

Center for Applied Research

# FACULTY RESEARCH NEWSLETTER

## Integrating Rigor And Impact

*This edition kicks off the 2022 spring semester announcing a vast array of faculty awards and honors, publications, presentations, and media appearances. This issue also features faculty research tips on making our knowledge more accessible and spotlights a new research laboratory at Pepperdine. Enjoy this issue!*

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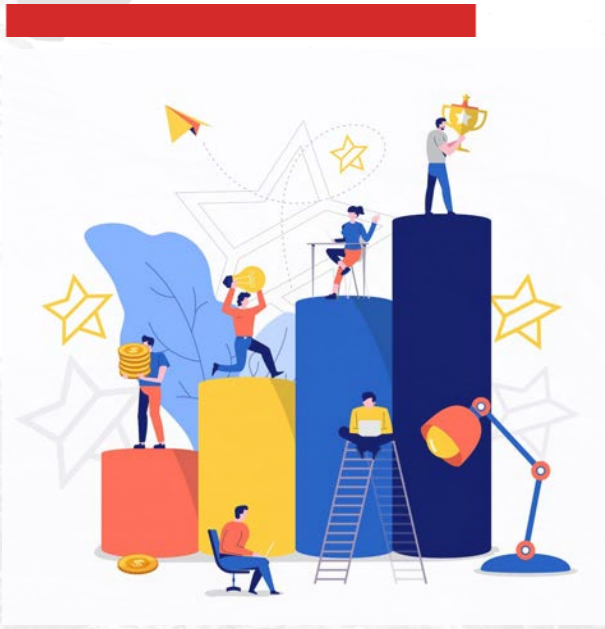
Pepperdine Exploratory &  
Accelerated Research  
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BUSINESS SCHOOL

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## AWARDS & HONORS

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**Cristina Gibson** was recently named as a member of the Senior Editorial Leadership Team in the role of Area Editor for *Journal of International Business Studies*. This is the top journal in international business and covers all areas of international business (including strategy, finance, management, operations).

**Nelson Granados** is a Senior Editor for *Electronic Commerce Research and Applications (ECRA)*, an information system journal that features research on the business and economics of digital technologies. The journal's Editor-in-Chief, Chris Yang, recently recognized Granado's contribution to *ECRA*' success, which includes achieving an all-time high impact factor and increasing submissions in 2021.

**John Mooney** has been named an Academic Research Fellow at the MIT Sloan Center for Information Systems Research (MIT CISR). This title is given to a limited number of MIT CISR research collaborators. Mooney is currently a co-lead on a longitudinal case study of Toyota North America's

digital innovation efforts and will be collaborating on projects that examine the scaling of Responsible AI initiatives.

**Doreen Shanahan, Lynda H. Palmer and Jim Salas'** article published in *Journal of Marketing Education* April 2021 issue, entitled "Achieving Scaled and Sustained Use of Client-Based Projects in Business School Marketing Education: A Proposed Suprastructure," has received an Honorable Mention for the journal's Outstanding Article of the Year Award.

## RECENT PUBLICATIONS

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**Jillian Alderman, Joetta Forsyth, Charla Griffy-Brown, and Richard C. Walton** published a lead article in the Winter 2022 edition of the *Journal of Law, Business & Ethics*. Analyzing CEO turnover data from S&P 1500 firms, the article's findings identify the conditions under which large public companies are more likely to hire someone with a legal background as CEO.

Alderman, J., Forsyth, J., Griffy-Brown, C., & Walton, R. C. (2022). What tips the scale in favor of hiring a CEO with a legal background? From giving counsel to making decisions. *Journal of Law, Business & Ethics*, 28.

**Jared Ashworth**, along with Michael Olabisi (Michigan State University), published an article in *Education Economics*. Based on the score reports of 375,000 US-based GMAT® test takers, the evidence suggests that the high levels of mismatch in the selection of schools by candidates can explain some of the academic mismatch attributed to school policies. Overall, candidates are discouraged by distance and motivated by in-state programs, and much of the application overmatch is explained by candidates' preference for high-quality programs.



Ashworth, J., & Olabisi, M. (2022). Distance and mismatch in graduate school selection. *Education Economics*, 1-30.

