

ODETTE BREW

ODETTE BUSINESS
RESEARCH **EVERYWHERE**

FEBRUARY 2023 | VOLUME 1B



Accounting - Human Resources - Marketing - International Business
Supply Chain & Business Analytics - Strategy & Entrepreneurship - Finance

In This Issue

In this Volume 1B of Odette BREW, we profile very interesting research studies published by Odette researchers. Additionally, you will find out about international research scholars who are visiting Odette and working with Odette faculty. From now on, Odette BREW will be published every term.

Dr. Francine Schlosser, *Odette Research Chair*

A Message From the Dean

Our story continues in this issue of Odette BREW. We had so much research news accumulated, we decided to share it this month as Volume 1B! We encourage our campus and the broader Windsor-Essex community to become engaged in Odette research!

Dr. Mitchell Fields, *Dean of Odette School of Business*

ODETTE RESEARCH SPOTLIGHT

Featuring. Dr. Hajar Fatemi and Dr. Kyle Brykman

ODETTE PUBLICATIONS

Check out the research that was recently published

ODETTE INTERNATIONAL RESEARCH

Learn more about Odette's International Research

Odette Research Spotlight

Using Social Media to Analyze Consumers' Attitude Towards Natural Food Products, in the British Food Journal

Dr. Hajar Fatemi



on consumers attitude and belief systems in the domain of natural food products. We used a keyword-based approach to extract user-generated content from Twitter and used food as well-being and food as health frameworks for analysis of more than 2 million tweets. The results of our study provide evidence on the popularity and significance of naturalness in the food domain and across various food categories. Our findings shed light on how consumers think and talk about natural food and provide numerous implications for food marketing, public policy and public health.

"Our results highlight the importance of naturalness in consumers mind and underlines the importance of policies regarding natural food."

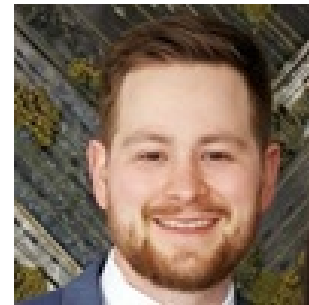
[Click here to learn more](#)

How Leaders Inspire Voice: The Role of Voice Climate and Team Implicit Voice Theories, in the Journal of Business & Psychology

Dr. Kyle Brykman

Our research examines the links between leader behaviours and a team's motivation to share ideas. Specifically, results of our immersive experiment suggest that teams develop a positive voice climate when their leader agrees with and accepts their ideas, which leads team members to speak up more in the future. By contrast, teams develop a negative voice climate when their leader disagrees with and rejects their ideas, which leads team members to speak up less in the future. Finally, we show that this effect is pronounced when team members implicitly believe that speaking up in teams is dangerous and pointless, such that encouraging leader behaviours can override employees' implicit hesitation to voice problems and ideas at work.

This research was also featured by Queen's Smith School of Business [here](#)



"Leaders can overcome their team's implicit hesitation to share ideas at work by creating a supportive voice climate. When leaders agree with and accept team members' ideas, they effectively show everyone that they are safe and able to initiate change."

[Click here to learn more](#)

Odette Research Publications

Integration versus segregation: Newspaper diversity and museum formation in US local communities

Dr. Hongwei Xu

Motivated by general theoretical ideas about the societal consequences of diversity among organizations, I examine how the diversity of organizational forms in a local community shapes the formation of its museums. Empirically, I investigate how diversity in the local press affected the formation of museums in American counties from 1872 to 1976. Findings indicate that the diversity of general appeal newspapers has a positive relationship with the formation of museums, implying the integrating effects of general appeal

newspapers that cut across boundaries of race and ethnicity, the dominant segregation lines in U.S. communities. In contrast, there is a negative relationship between ethnic newspaper diversity and museum formation, showing the segregating effects of ethnic newspapers by race and ethnicity. I conclude the study with a discussion of its implications for a general research program on how organizational diversity shapes social interaction patterns in a community, and consequently influences the community's civic engagement for public good.

