



BROAD RESEARCH REVIEW

WINTER 2025

Dear Spartans and friends,

Welcome to the Winter 2025 issue of the ***Broad Research Review***. Each quarter, we curate a selection of recent faculty publications in strategically targeted journals that advance how we understand work, organizations, and markets, and that offer practical insight for readers. In this edition, you will see research that reframes familiar challenges through new evidence and new lenses, from independent work and governance to collaboration, leadership, and job design. Alongside these article highlights, the video feature with Associate Professor of Accounting **Martin Holzhaber** adds context and personality to the scholarship, connecting readers more directly to the questions that motivate discovery at Broad College. 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.

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

Warm regards,

John R. Hollenbeck
Associate Dean for Research and
Doctoral Programs

Natalie DeVolder
Research and Program
Administrator



BROAD RESEARCH SPOTLIGHT

MARTIN HOLZHACKER



Property Rights Restrictions and Self-Employed Workers: Evidence from For-Hire Owner-Operators in U.S. Trucking

Hear Martin Holzhacker discuss his research background and interests, the research culture at Broad College, and insights from his latest publication in the video: [Broad Research Spotlight: Martin Holzhacker - Broad College of Business](#).

Martin Holzhacker (associate professor of accounting) and **Jason Miller** (Eli Broad Endowed Professor in Supply Chain Management), and their co-authors investigate how limits on property rights influence the work of self-employed truck drivers in the U.S. for-hire trucking industry. These drivers own their trucks and contract with larger shippers and carriers for freight. The study examines how restrictions on their ability to control routes, negotiate contracts, or use their equipment affect their autonomy and income. Using evidence from across the industry, the authors find that when regulations impose stronger constraints on these rights through government-mandated monitoring devices that limit drivers' autonomy, owner-operators lose some of the benefits associated with self-employment and begin to resemble that of regular employees. By focusing on property rights, the research sheds light on how self-employment functions in practice within an industry subject to technological monitoring by a government regulator.

Holzhacker, M; Loch, H; Miller, J; Scott, A. (2025). Property Rights Restrictions and Self-Employed Workers: Evidence From For-Hire Owner-Operators in US Trucking. *PRODUCTION AND OPERATIONS MANAGEMENT*, 34(6), 1306-1325.

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A Tale of Two Narratives: The Role of Event Disruption in Employee Affective and Behavioral Reactions to Authoritarian Leadership

A recent study by MSU Foundation Professor of Management **Russell E. Johnson** explores how employees emotionally and behaviorally respond to authoritarian leadership depending on the level of disruption in their work environment. The research shows how authoritarian leadership can evoke “anxiety” among employees when disruption is low, but it can evoke feelings of “awe” when disruption is high. These emotional reactions influence how employees behave toward their leaders and their work. Specifically, anxiety is linked to leader-directed avoidance and counterproductive behaviors, whereas awe is linked to leader-directed affiliation and improved job performance. The findings highlight that the same leadership style can have very different effects depending on how stable or uncertain the work situation is.

Zhu, Z; Chen, XW; **Johnson, RE**; Yang, MX; Yuan, YW; Yin, YL; Liu, J. (2025). A Tale of Two Narratives: The Role of Event Disruption in Employee Affective and Behavioral Reactions to Authoritarian Leadership. *JOURNAL OF APPLIED PSYCHOLOGY*, 110(5), 671-696.

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Convergence of Product, Production, and Supply Chain Design Rules: Evidence From Pharmaceutical Pre-Competitive Collaboration Networks

Eli Broad Professor in Supply Chain Management **Sriram Narayanan** and colleagues examine how organizations in the pharmaceutical industry work together in early research and development projects. Using a novel continuous manufacturing technology context in drug manufacturing, the study focuses on how companies coordinate product, production, and supply chain decisions via large-scale collaboration networks. Using data from a ten-year study of partnerships in continuous manufacturing with digital technologies, and a novel network ethnography method, the researchers analyzed how knowledge is shared and integrated among different specialists. They stress that the importance of shared design guidelines across product, production, and supply chain networks, developed via an idea called network of design rules – proposed in the study, help teams from different functional areas work together more effectively to launch high quality products successfully in the marketplace at a reasonable cost. The study highlights the important role of universities and regulatory agencies in connecting partners and guiding discussions to ensure convergence and agreement of specifications in developing new drug manufacturing technologies.