**Jennifer Franczak** and coauthors published an article investigating compassion fatigue and event-related post-traumatic stress disorder (PTSD) in nurses. The authors found that perceived disruptiveness and criticality of COVID-19 events were positively associated with nurses' compassion fatigue, which also mediated those characteristics' effects on subsequent PTSD instigated by COVID-19.

Hochwarter, W., Jordan, S., Kiewitz, C., Liborius, P., Lampaki, A., Franczak, J., Deng, Y., Babalola, M.T., & Khan, A. K. (2022). Losing compassion for patients? The implications of COVID-19 on compassion fatigue and event-related post-traumatic stress disorder in nurses. *Journal of Managerial Psychology*. Advanced online publication.

**Cristina Gibson** published an award-winning paper in the special issue of *Academy of Management Journal* on "Joining Conversations in Society." This longitudinal qualitative ethnographic study of corporate-community investment programs earned the Award for Humanitarian Impact from American Psychological Association and was heralded by the Australian Prime minister as a means to continue to build the capacity and capability of corporations, communities, and government.

Gibson, C. B. (2022). Investing in communities: Forging new ground in corporate community co-development through relational and psychological pathways. *Academy of Management Journal*. Advanced online publication.

**Cristina Gibson** and her colleagues published a new article on job crafting, which refers to the myriad ways employees customize their jobs, such as by altering their tasks and social interaction at work. The paper develops a conceptual model of individual-level, time-related characteristics that

shape employees' engagement in job crafting and the effects of job crafting efforts on their well-being.

Weisman, H., Bindl, U., Gibson, C., & Unsworth, K. (2022). It's about time: Understanding job crafting through the lens of individuals' temporal characteristics. *Group & Organization Management*. Advanced online publication.

**Paul Gift** responded to a comment on his paper examining the marginal revenue products of UFC fighters. In an unusual occurrence, the authors of the comment were associates of one side of an ongoing antitrust lawsuit against the MMA promotion, and two of the authors provided expert witness support in the case. In addition to noting their clear conflicts of interest, Gift highlighted the deficiencies in their comment including, unfortunately, objectively false claims.

Gift, P. (2022). Reply to the Caves et al. Comment on "Moving the Needle in MMA: On the Marginal Revenue Product of UFC Fighters." *Journal of Sports Economics*, 23(3), 366-373.

**Brian Jacobs**, along with co-author Wayne Fu (University of Michigan Dearborn), had a research article accepted for publication in the *International Journal of Operations and Production Management*. The major implication from this paper is that operational efficiency is a foundational capability that should be developed before firms focus efforts on improving water efficiency. For operationally efficient firms, improvements in water efficiency can be an important mechanism to increase profitability and reduce risk.

Fu, W., & Jacobs, B. W. (2022). Does increased water efficiency improve financial performance? The important role of operational efficiency. *International Journal of Operations and Production Management*. Advanced online publication.

**Clark Johnson**, along with co-authors Brittney



Bauer (Loyola University New Orleans) and Brad Carlson (Saint Louis University), had an article accepted for publication in the *European Journal of Marketing*. The paper examines how consumer stereotypes of celebrity endorsers on the dimensions of warmth and competence can interact with an advertisement's symbolic or utilitarian messaging to drive responses to advertisements.

Bauer, B. C., Carlson, B., & Johnson, C. D. (in press). The match-up hypotheses revisited: Matching social judgments and advertising messaging in celebrity endorsements. *European Journal of Marketing*.

**Jozefina Kalaj**, and co-authors Daniel Rogger (World Bank) and Ravi Somani (World Bank), had an article published in *World Development*. The paper experiments with various modes of measuring the time use of public officials in an Ethiopian Government setting. It explores empirically how the allocation of time use correlates with individual characteristics, management practices, and service delivery outcomes.

Kalaj, J., Rogger, D., & Somani, R. (2022). Bureaucrat time-use: Evidence from a survey experiment. *World Development*, 152, 105726..

