

#### **4 THE EFFECT OF FOLLOWER'S CHARACTERISTICS ON THE SOCIAL INFLUENCE EXERTED OVER THE LEADER**

This study examines the relationship between follower's characteristics—namely, follower's power profile (FPP) and follower's emotional intelligence (FEI)—and the amount of social influence (SI) exerted over the leader. It also tests the moderating role of follower's immediacy on this relationship. In order to test these hypotheses, questionnaires were administered to 103 senior nurses and their corresponding 309 subordinates, working in nine hospitals, in Alexandria, Egypt. After reliability and validity measures were confirmed, structural equation modeling was used to test the hypotheses. The analysis indicated that there is a significant positive relationship between FPP and SI. It also showed that follower's immediacy significantly moderated the relationship between follower's characteristics and SI. Nonetheless, it showed a negative relationship for the FEI–SI relationship. An interpretation for this controversial result is provided in light of the cultural context of this study. The value of this research stems from being follower-centric research. Although there are well-established findings regarding leader's influence on followers, there are conflicting results regarding the reverse effect because, until recently, the follower-centric approach has received little attention. This study aims at closing this gap by examining follower's characteristics that are expected to affect follower's influence. However, what is particularly interesting is that this study was conducted in Egypt, a country with a relatively high-powered distance, yet still an under-researched context.

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and Aly A. Messallam**

#### **17 THE INFLUENCE OF FAMILY-FRIENDLY BENEFITS ON HUMAN CAPITAL AND ORGANIZATIONAL PERFORMANCE**

This study follows the resource-based view of the firm and signaling theory to develop hypotheses and test relationships among family-friendly benefits, organizational performance, and human capital. The influence of family-friendly benefits on organizational performance and human capital has been understudied, and this study provides an additional test of these relationships. The findings show schedule flexibility benefits were positively and significantly related to organizational performance, while dependent care benefits were not significantly related to organizational performance. Additionally, human capital was positively and significantly related to organizational performance. The findings showed that neither schedule flexibility nor dependent care were related to human capital. Finally, human capital did not mediate the relationship between the family-friendly benefits and organizational performance.

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## **27 BALANCING ON THE TRIPLE BOTTOM LINE: AN EXAMINATION OF FIRM CSR STRATEGIES**

Corporate social responsibility (CSR) has had a significant impact on both management practice and research over the past several years. Prior research often aggregates all CSR activities together, regardless of whether the CSR was intended to enhance social causes, the natural environment, employee welfare, or external stakeholders. While maintaining a firm level analysis, the focus of this paper is the examination how performance in one area of CSR (environment) affects the performance outcomes of the other areas (employee and other stakeholder relations). We hypothesize and find that there are systematic patterns in CSR behaviors across industries with respect to how environmental performance affects other CSR patterns.

**Craig Macaulay, Mike W. Peng, Orlando C. Richard, and Mark Washburn**

## **37 IDENTIFYING JOB PREPARATION FACTORS IN THE EU AND CHINA: A CROSS-CULTURAL STUDY**

Perhaps the most difficult assignment for a graduating university student is finding a suitable job to begin their career. In competitive environments, prospective candidates could increase the probability of landing their dream job by using multiple approaches in their job search. Among the numerous methods of job preparation, which are preferred by students from different parts of the world? A survey students from Spain, Germany, and Sweden, representing the European Union, and students from China was used to find some answers. Over 1,100 usable responses provide a window into the job preparation tactics utilized by these students. Statistically significant differences on several items were found.

**Michael Monahan and Amit Shah**

## **49 STIMULATING SYSTEM INNOVATION: A CASE STUDY OF AN ONLINE TEACHING ACADEMY FOR BUSINESS FACULTY**

The University of South Carolina (USC) Palmetto College Chancellor's Innovation Grant project sought to stimulate innovation in support of associate and baccalaureate programs across the USC system of eight campuses. Using significant financial grants as incentive to encourage creativity in concept and program development, the Innovation Grant project sought to promote higher levels of achievement and performance in addressing the "top two goals in the Palmetto College Blueprint for Academic Excellence (strategic plan): (1) increase enrollment and (2) improve student success" (2016-17 Innovation Grant Description). One of 13 funded proposals was the USC Aiken School of Business Administration project designed to enhance student retention through faculty development aimed at improving online course delivery skills. The goal of this development process is to ensure faculty deliver a highly effective online learning experience that complies with policy requirements and best practices in online education. Results and lessons learned from the case study and the Innovation Grant project will be provided.

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