



BROAD RESEARCH REVIEW

FALL 2024

Dear Spartans:

The research faculty at the Broad College are at the forefront of advancing knowledge and transforming lives by extending the knowledge base both within and across disciplinary boundaries. In this inaugural issue of the *Broad Research Review*, we share several of our most recent publications dealing with cutting-edge issues related to business and society, on topics such as employee inclusion, relationships between buyers/supplies and customers/companies, cultural differences in work design, health care management, and employee emotional regulation at work.

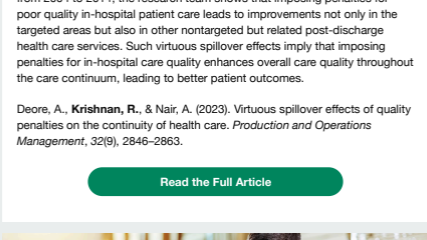
(If you received this issue from a friend, [subscribe](#) to get more research insights delivered directly to your inbox.)

As an AAU and Carnegie R1 research institution, the research mission at MSU and the Broad College is central to our identity. We hope you enjoy these recent scholarly contributions from our faculty in some of the world's most prestigious journals strategically targeted by the college.

Warm regards,

John Hollenbeck
Associate Dean for Research

Natalie DeVolder
Research Administrator

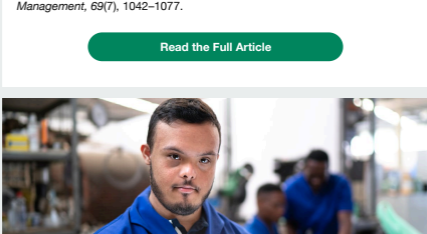


Health care insights: Quality penalties boost continuity of care

A recent study by **Ranjani Krishnan** and colleagues investigates the impact of health care quality penalties on downstream health care services such as long-term care, nursing, and rehabilitation. Using California patient-level data from 2004 to 2014, the research team shows that imposing penalties for poor quality in-hospital patient care leads to improvements not only in the targeted areas but also in other nontargeted but related post-discharge health care services. Such virtuous spillover effects imply that imposing penalties for in-hospital care quality enhances overall care quality throughout the care continuum, leading to better patient outcomes.

Deore, A., **Krishnan, R.**, & Nair, A. (2023). Virtuous spillover effects of quality penalties on the continuity of health care. *Production and Operations Management*, 32(9), 2846–2863.

[Read the Full Article](#)



Optimizing international supply chains: The power of trust alignment over high trust

A study by **Sriram Narayanan** and colleagues explores how trust congruence, or the alignment of trust levels between suppliers and buyers, impacts the acquisition of knowledge in international business relationships. Counterintuitively, the research finds that even at low levels of trust, effective knowledge sharing and acquisition is possible when levels of trust are balanced between the parties. This means that businesses do not necessarily need high trust to benefit from international supplier relationships. For managers, the practical implication is that fostering mutual understanding and maintaining consistent trust levels, rather than aiming for high trust, can be a strategic approach to enhance knowledge exchange and improve cross-border collaboration.

Wang, L., Zhang, C., & **Narayanan, S.** (2023). The bright side of trust-less relationships: A dyadic investigation of the role of trust congruence on supplier knowledge acquisition across borders. *Journal of Operations Management*, 69(7), 1042–1077.

[Read the Full Article](#)

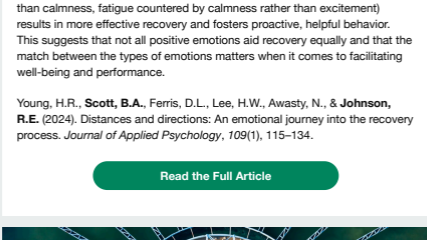


Boosting apparel manufacturing productivity through disability and language diversity

A December 2023 study by **Sriram Narayanan** and colleagues examines how increasing disability diversity and language diversity in the workforce can enhance productivity in apparel manufacturing teams. The research shows that companies embracing a diverse workforce, including employees with disabilities and those who speak different languages, can see significant productivity gains. This research argues that diversity brings unique perspectives and problem-solving approaches, leading to more efficient and innovative operations, and can increase productivity in the workplace. For business leaders and managers, the practical implication is clear: promoting an inclusive work environment not only supports social equity but also drives better business performance, especially when focusing on disability diversity.

Zhang, Y., **Narayanan, S.**, Soun, T., Deb, K., & Cole, D. (2023). Maximizing disability diversity, language diversity, and productivity: A study in apparel manufacturing. *Production and Operations Management*, 32(12), 3783–3800.

[Read the Full Article](#)



Adapting work design to cultural contexts: Enhancing employee satisfaction and performance

This study by **Frederick Morgeson** and colleagues explores how cultural differences impact the effectiveness of job features, such as job autonomy, task variety, and social support. By qualitatively and quantitatively summarizing hundreds of studies, the research reveals that different cultural values significantly influence how these work characteristics affect employee outcomes like job satisfaction and performance. For managers and HR professionals, the practical implication is the need to tailor employee jobs and other features of the work environment to align with the cultural values and norms of their workforce. A one-size-fits-all approach to designing jobs and work may not be effective across different cultural settings.

