads organizational recruiters to maintain, and even strengthen, erroneous beliefs concerning the predictive validity of applicant characteristics. This mechanism doesn’t merely hide the truth: it produces deceptive evidence supporting those incorrect beliefs. Specifically, we show that the statistical self-fulfilling selection fallacy leads non-predictive applicant characteristics to appear correlated with outcomes of interest (e.g., performance), or even negative predictors of performance to appear as if they are positive predictors (and vice-versa). Using simulations, experiments, and surveys, we demonstrate how it can bias employee selection decisions.

## **B.2 Ethics 2**

### **The Spill Over Effect of Altruistic Cheating**

**Shahar Ayal, Interdisciplinary Center Herzliya (s.ayal@idc.ac.il)**

Co-authors: Anat Halevy, Guy Hochman, Rachel Barkan

The current research examined when and how altruistic cheating can contribute to the diffusion of ethical dissonance by weakening moral shackles and spilling over to involve self-serving unethical acts. In Study 1, participants who had an opportunity to cheat to increase their donation to charity later exhibited a greater tendency to cheat for their own benefit. We term this process which describe the influence of altruistic cheating on subsequent self-serving unethical behavior 'the spillover effect'. Study 2 compared the spillover effect and moral licensing and revealed that levels of egoistic cheating following altruistic cheating were lower than when the opportunity for egoistic cheating followed pure benevolent behavior of donating to charity. Study 3 further explored the underlying mechanism governing the spillover effect and in particular whether it can be attributed to an altruistic justification process, or merely to learning and habituation. When we manipulated the participants' ability to justify their previous unethical act as altruistic, less selfish unethical behavior ensued. Understanding how to disentangle the virtues of benevolent behavior from its hidden destructive forces may help block recourse to one of the dominant forms of justification and lead to a more moral-supportive environment.

### **Lying to Appear Honest**

**Shoham Choshen-Hillel, The Hebrew University of Jerusalem (shoham@huji.ac.il)**

Co-authors: Alex Shaw, Eugene M. Caruso

Most people do not want to appear dishonest. In many cases, the best way for them to avoid appearing dishonest is to actually be honest (Akerlof, 1983). Indeed, even in the face of incentives for dishonesty, people routinely behave honestly, and are much more honest when their reputation for honesty is on the line (Gneezy, Kajackaite, & Sobel, 2018; Mazar, Amir, & Ariely, 2008). In this talk, however, we demonstrate that in predictable circumstances, a desire to appear honest can actually make people more likely to lie. Specifically, we examine situations in which reporting the true outcome is highly favorable to oneself, such that telling the truth might make one appear to be lying.

Imagine, for example, that your teacher lost all students' grades on an assignment, and asked the students to honestly report their grades to him. Suppose the test was hard and many students barely passed, but you got a perfect score. You may worry that if you truthfully report your score, the teacher might think that you inflated it, so you may report that you got less than a perfect score. We hypothesize that in situations like these, people may be so concerned with appearing dishonest that they may lie and report a less favorable outcome. We present data from a series of real-life scenarios and consequential lab studies in support of this hypothesis.

### **Evaluating Moral Character Traits Using Behavioral Interview Questions**

**Yeonjeong Kim, Massachusetts Institute of Technology (yeonkim@mit.edu)**

Co-authors: Taya Cohen, A.T. Panter

### **Beyond moral courage: Redefining everyday courage in organizations**

**Moran Anisman-Razin, Duke University (moran.anisman.razin@duke.edu)**

Co-authors: Sim B. Sitkin, Ronit Kark

We often think of courage as associated with heroic and extraordinary behaviors, such as a firefighter saving a child from a burning building, or a whistleblower exposing corruption in her organization. However, courage can be found in our everyday lives, in smaller acts such as being authentic and sharing who one is with others, having a "difficult conversation" with one's employee, or pursuing a stretch goal. Yet the literature on courage has singularly focused on moral courage. Specifically, in the management

and organizations literature there is an overwhelming focus on the role of courage in directing moral and ethical behavior in organizations and coping in situations in which these values are challenged (Detert & Bruno, 2017). While this issue is of great importance, it appears to capture only one aspect of a broader construct, thereby excluding other potentially important and prevalent courageous behaviors that are likely to be meaningful in the workplace. To fully capture what courage is, we propose an extended definition of the construct, outline its basic elements and describe additional domains of courage.

### **B.3 Symposium - Rising to power: Antecedents of hierarchical advancement at work**

The symposium focuses on the rise to power in organizations, exploring lay beliefs about the path to power as well as actual causes of hierarchical advancement. It incorporates a wide scope of research and a rich variety of methodological tools, such as virtual reality experiments, large scale international archival data, and observational field studies.

In the first presentation, Kaftan presents findings on people's lay beliefs about ascending power hierarchies, both at the societal and organizational levels. In the second presentation, Dorfman presents a socio-ecological perspective on rising to power, identifying higher floor location as a readily observable environmental power signal, that is especially prominent in organizational contexts. This socio-ecological power signal carries significant downstream consequences for ascending power hierarchies and willingness to pay for higher locations. In the third presentation, Halevy presents a new model that explains how brokering behaviors can affect power-related conferrals (status, prestige, dominance) and trust, showing how brokering (the social influence processes that impact others' social networks) impacts ascending the hierarchy. In the fourth presentation, Davidai presents a cognitive process that underlies the potentially detrimental effects of inequality, showing that subjective economic inequality increases zero-sum thinking – the lay belief that one person's economic gains inevitably come at the expense of another person's losses. Finally, Heller integrates insights about perceived and actual antecedents of rising to power, from the intrapersonal level (i.e., lay beliefs), to the interpersonal level (i.e., social roles), and external socioecological factors (i.e., the physical environment) at work, and discusses their implications for attainment of power in organizations. In this symposium we also aim to generate new and exciting research ideas, such as potential interventions for reducing inequality in society in general, and in organizations, in particular.

#### **Who is getting ahead? Perceived means of hierarchical advancement and their consequences**

Nir Kaftan, Tel Aviv University (nir.gcp@gmail.com)

Co-authors: Anna Dorfman, Daniel Heller

Who do people believe gets ahead, and are these beliefs similar in different countries? Whereas considerable research implicates unfair determinants (e.g., race, political ties), people believe in equity and justify their social systems. In Study 1, we explored whether lay beliefs about the determinants of hierarchical advancement are shared by people cross-nationally. Analyzing international data (n=55,238, 40 countries) using multi-level models, we demonstrate that people perceive merit (i.e., hard work, education, and ambition) as the most important determinant of hierarchical advancement. Furthermore, the belief in the centrality of merit was strongest among more affluent people. Establishing causality, Study 2 (n=283) manipulated the means of hierarchical advancement within a fictitious company (merit vs. personal ties) in a pre-registered experiment. We find that merit-based advancement increased perceptions that income inequality is fair. Additionally, across studies, merit beliefs shaped support for governmental redistribution through judgments of inequality fairness. We discuss implications for understanding inequality perceptions, pervasiveness of hierarchies, and inequality-reducing policies worldwide.

#### **The social ecology of power in organizations**

Anna Dorfman, University of Waterloo (anna.dorfman@uwaterloo.ca)

Co-authors: Danny Ben-Shahar, Daniel Heller

How is power manifested and signaled in everyday physical environments? We adopt a socioecological perspective on social power, examining what does employees' location in the physical space implies about their power at work. We focus on a salient and publicly visible feature of workplace (and residential) environments – the location on different levels within high-rise structures. We systematically examine these vertical locations as signals of occupant's power, defined as the asymmetric capacity to influence others and control resources.

In four experiments (N = 991) we examine the link between physical location and power inferences, experimentally controlling for income and demographic information. In Experiment 1 we used state-of-the-art VR technology to manipulate floor level. Wearing VR glasses, participants visited the target in one of two vertical locations in the same building – either a high (19th floor out of 20) or a low location (2nd floor out of 20). Participants who visited the high (vs. low) location expected the target to be more powerful. Experiment 2 extended the findings to a workplace environment, showing a higher (vs. lower) office location signaled greater power at work of the employee. Experiment 3 found that higher (vs. lower) office location signaled greater power at work of both men and women, with higher (vs. lower) location leading to greater power affordance. Manipulating target's power at work, Experiment 4 demonstrated a downstream economic consequence of the floor-power link – people indicated a higher amount should be paid to locate a powerful employee higher (vs. lower) in a building, controlling for other location characteristics (size, light, and noise). Taken together, our findings are replicable, robust for men and women and highlight the role of physical environments for signaling social information. I discuss the implications for reinforcing and exacerbating existing power hierarchies, segregation in organizations, and inequality.

### **Brokering orientations and social capital: Influencing others' relationships shapes status and trust** **Nir Halevy, Stanford University (nhalevy@stanford.edu)**

Co-authors: Eliran Halali, Taya Cohen

Individuals often influence others' relationships, for better or worse. We conceptualize social influence processes that impact others' social networks as brokering, and advance a multifaceted model that explains how brokering behaviors can create, terminate, reinforce, and modify others' network ties. To empirically study brokering, we introduce and validate the Brokering Orientations Scale (BOS), a multidimensional measure that captures individuals' behavioral tendencies to act as intermediaries, conciliators, and dividers. Six studies explored the psychometric properties of the BOS (Studies 1a– c) and investigated the effects of distinct forms of brokering on brokers' social capital (Studies 2– 4). The intermediary, conciliatory and divisive brokering orientations related differently to extraversion, agreeableness, perspective-taking, moral identity, and Machiavellianism, among other individual differences. The effects of brokering on social capital varied as a function of the brokering orientation and the aspect of social capital. Intermediary behavior garnered status; conciliatory behavior promoted trust and prestige; and divisive behavior fuelled brokers' perceived dominance. Overall, the current article elucidates the concept of brokering orientations, introduces a novel measure of brokering orientations, and explains how brokering behavior shapes brokers' social capital.

### **How economic inequality influences the belief that life is a zero-sum game** **Shai Davidai, Columbia University (sd3311@columbia.edu)**

Economic inequality in the U.S. is at its highest level since the early 20th century. In this paper, I propose a cognitive process that underlies the potentially detrimental effects of inequality. In five studies (N = 3,768), I find that subjective economic inequality increases zero-sum thinking: the belief that one person's economic gains inevitably come at the expense of another person's losses. Whereas low subjective inequality fosters a belief in economic growth, as the gap between the rich and the poor expands people increasingly believe that wealth is zero-sum. I find that this is due to the dual beliefs that the world is unjust and that people of different economic means are inherently different from each other. Finally, I find that the relationship between the desire for a more equal distribution of resources and zero-sum thinking may help explain the adverse effects of economic inequality on wellbeing.

