

Center for Applied Research

FACULTY RESEARCH NEWSLETTER

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Translating Ideas
Into Reality,

Making Real
Impact



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AWARDS & HONORS

Cristina Gibson was recently named as a member of the Senior Editorial Leadership Team in the role of Associate Editor for *Academy of Management Annals*. This is a flagship journal for the Academy of Management, publishing foundational reviews of the literature on a specific domain.

Gary Mangiofico received the 2022 Outstanding Leadership Award at Education 2.0 conference for his contributions to the fields of Education and Learning in April. All nominees were judged on five criteria, including leader's reputation, educational background, professional experience, creative thinking, and decisive leadership.

Jaclyn Margolis was invited to begin a 3-year term as an Associate Editor for *Group & Organization Management*. The journal is a peer-reviewed academic journal that publishes the work of scholars and professionals who extend management and organization theory and address the implications for practitioners.

Dave McMahon, along with co-authors Steve LeMay (University of West Florida), and Pritpal Thind (University of Texas of the Permian Basin and the Canadian Police), won the best paper award in the Retail and Services Marketing track at the 2022 Meeting of the Association of Marketing Theory

and Practice with a paper entitled, "The application of Kahneman's concepts to marketing police in Ontario, Canada."

Cristel Russell received one of the 5 best reviewer awards of the year 2022 from the *Journal of the Academy of Marketing Science*, a premier journal that is devoted to the study and improvement of marketing and serves as a vital link between scholarly research and practice in marketing.

RECENT PUBLICATIONS

Heather Boren had her teaching case study and accompanying teaching note published in The Case Centre. This case study integrates the topic of Real Estate Investment Trusts (REITs) providing real estate and finance students the opportunity to role-play a given scenario and make investment decisions.

Boren, H. (2022). *Student REIT Investment Decisions: A Practice-based Approach Case Study*. Case Centre No. 122-0045-1.
<https://casecent.re/p/183245>

Addressing the urgent need for greater understanding of the refugee crisis, **Cristina Gibson** and her colleagues from the Migration, Business and Society Network published an article setting forth priorities in the study of migration and arguing for three important avenues that deserve special attention: transformation in directionality and geographic spread of global migration patterns; human rights among under-researched migrant populations; and working from anywhere, in automated workplaces and with artificial intelligence.

Hajro, A., Žilinskaitė, M., Gibson, C.B., Baldassari, P., Franklin, K., Mayrhofer, W., Brewster, C., and Brannen, M.Y. (2022). Movement of people across borders: Expanding our horizons toward

practice-informed transdisciplinary research to meet the current challenges in migration, business and society. *Academy of Management Discoveries*.

Jennifer Franczak co-authored an article which explores how leaders and employees alike must work to ensure the fair treatment of both in-person and remote workers. The authors' recommendations include: be willing and able partners, focus forward (not back), reassess the value of visibility, draw a line, and build cultures of belonging.

Odom, C., Franczak, J., & McAllister, C. (April 18, 2022). Equity in the Hybrid Office. *MIT Sloan Management Review*.

Jennifer Franczak co-authored an article on nurse passion in *Human Relations*. Study results from multi-source, time-separated data indicated that passion possessed nonlinear associations with important job outcomes, including job satisfaction, work effort, organizational citizenship behaviors (OCBs), and work performance.

Hochwarter, W., Jordan, S. L., Kapoutsis, I., Franczak, J., Babalola, M. T., Khan, A. K., & Li, Y. (2022). Sometimes enough is enough: Nurses' nonlinear levels of passion and the influence of politics. *Human Relations*.

Jennifer Franczak & Jaclyn Margolis published an article on gender diversity in *Organizational Dynamics*. This piece examines how the role of women in leadership positions lead to positive organizational outcomes for the organization.

Franczak, J., & Margolis, J. (Forthcoming). Women and great places to work: Gender diversity in leadership and how to get there. *Organizational Dynamics*.

