

ORGANIZATION MANAGEMENT JOURNAL (OMJ)

Publications relevant to recent crisis

Management theory and practice

Charoensukmongkol, P. (2019) Contributions of Mindfulness to Improvisational Behavior and Consequences on Business Performance and Stress of Entrepreneurs during Economic Downturn, *Organization Management Journal*, 16:4, 209-219, DOI: 10.1080/15416518.2019.1661820

ABSTRACT

This research investigates the role of mindfulness among Thai entrepreneurs that can be linked to their improvisational behavior that, in turn, explains business performance and stress during a period of economic contraction in Thailand. This research collected survey data from a sample of 186 owners of small retail shops in major marketplaces in Bangkok, Thailand. Results from partial least squares structural equation modeling show that mindfulness had a positive relationship with the degree of improvisational behavior exhibited by entrepreneurs. The findings also reveal that the entrepreneurs who exhibited a higher degree of improvisational behavior achieved higher business performance and had lower stress.

KEYWORDS: Mindfulness, entrepreneur, small business, stress, strategic decision making

Racicot, B.M. Kernan, M.C. & Nicholls, E. D. (2019) Effects of Management Support, Team Member Support, and Job Status on Safety Climate and Employee Attitudes, *Organization Management Journal*, 16:4, 251-261, DOI: 10.1080/15416518.2019.1679075

ABSTRACT

This study examined the impact of management and team member support on employee attitudes through the mediating effect of safety climate. Five hundred fifty-six physicians and nurses from a large teaching hospital in the eastern United States completed survey items assessing their perceptions of management support, team member support, and safety climate as well as job satisfaction and organizational commitment. Results indicated that while job satisfaction and commitment were directly affected by perceptions of management and team member support, these relationships were also partially mediated by safety climate. In addition, the results suggested that team member support contributed to the prediction of safety climate over and above the effect of management support alone indicating that multiple sources of support may be important in developing positive safety climates. The hypothesized moderating effect of job status was not significant. Implications of the results and suggestions for future research are discussed.

KEYWORDS: Safety climate, job satisfaction, organizational commitment, management support, team support

Kim, S., Furst-Holloway, S., Hollensbe, E., Masterson, S., Sprinkle, T. & Daniele Bologna (2019) A Qualitative Study of “online” Work Breaks, *Organization Management Journal*, 16:4, 235-250, DOI: 10.1080/15416518.2019.1663142

ABSTRACT

Despite the growing empirical evidence on the beneficial effects of “micro” work breaks, scant research has examined “online” work breaks. Thus, the purpose of this study is to explore the nature and effects of online work breaks. Through an in-depth qualitative study of a diverse set of 33 full-time working professionals, we identified conditions under which online breaks occur as well as the characteristics and outcomes of these breaks. Interestingly, our findings point to both negative and positive outcomes associated with online breaks, largely dependent on an individual’s ability to self-regulate. Our grounded theory approach allows us to develop a richer description of online work breaks and a theoretical model to help guide future research.

KEYWORDS: Qualitative, grounded theory approach, recovery, breaks, work-nonwork interface

Al-Abrrow, H., Alnoor, A., & Abbas, S. (2018). The Effect of Organizational Resilience and CEO’s Narcissism on Project Success: Organizational Risk as Mediating Variable. *Organization Management Journal*, 16(1), 1–13. doi: 10.1080/15416518.2018.1549468

ABSTRACT

This study aimed to determine the effect of organizational resilience and chief executive officer (CEO) narcissism on project success via the mediating role of organizational risks. The study also highlighted the potential of the organization to adapt to environmental conditions, while maintaining successful projects according to established standards. The study developed a theoretical framework, within which the hypothetical structure was built on involving the five study variables. The framework was then tested and used in electrical power sector projects in Iraq, particularly in Basra. The study distributed 201 questionnaires to employees in the electricity power sector to obtain the required data, after which data were exposed to AMOS (version 20) software applying path analysis to examine the proposed hypotheses. Based on the results obtained, a negative direct effect was found from narcissistic CEO to successful project as proposed. Such a characteristic was expected to prevent successful projects, as narcissistic CEOs have a higher tendency to impose their opinions on the employees, while monopolizing the decision-making process. Aside from this, organizational risks were found to partially mediate the influence of the successful project in that the decisions made by the narcissistic managers tended to be more dangerous in crisis periods and, as such, such managers were major causes in the failed projects. However, the findings of the study have some limitations, such as the focus on one sector (power projects). The conceptual framework also excluded other variables that could contribute to project success, such as risk management technology.