## **B.4 Culture and identity**

**You've got to have friends: the impact of close cross-race friendships on diversity education**

**Belle Rose Ragins, University of Wisconsin-Milwaukee (ragins@uwm.edu)**

Co-authors: Kyle Ehrhardt

**Not Fair! (According to my Values): A Cultural Orientation Lens on Fairness Judgments and Aggression**

**Dorit Efrat-Treister, Ben-Gurion University (tdorit@bgu.ac.il)**

Co-authors: Elad Sherf, Alon Lisak

**The role of group status in identity configurations and organizational citizenship behaviors**

**Raveh Harush, Bar-Ilan University (raveh.harush@biu.ac.il)**

Co-authors: Jeffrey Loewenstein, Motti Klang, Matthew Rubin

Organizations usually consist of multiple nested groups, such as divisions nested within companies or departments nested within universities. This raises questions about where members' identities and allegiances lie. Members' identifications matter because identities drive people's actions in organizations. While the idea that people have multiple identities is well founded, it is not clear how multiple identities relate to one another, and as a result, how different identity configurations impact members' behavior in organizations. This paper explores how group status influences identity configurations, and how those configurations influence organizational citizenship behaviors.

## **C.1 Symposium - Transcendent and other-oriented leaders: interventions to increase leader humility and prestige in organizations**

Celebrity CEOs are often the focus of news stories, heroes in comic books, best-selling biographers and their charismatic appeal is even sometimes associated with increases in stock value (Morris, Brotheridge, & Urbanski, 2005). However, in the past decades, more transcendent and other-oriented forms of leadership have drawn the attention of academics and practitioners, such as leader humility and prestige-based status. On the one hand, leader humility is expressed by highlighting the strengths of others, modeling teachability, and acknowledging one's personal limitations (Owens & Hekman, 2012). On the other hand, prestige is associated with pro-social behaviors such as hard work, kindness, openness and willingness to share (Cheng, Tracy, & Henrich, 2010; Henrich & Gil-White, 2001). Though these constructs have clear virtuous connotations in society, the papers in this symposium take a more nuanced view in an attempt to better understand various ways individuals develop humility and gain prestige-based (and not dominance-based) status.

This symposium has two primary goals. First, this symposium seeks to provide empirical evidence and theoretical development to extend our current understanding of leader humility by exploring whether simple interventions such as listening, reading, or self-reflecting can help leaders develop humility. Most of the existing empirical research explored the outcomes of leader humility at the level of the individual (e.g., Oc, Daniels, Diefendorff, Bashshur, & Greguras, in press; Wang, Zhang, & Jia, 2017) or the team (Ou et al., 2014; Owens & Hekman, 2016; Owens, Johnson, & Mitchell, 2013; Rego et al., in press). Less is known, however, whether humility is sensitive to external factors. Second, this symposium seeks to explore whether actions like listening can be linked to prestige-based status.

Theoretically, humble leaders are not threatened by highly-skilled subordinates, and instead work to listen to and incorporate suggestions from employees and strengthen social relations among them (Nielsen & Marrone, 2018). In fact, Bai (2017) proposed that moral virtues like humility represent a viable route to attaining status and influence because followers admire the leader's virtue. Moreover, research

shows that humility and prestige-based status are explicitly associated (e.g., Weidman, Cheng, & Tracy, 2018). Thus, prestige-based status may be one of the unintended outcomes for leaders expressing humility. All in all, the four papers in this symposium seek to provide empirical evidence and theoretical development to extend our current understanding of humility and prestige-based status by highlighting unstudied factors, exploring the boundary conditions in which these effects hold, as well as the mediating factors that drive these effects.

### **Am I arrogant? Listen to me and we will both become humble**

**Michal Lehmann, The Hebrew University of Jerusalem (michal.lehmann@mail.huji.ac.il)**

Co-authors: Avraham N. Kluger

In the past decade, the construct of humility has drawn the growing attention of researchers and practitioners. Humble leaders encourage subordinate's job engagement, job satisfaction, creativity (Wang et al., 2017) and authenticity (Oc et al., in press). Humble teams are more promotion focused and cooperative in decision making (Owens & Hekman, 2016), and humble organizations are more empowering and productive (Ou, Waldman, & Peterson, 2015). Thus, humility can potentially contribute to improving individual, team, and organizational well-being.

Surprisingly, research on the antecedents of humility is scarce. We suggest that one antecedent of humility is listening and draw on self-consciousness theory to explain this effect. Specifically, we propose that listening increases humility through reflective-self-awareness (i.e., attentiveness motivated by curiosity in the self) and a decrease in rumination (i.e., self-attentiveness motivated by threat and losses; Trapnell & Campbell, 1999).

We conducted one recall experiment (N = 108) and three lab experiments (N's = 242, 96, and 154) mostly supporting our hypotheses. The contributions of this study include (a) proposing that good listening is an antecedent of humility, where both constructs are known to affect organizational outcomes; (b) offering a theoretical mechanism to support this link; and (c) advancing the understanding of humility as a dyadic-reciprocal phenomenon that flourishes among good listeners and their partners.

### **The power of listeners: how listeners transform status and co-create power**

**Limor Borut, The Hebrew University of Jerusalem (limor.borut@mail.huji.ac.il)**

Co-authors: Anat Hurwitz

Good listening is highly acclaimed and often prescribed in both theory and practice. However, despite the myriad of benefits associated with listening, good listening remains strikingly scarce. We propose a social-status framework to explain the puzzling scarcity of good listening, focusing on status costs. Specifically, listening entails a social status trade-off, such that good(poor) listeners are perceived as less(more) dominant but more(less) prestigious. In addition, we suggest that good listening affects the dyadic power structure: augmenting both listener and speaker's experienced power, and diminishing their perceived power disparity, thus creating mutual-power enhancement (MPE). Finally, to unpack mutual empowerment, we suggest that good listening increases listeners' facilitation power (power stemming from enabling others). These hypotheses were supported with a vignette experiment (Study 1; N=307), a recall experiment (Study 2; N=204) and two lab experiments (Study 3; N=96, Study 4; N=154). We conclude that understanding the potential status cost (dominance) is key to understanding the scarcity of good listening. Moreover, counter to the notion that listening signals low status (e.g., Henrich & Gil-White, 2001; Dovidio & Ellyson, 1982), we show that good listening can actually increase it. This could be critical to effectiveness of listening training, reducing cynicism and ritualistic listening, by directly addressing people's status concerns (Tyler, 2011).

### **Reading leaders: the role of literary fiction in leadership effectiveness**

**Burak Oc, The University of Melbourne (B.Oc@mbs.edu)**

Co-authors: Celia Moore, David De Cremer

While many of us have had the experience of being changed after reading a great book, we are in the early stages of understanding the true psychological effects of reading. In this paper, we argue that

reading literary fiction changes us in ways that improves our leadership effectiveness. Joining theory about the transformational effects of reading dating back to Aristotle with theory about humble leadership, we propose that reading literature provides individuals with a perspective on the social world in which they are not the central or most important character, and where other characters' motivations and experiences matter. We argue that this develops readers' humility, and, ultimately, their leadership effectiveness. We find support for our predictions in three studies. In two studies (using a student sample and a sample of matched supervisor/subordinate dyads), we find an association between literary fiction reading habits, dispositional humility, and, in the second case, subordinate-rated leadership effectiveness. We then provide evidence of the causal role of reading literary fiction in a controlled lab experiment, showing that reading literary fiction (vs. non-fiction) increases individuals' humble behavior, ultimately increasing others' attributions of their leadership effectiveness.

### **Soothing the ego: self-compassion improves interpersonal organizational citizenship behaviors via humility**

**Michael A. Daniels, University of British Columbia (michael.daniels@sauder.ubc.ca)**

Co-authors: Adam A. Kay, Daniel P. Skarlicki

Although an emerging body of research indicates that humility has positive consequences in organizational settings, a dearth of research has explored its antecedents. This paper shows that a promising line of inquiry can be found in self-compassion. Drawing from social mentality theory and research on defensive self-protection and enhancement, we suggest that an important barrier to humility in the workplace is a lack of self-compassion, which can amplify the perceived threat of expressing humility to others. We also posit, however, that increasing humility is particularly worthwhile because it is likely to increase interpersonal citizenship behaviors. We test these propositions across three studies employing a field training intervention in the healthcare industry, an online experiment, and a survey study of MBA teams. The results support our hypotheses and suggest that humility can arise from a compassionate approach to one's own limitations, which results in a more generous approach to helping others, and that self-compassion is an especially potent antecedent of humility under conditions of ego threat. These findings contribute to the nascent literatures on self-compassion and humility in organizations and respond to the call to better understand the antecedents of humility, and its relation with performance outcomes.

## **C.2 Ethics 3**

### **Bribery Games: A Meta-Analysis**

**Nils Christopher Kobis, University of Amsterdam (n.c.kobis@uva.nl)**

Co-authors: Ina Kubbe, Shaul Shalvi, Bruno Verschuere

Corruption – commonly defined as the abuse of entrusted power for private gains – has immense societal costs. In recent decades empirical work on the behavioral elements of corruption has grown. An increasing number of corruption games has been developed in behavioral economics, political science and psychology, aiming to translate real-world corrupt practices into standardized games. The most important form of such corruption games are bribery games, which share the following structural features: (i) at least two agents – briber and bribee – engage in a transaction, (ii) this transaction causes negative externalities for a third party, and (iii), power asymmetry exists between briber and bribee. So far, no meta-analytical evidence on bribery games exists. To provide first aggregate insights into situational and individual factors of bribery, we (a) searched for bribery games by following a pre-registered online search as well as issuing various calls for unpublished. This search identified 1620 papers. In a second step, we (b) screened titles, abstracts and full-texts according to pre-specified inclusion criteria, yielding a total of 120 unique papers, encompassing 526 different experimental treatments, and a total of 35,287 participants.

We are currently analyzing the data and by January will be able to present the first aggregate insights into the situational and individual factors of bribery. The results provide an overview of some of the most important predictors and consequences of corruption as well as sketching practical decision guidelines to facilitate the choice and use of corruption games for academics and practitioners alike.

### **"To Thine Own Self be True!": The Path to Work Power through Authenticity and Morality**

**Nir Kaftan, Tel Aviv University (nir.gcp@gmail.com)**

Co-authors: Daniel Heller, Serena Chen

What makes people rise to power at work? Is being true to the inner-self an effective strategy to achieve and maintain power, or rather should the powerful disguise their true selves? Given the importance of organizational hierarchy in work life, in this research we test whether targets' authenticity—defined as the degree to which individuals connect with and act upon their true selves—leads perceivers to accord targets more power and to support their leadership. Because authenticity is considered a virtue reflecting the moral inner-self, we further posit that the effect of authenticity on power affordance is due to its perceived morality. Extending previous research on antecedents of power affordance, we propose authenticity as a novel path to organizational power that can benefit even those with limited resources.

Across four preregistered experiments (total N=1,648) we show that, as predicted, authenticity enhances power affordance (Experiments 1-4), that this effect of authenticity on power affordance can even trump initial low power levels (Experiment 2). We further show, using both measurement-of-mediation (Experiment 2) and moderation-as-a-process (Experiment 3) designs, that perceived morality accounts for the effect of authenticity on power affordance. Finally, we test our predictions in a vivid context involving personal stakes (Experiment 4) and show that regardless of stakes—whether the target is the leader of one's own team or of another team—an authentic target will be granted higher power compared to an inauthentic target, thereby indicating the generalizability of the desire for authentic leaders.

Overall, these findings provide insight into how authenticity can be used as a strategic means to attain workplace power.

