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MaQueba is a fifth-year doctoral candidate in the Management Department at Jackson State University, one of two doctoral granting HBCU’s in Business. MaQueba has research interests in technology in the workplace, DEI, organizational justice, and HRM practices. Her dissertation examines pay communications influence on perceptions of pay equity and how perceived organizational support affects the relationship when smart contracts are present in HRM practices in a two study model design. MaQueba enjoys teaching HRM and OB courses.

Abstract:
How and When Pay Communications Influences Perceptions of Pay Equity

This study examines how pay communications influence the perception of pay equity through perceived organizational support and how the relationship is strengthened when smart contracts are implemented in HRM practices. A two-study experimental-causal-chain and field study design is implemented to test the relationship between the constructs using organizational support and social information processing theory.

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Florencio is a Postdoctoral Research Scholar in the Management Division at Columbia Business School. He studies issues at the intersection of business and society, focusing on social and environmental sustainability. Florencio applies a broad range of methods to answer timely questions in this domain that are relevant to researchers and practitioners. Moreover, he frequently collaborates with for-profit and nonprofit organizations in designing, implementing, and evaluating social and environmental impact initiatives, including corporate volunteering programs.

Abstract:
Doing Well by Requiring Employees to Do Good: Field Experimental Evidence of the Effects of a One-time, Mandatory Corporate Social Intervention on Employees
Florencio Portocarrero, Columbia Business School
Short-term, mandatory corporate social employee interventions (CSEIs), wherein firms require employees to participate in a firm-sponsored prosocial activity, are becoming increasingly common. However, given the lack of theoretical and empirical consideration of the effects of employee participation in corporate social responsibility (CSR) activities that are required (vs. voluntary) and one-time (vs. ongoing), it remains unclear whether such practices benefit firms or employees. Plausible arguments based on the extant literature suggest that such interventions are unlikely to affect employee behavior in a manner that benefits the firm or employees. However, we developed a theory on the downstream effects of these practices on employees’ stress at work and turnover. We leveraged a randomized field experiment implemented at a large Latin American bank to examine 1) the causal effects of a one-time, mandatory CSEI on two critical employee outcomes—work stress and turnover—and 2) whether employee perceptual mechanisms help to explain these effects. New employees were randomly assigned to participate in a CSEI organized by the firm as part of the bank’s new employee onboarding process. We collected employees’ perceptions about the firm and stress at work two weeks later and tracked whether they left the firm over the subsequent 10 months. We found that employees who were randomly assigned to participate in the CSEI experienced lower levels of stress at work and were approximately 50% less likely to leave the firm than those who were not. Interestingly, we found these effects to be greater for male employees. We also found evidence suggestive of the mechanism at play: the CSEI affected employees’ perceptions about their firm, and specific perceptions mediated the effect of the intervention on employee stress and turnover. Specifically, we found that employees’ perceptions of organizational justice, but not their organizational identification, mediate the effects of a CSEI on stress and turnover. This paper advances the literature on the implications of CSR practices by shedding light on the causal mechanisms through which a theoretically underexplored and practically relevant type of CSR activity can benefit organizations and their employees.
stakeholders' influence on the firm's decision to engage in environmental practices to address climate change. By applying the New Stakeholder Theory, our findings will show the value of influence the secondary stakeholder has over both the firm and other stakeholder groups. Firms will understand the importance of considering secondary stakeholders as a primary influence when managing their stakeholders while designing effective CSR strategies to meet economic and social goals. The implications of this study will show by examining social issues that gain attention from media exposure and special interest groups; firms can decide how to design and implement specific activities that concern their stakeholders. By guiding managers in developing proactive intentions and meeting the expectations of secondary stakeholders, these contributions become significant to many industries. Due to the importance of social issues, this group can act as essential agents of change by placing pressure on primary groups to assist in media exposure, activism, and boycotts changing an organization's behavior and policy.

Abstract:

Strategic Humanity: CEO Greed and Resource Reallocation During Crises
Aten Zaandam, Kent State University
Timothy Hubbard, Arizona State University

Fueled by public outrage, researchers and members of the popular press alike have shown an increased interest in the study of executive greed (Zeelenberg & Breugelmans, 2022). Research so far has linked CEO Greed with decreased corporate social responsibility (Sajko et al., 2021), employee engagement (Hendriks et al., 2022), and shareholder wealth (Haynes et al., 2017), along with increased social (Dorling, 2015) and organizational (Pfeffer, 2018) inequality. CEO greed is of particular interest in times of crisis when there is a rise in the inequitable distribution of resources as those in power exploit their privileged strategic position, enabled by increased institutional instability and the resulting lack of corporate oversight (Collier, 2008). However, despite overwhelmingly negative public and scholarly sentiment (Galbraith, 2000) recent insights from the fields of psychology (e.g., Wang & Xie, 2021) and sociology (e.g., Ahmed et al., 2022) suggest that greedy CEOs may be more likely to engage in prosocial behavior that seeks to reduce the inequitable resource distribution between themselves and their employees in times of financial and humanitarian crises.

Research on corporate greed draws its origins from agency theory, which predicts that when given the power and opportunity, individuals can be relied upon to act in their own interests, even if such actions come at the expense of the financial and humanitarian welfare of the collective (Eisenhardt, 1989). As a result, organizational scholars have sought to identify, restrict, and disincentivize corporate leaders from behaving greedily (Boyd, 1994; Finkelstein & Hambrick, 1988). However, while agency theorists often conceptualize self-interest as an inherent cognitive trait for which others must account for (Eisenhardt, 1989), psychologists (Kraus et al., 2012) and sociologists (Debeljak & Krkač, 2008; Russell, 2009) have observed that individuals vary systematically in their propensity to behave greedily as a function of their adoption of either a solipsistic or contextualized self-concept.
While one's solipsistic versus contextual cognitive disposition has generally been observed to persist throughout one's life (Kraus et al., 2012), psychologists have observed that these beliefs may change as a result of enduring, prolonged disruptive life events that contradict one's existing self-concept (Côté, 2011; Martin & Côté, 2019; Phillips et al., 2020). Thus, individuals with solipsistic self-concepts who endure a disruptive life event, such as a natural disaster or the loss of a loved one—events that exemplifies the extent to which one's individual existence depends upon the continued support of others—may reconsider solipsism in favor of adopting a more contextualized self-concept (Phillips et al., 2020). Therefore, we theorize that greedy CEOs who endure disruptive life events that contradict with their existing solipsistic self-concepts will seek to atone for their greediness by engaging in prosocial resource redistribution by both undertaking personal financial sacrifice and increasing the financial and social benefits afforded to their rank-and-file employees.

We test our theory across three empirical studies. First, we conduct an archival study looking at CEO greed's influence on prosocial resource reallocation during crises periods. These include the COVID-19 pandemic and, through a supplemental analysis, other recent crises. Second, we conduct a laboratory experiment during the COVID-19 pandemic which shows that greed does lead to prosocial resource allocation for middle and upper-class participants. Finally, we use a sociological study to look at the effect of personal crises on individual behavior. These three empirical studies each have their own strengths and limitations; in aggregate, we believe they point to more robust conclusions (McGrath, 1981). We observe broad support for each of our hypotheses.