"Integrative media that traverse boundaries of race and ethnicity build community" - Tweeted by SIM (Social Issues in Management) Division of the Academy of Management

[Click here to learn more](#)



The Context Sensitivity of International Entrepreneurial Orientation and the Role of Process and Product Innovation Capabilities

Dr. Nazha Gali

Drawing on a contingency perspective of the resource-based view, we test the thesis that a relationship between international entrepreneurial orientation (IEO) and the international performance of export-manufacturing firms is contingent on innovation capabilities. Using time-lagged survey data from 369 Bangladeshi export-manufacturing firms in a least-developed country (LDC), we predict that process and product innovation capabilities are essential to the relationship between IEO and international performance among export-manufacturing firms. We find that the effect of IEO becomes positive when moderated by process and product innovation capabilities. International entrepreneurial firms in an LDC succeed when they can better align IEO-driven efforts with these capabilities.

Our results are particularly important for internationally entrepreneurially oriented firms that operate in environmentally challenging, resource constrained contexts characterized by a weak institutional infrastructure, market progression and extreme economic volatility. Bangladeshi apparel firms face intense competition to capitalize on the international market, and therefore, conventional strategies (i.e., contract manufacturing) are not sufficient to address these new and emerging challenges. These firms require product innovation capability to replace and expand the range of products, predict, and develop the new design in advance to capture a new market.

[Click here to learn more](#)

Service Providers' Understanding of Clients' Needs During the COVID-19 Pandemic

Dr. Kemi Anazodo

During the COVID-19 pandemic, justice-involved persons experienced further vulnerabilities and marginalization as they reintegrated and navigated community living. Amidst decarceration, an underresourced system encountered new service access limitations due to lockdowns and social distancing measures. This study explores the experiences of justice-involved persons as described in the accounts of service providers providing programming, services, and support during the COVID-19 pandemic.

In this paper we discuss understandings of re-entry planning and support, including mental health factors. We also discuss virtual programming and service delivery, and outline recommendations for future services and programming for justice involved persons.

Toward a Holistic Perspective of Congruence Research with the Polynomial Regression Model.

Dr. Zhenzhong Ma

The polynomial regression with response surface analysis (PRRSA) model is widely used in exploring a combination of organizational variables and its impact on organization performance. However, the application of PRRSA in congruence research has not achieved the desired progress. As part of the continuous efforts to advance congruence research, this study analyzes congruence-related articles recently published in top-tier management journals. We find that congruence researchers often fail to consider all the conditions required to test congruence effects. Caution is hence warranted for proposing practical implications based on the findings in these studies. We then propose a holistic perspective to facilitate the proper application of the PRRSA model to help congruence scholars develop stronger theories and enhance scientific rigor in congruence research.

"This study brings fundamental improvements in research on congruence, concerning not only theory development, hypothesis development, and hypothesis testing but also practical implications and knowledge accumulation in congruence research. With these changes in place and with a holistic perspective, it is expected that congruence research can break through current stagnation to achieve its full potential in helping enhance management theories and practices."

This research, co-authored with Dr. Yongheng (Angus) Yao has been published in the Journal of Applied Psychology (Ranked No. 1 in Applied Psychology and No. 3 in Management based on Journal Citations).

[Click here to learn more](#)

Odette International Research

Dr. Francine Schlosser welcomed Abin Davis, a visiting Master of Engineering Management Student from Politecnico di Torino (Turin, Italy) in the Fall 2022: Abin has been collecting survey data on business incubation in Canada for his graduate thesis (co-supervised).

Dr. Zhengzhong Ma is hosting a visiting scholar Narges Sadeghian from Azad University, Iran. Professor Zhengzhong Ma is working with Narges to research online business-to-business marketing and trust-building.

Dr. Kevin Li is hosting Dr. Jia (Jessica) Zhai from Chongqing University of Technology, China. Dr. Zhai is visiting the Odette School of Business to collaborate with Dr. Li in the area of Supply Chain Management.

Dr. Kyle Brykman welcomed Matthias Sinnemann, a visiting PhD student from Ruhr Universität Bochum in Bochum Germany in the Fall of 2022. Matthias made progress on his research in respect of how team rewards influence creativity for familiar vs. unfamiliar teams. Matthias presented a guest lecture on motivating individuals with rewards for professor Brykman's students and it was well received.

"When leaders agree with and accept team members' ideas, they effectively show everyone that they are safe and able to initiate change"

— Dr. Kyle M. Brykman, Ph.D., Assistant Professor, Management

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The Odette BREW (Business Research Everywhere) newsletter is published each term. Please report any errors or omissions to Linda Ingram at lingram@uwindsor.ca. Comments and new items are always welcomed.



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