### **The underlying motivations for ethical behavior: differences in altruism through a cross-cultural lens**

**Merav Weiss-Sidi, Ben-Gurion University (weissid@post.bgu.ac.il)**

Co-authors: Hila Riemer

Moral behavior is defined as being socially responsive to the needs of others (e.g., Rest, 1980). In this vein, donors' altruistic behavior can be viewed as moral behavior. Research suggests that altruistic decisions are motivated by people's values, and that altruistic behavior increases happiness. Our research examines cultural differences in people's views of moral and altruistic behavior, and in the effect of altruist behavior on happiness. We suggest that in collectivist cultures, people tend to be more willing to "do good" and to view altruism as pure and as focused on the utility to others. By contrast, in individualist cultures people tend to help others in order to gain personal utility. The greater focus on oneself when helping others will lead individualists to experience greater happiness upon helping; this tendency is less likely to occur in collectivists, due to their focus on the help receiver. Four studies examine these propositions. Studies 1 and 2 provide evidence for cultural differences in the perception of altruism, in moral identity, and in values. They show that individualists tend to view altruism as a means to gain self-utility, whereas collectivists tend to consider the benefit to others and their behavior is less oriented toward immediate gratification, such as happiness. Studies 3 and 4 demonstrate the moderating role of cultural orientation in the altruism–happiness link. Both studies show that individualists are indeed more likely than collectivists to be happier after engaging in altruistic behavior. As such, this research contributes to efforts to better understand the intricate motivations underlying ethical behavior, by focusing on altruistic behavior and happiness. Insights from this research have implications for strategy development in charitable organizations.

### **Flexibility at Work and the Gender Gap in Career Advancement**

**Julia B. Bear, Stony Brook University (julia.bear@stonybrook.edu)**

## **C.2 Symposium - Managing Relationships in Organizations: The Role of Power and Pro-sociality**

### **Leading powerfully or kindly? Personal values and entrepreneurial mentoring**

Eyal Rechter, Ono Academic College (eyal.rechter@ono.ac.il)

Mentoring has an essential role in the leadership and professional development and career outcomes in different professions and fields (e.g., Cull, 2006; Kempster & Cope, 2010). The mentoring literature identifies two main dimensions of mentoring (Gravells, 2006): directivity, which refers to the authoritativeness of the mentor, and the level of engagement and involvement in the mentoring relationship. Findings suggest that non-directive, highly-involved mentoring is most effective in entrepreneurial context (St-Jean & Audet, 2013). In this research, we study individual differences in mentoring behaviors and consequences from a personal values (Schwartz, 1992) perspective.

In Study 1, mentors' (N=67) Self-enhancement values were associated with their directivity, level of involvement and their perception of their mentees' proactivity, and mentors' Self-transcendence values were associated with their level of involvement and perception of mentee's proactivity.

In Study 2, entrepreneurs' (N=120) Openness-to-change and Conservation values moderated the associations between mentoring style and their satisfaction from their progress, such that entrepreneurs that place more focus on Openness-to-change values are more satisfied with their progress when their mentor was less directive and when their relative proactivity within the relationship was low. Conservation values moderate the relationships such that for entrepreneurs that place more focus on Conservation values, their satisfaction from their progress was higher when their mentor was more directive. Mentees' Self-enhancement values positively correlated with reported proactivity in the mentoring relationships.

Our findings suggest that personal values can predict mentors behaviors, with those high on self-promoting values (Self-enhancement) tending to be less engaged and more authoritative in their mentoring style, focusing less on the learning and development of their mentees. Findings also point to the importance of the congruency between mentors style and mentees preferences, that are predicted by their own personal values.

### **How powerful does your counterpart look? Perceiving counterparts as powerful hinders cooperation**

Sari Mentser, The Hebrew University of Jerusalem (sari.mentser@mail.huji.ac.il)

Adi Amit

People intuitively believe that personality plays an important role in shaping negotiation behavior and outcomes. We suggest that this intuition makes negotiators attentive to cues about the personality of their counterpart, resulting in decision-making that is based on counterpart's personality perceptions. Respondents in two pretests believed that negotiators should act on their own personal values rather than the values attributed to their counterparts. Respondents further assumed that when engaging in a negotiation they actually stick to their own values. Our main studies offer a gap between these reports and actual behavior. In Study 1, own power and benevolence values did not predict cooperation in a simple-choice game (prisoner's dilemma) but perceived power and benevolence values did. In Study 2, both own and perceived power and benevolence values were associated with willingness to deceive the negotiation partner. In Study 3, only perceived benevolence predicted joint economic gains in an integrative negotiation. The effect of counterpart's personality perceptions possibly explain why negotiation outcomes are only weakly associated with personality.

### **Values underlie trust in people and in marketplaces**

Adva Liberman, The Hebrew University of Jerusalem (adva.liberman@mail.huji.ac.il)

## **Preferring powerful competitive organizations over harmonious egalitarian organizations depends on the goals of external constituents**

**Sharon Arieli, The Hebrew University of Jerusalem (asharon@huji.ac.il)**

Fiona Lee, University of Michigan, Lilach Sagiv

Organizations engage in routine impression management aiming to obtain important organizational outcomes (e.g., Hooghiemstra, 2000). Organizations often frame their self-presentation attempts according to the agendas and goals of different external players. Thus, for example, in many official websites, organizations convey multiple, even conflicting, messages directed to various external constituents: They may highlight organizational harmony when addressing work candidates, but prime competitiveness and excellent financial accomplishments when addressing investors. In this research, we examine how organizations' routine communication about their values and goals influence individuals' preferences to enter into relationships with the organization as an employee or investor. Drawing on role theory (Katz & Kahn, 1978) and espoused organizational values (e.g., Bourne & Jenkins, 2013), we reason and show that matching between the goals derived from a specific role and espoused organizational values impact the preferences towards an organization. An experiment with 476 working adults and students in three countries, found that individual assumed role (as a potential employee or an investor) and espoused organizational values (embeddedness-autonomy, egalitarianism-hierarchy, and mastery-harmony) affected individuals' preferences to invest or work in organizations. Our findings suggest that impression formation is a dynamic process, influenced by the specific role individuals assume at the moment of judgement. Hence, when individuals shift from one role to another they may also change their preference for the organization.

## **C.4 Emotions and personality 1**

### **The Interpersonal Costs of Dishonesty: How Dishonest Behavior Reduces Individuals' Ability to Read Others' Emotions**

**Julia Lee, University of Michigan (profjlee@umich.edu)**

Co-authors: Ashley E. Hardin, Bidhan Parmar, Francesca Gino

In this research, we examine the unintended consequences of dishonest behavior for one's interpersonal abilities and subsequent ethical behavior. Specifically, we unpack how dishonest conduct can reduce one's generalized empathic accuracy—the ability to accurately read other people's emotional states. In the process, we distinguish these 2 constructs from one another and demonstrate a causal relationship. The effects of dishonesty on empathic accuracy that we found were significant, but modest in size. Across 8 studies ( $n = 2,588$ ), we find support for (a) a correlational and causal account of dishonest behavior reducing empathic accuracy; (b) an underlying mechanism of reduced relational self-construal (i.e., the tendency to define the self in terms of close relationships); (c) negative downstream consequences of impaired empathic accuracy, in terms of dehumanization and subsequent dishonesty; and (d) a physiological trait (i.e., vagal reactivity) that serves as a boundary condition for the relationship between dishonest behavior and empathic accuracy.

### **Which Way the Wind Blows: Differing Effects of Emotional Ambivalence on Morality**

**Kristin Smith-Crowe, Boston University (kscrowe@bu.edu)**

Co-authors: Naomi Rothman, Maryam Kouchaki, Krithiga Sankaran, Shimul Melwani

### **Leader emotional unpredictability: when and how emotionally volatile leaders tear teams apart**

**Lindred Greer, University of Michigan (greerl@umich.edu)**

Co-authors: Gerben Van Kleef, Annebel de Hoogh, Carsten de Dreu

Emotional displays of leaders convey social information to followers that can help bolster their motivation and understanding of the situation, thereby facilitating team performance. An implicit assumption in previous theorizing and research using this social-functional approach to leader emotions has been that leaders' emotional expressions logically follow from the situation for followers and thus help followers who observe these expressions to better understand the situation. However, leader's emotional expressions are not always predictable to followers. We extend the social-functional approach by investigating what happens when leader emotional displays are perceived as unpredictable by followers. We propose that leader emotional unpredictability sparks uncertainty among followers about how the leader allocates ranks and resources within the team, which triggers intra-team power struggles. Such power struggles—intra-team conflicts over resources among followers—in turn undermine team performance. Using a multi-method approach, we find support for our model in three studies, including two laboratory experiments and a field study of 246 retail teams. The findings inform our understanding of how leaders' emotional displays influence team performance, extending the social-functional approach to emotion by illuminating how the perceived unpredictability of leaders' emotional expressions can be dysfunctional for teams.

### **Achievers, Not Winners: Guilt Proneness Reduces the Motivation to Compete**

Uriel Haran, Ben-Gurion University (UHaran@som.bgu.ac.il)

Co-authors: Mor Krief, Michal Barina, Stav Rosenzweig, Dina Van-Dijk

Guilt proneness is an individual trait associated with the achievement of both personal and interpersonal goals. In competitions, personal and interpersonal motives often contradict each other; therefore, we hypothesized that in competitive settings, guilt proneness may reduce, rather than increase, goal achievement motivation. In two lab studies, guilt proneness predicted participants' preference for pursuing non-competitive goals over competitive ones, as well as higher effort exerted in the pursuit of individual goals but a reversal of this relationship for competitive goals. We also tested these effects in two field studies. One study investigated medical residents and interns' choices of medical specialty. We discovered that guilt proneness predicts the avoidance of surgical specialties, which are related to values of status and power, in favor of non-surgical specialties; Respondents' competitive orientation mediated this relationship. Another study found similar trends among amateur catchball players. Guilt proneness predicted preference for participative team play, characterized by equal playing time among all players, over competitive play, which maximizes the team's chance of winning by allocating more playing time to the team's best players. Together, our findings demonstrate that guilt-proneness, a trait associated with high achievement, can be harmful for goal attainment under certain conditions, and highlight the importance of fit between people's personal attributes and the goals they pursue.

**Tuesday, January 7<sup>th</sup>**

## **D.1 Leadership 2**

### **Leadership and (sub)groups: A cognitive social identity perspective**

Adi Amit, The Open University of Israel (adiam@openu.ac.il)

Co-authors: Sari Mentser, Eran Chajut

Is Trump more Republican or more American? Political orientation serves as a prominent social identity, dividing nations into influential subgroups (Brewer, 2009). Political orientations influences who people trust, what they support, and how they perceive and interpret the political reality (i.e., identity-motivated perceptions). Recent research on motivated reasoning, (Arieli, Amit & Mentser, 2019) showed that constituents attribute the actions of ingroup leaders as intended to benefit a wider social target (the country or humanity) and the actions of outgroup leaders as intended to benefit a narrower social target

(the person or party). In the current investigation we draw on social identity theory to suggest a new mechanism to identity motivated reasoning that may explain the above findings. We show that information on a specific political leader raises the salience of the superordinate identity (e.g., the nation) among ingroup members but raises the salience of a subordinate identity (e.g., the political camp) among outgroup members. The saliency of different social identities may explain the differential interpretation among ingroup and outgroup members. In Study 1 (N=120) participants were asked explicitly to rate a list of prominent politicians on a continuum between the superordinate affiliation (i.e., “Israeli”) than by their subordinate affiliation (e.g., “dovish”). Ingroup leaders were better described by their superordinate affiliation while the opposite was true for outgroup leaders. In Study 2 (N=152) we employed an implicit measure using a memory task. The participants were asked to memorize pairs of words, each including a name of a prominent politician and his/her affiliation. The affiliation was either the superordinate (“Israel”) or subordinate (“Right” / “Left” / “Centrist”) category. Participants tended to err towards the superordinate affiliation with regards to political leaders with a political orientation congruent with their own and err towards the subordinate affiliation with regards to outgroup political leaders.