**Clemens Kownatzki** and **Augus Harjoto** had a research article published in the *Journal of Impact & ESG Investing*. This study shows how the U.S. private firms that operate under the shareholder-centric tend to have higher ESG performance than public firms and non-US private firms to gain a competitive advantage. Hence, the ESG investment community should consider investing in US private firms that have superior ESG performance than publicly owned counterparts.

Kownatzki, C., & M. Harjoto. (2022). ESG performance of privately-held versus publicly-listed firms: How do U.S. private firms perform?. *Journal of Impact & ESG Investing*, 2(3). Advanced online publication.

**John Mooney** and his coauthors at Dublin City University published an article in *Agriculture*. The study adopts a sequential mixed-methods research design to examine the pre- and post-adoption phases of farmers' use of a mobile digital platform for farm management. The findings show that farmers' initial acceptance of a mobile digital platform for farm management is shaped by social influence, which mediates the impact of performance and effort expectancy.

Fox, G., Mooney, J., Rosati, P., & Lynn, T. (2021). AgriTech innovators: A study of initial adoption and continued use of a mobile digital platform by family-operated farming enterprises. *Agriculture*, 11(12), 1283.

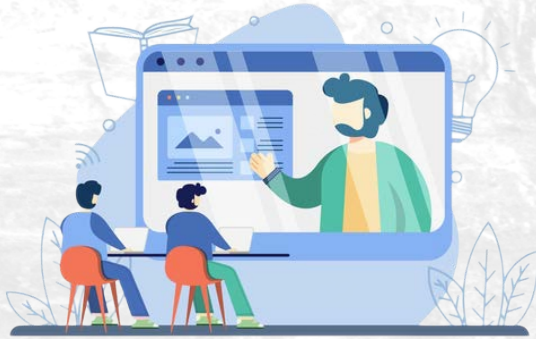
**Cristel Russell** and Anne Hamby (Boise State University) had an article accepted for publication in the *Journal of the Academy of Marketing Science*. The paper reports six studies across multiple product categories to show that adolescents' and young adults' (from the U.S. and France) ambivalence toward a risky product enhances willingness to pay for, intention to use, and interest in positive information about risky products. The paper also documents that social norms moderate the relationship between ambivalence and approach behavior toward a risky product.

Hamby, A., & Cristel, A. R. (in press). How does ambivalence affect young consumers' response to risky products?. *Journal of the Academy of Marketing Science*.

**Bobbi Thomason** and **Jennifer Franczak** published a digital article in *Harvard Business Review*. They argue that the future of hybrid work can be one where more employees belong and thrive in increasingly inclusive organizations, if leaders manage three tensions: allowing employees to work when and where they want vs. expecting constant availability; employees feeling isolated vs. invaded when working remotely; and which practices are possible in a hybrid environment vs. which are rewarded.



Thomason, B., & Franczak, J. (2022, February 3). 3 tensions leaders need to manage in the hybrid workplace. *Harvard Business Review*.



## CONFERENCE & PRESENTATIONS

PGBS has partnered with OTT.X to present the latest research on industry trends. At the latest OTT.X Online Live event on February 23, **Nelson Granados** introduced the Research Roundup featuring the latest trends in the ad-based video on demand and the subscription-based video on demand markets. First-year students of Graziadio's Executive Doctorate in Business Administration attended the Research Roundup.

**Zhike Lei** presented joint work with Pooja Nawathe and Tara Cohen (Cedar Sinai) on hospital event reporting simulations at the International Meeting on Simulation in Healthcare annual conference in January, 2022 in Los Angeles. The session was among a very few that were accepted and spotlighted as an accreditation course by the Society for Simulation in Healthcare Certification Council.

## PRACTITIONER PUBLICATIONS

**Cristina Gibson** recently published a paper indicating the important function of [shared leadership](#) when work is highly virtual. The piece is based on research conducted in the aerospace industry and offers guidance to leaders in how to implement shared leadership and when it is most effective.

**Nelson Granados** published a [Forbes article](#), in collaboration with Erick Opeka, adjunct professor at PGBS, on a vision for 2022 on the comeback of classic content and hits, thanks to the excess streaming capacity, especially ad-based streaming platforms that are free to consumers and therefore appropriate to program old time hits.

