



BROAD RESEARCH REVIEW

SPRING 2025

Dear Spartans and friends,

The faculty at the Eli Broad College of Business at Michigan State University are driving meaningful change in organizations and society through high-impact research. This Spring 2025 issue of the Broad Research Review showcases faculty publications in strategically targeted academic journals, addressing pressing global challenges in business and beyond. Readers can anticipate an overview of research findings related to workplace fairness, diversity and inclusion, environmental accountability, financial markets, consumer behavior, and operational efficiency. The featured studies offer valuable insights for scholars, industry leaders, and policymakers, reinforcing MSU's commitment to research that shapes the future of business and society.

If a friend shared this issue with you, be sure to [subscribe](#) to receive future editions 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.

Warm regards,

John Hollenbeck
Associate Dean for Research and
Doctoral Programs

Natalie DeVolder
Research and Program
Administrator



Disentangling the Relational Approach to Organizational Justice: Meta-Analytic and Field Tests of Distinct Roles of Social Exchange and Social Identity

A recent study by the MSU Foundation Professor of Management **Russell E. Johnson** and colleagues explores how perceptions of fairness in the workplace—termed organizational justice—are shaped by two distinct pathways: social exchange and social identity. Their research, which comprised a quantitative review and a daily primary study, found that social exchange focuses on reciprocal relationships, where fair treatment fosters trust, loyalty, and commitment between employees and employers. In contrast, social identity emphasizes how fairness strengthens employees' sense of belonging and pride in their organization or team. Together, these pathways influence key behaviors such as cooperation, motivation, and retention. By fostering transparent communication, fulfilling commitments, and promoting inclusivity and shared goals, organizations can address both dimensions of fairness. This balanced approach enables businesses to not only improve employee morale and reduce turnover but also build a cohesive and high-performing workforce. The findings underscore the importance of integrating fairness strategies into management practices to drive long-term organizational success.

Liao, ZY; Wang, N; Zhu, JL; Chen, TT; **Johnson, RE.** (2024). Disentangling the Relational Approach to Organizational Justice: Meta-Analytic and Field Tests of Distinct Roles of Social Exchange and Social Identity. *JOURNAL OF APPLIED PSYCHOLOGY*, 109(11), 1716-1741.

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Does Leader Disability Status Influence the Operational Performance of Teams with Individuals with Disabilities? An Empirical Study in the Apparel Industry

This study by Eli Broad Professor in Supply Chain Management **Sriram Narayanan**, Demmer Legacy Professor **Shawnee Vickery**, and a colleague investigates whether the disability status of team leaders affects the performance of teams that include individuals with disabilities. The study, which focused on the apparel industry, found that leaders with disabilities positively influence team performance, particularly in environments where team members also have disabilities. This impact is attributed to leaders' unique understanding of the challenges faced by individuals with disabilities which fosters stronger connections, inclusivity, and more effective communication within the team. Additionally, such leaders are more likely to create supportive work environments, enhancing collaboration and productivity. The study shows that aligning leadership characteristics with team composition can increase team cohesion and significantly benefit operational performance in industries that rely on collaboration and adaptability.

Cole, D; **Narayanan, S; Vickery, S.** (2024). Does leader disability status influence the operational performance of teams with individuals with disabilities? An empirical study in the apparel industry. *JOURNAL OF OPERATIONS MANAGEMENT*, 70(3), 459-481.

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Green Dies in Darkness? Environmental Externalities of Newspaper Closures

Local newspaper closures in the United States may have an unexpected consequence: increased industrial pollution. A recent study by Eli Broad Endowed Professor in Accounting **John Xuefeng Jiang** and colleague Jing Kong (2022 PhD) found that counties affected by newspaper closures saw a 10% rise in toxic chemical emissions from industrial plants compared to plants owned by the same firm in unaffected areas. This rise was not linked to shifts in environmental policies, economic conditions, or production levels but stemmed from higher toxins emitted per unit of output. The impact was especially severe in regions with limited newspaper coverage prior to the closures and in communities with strong environmental concerns. Interestingly, the spread of online media did not offset the environmental effects of losing local newspapers. These findings highlight the critical role local journalism plays in holding industries locally accountable and suggests that the loss of local newspapers undermines efforts to monitor and reduce harmful corporate practices.

Jiang, J; Kong, J. (2024). Green dies in darkness? Environmental externalities of newspaper closures. *REVIEW OF ACCOUNTING STUDIES*, 29(4), 3564-3599.

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You Can Check Out Any Time You Like, but Can You Ever Leave? A Theory of Firm Value Capture from Alumni

Donald Conlon (in memoriam) Gambrel Family Professor in Management and his colleagues explored how organizations can continue to derive value from former employees, or "alumni," even after they have left the company. The researchers propose that firms can capture value through various channels, such as rehiring former employees, leveraging alumni networks for business development, and benefiting from positive word-of-mouth. They suggest that maintaining relationships with alumni can lead to knowledge sharing, client referrals, and boomerang hires, all of which can enhance firm performance. The study emphasizes the importance of strategic alumni management programs, including regular communication, networking events, and creating platforms for ongoing engagement. By fostering strong connections with former employees, organizations can tap into a valuable resource that contributes to sustained competitive advantage.