Jaclyn Margolis co-authored an article on the use of proxies for self-assessment in *Organizational Dynamics*. The article adopts the perspective that employees often compare themselves to others in order to assess their likelihood of succeeding at

future tasks.

Margolis, J., & Dust, S. (2022). Managing the good and bad of looking to others: The use of proxies for self-assessment. *Organizational Dynamics*.

Dave McMahon, along with co-authors Joe Spencer (Anderson University), and Lisa Weitzig (Colorado State University), had an article accepted for publication in *Event Management*, a leading journal in the event space. The authors propose a strategy involving the use of social media and sales force automation to help event planners pivot and adjust to the post-COVID world.

McMahon, D., Spencer, J., & Witzig, L. (2022). A Post-COVID Strategy for Event Planners. *Event Management*.

Brandon Parsons, along with co-author Shahdad Naghshpour (Alabama A&M University), had an article accepted for publication in the *Journal of Applied Business and Economics*. The paper examines how personal income tax progressivity affects income inequality.

Parsons, B. and Naghshpour, S. (2022). "Panel Data Analysis on Income Tax Progressivity and Gini Coefficient" *Journal of Applied Business and Economics*. 2022:24(2).

Cristel Russell and **Jillian Alderman** published an article in the *Journal for the Scientific Study of Religion*. This research examines the role of religiosity in adolescents' well being and shows that teenagers' trait reactance, a personality predisposition to protect against external influences, changes this relationship in surprising ways.

Russell, C. A., & Alderman, J. (2022). Religiosity and US adolescents' well-being: The moderating role of trait reactance. *Journal for the Scientific Study of Religion*.

Dana Sumpter and **Cristina Gibson**'s article was accepted for publication in *Human Resource*

Management. Drawing from data on the surf and board sport industry in the wake of the 2008-2009 Global Financial Crisis, the authors develop relational theory and practical suggestions for how human resource (HR) managers can help employees generate energy from interpersonal interactions in a post-crisis context.

Sumpter, D.M. & Gibson, C.B. (Forthcoming). Riding the Wave to Recovery: Relational Energy as an HR Managerial Resource for Employees during Crisis Recovery. *Human Resource Management*.

Dana Sumpter's paper, with Chris Reina (Virginia Commonwealth University) and Maura Mills (University of Alabama), was accepted for publication at *Personnel Psychology*. The paper adopts a multilevel model and explains how and why being mindful in work relationships can help aid relationship quality and sustainability. But varying conditions of power dynamics and shock events impact how interactions over time collectively inform relationship trajectory.

Reina, C., Mills, M., & Sumpter, D.M. (Forthcoming). A mindful relating framework for understanding the trajectory of work relationships. *Personnel Psychology*.



CONFERENCES & PRESENTATIONS

Jim DiLellio was hosted by the Financial Experts Network in March, where he spoke to approximately 500 financial advisors and individual investors on his recent research project entitled "Seeking Tax Alpha in Retirement".

Brian Jacobs presented a paper, entitled "Experiential effects on reducing industrial water consumption" at the annual meeting of the Production and Operations Management Society (POMS), held virtually. Using propriety factory-level data from a large multi-national manufacturer, this paper examines the effects of organizational experience on the consumption of water required for manufacturing. It considers both direct in-plant experience effects as well as potential cross-learning from related plants in the same geographic region and/or same product category.

Donn Kim's paper, "Adverse selection in mortgage securitization: Evidence from Ginnie Mae early buyouts", with Arka Bandyopadhyay (University of Colorado Boulder) & Patrick Smith (San Diego State University), was presented at the Federal Housing Finance Agency (FHFA) research seminar. The paper documents adverse selection in Ginnie Mae issuers' early buyout decisions and finds that issuers buy out loans with higher interest rate spreads, conditional on delinquency.

Donn Kim presented his joint work with Davin Raiha (University of Notre Dame) & Youngme Seo (Ryerson University), entitled "House search traffic: Does it matter?", at the 2022 American Real Estate Society (ARES) annual meeting. The authors develop a theoretical model that shows the search traffic directly relates to the speed and price of sale. This model is empirically tested with a novel house hunting traffic dataset.