**Nelson Granados** published a *Forbes* article about the risks of an [AI-enabled world](#) for business decision making and for society. Granados urges to share a fresh cautionary tale that AI has limitations and overusing it can kill creativity and diversity of thought.

**Jaclyn Margolis** published an article in *Psychology Today* online titled "Effective Employee Feedback in Five Steps". [The article](#) provides readers with five tactics to deliver feedback more effectively.

**Jaclyn Margolis** published an article in the February issue of the print version of *Psychology Today* magazine. The article counters the common narrative that social comparisons are bad. It highlights that social comparisons have been shown by researchers to be "nearly inevitable" and that some comparisons can fuel rather than hurt self-esteem. It provides four strategies that readers can use to make beneficial rather than detrimental social comparisons.

**John Mooney** co-authored with Nick van der Meulen and Cynthia Beath for the MIT Center for Information Systems Research (CISR) on the

Research Briefing, "Digital Disruption Without Organizational Upheaval." The briefing addresses how Toyota Motor North America uses multi-capping to drive digital innovation of products, services and processes through an independent new venture while maintaining alignment with the core offerings and operations of the parent organization.

**Cristel Russell** and her authors published a piece in *The Conversation* about the [future of storytelling](#) in the multiverse of participatory media. The authors discuss findings from their *Journal of Consumer Research* article that documents the trajectories of viewers who are empowered to skip forward and backward, to slow down and speed up, and to edit the plot and make their own adventures.

**Cristel Russell** and her coauthor Anne Hamby (Boise State University) had their paper on [ambivalence](#) accepted in the *Marketing Science Institute's (MSI)* working paper series. Also, Russell and her coauthor Daniel Dietrich (University of St Gallen) had their paper on [brand contestation](#) accepted in the same working paper series. *MSI*, led by marketing's most distinguished scholars, bridges academia and its member companies in innovative programs and academic-industry collaborations.

**Bobbi Thomason's** [op-ed](#) was published in *Harvard Business Review*. She argues that gendered norms in couples, particularly prioritizing male careers and expecting caregiving from wives, compounded by the challenges of exiting a relationship once enmeshed, means that it is not as simple as simply asking a partner to do their share or be supportive. Instead, she advocates for building a village of emotional and logistical support.



## RESEARCH IN THE MEDIA

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**Cristina Gibson's** research on [technology agility](#) was recently featured in *The Washington Post* in an article entitled, "What Should I Do when My Job Gives Me Lousy Tech?"

**Cristina Gibson's** research on [remote and hybrid work](#) was recently featured in a *Forbes* article, entitled "One Skill You Must Improve To Be Relevant In The Hybrid World Of Work."

**Clemens Kownatzki** was [interviewed](#) about the merits of GS Finance's \$2.85 million leveraged notes linked to the S&P 500 Value Index. The notes underscore the trend from growth to value and provide access to less risky assets as markets are challenged by heightened global risks.

**Cristel Russell's** research on entertainment trends during Covid was featured in [USA Today](#) and [Chicago Sun times](#).

**Dana Sumpter** was quoted in a *Vox* article on [remote work](#). Drawing from her research, she shared her insight on how pandemic-related disruptions such as lack of child care and shrinking social support systems have caused many people to have more work outside of paid work.

**Bobbi Thomason** was quoted in an article in *Business Insider* about how organizations could and should do more to support [women experiencing menopause](#) at work.



THIS MONTH'S INSIDER



## RESEARCH TIPS

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## Making Our Knowledge More Accessible

By **Jaclyn Margolis**

When I returned from maternity leave, I felt off-balance as I tried to navigate how my new role as “mama” fit with my existing role as “professor.” Unsure where to turn, I ended up finding comfort in spending weeks immersed in academic literature and journal articles on work-family conflict, enrichment, identity transitions, and exhaustion. It helped me wrap my head around what I was experiencing. But, I was also frustrated knowing that most people didn’t have the same access as I did. Most journal articles are housed behind paid firewalls and are written with a deluge of academic lingo.

Based on all of the reading I had done when transitioning out of maternity leave, I wrote an

article that was later published in *Psychology Today*, which shares some of the lessons about exhaustion that I found helpful. This experience reignited my passion for ensuring that the research we do and knowledge we hold as professors is more accessible to everyone.