KEYWORDS: CEO narcissism, organizational resilience, organizational risk, project success

Eisenberg, J., & Krishnan, A. (2018). Addressing Virtual Work Challenges: Learning From the Field. *Organization Management Journal*, 15(2), 78–94. doi: 10.1080/15416518.2018.1471976

ABSTRACT

Companies increasingly rely on virtual teams. Despite numerous studies examining the challenges of geographically dispersed work, the findings are often mixed. The purpose of this article is to identify themes of challenges associated with virtual collaborations based on academic literature and do a gap analysis with industry trends. First, we identify five overarching categories of virtual team challenges based on reviewing the latest trends in the academic literature: trust and relationships, communication and knowledge sharing, perceptions and decision making, leadership, and diversity. Second, we utilize these categories to qualitatively code and analyze the company data from the *Fortune* Best Places to Work surveys from 2014 to 2017, using the document analysis technique. Our contribution is to identify similarities and differences in scholarly and industry approaches to addressing virtual teamwork challenges and thus highlight opportunities for development and future research.

KEYWORDS: Virtual teams, field-based solutions, document analysis

Milosevic, I., Bass, A. E., & Milosevic, D. (2017). Leveraging Positive Psychological Capital (PsyCap) in Crisis: A Multiphase Framework. *Organization Management Journal*, 14(3), 127–146. doi: 10.1080/15416518.2017.1353898

ABSTRACT

Despite recent advancements in understanding of leadership in context, there is surprisingly little insight into leadership in crisis. To provide insight into how leaders navigate crisis, we utilize historical sources of Sir Winston Churchill's leadership during World War II to analyze which resources are used by leaders during a crisis and how they leverage these resources to lead through and out of the crisis. We discover that psychological capital (PsyCap) is a core individual resource that leaders leverage in crisis. Our findings suggest that leaders leverage PsyCap in varying ways based on the phase of the crisis. That is, different dimensions of PsyCap are used to lead ahead of, into, through, and out of the crisis. This study contributes to the strategic leadership and positive organizational behavior literatures by empirically illustrating the dynamic nature of PsyCap and how leaders leverage it to navigate crisis.

KEYWORDS: Churchill, crisis, leadership, psychological capital (PsyCap), qualitative

Bailey, J. R., & Raelin, J. D. (2015). Organizations Don't Resist Change, People Do: Modeling Individual Reactions to Organizational Change Through Loss and Terror Management. *Organization Management Journal*, 12(3), 125–138. doi: 10.1080/15416518.2015.1039637

Abstract

This article has three premises that stand in contrast to emphases found in contemporary organizational change research. First, examination of resistance must start with the individual. Organizations don't resist change, people do. Second, people react not to the change per se, but to the loss it represents. Third, loss engenders a deeply rooted peril response that is largely emotional in nature. To support these premises, we apply Terror Management Theory to locate resistance in existential buffers: emotional defense mechanisms that prevent awareness of loss and allow participation in a larger meaningful system. We argue that the buffers threatened during organizational change are consistency, standards/justice, and culture. These in turn negatively impact the individual capabilities of sensemaking, competency, and identity. A theoretical model is erected that integrates buffers and capabilities with different levels, or types, of organizational change. Modeling multilayered affective, cognitive, and behavioral forces is necessary to unravel successful change initiatives.