Donn Kim's paper, "Flight for space: the impact of COVID 19 on homebuyer location decisions", with

Davin Raiha (University of Notre Dame), Youngme Seo (Ryerson University) & Julia Freybote (Portland State University) was presented at the 2022 ARES annual meeting. Using a unique dataset of homebuyer visit activity and transactions data., the authors find a sudden shift in housing preferences during the COVID-19 pandemic, including an increased preference for living in less dense areas and close to public parks.

Clemens Kownatzki and Arthur Yu (CME Group) presented a case study on "event risk management with options strangles and straddles" at the 2022 China Fintech Research Conference. The presentation included a redefinition of market risk with Market Sentiment Indicators developed by 1QBit and CME Group and extended a previous study that used sentiment indicators to successfully manage event risk and convert undefined risk strategies to defined risk strategies.

Gary Mangiofico delivered the keynote presentation, "Graduate Education as Dialogical and Relational Processes of Collaborative Sensemaking" at the Education 2.0 conference. This presentation discussed the co-creation of the learning experience using generative dialogue and relational processes.

Dave McMahon, along with co-authors Steve LeMay (University of West Florida), and Leor Ben-Meir (University of West Florida) presented a paper at the 2022 Meeting of the Association of Marketing Theory and Practice, entitled "Supply chain resilience and agility during COVID19: The case of automobile manufacturing." The authors examine disruptions in the automobile manufacturing supply chain that resulted from the COVID19 pandemic and explore the relationships between organizational resilience and agility and supply chain resilience and agility.

Brandon Parsons presented a paper titled "Ethnic Fractionalization, Ethnic Tension, Religious Tension and the Gini Coefficient" at the National Business and Economics Society Conference. The paper examines how fractionalization and tension correlate with income inequality in a panel of 103

countries.

Cristel Russell was the inaugural speaker at the newly launched Ogilvy Masterclass initiative designed to engage C-suite and upper level executives at Ogilvy" to talk on a range of diverse topics, bringing the outside-in, ensuring we have fresh perspectives and challenging us to think differently & think better". On March 16, Cristel discussed the history and deconstruction of storytelling based on her research on narratives, plots, characters and strategic brand management and marketing communications.

RESEARCH IN THE MEDIA

Nelson Granados published a [Forbes article](#), entitled "Tech disruptions are underway for consumers to enjoy the best entertainment: Bye bye word of mouth?", which shows how analytics and high-tech production tools are bound to disrupt the media and entertainment industry.

Nelson Granados published [a Forbes article](#), entitled "Revenge of the nerds: Genomic analysis of 2022 Oscar Nominees," on the use of data to classify media and content to micro-target audiences.

Nelson Granados appeared on [ABC7 in Los Angeles](#) talking about the Musk-Twitter deal and described how Musk's plan to take over Twitter might impact the world from a business, culture, and entertainment standpoint.

Clemens Kownatzki was interviewed by the Prospect News Structured Products Daily about the pros and cons of [GS Finance's autocalls](#) on BlackRock Dynamic Factor index. The advantages of this unique structured product include a very low target volatility of only up to 5% along with principal protection over a seven-year period.

Zhike Lei discussed how leaders can prioritize employee well-being and mental health in an [Op-Ed](#) article published at Chief Executive. The actionable tips include: having mental health discussions, leveraging digital technologies, creating a company culture around employee well-being, and investing in the proper structure.

Dana Sumpter discussed with Wallethub the main influence factors causing [high worker turnover](#). She highlights that employers who neglect employee well-being, and continue to ignore the safety and work environment of their employees' daily experience, are likely to face higher turnover rates than those who treat their employees with dignity and humanity.

Dana Sumpter participated in a [satellite media tour](#) on April 27, 2022, conducting 28 interviews with radio and tv stations nationwide on the topic of "Top tips for returning to the office", drawing from her research on working mothers during Covid.