Over the last year, I have worked towards sharing my knowledge and research more broadly through a number of articles with *Psychology Today* and *Organizational Dynamics*. Here are some lessons I have learned in the process:

**1. Selecting a compelling topic.** I think about selecting a topic to write about as a Venn diagram: one circle is my expertise and the other circle is the topics that I think will interest the publication’s audience (which I assess through knowing as much as possible about the publication, running ideas by practitioners, and being up to date on topics that are receiving interest in the press). The sweet spot is where these two circles intersect.

I have also realized there is great value in writing about something that is counterintuitive. I wrote an online article for *Psychology Today* that was later adapted for the print-version of the magazine. When I asked the editor why she chose this particular article, she explained that the article provided a unique and novel perspective. I’ve similarly noticed that some of my articles that garner the most views are those that encourage the reader to think about things in a new way.

**2. As Simple as Possible but Not Simpler.** Albert Einstein famously said, “Everything should be made as simple as possible, but not simpler.” As academics, we often thrive on complexity. But, there is great power in being able to concisely summarize what you are trying to say. For example, my *Psychology Today* articles are capped at 1000-words, as compared to typical 30-page academic manuscripts..

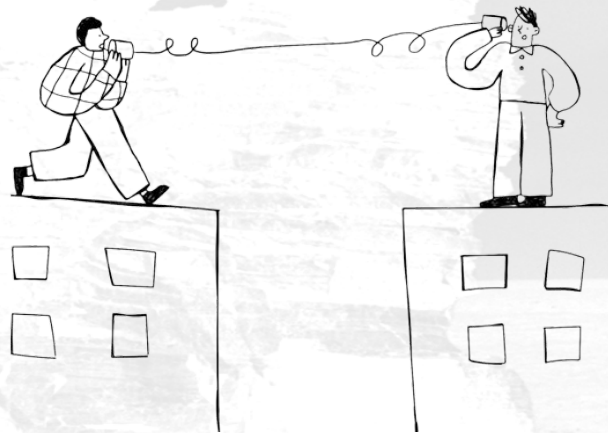
Kevin McSpadden aptly wrote, "You Now Have a Shorter Attention Span than a Goldfish", highlighting that our increasingly digital lifestyles have shortened people's focus to a mere 8 seconds. Making things as simple as possible helps engage readers.

### **3. Find Synergies with Your Existing Work.**

Nelson Grenados suggested in a prior CAR Newsletter that you should "Milk your work" through developing projects that serve multiple outcomes. I couldn't agree more. I try to make sure that there are synergies with everything that I do. For example, once my research is published in a traditional academic journal, I translate the message for a practitioner journal or a popular-press article. Similarly, I have a speaking engagement coming up at a company on the topic of burnout amongst women leaders. To make sure I'm up to date on the latest research, I am preparing by writing an article for Psychology Today on the topic.

**4. Use your own "Peer-Reviewers."** I originally thought I would be relieved to not have to deal with the peer-review process when writing popular-press articles. However, I was surprised at how much I missed having other experts provide their perspectives prior to publication. So, I began seeking out my own "peer-reviewers" for my non-peer-reviewed articles. My husband is often the first reviewer and then friends or colleagues who I think can provide valuable insights.

Because the "peer-reviewer" feedback tends to focus on content, I have also found that copy editors are really helpful for fine-tuning my writing. I've used copy editors for some academic writing, but I think they are even more of a necessity for popular-press and practitioner articles. I am always happy with how the editing takes what I have written to the next level.



UPCOMING HOT TOPICS

## **GO PEARL!**

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The Pepperdine Exploratory and Accelerated Research Laboratory (PEARL) is a collaborative group of interdisciplinary faculty across schools at Pepperdine that seek to build on their diverse research interests and backgrounds to better understand human behavior in various contexts. PGBS faculty Clark Johnson is one of the founding members of the PEARL.

The PEARL is equipped with eye-tracking capabilities (Smart Eye AI-X 60 HZ) and computers for online experiments and survey studies. All PGBS faculty are invited to submit an application for running studies in the new PEARL each semester. Read more [here](#).

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