Addendum: Dr. Conlon was a treasured member of the Broad College community and a prolific researcher. The Donald E. Conlon Doctoral Research Scholarship fund has been established in his memory. Visit givingto.msu.edu to donate.

Fulmer, IS; Call, ML; **Conlon, DE**; Klotz, AC. (2024). You Can Check Out Any Time You Like, but Can You Ever Leave? A Theory of Firm Value Capture from Alumni. *ORGANIZATION SCIENCE*, 35(4), 1427-1442.

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Informed Trading Intensity

Former Broad College of Business Associate Professor of Finance **Dmitriy Muravyev** and colleagues propose a metric for measuring informed trading in financial markets called "Informed Trading Intensity" (ITI), which quantifies the extent to which trading activity reflects private, market-moving information. By leveraging detailed transaction data and applying advanced econometric techniques, ITI identifies patterns in trading that are indicative of informed activity. The study finds that ITI is closely linked to market efficiency, price discovery, and liquidity. Higher ITI levels tend to correlate with faster incorporation of information into prices but also with increased trading costs due to greater adverse selection risks. These findings have significant implications for market participants, regulators, and policymakers. ITI offers a powerful tool for detecting informed trading, enhancing transparency, and ensuring the integrity of financial markets while balancing the needs of various stakeholders.

Bogouslavsky, V; Fos, V; **Muravyev, D.** (2024). Informed Trading Intensity. *JOURNAL OF FINANCE*, 79(2), 903-948.

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Dynamic Interplays between Online Reviews and Marketing Promotions

A recent study by Broad Marketing Professor **G. Tomas M. Hult** and colleagues published in the *Journal of the Academy of Marketing Science* investigates the dynamic interplay between online reviews and marketing promotions, offering a comprehensive perspective on how these factors jointly influence consumer purchasing behavior. The research reveals that customer reviews, price discounts, and free shipping significantly drive online purchases, not merely through their direct effects but also through their interactions. For instance, positive online reviews can amplify the effectiveness of price discounts, while free shipping offers may enhance the impact of favorable reviews. Conversely, negative reviews can diminish the effectiveness of promotional efforts. These findings suggest that businesses should adopt an integrated approach, considering how online reviews and promotional strategies can complement each other to maximize sales and improve customer satisfaction. By aligning marketing promotions with the sentiment of customer reviews, firms can more effectively influence consumer decisions and enhance their competitive positioning in the digital marketplace.

Zhang, YF; Voorhees, CM; **Hult, GTM.** (2024). Dynamic interplays between online reviews and marketing promotions. *JOURNAL OF THE ACADEMY OF MARKETING SCIENCE*, 52(6), 1820-1841.

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Dynamic Pricing and Capacity Optimization in Railways

Assistant Professor **Chandu Manchiraju** and colleagues' article *Dynamic Pricing and Capacity Optimization in Railways* explores how rail operators can use advanced pricing strategies and capacity management techniques to improve efficiency and profitability. The research highlights the importance of dynamic pricing, where ticket prices are adjusted in real-time based on factors such as demand, time until departure, and seat availability. This approach allows operators to maximize revenue while ensuring that more seats are sold across different travel times. In addition to pricing strategies, the study emphasizes capacity optimization to match supply with fluctuating demand. By integrating pricing and capacity decisions, railway operators can better manage peak and off-peak travel periods, reduce congestion, and enhance customer satisfaction through fair pricing and availability. The findings suggest that adopting data-driven models for dynamic pricing and capacity management can help railways improve financial performance while delivering a more responsive and customer-focused service.

Manchiraju, C; Dawande, M; Janakiraman, G; Raghunathan, A. (2024). *Dynamic Pricing and Capacity Optimization in Railways*. *M&SOM-MANUFACTURING & SERVICE OPERATIONS MANAGEMENT*, 26(1), 350-369.

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My Manager Endorsed My Coworkers' Voice: Understanding Observers' Positive and Negative Reactions to Managerial Endorsement of Coworker Voice

A study by MSU Foundation Professor of Management **Russell E. Johnson** and colleagues titled *My Manager Endorsed My Coworkers' Voice* investigates how employees react when managers support suggestions or feedback from their coworkers. The research delves into the complex dynamics of workplace interactions, uncovering both positive and negative observer reactions to managerial endorsement of coworker voice. The findings reveal that employees often interpret such endorsements through the lens of fairness and recognition. Observers may respond positively, feeling that the manager values contributions and promotes a culture of openness. This can enhance trust, morale, and engagement within the team. Others may perceive favoritism or question why their own input is not equally acknowledged, leading to feelings of resentment or demotivation. The study highlights the importance of managers ensuring transparency and consistency in their actions to foster a supportive environment. By clearly recognizing all contributions, managers can mitigate potential negative reactions and strengthen team cohesion.

Poulton, EC; Lin, SH; Fatimah, S; Ho, CM; Ferris, DL; **Johnson, RE.** (2024). *My Manager Endorsed My Coworkers' Voice: Understanding Observers' Positive and Negative Reactions to Managerial Endorsement of Coworker Voice.* *JOURNAL OF APPLIED PSYCHOLOGY*, 109(8), 1250-1270.

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