Bobbi Thomason was interviewed on "[The Broad Experience](#)" about her research published in Harvard Business Review and Organization Science on why we should stop telling women that in order to thrive in their careers, they need to find a "50-50 partner."

Bobbi Thomason was interviewed by the Washington Post on new research the [social penalties](#) single women face at work. She discussed the movement of research to coverage a range of women's experiences.



THIS MONTH'S INSIDER

FEATURED RESEARCH

Learning Through & From Crisis: COVID-19 Special Issue II

As we reimagine our work and life in the post-pandemic era, we take a look back at the research insights we've gained through crisis times with a second collection of PGBS faculty COVID-related research since spring 2021.

Stock Markets

01

"Investors' desire to diversify their risks across different countries and sectors in the emerging markets could bring superior returns. The diversification strategies bring critical financial supports to forestall the contagion of COVID-19, to protect lives, and to save the emerging economies,

especially for those financially constrained countries that are facing twin health and economic shocks by channeling their investments to countries with weak healthcare systems.”

From **Harjoto, M.**, & Rossi, F. (2021). Market reaction to COVID-19: Evidence from the emerging markets. *International Journal of Emerging Markets*, Ahead-of-Print, April 12, 2021.

Care and Compassion



02

“In the midst of the COVID-19 pandemic, work’s physical risk became a pervasive concern to most workers...Beyond the pandemic, more and more workers are being funneled into “bad jobs” ...in which taking on physical risk is routinely expected by customers and even encouraged by organizations... To avert the negative consequences of this tension, workers in “bad jobs” may benefit from joining what we refer to as risk support groups—groups of peers who strive to manage work-related risks. Whether in-person or virtual, informal or sponsored, such groups could morally support and empower workers by

teaching them options for navigating risks and the potential repercussions of these choices.”

From Cameron, L. D., **Thomason, B.**, & Conzon, V. M. (2021). Risky business: Gig workers and the navigation of ideal worker expectations during the COVID-19 pandemic. *Journal of Applied Psychology*, 106(12), 1821–1833.

03

“(t)he COVID-19 pandemic has increased exposure to traumatic, life-altering events...nurses are more vulnerable to severe psychological anxiety...Developing multipronged interventions (i.e. awareness, availability of services/support, mindfulness training, ...) focusing on identified causes of trauma...may lessen the mass exodus of nurses currently facing providers. In terms of gain, targeted interventions can lead to positive psychological change, including increased resilience, coping, and constructive rumination...). Post-traumatic growth provides nurses a critical protective mechanism since post-pandemic environments will offer only a minor respite from volatility.”

From 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*, 37(3), 206-223.

Combating the Great Resignation

04

“Rather than relying heavily on one-time incentives that are at best a knee-jerk reaction to keep bodies in seats, organizations need to take a hard look at how to identify and create engaged, enthusiastic employees...The pandemic changed how we work and how we view work. To reverse the tide of the Great Resignation, leaders need to center attention and energy on... a sense of fit and purpose, a support system at work and in the community, and personalized packages that would be hard to find anywhere else.”

From Holtom, B., **Lei, Z.**, Reeves, C. and Darabi, T. (October 21, 2021). Are you trying to retain the right employees? *Harvard Business Review*.

Reimagining Work and Life



05

“S(s)tepping up to become regularly involved at home, even in seemingly small tasks, was meaningful, particularly when it was

routine...Unlike other post-pandemic decisions, working fathers don't need to wait for CDC guidelines to learn what kind of father they are advised to be...that being an involved father benefits them, their children, their partners, and their organizations.”

From **Thomason, B.**, & **Cusumano, M.** (July 22, 2021). How working dads can keep pulling their weight at home when WFH ends. *Harvard Business Review*.

06

“When it comes to designing an inclusive hybrid work culture, there are three main tensions that organizations and teams need to manage:

- *First, the tension between allowing employees to work when they want and expecting them to be available all the time;*
- *Second, the tension between employees feeling isolated when not working from an office and feeling invaded by communication technologies;*
- *Finally, the tension between what practices are possible in a hybrid workplace and what is preferred and rewarded.*

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

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