## **A New Theory of Talent Management to Enhance Follower Performance: The ASK + ENHANCE Contingent Protocol**

**George Graen, University of Illinois (lmxlotus@aol.com)**

Co-authors: Julio C. Canedo, Miriam Grace

The search for a useful model for the process of constructing and maintaining an effective supervisory method for talent management has a long history (Münsterberg, 1913; Rumsey, 2012). Today, the need for such a framework is timely. A perfect storm made up of converging trends is driving transformational change in the ecology of work from “command-and-control supervision” to “ask-and-enhance leadership” (Chernyak-Hai & Rabenu, 2018). The fact is, organizational and human resource executives need to understand that enhancement of followers’ constructive alliances, when done well, can play a huge role in greater follower engagement, advancement, performance, and retention (Bersin, 2017). Fortunately, the field of integrated leadership and followership has made a breakthrough capitalizing on big-data investigations, combined with a recent literature search and successful applications. We propose a new integrative-relational model of leader development with behavioral protocol, intended to enhance follower performance. In addition, we clarify a number of misunderstandings regarding the conceptualization, measurement, and analyses of the leadership phenomenon. Finally, we suggest new testable hypotheses for future research and practice.

## **Game of Thrones: The formation of leadership structures in self-managed interdisciplinary teams**

**Tami Embar, Ben-Gurion University (tamie@post.bgu.ac.il)**

Co-authors: Alon Lisak, Dina Van Dijk

## **Workplace Social Media Relationships and Their Impact on Leadership and Ethics: It’s a Risky Business**

**Deborah Y Cohn, New York Institute of Technology (dcohn02@nyit.edu)**

Co-authors: Joshua E. Bienstock

There are power imbalances that lead to ethical dilemmas between interpersonal service provider dyads (e.g., professor-student). These relationships trigger ethical challenges due to disparities in power and dependencies. The inherent risk of undue influence being exerted on weaker parties remains. Previous research has explored the component of social media on the afore mentioned relationships. However, it appears that there is limited literature addressing the ethical dilemmas triggered by online social media relationships in the workplace (e.g., Mainiero & Jones, 2013) manifesting themselves as conflicts of interest due to power imbalances. Furthermore, there is limited research addressing the nature of personal ties between supervisors and subordinates in the workplace (e.g., Zhang, Li and Harris, 2014) and in social media. Maintaining ethical standards is complicated by marketing departments who

encourage employees to connect on social media seeking to promote their brands among stakeholders (Kunzman, 2019).

This research explores the ethical consequences of power imbalanced social media relationships between supervisors and subordinates. Further, we examine its impact on maintaining effective ethical standards in the workplace.

We employed a phenomenological qualitative research design of in-depth interviews (Moustakas, 1994) and conducted an analysis of the implications of power, leadership and ethical considerations in these relationships.

We found that professionals are often encouraged to have an open friending culture to help promote the brand and workplace harmony. This culture makes some uncomfortable while others thrive in this openness. However, we have found in Western societies that this openness has the potential to lead to the breakdown of leadership effectiveness and that it is a slippery slope towards ethical transgression in these power imbalanced relationships. Our research leads to managerial recommendations that include guidelines for social media friending to address ethical standards and leadership challenges. Furthermore, our research limitations and future research proposals are discussed.

## **D.2 Symposium - The Effect of Agency on Prosocial Orientation and Moral Behavior**

One fact of life is that human beings are autonomous decision-makers who steer their lives on their own. For being successful, individuals need to develop their agentic skills allowing them to take control over the situation. The higher one's agentic abilities the less dependent one becomes upon the mercy of others. Another fact of life is that all human beings are part of social organizations. Thus, to a large extent, an individual depends on social others and needs their assistance. In order to be eligible to social assistance an individual needs to take into consideration others' interests often at expense of her own. Thus, the ideal of a self-sufficient person may come at odds with the ideal of a prosocial or a moral person creating a tradeoff between human's strivings to be agentic and to be prosocial. In the proposed symposium we aim to advance our understanding of the consequences of this tradeoff for prosocial and moral behavior.

Maxim Milyavsky will present a new theory on how an increase (vs. decrease) in personal agency influences people's prosocial orientation. Next, Marina Motsenok will report a corroborating set of studies showing that a threat to individuals' personal agency stemming from their physical vulnerability increases their prosocial behavior. Two other presenters will tackle this issue from a different angle. Namely, they will report studies on the relation between the actors' personal responsibility for the outcome (i.e., agency) and their perceived and actual moral behavior. Amos Schurr will present three experiments that examine how people perceive the morality of a driver's choices in the trolley dilemma. Tom Gordon Hecker will show that surprisingly some people actually prefer to refrain from taking responsibility in morally challenging situations.

### **People Who Need People (and Some Who Think They Don't): On Compensatory Personal and Social Means of Goal Pursuit**

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We propose a new theoretical model depicting the compensatory relations between personal agency and social assistance. It suggests three general hypotheses, namely that (1) (a) the stronger the individuals' sense of personal agency, the weaker their motivation to utilize social assistance and the greater their consequent tendency to develop anti-social attitudes; conversely (b) the weaker the individuals' feeling of personal agency, the stronger their motivation to utilize social assistance and their tendency to develop pro-social attitudes, (2) (a) the stronger the individuals' anticipation of social assistance, the weaker their motivation to be agentic, and the lesser their tendency to develop a strong sense of self; conversely (b) the lesser the individuals' anticipation of social assistance, the stronger their motivation to be agentic, and develop a strong sense of self, (3) the stronger the individual's

identification/cohesion with a social source of assistance, the weaker the compensatory relation between feelings of personal agency and anticipated social assistance as means of goal attainment. In fact, at high levels of social cohesion --assistance may augment (rather than reduce) individuals' exertion of personal agency. We review a large body of evidence in support of the three advanced hypotheses.

### **Weak Alone, Strong Together? The Effect of Perceived Physical Vulnerability on Prosocial Behavior**

**Marina Motsenok, The Hebrew University of Jerusalem (marina.motsenok@mail.huji.ac.il)**

Co-authors: Ilana Ritov

Our research examines the relationship between perceived personal physical vulnerability and participation in volunteering activities. In Study 1 we examined whether a sense of physical vulnerability during an armed conflict was correlated with prosocial activities and with increased willingness to help others who were affected. Study 2 examined, under normal conditions, the relationship between perceived overall physical vulnerability and willingness to volunteer and donate money to a health-related organization. Study 3 further examined the relationship between subjective physical vulnerability and willingness to donate to charity. Together, the findings of Studies 1-3 suggest that higher subjective assessment of personal physical vulnerability is associated with higher likelihood to engage in related prosocial activities. Studies 4 and 5 offer preliminary evidence of the direction of causality between these two factors by manipulating perceived risk, and by eliciting likelihood of donation under conditions of high and low vulnerability. The results of these studies suggest that the feeling of being vulnerable promotes willingness to act prosocially towards others.

### **Moral appraisals and punitive decisions of regular vs. autonomous car drivers**

**Amos Schurr, Ben-Gurion University (samos@post.bgu.ac.il)**

Co-authors: Simone Moran

What moral rules guide us when evaluating drivers in autonomous vs. regular cars facing unavoidable accidents with casualties? Results of three experiments (N = 2076) varying car type, whether drivers swerved the car, and outcomes, suggest people apply different moral criteria when judging and assessing deserved punishment of regular versus autonomous vehicle drivers. Regular car drivers are judged according to a utilitarian minimizing harm criterion, autonomous car drivers according to whether or not they acted. Independent of outcome, autonomous car drivers are more favorably credited for acting, because they are deemed as unexpectedly and exceedingly taking responsibility over the event.

### **Randomizing the tracks: A robust preference for randomization over inaction and directed-action in moral dilemmas**

**Tom Gordon Hecker, Ben-Gurion University (tomgo@post.bgu.ac.il)**

Co-authors: Christopher Olivola

Moral decision-making research often categorizes people as either utilitarian (if they prioritize minimizing casualties in moral dilemmas) or deontological (if they prioritize avoiding actions that risk harming others). We show, however, that many people are neither. In 4 experiments, we employ modified versions of the trolley dilemma, in which decision-makers are given an option to randomize the trolley's path (and thus the outcome). We find that many people prefer this randomization option, even when a more utilitarian option is available, and even when the default (no-action) option already minimizes casualties. That is, when given an option to actively randomize the outcome of a moral dilemma (so that the default-inaction and directed-action options are equally likely to occur), a substantial proportion of participants (who would otherwise choose the default-inaction or deterministic-action option, in the absence of the randomization option) prefer doing so to both inaction and directed-action. The randomization option becomes especially attractive in situations that invoke a greater emotional response due to a stronger causal link between the decision maker and the outcome. Our findings suggest that many people prefer randomization to both inaction and directed-action, and thus seem to prioritize minimizing responsibility over following abstract moral rules.

## **D.3 Creativity**

### **Ethical leadership and workplace creativity**

**Kwame Ansong Wadei (kwamewadei@gmail.com)**

Co-authors: Chen Lu, Joseph Frempong, Kwadwo Owusu-Agyemang

### **From the bite of conscience to the spark of insight: Moral identity is positively associated with creative performance**

**Rebecca Leigh Schaumberg, University of Pennsylvania (rlschaum@wharton.upenn.edu)**

Co-authors: Nicholas Hays

Organizations seek creative employees. They also seek ethical employees. Prior research finds a negative reciprocal relationship between creativity and ethical behavior, which suggests a problem for organizations that depend on employees to be both creative and ethical. Our work challenges this tradeoff between creativity and morality. We assess the relationship between moral identity and creativity. We reason that moral identity relates positively to cognitive engagement. Thus, higher moral identity people demonstrate higher creative performance than lower moral identity people because they exhibit the sustained focus necessary for creative breakthroughs. We further reason that concerns about defying performance expectations by being too atypical or avant-garde may suppress the relationship between moral identity and some creativity assessments. We find support for our predictions across four studies. Moral identity relates positively to creative self-identity (Study 1) and a range of creative tasks (Studies 2-3), via higher levels of cognitive engagement (Study 3). However, moral identity is unrelated to a non-conformist self-identity (Study 1) and uniqueness forms of creativity (Studies 2-3). Finally, encouraging wild, unconventional ideas--or making it normative to be non-normative, elevates the positive relationship between moral identity and divergent creativity.