Carter, K.M., Hetrick, A.L., Chen, M., Humphrey, S.E., **Morgeson, F.P.**, & Hoffman, B.J. (2024). How culture shapes the influence of work design characteristics: A narrative and meta-analytic review. *Journal of Management*, 50(1), 122–157.

[Read the Full Article](#)

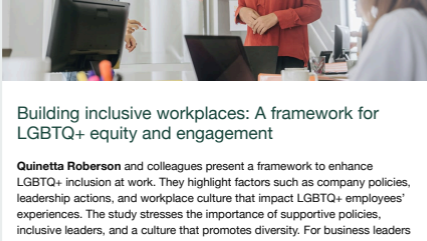


Navigating emotional recovery: Enhancing employee well-being after stressful work events

In this article, **Brent Scott**, Lance Ferris, **Russell Johnson**, and colleagues explore how leisure activities can alleviate work-related negative emotions and enhance recovery. Employing experience-sampling methods across two studies, they find that the effectiveness of recovery depends on the emotional journey individuals undergo from work to leisure. Specifically, matching the nature of emotions (e.g., anger countered by excitement rather than calmness, fatigue countered by calmness rather than excitement) results in more effective recovery and fosters proactive, helpful behavior. This suggests that not all positive emotions aid recovery equally and that the match between the types of emotions matters when it comes to facilitating well-being and performance.

Young, H.R., **Scott, B.A.**, Ferris, D.L., Lee, H.W., Awasty, N., & **Johnson, R.E.** (2024). Distances and Directions: An emotional journey into the recovery process. *Journal of Applied Psychology*, 109(1), 115–134.

[Read the Full Article](#)

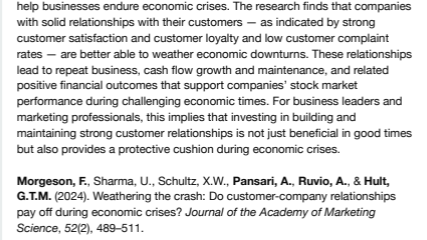


Leveraging organizational learning to achieve significant reductions in industrial water use

This study by **Sriram Narayanan** and colleagues explores how organizational learning can significantly reduce industrial water consumption. It finds that companies that actively engage in learning practices — such as knowledge sharing, continuous improvement, and adopting best practices — can achieve more efficient water use. The research further finds that increasing the scarcity of water in a region increases the rate at which companies reduce water use. By investing in training, encouraging collaboration, and implementing water-saving technologies, companies can reduce their water footprint, comply with environmental regulations, and enhance their sustainability credentials. This approach not only conserves a vital resource but also improves operational efficiency and can lead to long-term financial savings.

Awaysheh, A., **Narayanan, S.**, & Jacobs, B.W. (2024). Reducing industrial water consumption: The impact of organizational learning. *Production and Operations Management*, 33(1), 225–242.

[Read the Full Article](#)



Breaking down invisible barriers: Enhancing workplace inclusion through contributive justice

This study by **Quinetta Roberson** and William Scott examines the concept of contributive justice and its role as a hidden barrier to workplace inclusion. Contributive justice refers to employee perceptions of fairness relative to their opportunities to contribute in their workplace. The research shows that when employees think their efforts are overlooked or undervalued, they can feel excluded and disengaged. For managers and HR professionals, the practical implication is the importance of making sure everyone has fair chances to contribute. This means recognizing diverse contributions, offering equal involvement opportunities, and creating an inclusive environment where everyone feels their input matters.

Roberson, Q., & Scott, W. (2024). Contributive justice: An invisible barrier to workplace inclusion. *Journal of Management*, 50(3), 877–897.

[Read the Full Article](#)

Building inclusive workplaces: A framework for LGBTQ+ equity and engagement

Quinetta Roberson and colleagues present a framework to enhance LGBTQ+ inclusion at work. They highlight factors such as company policies, leadership actions, and workplace culture that impact LGBTQ+ employees' experiences. The study stresses the importance of supportive policies, inclusive leaders, and a culture that promotes diversity. For business leaders and HR professionals, the practical implication is going beyond simply having anti-discrimination policies to creating workplaces where LGBTQ+ employees feel valued and supported every day.

Roberson, Q.M., Ruggs, E.N., Pichler, S., & Holmes IV, O. (2024). LGBTQ systems: A framework and future research agenda. *Journal of Management*, 50(3), 1145–1173.

[Read the Full Article](#)

Strength in loyalty: The protective power of customer-company relationships during economic crises

Forrest Morgeson, **Anita Pansari**, **Ayalla Ruvio**, **Thomas Hult**, and their colleagues investigate whether strong customer-company relationships can help businesses endure economic crises. The research finds that companies with solid relationships with their customers — as indicated by strong customer satisfaction and customer loyalty and low customer complaint rates — are better able to weather economic downturns. These relationships lead to repeat business, cash flow growth and maintenance, and related positive financial outcomes that support companies' stock market performance during challenging economic times. For business leaders and marketing professionals, this implies that investing in building and maintaining strong customer relationships is not just beneficial in good times but also provides a protective cushion during economic crises.

Morgeson, F., Sharma, U., Schultz, X.W., **Pansari, A.**, **Ruvio, A.**, & **Hult, G.T.M.** (2024). Weathering the crash: Do customer-company relationships pay off during economic crises? *Journal of the Academy of Marketing Science*, 52(2), 489–511.

[Read the Full Article](#)