Backhaus, K. (2013). Individual and Organizational Responses to Changing and Challenging Conditions. *Organization Management Journal*, 10(4), 213–214. doi: 10.1080/15416518.2013.859055

Mcdevitt, R., Giapponi, C., & Houston, D. M. (2013). Organizational Downsizing During an Economic Crisis: Survivors and Victims Perspectives. *Organization Management Journal*, 10(4), 227–239. doi: 10.1080/15416518.2013.859057

Abstract

The recession that began in 2007 resulted in organizational retrenchment strategies focused on workforce reductions. In order to successfully emerge from this crisis and sustain long-term viability for their organizations, managers needed to reengage surviving employees and minimize the potential for retaliatory behavior by the victims of the downsizing activities. An understanding of the perceptions of both survivors and victims is critical when managers implement downsizing and recovery strategies. The psychological contract and attribution theory were used to examine employee perceptions post downsizing. The variables of interest in this study include employee perceptions related to organizational communication; understanding and agreement with organizational strategy; local management's involvement in downsizing decisions; management responsiveness to employee needs; perceived fairness; optimism about the future of the company; and job security. A survey of 540 adults registered in an accelerated bachelor's of business administration program during 2009 completed a downsizing survey designed for this study. This study found perceptual differences between the survivors and victims related to corporate management's responsiveness to employee needs during downsizing; the fairness of the layoff decisions; managements' favoritism in the layoff decisions; employee optimism about the future of the organization; and employee nervousness about job security.

Keywords: downsizing, lay-off, psychological contract, survivor, victim

Teaching Online

Burch, G. F., Burch, J. J., & Womble, J. (2017). Student Engagement: An Empirical Analysis of the Effects of Implementing Mandatory Web-Based Learning Systems. *Organization Management Journal*, 14(2), 116–125. doi: 10.1080/15416518.2017.1325349

ABSTRACT

Student engagement has, and will continue to be, a key desire for educators. However, some policies that are aimed at increasing engagement may actually have the opposite effect. This study of 98 students investigates one mandatory policy to use a web-based learning system and presents the level of student engagement compared to other classes where the learning system was not used. Results show that students that were required to use the web-based material had lower engagement, thus providing evidence that participation is not synonymous with engagement. Implications for practice and research are proposed.

KEYWORDS: curriculum delivery, curriculum development, student disengagement, student engagement, student participation

Cochran, J. D., Baker, H. M., Benson, D., & Rhea, W. (2016). Business Student Perceptions of Online Learning: Using Focus Groups for Richer Understanding of Student Perspectives. *Organization Management Journal*, 13(3), 149–166. doi: 10.1080/15416518.2016.1218195

ABSTRACT

The purpose of this study was to develop a deeper understanding of student perceptions, expectations, and opinions about online learning at the program level. Student evaluations of teaching are generally focused upon a single course and instructor and therefore do not address students' general perceptions of online learning and the effectiveness of various elements specific to the online course environment. Faculty worked with a professional focus-group moderator to develop and conduct the focus groups, which involved 11 undergraduate students experienced with online learning. Using a qualitative process, we discovered some common themes that cut across courses in an online program, as well as some new avenues for consideration. These include the conveniences of learning in online courses, the need for consistency in course design across an online program, better use of certain time management tools, the importance of faculty presence, and students' perceptions of certain activities as "busy work."

KEYWORDS: Online education, focus groups, student feedback, evaluations, qualitative research

Wankel, C. (2016). Reframing Management Education With Social Media. *Organization Management Journal*, 13(4), 202–213. doi: 10.1080/15416518.2016.1253944

ABSTRACT

The current and forthcoming generations of students in higher education are digital natives, having been born into a world of computing that has provided them with a high level of comfort and wherewithal with social media. Business and other organizations recognize the importance of creative proficiency in social technologies as an important dimension of human capital. This article is an overview of popular social media platforms and their practical use in higher education. Specifically, Facebook, blogs, YouTube, Twitter, LinkedIn, wikis, Meetup, and Second Life are discussed with examples of use in fostering effective management education. The continued lowering of barriers to the creation of richer media, such as video blogs (vlogs), is assessed. Potential difficulties and drawbacks of implementing social media in higher educational contexts are noted. This article updates Wankel's earlier work from 2009.

KEYWORDS: Social media, collaboration, management education, networking, Web 3.0