### **Leading to Success with a Paradox Mindset and a Proactive Coping Approach: A Story of Employees' Adaptivity**

**Dana R. Vashdi, University of Haifa (dvashdi@poli.haifa.ac.il)**

Co-authors: Ella Miron-Spektor, Tal Lindenbaum

In today's dynamic and changing work environment, managers encounter various competing demands and tensions they must cope with simultaneously. Research offers insights into how and why they can leverage tensions to succeed in such environments. A new line of research reveals the benefits for individuals and employees of adopting a paradox mindset and a proactive coping approach to deal with such tensions. Extending this work, we aim to advance knowledge on the organizational conditions in which leaders can benefit from endorsing a paradox mindset and proactively confront tensions, and those in which such coping strategies are less effective. Drawing on research on the contingency between leaders' and followers' attributes, we suggest that leaders with a paradox mindset – those who embrace and feel comfortable with tensions – are more likely to thrive in dynamic settings, when their employees highly recognize the need to constantly adapt to change (i.e., high adaptivity). Similarly, leaders who proactively confront tensions, by initiating change, are more likely to be effective and succeed, when their employees' adaptivity is high, but not when it is low. We tested our theory using a 5-year dataset which included data from branches in an Israeli Bank. The study involved both qualitative and quantitative research methods. Overall, we interviewed 33 branch managers, and collected surveys from 912 employees and managers in 92 branches. Branch managers reported their paradox mindset, and the extent to which they proactively coped with tensions and initiated changes when entering their branch-manager position, and their employees reported their adaptivity. We used CEO excellence awards to evaluate managers' effectiveness. Our findings support our theoretical model, showing that managers' paradox mindset and proactive coping approach contribute to their effectiveness only when employees' adaptivity is high. Implications for theory and practice are discussed.

## **The Reluctance to Assume Power: Implications for selecting leaders in creative organizations**

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Assume that you are a CEO of a large organization and are about to retire. You identified a younger person whom you think possesses the needed traits and knowledge to succeed you. However, the person responded by saying that they are not interested in the position. How would you go about trying to change her/his mind?

Most of the literature on leadership and management assumes that power is an important aspect of managing in hierarchical organizations. Organizational charts emphasize authority lines for control and for getting things done, the focus is on performance. On the other hand, in creative organizations power structures have been leveled. In its inception the Macintosh division of Apple was designed as a non-hierarchical system. The Orpheus conductor-less ensemble departed from the very hierarchical structure of orchestras. In these organizations, the focus is primarily on learning. Clearly, at some points in time, performance needs to be considered along with learning. This presentation claims that it may be difficult to get managers to become leaders in such organizations, due to their value system and to their understanding of the limitations to their knowledge.

## **D.4 Emotions and personality 2**

### **The Double-Edged Sword of Reducing Uncertainty in Emergency Departments: The Effect of Informing Patients on Empowerment and Emotions of Medical Staff**

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Information is a crucial resource for different stakeholders in organizations (e.g. Mechanic, 1962). Organizational members who have more information feel empowered and actively involved in the work environment (Spreitzer, 1995). Information can be redistributed within organizations, such that some actors may receive more information, and hence, more power. We examine these dynamics in a study of medical staff and patients in a hospital Emergency Department (ED). We developed a new information system, which provides ED patients with ongoing information about their treatment procedure, and follow its effects on both ED patients and medical staff. In the paper we report here, we show that the providing information to patients using the information system changes the balance of power and thus influences staff's empowerment and emotions. Our research shows the importance of considering different actors in attempts to reduce uncertainty for one specific stakeholder.

### **I Didn't Want to Offend You: The Cost of Avoiding Sensitive Questions**

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### **What Makes Managing Emotional Expressions Stressful? The Role of Power Asymmetry and Psychological Safety**

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### **You can't always get what you want: The effect of regulatory focus on feedback preference and the paradoxical effect of the given feedback**

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## **E.1 Leadership 3**

### **How Does Job Autonomy Influence Job Performance? A Meta-analytic Test of Theoretical Mechanisms** Simeon Muecke, Technische Hochschule Ostwestfalen-Lippe (simeon.muecke@th-owl.de)

Co-authors: Anja Iseke

We meta-analytically examined an integrative framework that links job autonomy to job performance. Results from a summary of 319 studies and 151,134 participants indicate that, overall, job autonomy led to better job performance, mainly by enhancing work motivation but also by reducing mental strain. We differentiated three dimensions of job autonomy (decision-making, method, and scheduling autonomy) and showed that theoretical mechanisms vary depending on the type of autonomy. Work motivation was most strongly enhanced by decision-making autonomy, but it was diminished by scheduling autonomy. The strain-reducing effects were stronger for decision-making autonomy and method autonomy than for scheduling autonomy. Moreover, preliminary evidence indicates that core self-evaluations mediated the effects of job autonomy dimensions on work motivation and mental strain. Together, our findings suggest the need to (a) consider multiple theoretical mechanisms and (b) differentiate among all three forms of job autonomy in order to better understand how job autonomy affects job performance. We offer practical implications for managers who seek to provide more job autonomy to their employees.

### **Poor Leadership is Not Limited to Abusive Supervision: How Clueless Leaders Adversely Affect Their Subordinates and Themselves**

Shani Pindek, University of Haifa (pshani@gmail.com)

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### **Sensegiving and Paradox: A case study for everyday sensegiving and paradoxical policy** Yizhaq Benbenisty, University of Haifa (Itsik.Benbenisty@gmail.com)

Co-authors: Gil Luria

Sensegiving, the leader's attempt to influence the sensemaking process of his followers has mostly been studied in the context of change. Yet leaders engage in sensegiving all the time in their attempt to make the organizational policy better understood, especially when the policy holds contradictions and paradoxes. The aim of this study was to explore everyday sensegiving conducted by leaders in the context of paradox. Using the grounded theory methodology 40 members from various levels of field units serving in the West-Bank, ranging from plain soldiers to company commanders (middle management), were interviewed regarding the paradoxical "use of force" policy enacted by the IDF in the West-Bank. The resulting grounded theory indicates that everyday sensegiving processes performed by leaders in the context of paradox are triggered either by observed or expected difficulties in meeting the paradoxical policy or by high levels of tension and resentment expressed by followers towards the policy. Each trigger instigates a different set of sensegiving strategies. For example, elaborating on the policy in response to concerns about performance, and justifying the policy in response to expressed tensions brought about by the paradox. Findings also indicate that everyday sensegiving is aimed at maintaining the current understandings about the policy and results in the formation of small heuristics such as "dos and don'ts" rules.

### **The Impact of Leaders on Follower Well-Being: A Triple-Theory Integration** Mina Westman, Tel Aviv University (minaw@tauex.tau.ac.il)

Co-authors: Shoshi Chen, Dov Eden

Yukl (2010) has called for more effort to understand the links between leader behavior and follower outcomes. We present a novel integration of three theories that explains how leaders affect follower emotional, attitudinal, and behavioral outcomes and the mechanisms underlying such effects. The three

theories are Bass' (1998) full-range leadership model, Graen and Uhl-Bien's (1995) leader-member exchange (LMX) theory, and Westman's (2001) crossover theory. An emerging line of research has identified a link between leader behavior and employee well-being. These lines of research converge in suggesting that leaders' well-being affects the well-being of their followers. A particular behavior by a leader can be either stressful or salutogenic (Antonovsky, 1987) for followers, and consequently influence their well-being. Whereas leadership theories deal with the influence of leaders on followers in various aspects, the integration with crossover theory is new. Only recently have investigators begun exploring the role managers play in transmitting their emotions, dispositions, and behaviors to their subordinates in the context of crossover theory. Findings show a top-down transmission process from leaders' emotions and experiences to their followers. These lines of research converge in suggesting that leaders' well-being affects the well-being of their followers. Leaders establish an environment in which followers can—or can not—thrive. Understanding the way leaders influence their employees can help organizations develop leadership practices that reduce stress and burnout and enhance well-being.

## **E.2 Symposium - Ethics at the Top: When and Why The Powerful Help Others**

People in positions of power hold inordinate sway over others; those at the top of the hierarchy have greater access to and control over resources and are often members of dominant groups in society, thereby accessing even more status and resources. As a result, it is important to understand how people “at the top” use their positions of power to help the less fortunate. The four papers in this symposium examine this question from a number of important angles. Together, they illuminate important new directions in the study of how those at the top of the hierarchy can be motivated to use their power in ethical ways, and how they can do so effectively. These papers also highlight and discuss the oft-overlooked tension between the decision of those in power to engage in behaviors that can benefit others and the risk that doing so may lead to a loss of one's own power.

### **Allies for Whom? The Selfish and Selfless Values Underlying Allyship Engagement and Persuasiveness**

**L Taylor Phillips, New York University (tphillip@stern.nyu.edu)**

Co-authors: Tamar Kreps, Dolly Chugh

What motivates dominant group members to support a disadvantaged group – to act as allies? We examine variance in allies' motives, and how motives relate to both mobilization (identification strength, action intentions, actual behavior) and effectiveness (persuasiveness). Using social values theory to integrate work from disparate fields, we suggest two motives: on behalf of justice (self-transcendence values), or on behalf of self-image (self-enhancement values). In Studies 1-2b, we sampled self-identified allies of multiple communities (LGBT, Black, female) and found that both self-enhancement and self-transcendent values were associated with increased ally identification and activism intentions. However, only self-transcendence predicted actual behavior (petition signing). In Studies 3-4, a new sample read participant statements generated in Studies 1-2a. We found that self-transcending values were associated with higher persuasiveness, and self-enhancing values were associated with lower persuasiveness. Across five studies, we conclude that while both motives generate engagement, self-transcendence may promote more effective allyship.

### **Ally or a Lie? The Effect of Ally Labeling on Prosocial Intergroup Behavior**

**Olivia Foster-Gimbel, New York University (ofosterg@stern.nyu.edu)**

Co-authors: Cydney Dupree

In the wake of major incidents of racial violence in the U.S., many White Americans began wearing safety pins to signal that they were an ally to racial minorities. In this example of self-labelled allyship, White Americans identified themselves as an ally rather than being labelled as such by members of the group they claim to support. The current research explores the effect of labeling oneself as an ally on Whites' prosocial intergroup behavior. We tested two alternative predictions, moral licensing versus consistency (Mullen & Monin, 2016). On the one hand, moral licensing suggests that ally labeling could ironically result in less prosocial intergroup behavior. On the other hand, the mere act of labeling oneself an ally

may motivate Whites to behave in a way that is consistent with such an identity. We tested these predictions in three studies of self-selected allies. We manipulated whether participants have the opportunity to declare themselves an ally or write about the ways in which they are an ally to racial minorities. We find that participants who affirm their allyship show subsequent pro-Black biases (Study 1 & 2) and greater donations to a Black participant in the Dictator game (Study 3). The results suggest that, when people declare themselves an ally, they subsequently act in a way that is consistent with that label.