Srai, JS; Harrington, TS; Joglekar, NR; **Narayanan, S.** (2025). Convergence of Product, Production, and Supply Chain Design Rules: Evidence From Pharmaceutical Pre-Competitive Collaboration Networks. *Journal of Operations Management*, 71(3), 314-334.

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Taking a Broader View: Female Directors, CEO Strategic Attention Breadth, and Firm Performance

A recent study by John H. McConnell Professor in Business Administration **Gerry McNamara** and colleagues speaks to a key question about gender diversity on boards of directors. Prior research had indicated that firms with gender diverse boards perform better, but little research had directly examined how female directors help improve firm performance. Professor McNamara and his colleagues address this question by examining whether female directors influence what CEOs pay attention to and how that relates to firm performance. Drawing on past research from the fields of psychology and strategic leadership, the authors propose that female directors tend to engage in broader information gathering and analysis, which can help expand a CEO's strategic focus. Using data from S&P 1500 firms, the study finds that boards with more female directors are linked to CEOs who show greater strategic attention breadth, meaning they consider a wider range of issues and opportunities. This broader strategic attention, in turn, is associated with stronger firm performance. They further show that the effects of female board members are stronger when the board-CEO information exchange is more substantive. Thus, this study provides

important insights into when and how female board membership positively impacts firm performance.

Pan, LL; **McNamara, G**; Devers, CE; Yonish, LM. (2025). Taking a Broader View: Female Directors, CEO Strategic Attention Breadth, and Firm Performance. *Organization Science*, 36(2), 737-761.

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Contexts, People, and Work Designs: Developing and Testing a Multilevel Theory for Understanding Variability in Work Design Consequences

Work design focuses on how different job characteristics, including the tasks performed, the people you work with, and the broader environment within which work is performed, impact important outcomes like job performance and satisfaction. A recently published study by Eli Broad Professor of Management **Frederick P. Morgeson** and colleagues investigates why the effects of work design differ across jobs and individuals. They developed and tested Attribute Relevance Theory (ART), a theory showing that the impact of different job characteristics depends on both the job context and the characteristics of the people doing the work. Across three studies that includes 3,838 employees working in 339 occupations, they found that the importance of different job attributes, such as skills and responsibilities, varies by occupation and shapes how work design influences outcomes like turnover intentions, satisfaction, and performance. The study shows that managers need to consider both the environment in which people work and

the unique qualities they bring to their jobs when it comes to designing and redesigning their work.

Dierdorff, EC; Ellington, JK; **Morgeson, FP.** (2025). Contexts, People, and Work Designs: Developing and Testing a Multilevel Theory for Understanding Variability in Work Design Consequences. *JOURNAL OF APPLIED PSYCHOLOGY*, 110(8), 1135-1156.