### **The Positive Link Between Integrative Bargaining and Leadership Evaluations**

**Julian Zlatev, Harvard University (jzlatev@hbs.edu)**

Co-authors: Francis Flynn

We draw from the dual concern theory of conflict resolution and implicit leadership theory to posit a link between negotiation style and leadership evaluations. Specifically, we propose that individuals who are seen by others as good leaders are more skilled at integrative, but not distributive, bargaining, because effective leadership is associated with a concern for others' well-being. First, using multi-rater 360-degree evaluations of managers, we find that effective leaders are more inclined to use integrative bargaining tactics, but no more inclined to use distributive bargaining tactics. Second, using a negotiation simulation, we find that better integrative outcomes are associated with more favorable leadership evaluations, and selection into a leadership program, whereas better distributive outcomes are not. Finally, using a large, representative sample of managers across industries, we find robust evidence to support the link between integrative (but not distributive) bargaining and leadership evaluations, and our proposed psychological mechanism—a perceived concern for others' well-being.

### **Peace Now? Peace Later! Temporal Distance in Intergroup Conflict**

**Nir Halevy, Stanford University (nhalevy@stanford.edu)**

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## **E.3 Trust and deception**

### **Low Power Increases Leniency for Deception in Negotiations**

**Chelsea Schein, University of Pennsylvania (cschein@wharton.upenn.edu)**

Co-authors: Nina Strohinger, Maurice Schweitzer

### **Wise reasoning about workplace conflicts: Do power and interpersonal trust affect subordinates' and supervisors' reasoning?**

**Anna Dorfman, University of Waterloo (anna.dorfman@uwaterloo.ca)**

Co-authors: Harrison Oakes, Igor Grossmann

Workplace conflicts are common and can negatively affect the workers and organizations. Consider a conflict between an employee and a supervisor over unrealistic expectations at work. The way each party approaches this conflict may depend on their expectations about the other person's reactions (e.g., accepting/rejecting one's arguments) and their position in the conflict, which arguably is more threatening for the employee as compared to the supervisor. To resolve such conflict, both parties may benefit from the valued skill of practical wisdom – intellectual humility, consideration of change/multiple ways a situation may unfold, recognition of others' perspectives, search for compromise/resolution, and application of an outsider's viewpoint. These reasoning aspects converge on a distinct factor—wise reasoning, which uniquely predicts positive interpersonal outcomes like cooperation and relational well-being. Despite the importance of these qualities, people often fail to reason wisely in social conflicts, raising a so-far unexplored question: What interpersonal characteristics impact wise reasoning? Here,

we focus on two potentially diagnostic characteristics: trust (i.e., expectations about other's reaction) and power-position.

Six studies (N = 1,617) tested the role of interpersonal expectations and manipulated power position for wise reasoning. To measure trust, we used the dispositional Rejection Sensitivity scale. To manipulate power, we randomly assigned participants to the role of managers and subordinates in a workplace conflict. Rejection sensitivity was systematically related to lower performance on each aspect of wise reasoning, above and beyond other threat-related individual differences. Effects of power position were modest and nuanced: Whereas low- (vs. high-) power position facilitated intellectual humility, consideration of change, and search for compromise, high- (vs. low-) power position facilitated consideration of others' perspectives. We discuss implications for understanding the influence of trust and power on reasoning processes in social conflicts.

### **When Negotiators with Honest Reputations are Less (and More) Likely to be Deceived**

**Ilanit SimanTov-Nachlieli, Tel Aviv University (ilanitsn@tauex.tau.ac.il)**

Co-authors: Simone Moran, Liron Har- Vardi

Building upon the ability, benevolence, and integrity model of trustworthiness, we examine the impact of three corresponding, commendable negotiator reputations— proficient, friendly, and honest— on deception in negotiation. We primarily differentiate between honest and friendly reputations, which are both seemingly cooperative and often tangled in past literature. We found that honest versus friendly (or proficient) reputations enhance integrity-based trust and curtail deception. We further found that anticipated emotions (namely, intensified guilt and reduced pride) associated with lying, as well as anticipated positive reciprocity associated with being truthful, play a role in reducing deception towards counterparts who are high on expected integrity. Yet, this advantage of honest reputations disappeared and even backfired when refuted; especially when negotiating with individuals who typically do not lie in negotiations. These findings uncouple the two communal negotiator reputations – honest versus friendly, and suggest negotiators should be particularly concerned about having, and also about maintaining, honest reputations.

### **An Experimental Approach to Comparing the Moral Severity of Deception**

**Ro'i Zultan, Ben-Gurion University (zultan@bgu.ac.il)**

Co-authors: Shlomo Cohen, Ori Regev, Shaul Shalvi

Deception is the intentional causation of false beliefs in the other. One of the central questions debated in the ethics of deception involves the moral ranking of different types of deception based on the form of communication. For example, imagine a financial consultant who benefits from a client making a bad investment, incentivizing her to deceive the client into thinking that the investment is good. She can achieve this by saying that the investment is good (Lying), by making the true statement that many people make this investment, which implies that the investment is good (Falsely implicating), or by investing a small sum herself, expecting the client to infer that the investment is good (Nonlinguistic deception). We identify two major normative positions in this debate. The Classical View (CV) is that lying is morally worse than the other modes of deception. The Equivalence Thesis (ET) states that, as long as the intent and the consequences are the same, it makes no difference morally how one deceives.

We argue that empirical data on behavior in the different modes of deception is relevant to the normative discussion. We therefore test this question using an experimental game that implements the financial consultancy example above involving one consultant and one investor. In different treatments, the consultant has the opportunity to deceive the investor by either lying, falsely implicating, or through nonlinguistic deception. In two studies, we find no significant differences between the three experimental conditions, neither among consultants nor among investors. While equivalence in behavior does not logically imply normative equivalence, we show that the empirical results can support four different normative arguments in support of the ET.

## E.4 Entrepreneurship and Family Firms

### Forming Entrepreneurial Teams

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Entrepreneurship is key to economic growth and upward socio-economic mobility. Yet, most entrepreneurial endeavors fail. Recent findings point to the founding team as a crucial determinant of new venture success. While research regarding entrepreneurial team composition, processes, and outcomes has matured, systematic evaluation of entrepreneurial teams in their early formative stages has been missing. In the current research, we develop and test an integrative model of entrepreneurial team formation. We contrast and compare two focal strategies for initiating co-founding relations: (1) a micro interpersonal attraction and (2) a more macro resource seeking. While existing research offers two seemingly competing strategies, we draw on team learning literature to delineate an integrative model suggesting that these strategies can jointly improve entrepreneurial performance. We examine our proposed model in two field studies. In the first study, we test the effect of entrepreneurial team formation on fundraising outcomes using data extracted from Kickstarter, a global crowdfunding platform. In the second study, we follow pre-seed technology-based entrepreneurial teams in multiple iterations of a prestigious entrepreneurship contest. Results from these studies support our theory, suggesting that entrepreneurial teams who integrated both strategies when forming their teams performed better than teams initially formed based on one formation strategy alone; above and beyond their venture characteristics, they had a higher likelihood to enter a prestigious entrepreneurial contest, had a lower risk to leave such competition, and raised higher funding amount in a crowdfunding platform. New insights into theory and practice are discussed.

### Lessons learnt from 100 years old family firms

Dennis Jaffe, Cornell University ([djaffe@dennisjaffe.com](mailto:djaffe@dennisjaffe.com))

*Borrowed from your Grandchildren: The Evolution of 100-Year Family Enterprises* will be published on Wiley Bloomberg on 10 February 2020. It reports on a narrative research project which featured in-depth interviews with family members from 100+ global family enterprises from 20 countries. They were beyond G3 in ownership and control; were large, wealth-generating families with average of more than \$800 million net worth; and have retained shared identity as an extended family.

We call these families 'generative' because they continue to create further wealth, both financial and non-financial, over generations. The following are the key insights that the research team uncovered.

After creating great wealth in their first generation, the family made a decision to invest in building a 'great family'.

They can be seen as tribes, or clans, with members dispersing but sharing common values and purpose as business and financial partners. Their definition of family is inclusive and expansive, and often extends to include their employees, key advisers and even their home community.

Each generation of the family, having already created great wealth, turns its attention to implementing its values and social commitment. It links these values to its business and investment practices and becomes involved in philanthropic ventures. These help to build the family identity and a commitment to remain together.

They are continually changing and adapting as their internal and external circumstances change, evolving from a single legacy business, forming a family office with diversified assets.

These families separate family from business affairs. In addition to the business, the families organize, coordinate and make decisions about family activities such as shared education, family gatherings, use of family assets and special places, celebrating their legacy and getting to know each other more deeply.

### External Corporate Entrepreneurship: Lean Venturing in a Family Firm

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We originate the idea of an external corporate entrepreneurship system as an approach to corporate venturing and renewal in family firms. We find that an external system operates through various mechanisms (e.g., acquisitions, strategic alliances, and private equity partnerships) that leverage resources outside the boundaries of the firm, allowing for opportunity exploration and evaluation beyond its original domain. As family firms are known to encounter difficulties in shedding their social and emotional attachments to legacy businesses, we pay specific attention to the role of external advisors who help firms and families choreograph external resources that meet the challenge of disruptive change in a founding business. Our findings emerge from an inductive case study of a diversified multinational family firm spanning over three generations and 85 years. We consider the research opportunities concerning the determinants of modes of external corporate entrepreneurship and their prevalence among the broader population of family firms.

## **F.1 Teams**

### **Trust between and within groups**

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### **Collaborative dishonesty: a meta-study**

**Margarita Leib, University of Amsterdam (M.Leib@uva.nl)**

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In the last decade, researchers across many disciplines have been studying what shapes people's honesty. Such work, mostly focused on individual decision making, where people affect only their own outcomes. Recently, research has been extended to group settings, where people have to choose between being honest or collaborate with others. Here we conduct the first meta-analysis on honesty in group settings, specifically dyads. Analyzing tens of thousands of observation in dyadic and individual die rolling tasks we find that compared to individual settings, in dyadic settings people lie more and are more sensitive to financial incentives. Exploring group dynamics further reveals that partners affect each other in a dyadic setting – when one person lies, her partner is more likely to lie as well. Further, higher influence over a dyad's outcome corresponds to higher levels of lying. Our meta-analysis provide new insights into honest behavior in group settings, as well as opens up new intriguing research avenues that require more attention in the research of honest behavior.

### **Seeking Less Efficient Help: Effects of Envy on Help-Seeking in Teams**

**Ronit Montal-Rosenberg, Tel Aviv University (ronitmon@gmail.com)**

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We explore the effects of envy toward outperforming peers on people's help-seeking behaviors. In three studies, we manipulate envy and examine participants' help-seeking intentions and actual behaviors. We focus primarily on the type of help they seek, differentiating between dependent help, whereby the helper is asked to provide the solution to an immediate problem only, and autonomous help, whereby the helper is asked to provide an explanation of the means leading to the solution. We find people are less likely to seek help, particularly autonomous help from outperforming peers who instigate malicious envy feelings and motivations. Our findings further revealed that the desire to avoid increasing the envied outperformer's feelings of empowerment and competence played a mediating role in the link between the malicious envy feelings and motivations towards outperforming peers and the reduced tendency to seek autonomous help from those peers.

## Challenges and Opportunities in Multiple Team Membership Work: Employee Engagement Across Teams and Career-Related Outcomes

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### F.2 Virtuous leadership

#### Too victim sensitive to be affected by ethical leadership: A longitudinal study of cynicism

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Work-related mental health problems can cause not only tremendous pain to employees but also severe losses to organizations and society. Specifically, the costs associated with burnout are staggering. In this study, we focus on one specific dimension of burnout, namely cynicism. Previous research suggests that low organizational integrity and perceived organizational unfairness promote feelings of cynicism and detachment from the job. However, based on previous leadership research, we predicted that ethical leadership would buffer the effect of low perceived organizational integrity. Furthermore, drawing on research on justice sensitivity, we predicted that this effect would be more pronounced or only present in low victim sensitive employees. Victim sensitivity is a personality trait developed to measure differences in the justice motive. By now, several empirical studies show that highly victim-sensitive individuals are more sensitive and respond more strongly to even slight cues of unfairness and untrustworthiness. Hence, we hypothesized that in the face of perceived organizational unfairness and low organizational integrity, those employees, who are highly victim-sensitive, would develop feelings of cynicism and detachment from the job irrespective of the level of ethical leadership. To test our hypotheses, we conducted a two-wave longitudinal study with 561 employees from various organizations. As predicted, the results suggest that only among employees low in victim sensitivity, ethical leadership buffered the effect of low perceived organizational integrity on cynicism. Hence, to prevent burnout and its negative consequences, organizations need to be aware of the fact that employees differ in their sensitivity towards injustice and becoming a victim. Moreover, they should be informed about the harmful and wide-ranging effects of perceived unfairness.

#### Thinking Makes It So: Reflection on Positive Leader Attributes Drives Follower Satisfaction With and Behavior Toward a Leader

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#### How do compulsory citizenship behavior and employees' personality predispositions influence employees' OCB?

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#### How ecological organizations with distributed powers avoid unethical systemic conflicts: To support operating advantages and virtuous managers

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### F.3 Modern times

## **Discrimination by Algorithms Reduces Outrage**

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People are morally outraged when humans show discrimination. Would people be equally outraged by algorithms showing the same discrimination? Since people attribute less motivation to algorithms (vs. humans), it is possible that people will be more accepting of discrimination by algorithms.

In 5 studies (N=2340), including a nationally representative sample, we compared people's reactions to discrimination by algorithms or by humans in hiring decisions. We find that people are less outraged when an algorithm (vs. a human) shows racial, gender, or age discrimination. This effect is mediated by people attributing less negative motivation (e.g. sexism) to the algorithm vs. the human.

This research emphasizes the role of motivation attribution in outrage towards discrimination, showing that people are outraged not only because of the harmful consequences, but also because of the motivation underlying the discrimination. Our research suggests that we should be cautious when delegating decisions to algorithms. People's defenses against injustice might be lowered when the agent is an algorithm, making it easier for discrimination to go unnoticed and unopposed.

## **The Effect of Using Emoji on Perceived Leadership Effectiveness**

**Ella Glikson, Bar-Ilan University (gliksoe@biu.ac.il)**

Co-authors: Monica Riordan

As emojis are being increasingly integrated into email systems, including those used in workplace communications, their role in the workplace context requires further investigation. In the current research, the effect of emojis in workplace emails is assessed from the perspective of a subordinate reading an email from a manager that either includes or does not include an emoji. Across three studies, use of emojis led to a negative effect on the perceived effectiveness of the manager. Furthermore, perceptions of the manager's effectiveness were most strongly related to the perceived appropriateness of the email in the workplace. This relationship between the appropriateness of using emojis and the perceived effectiveness of the manager was in turn moderated by the informality of the workplace communication climate. In addition, although emails with emojis were perceived to have higher emotionality and were rated as being more likely to have been written by a woman, neither of these variables were related to perceptions of the manager's effectiveness. These results are presented in relationship to the theory of emotion work, social identity theory of leadership, and role congruity theory.

## **Can ethical process in the development team of AI Financial projects undermine biased algorithms?**

**Hisham Abdulhalim, Ben-Gurion University (Hisham88il@gmail.com)**

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## **The Relationship between Digitized Performance Management and Power**

**Ulf Steinberg, Technical Uni. of Munich (ulf.steinberg@tum.de)**

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## **Poster presentations (ordered alphabetically by presenting author's surname)**

### **The "Journey to Poland" as a tool for managing human resources in public organizations**

**Tali Applboim, Ben-Gurion University (applboim@bgu.ac.il)**

Much has been said about the journeys to Poland and the importance of commemorating the Holocaust. However, almost all of the studies deal with youth journeys. Like the Ministry of Education, many organizations (for example: banks, the IDF, IEC, Amdocs, Orbotech, the police, and more) offer their employees to go on journeys to former concentration camps in Poland. Although there has been a steady increase in the number of organizations participating in Journeys to Poland in recent years, tourism and human resource management studies devoted little attention to the use of heritage tourism as a tool for managing human resources. Review of the literature indicate that to date no study has been conducted on the use of the journey to Poland as a form of compensation for the management of human resources in general and to increase Organizational Commitment and Organizational citizenship behavior in particular. It should be noted that in a study conducted with IDF commanders and soldiers (Applboim, 2012), one of the main goals of the journey was to strengthen organizational commitment and identification. It is possible to conceptualize and describe an organized Journey or travel abroad as a benefit offered by the organization to its employees. However, in the case of the Journey to Poland, it is not a leisure activity accompanied by feelings and feelings of joy and / or enjoyable activity (Oren, 2014). The Journey to Poland can be conceptualized as "serious leisure" characterized by the search for a new and deep cultural experience. This experience may be a new type of reward and / or benefit, which the literature has ignored so far.

### **Incivility and breach of psychological contract - the mediating role of interactional justice**

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Co-authors: Hagai Katz

---Purpose---

The pervasiveness of workplace incivility motivated considerable research about its causes and consequences, but mediating variables and processes are less explored. We seek to examine the central role of the perceived interactional injustice as a mediator between perceived incivility and perceived psychological contract, from the victim's point of view.

---Methodology---

An online questionnaire was distributed to a national random sample (N=469), through a commercial online panel. Mediation was tested using the SPSS Process module.

---Findings---

Controlling for supervisor status, interactional justice partially mediates the relationship between perceived incivility and the perception of psychological contract violation. Incivility increases perceived violation of psychological contract. The indirect effect through interactional justice accounts for 43.7% of the total effect of incivility on the psychological contract.

---Research limitations---

The cultural and national specificity of an Israeli sample limits the external validity of our study.

---Originality---

The paper furthers the understanding of the processes behind the negative impacts of workplace incivility, by exposing the mediating role of interactional justice. It highlights the nexus of interactional justice and psychological contract in linking incivility with its outcomes.

### **How does sensation seeking predict ethical behavior through attention control**

**Vidya Sagar Athota, University of Notre Dame Australia (sagar.athota@nd.edu.au)**

Co-authors: Iain T. Benson, Richard D. Roberts

## **A time to act and a time for restraint: Linking sensegiving strategies in the context of paradoxical policies with authentic leadership and followers' compliance**

**Yizhaq Benbenisty, University of Haifa (Itsik.Benbenisty@gmail.com)**

Co-authors: Gil Luria

## **The effect of Personal social capital and Cynicism in organizations on employee performance: The flip side**

**Batia Ben-Hador, Ariel University (batiabh@ariel.ac.il)**

## **Architectural Leadership and Structuring of HRM Processes**

**Galy Binyamin, Ariel University (galy.binyamin@gmail.com)**

Co-authors: Abraham Carmeli, Eldad Kollenscher

This article integrates research on the human resource management (HRM) architecture with the emerging theory of architectural leadership to demonstrate the role of leaders in structuring organizational processes. Specifically, we bridge theory and practice to develop the concept of structuring HRM processes and suggest that this is a core role of the architectural leader. We first present the theoretical foundations of the construct and elaborate on the seven dimensions that constitute HRM structuring. Then, we illustrate through the design of a managerial framework of recruitment and selection process and its translation into systematic and methodological patterns of activities. We elucidate how each of the seven dimensions can be manifested in the structuring of this process. To demonstrate how architectural leaders help implement strategy through structuring HRM process, we analyze how Jack Welch, the former General Electric (GE) CEO, structured the promotion process for top executives. We then suggested an outline of the supra-process, through which the architectural leader lead the structuring of each of the HRM process. In so doing, we shift the discussion from how leaders affect people at the micro level to how they influence organizational processes. Our focus on the organizational processes at the meso level helps in bridging the gap between micro and macro in both literatures of HRM and leadership.

## **The Impact of Personal Benefit on the Economic Value of Moral Judgment**

**Reut Blaywais, Ben-Gurion University (reutbl@post.bgu.ac.il)**

Co-authors: Uriel Haran, Mosi Rosenboim

During the twentieth century, the issue of ethics in the business world became increasingly important (Grayson, 2012) and a subject of concern to the public, the media and governments (Cochran, 2007). However, despite the popularity of the issue in research and practice (McLeod, Payne & Evert, 2016), many businesses still perceive it in a relatively narrow way and underestimate the subject's importance (Porter & Kramer, 2006). Indeed, many businesses today are criticized negatively for their failure to behave morally (Mohammed, 2015).

Most of the studies that examined responses to immoral acts indicated that various factors affect harsh moral judgments. The study will deal with economic punishment by investors and examine whether a person who receives personal benefits as the result of an immoral act judges the act differently and is prepared to impose different financial sanctions than someone who does not enjoy such benefits. It will also examine whether the motivation of the immoral act affects the judgment of the investor as opposed to other stakeholders. Initial results of an experiment investigating the distribution of financial profits in light of a false act indicate that such an effect does exist. This preliminary study established that when people benefit from someone else's inappropriate behavior, they tend to judge that individual as more sociable and well-intentioned (especially when the benefit is prosocial), but not necessarily more moral. Nevertheless, in terms of actual behavior, it seems that people tend to punish a person who behaved immorally less severely financially when they themselves are rewarded by this act and are even less willing to hurt themselves financially. The degree of personal morality moderates this relationship.

## **The dark side of “give to receive”: When objective reciprocity hurt relationships**

Limor Borut, The Hebrew University of Jerusalem ([limor.borut@mail.huji.ac.il](mailto:limor.borut@mail.huji.ac.il))

## **EI, CI, O- How Developing Emotional/Communication Intelligence and Observation Skill-sets Aids in Managing Change**

Cheryl Carr, The Chicago School of Professional Psychology ([cheryl@dr-cheryl.com](mailto:cheryl@dr-cheryl.com))

## **The Ethics of Big Pharma: A Response to "Developing Drugs for Developing Countries"**

Betty Cohn, Johns Hopkins University ([bettycohn@gmail.com](mailto:bettycohn@gmail.com))

The current access to essential medicines problem does not stem from a lack of creation of drugs for neglected diseases, but rather due to the fact that these medicines are not reaching the afflicted. A mechanism has been proposed by Ridley, Grabowski and Moe (2006) in “Developing Drugs for Developing Countries” to incentivize pharmaceutical companies to create drugs for neglected diseases, called a Priority Review Voucher (PRV). In this essay I will discuss PRV’s and argue that there is a flaw in one of its criteria, specifically the third criteria that obligates the PRV holder to ensure a positive global benefit from their neglected disease drug. This criterion does not place responsibility on manufacturers or any group or individual to guarantee successful distribution of drugs. Successful distribution of drugs can be impeded by inadequate public health systems and corrupt governments that lack political will to distribute essential medicines. One can propose the following objections to this argument: (1) placing responsibility on manufacturers to improve and/or create public health systems and dialogue with corrupt governments is too much to require, and (2) manufacturers should not partake in the above actions because it is not in their realm of expertise. In my response I will first explain that this responsibility is not overburdening because other members of the international community will also share in this burden. Additionally, as a result of the partnership with other groups each group can assist distribution of essential medicines in ways that are pertinent to their capabilities and goals.

## **Leading the way to inequality? The power of collaboration in the digital age**

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## **Hidden in Plain Sight: Consumer Response to Pseudo-Secrets in Marketing**

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Co-authors: Anat Keinan, Nir Halevy, Michael I. Norton

Both the marketing and consumption of secret products and experiences are emerging cultural phenomena in retail, hospitality, food and beverages, and entertainment. Restaurants ranging from gourmet Michelin-starred to mainstream fast-food chains offer secret menu items, while hidden stores and "speakeasy" bars feature camouflaged entrances and secret passcodes.

Paradoxically, many of these hidden places and products are famous for these secrets, hidden in plain sight. We label these hidden but publicly available products pseudo-secrets, and demonstrate their impact on word-of-mouth and purchase behavior in the marketplace. Seven field and laboratory studies reveal that the positive effect of pseudo-secrets on brand engagement is mediated by consumers' feelings of social centrality - the subjective experience of feeling socially central - and moderated by the manner in which information about the secret is obtained. Moreover, we explore the effect of pseudo-secrets on different market segments, including existing and potential customers, as well as market mavens.

## **Play hard, work harder? How hobbies affect employees’ work and life**

Dana Harari, University of Pennsylvania ([hararid@wharton.upenn.edu](mailto:hararid@wharton.upenn.edu))

Decades of work-family research establishes that family life substantially influences experiences at work. While we have vast knowledge regarding the influence of family on work and vice versa, relatively little research examines the influence of other activities that employees engage in outside of work, considered a “third place” domain (Ashforth, Kreiner, & Fugate, 2000) and their impact on work. In this research, I focus on hobbies as an exemplar for a “third place” domain, which affects employees’ experiences across domains.

In researching hobbies, I employ theoretical perspective from theories of multiple domains. From one hand, hobbies align with role accumulation theory (Sieber, 1974) and can be a source of enrichment leading to greater energy and beneficial outcomes for other domains. On the other hand, in alignment with role strain theory (Goode, 1960), daily hobby involvement can be a source of depletion, leading to detrimental daily outcomes across domains. I examine these perspectives in the same theoretical framework, and by so doing add to multiple domains research in integrating contradictory theories regarding the effects of multiple domains on one another. Across two studies I highlight the importance of hobbies for employees and examine the effects of hobby involvement as a between- and within-person phenomenon. In doing so, I facilitate future research regarding the effects of hobbies and other “third place” domains on employees’ work, family, and on other domains in their lives more generally.

### **Organizational culture among information technology employees, turnover intention and actual turnover: internal marketing moderation – challenging the goal setting theory**

**Limor Kessler Ladelsky, Tel Aviv University and University of Washington (lk99@uw.edu)**

Voluntary turnover of Knowledge workers in the IT sector has been the subject that interested researchers (e.g., See, Pare and Tremblay, 2007). In a meta-analytic analysis of turnover antecedents over the last 100 years of research, Rubenstein, Eberly, Lee and Mitchell (2017) suggested that until recently the organizational context has generally been ignored in turnover research (Hom, Lee, Shaw and Hausknecht, 2017). This paper attempt to answer the call by scholars (e.g., Hom, Shaw, Lee and Hausknecht, 2017) for further understanding the complexities associated with organizational context as the culture - turnover relationship. The sub cultures that were examined are: Type A – Clan, Type B – Adhocracy, Type C – Marketing and Type D – Hierarchy (according to Quinn & Cameron, 2000). This paper also challenging the Goal setting theory and its` main basic theoretic principle. The paper also examines the effect of Internal marketing (IM) on the culture turnover correlation. The IM is belonging to the marketing research area and was entered into the Hr research. It actually means how effectively a company treats employees as internal customers (Bell Simon & Bulent, 2004, p. 113). The main findings were that Type c marketing organizational culture will increase turnover intention and actual turnover among IT employees. Namely, the strategy of management by objectives (MBO) increases turnover intentions and also actual turnover of engineers in high tech companies. It was also found that internal marketing has moderating effect on the relationship between organizational culture (Type C Marketing culture) and turnover intentions and also actual turnover among engineers in high tech firms. Namely, within a real IT workplace if high tech company would implement policy of internal marketing than setting goals (MBO). I.e. organizational culture type c will not increase turnover intention and actual turnover of IT employees. Other findings are also discussed in light of the literature.

### **Could Voice Lead to Employee Identification? The Impact of Supervisor Endorsement and the Attenuating Effect of Credit Claiming on Respect, LMX, and Post-Voice Identification**

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### **The Chronology of Chaos: Organizational Complexity in the Hapo'el Tel-Aviv Football Club**

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Co-authors: Natan Urieli

Background: Complexity theory is an interdisciplinary theory that grew out of systems theory. It draws from research in the natural sciences that examines uncertainty in situations that are out of equilibrium

(Cilliers, 2008). The research focuses on the emergence of issues that cannot be predicted by analyzing each of the system's components individually (Goldstein, 2000). At the heart of the complex system is a simultaneity of overlapping and conflicting descriptions (Stacey, 2003; Richardson, 2008). Aim: The current case study examines aspects of organizational complexity in professional football by focusing on the "Hapo'el Tel Aviv" Israeli football club.

Methods: The research is based on qualitative methods, including interpretive analyses of in-depth interviews with key actors in the field of professional football, observations conducted during matches, training sessions and special events, and interpretive analysis of editorials and interviews published in the Israeli press. The research was conducted over a year and a half-long period in which Amir Cabiri was the owner of the club (2015-2016).

Results: The findings reveal various aspects of organizational complexity in the "Hapo'el Tel Aviv" club including a multiplicity of conflictual stakeholders, ambiguity in the ownership structure, managerial instability, and existing paradoxes in the club's organizational culture. Specifically, the study identifies three paradoxes that exemplify the core of the club's organizational culture and complexity: a) the mixture of passionate emotions of love and hate; b) the mixed mentality of a top club associated with inferiority; and c) the stakeholders' decisive attitudes regarding the need for improvement, together with their inclination to preserve the status-quo to maintain power and personal influence.

Discussion and conclusions: The current research adds an empiric layer to the narrow academic literature on organizational complexity theory in professional sports in general, and in football in particular. This case study suggests that sports organizations that function in a complex environment and consist of inherent components of disorder need to create a sort of internal order by acknowledging multicolored organizational variances to foster mutual tolerance and encourage organizational transparency. The "Hapo'el Tel Aviv" case study highlights the risks that arise when these managerial patterns are lacking, as well as the need for a professional and experienced managerial team that can lead the club forward in times of crisis.

### **The volunteer-leader: the problem, implications and possible solutions**

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### **Can Servant Leaders Impact Emotional Exhaustion in Catholic Women Religious Institute? The Importance of Team Conflict and Leaders' Third Party Behavior**

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Conflicts are commonplace in religious communities (convents) due to close community life and daily constant interactions and communications. Managing followers' conflict is an essential part of the task of leaders. Research on the relation between leadership and conflict management by those leaders in relation to followers' wellbeing (emotional exhaustion) has focused mostly on Western business contexts. Here, we investigate the mediating role of team conflict in the relation between servant leadership and followers' emotional exhaustion, as well as the mediating role of leaders' third-party behaviors in the relationship between servant leadership, and team conflicts and emotional exhaustion. Data were gathered from religious sisters (N = 453) evaluating 166 direct female leaders in a Catholic Women Religious Institute based in Nigeria, West Africa. Findings from structural equation modelling confirm that servant leadership discourages team conflict due to leaders' third party behavior: Utilizing problem-solving, and neither avoid conflict nor force solution to conflict parties. Moreover, sisters' emotional exhaustion reduced under as long as they have servant leadership due to less leader forcing behavior. These findings have important implications for theory and practice in servant leadership, leaders' third party behaviors, team conflict, and emotional exhaustion. Theoretical and practical implications are discussed.

## **The Wind of Change: Funding Social Organizations by Adjusting Strategy to Organization Lifecycle Stage**

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## **Managers as Key Players in Innovation Implementation**

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This study focuses on the phenomenon of managers' perceptions during the implementation of innovative public services. Success at this stage constitutes a crucial step in the process of creating tangible societal value. Drawing on Social Cognitive Theory (Bandura, 1997), we suggest an agentic perspective to understanding the role of individuals' self- and collective efficacy in actualizing and implementing innovation in the workplace. Scholars maintain that when public servants are confronted with an adopted innovation, both self- and collective efficacy are indispensable to implementation (Choi & Chang, 2009). Previous studies have insufficiently examined the way personal efficacy and collective efficacy as terminal endogenous variables (Puente-Díaz, 2016) act in concert within the innovation implementation stage. Therefore, our goal is to address this gap by examining how managers' perceived collective implementation efficacy can be shaped by institutional enablers (innovative climate and leader expectation for creativity) and by two individual enablers (creative self-efficacy and proactivity) (see Figure 1). The present study contributes to understanding managers' innovation-related perception in the critical implementation stage. Since leaders' perceptions are likely to influence their behavior, frameworks that consider leader perceptions (Fuller et al., 2015) may further public sector organizations as they maximize innovation implementation. In doing so we mark another milestone into the inquiry of the 'black box' of the innovation implementation process (Piening, 2011). Given that the innovation implementation forms a cyclical process, in which management tends to introduce another innovation immediately after adopting a previous one and that a high rate of implementation failure is endemic to innovative activity (Chung et al., 2017), this study contributes a specific consideration of factors reinforcing this important ongoing process.

## **Linking personal experience to voice behavior: A moderated mediation model including political will and perceived power**

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## **Early stage Startup teams: A review of the challenges and capabilities**

**Sharon Levite Vaknin, Bar-Ilan University (slevite@gmail.com)**

Raveh Harush, Shai Harel, Anita Woolley, Eyal Yaniv

Early stage ventures and their founding teams face significant challenges on their path to create a viable growing venture. Most of these teams fail during their early stage but the literature tends not to integrate the life-cycle perspective to identify the knowledge, capabilities and resources required to succeed at this early stage. We identified themes in the current literature regarding the age of the ventures, the data sources and the research questions, and situate the findings in a conceptual Input-Mediators-Output (IMO) framework. We then provide insights from the current literature regarding which team attributes are essential (i.e. Minimum Viable Team, MVT) to survive the early stage of the startup venture. Finally, we draw a roadmap for future research highlighting how and what we believe is fundamental to explore in order to better understand what constitutes an MVT and enables it to survive the startup early stage.