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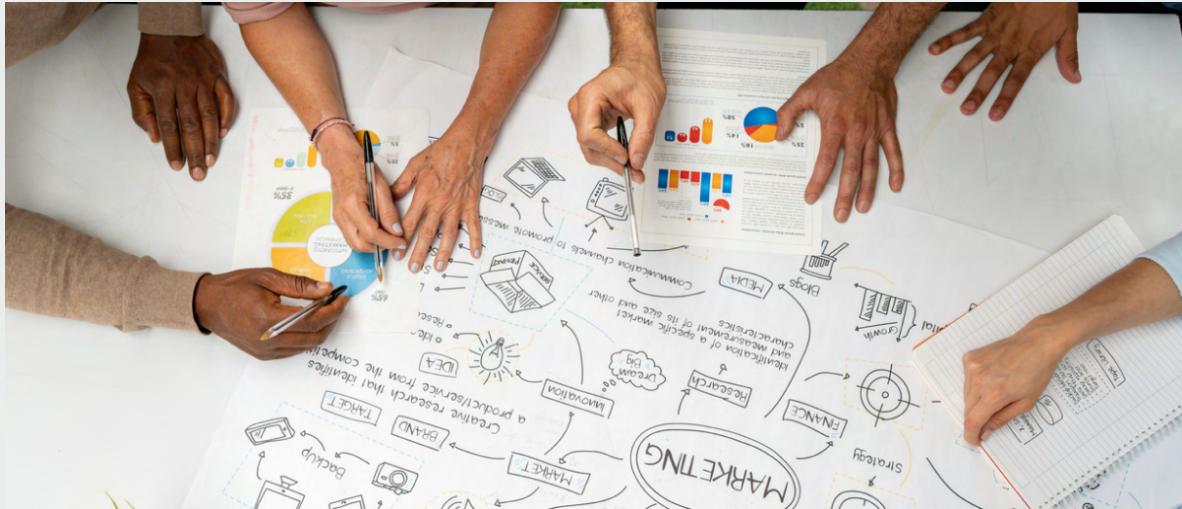


Diversity, Equity and Inclusion and Operations Management: Critical Linkages and Research Opportunities

A recent conceptual article by Eli Broad Professor in Supply Chain Management **Sriram Narayanan** and colleagues explores how the field of operations management (OM) and the goals of diversity, equity, and inclusion (DEI) influence each other in organizations. The authors explain that the ways operations are managed have important implications for DEI practices, and that DEI goals likewise have meaningful implications for how operations are designed and run. They examine four broad themes where DEI and OM interact: workforce, supply chains, health and society, and technology, platforms and innovation. For managers, the main message is that DEI is not just a human resources topic but also an operations concern. The study offers practical ways to bring DEI into everyday business decisions, such as building and maintaining a diverse workforce, selecting more diverse suppliers, and ensuring fair access to products and services.

Corbett, CJ; **Narayanan, S**; Aloysius, J; Berenguer, G; Bish, EK; Bjarnadóttir, M; Gao, GD; Glover, WJ; Johnson, MP; Kalkanci, B; Li, J; Martonosi, SE; Mejia, J; Mishra, A; Natarajan, K; Parker, C; Sodhi, MS; Tang, WJ; Wowak, KD; Zobel, CW. (2025). Diversity, Equity and Inclusion and Operations Management: Critical Linkages and Research Opportunities. *Production and Operations Management*, 34(3), 310-330.

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Path Nets: Concurrence and Recurrence in the Dynamics of Organizing

A recent *Academy of Management Review* article by Main Street Capital Corporation Intellectual Capital Professor **Brian T. Pentland** introduces a new idea called “path nets.” The article lays the foundation for a new approach to business and management as a continually changing fabric of opportunity. The basic idea is that timing creates opportunity. When people, resources, and information align in time, opportunities for action can form and gain momentum; when they do not, opportunities slip away. This seems simple, except that paths are always woven into a fabric of intersecting paths. Path nets offer a way to see how new possibilities form, grow, and sometimes dissolve in the context of a changing fabric of opportunity. They also reveal the dynamics of inclusion and exclusion—who becomes part of an emerging opportunity and who is left outside its rhythm. This perspective reframes core business activities, including entrepreneurship, strategy, and innovation, as the craft of sensing when paths are forming, recognizing

which ones are gathering momentum, understanding who they pull in or leave out, and acting before they close.

Pentland, BT; Kremser, W; Goh, KT. (2025). Path Nets: Concurrence and Recurrence in the Dynamics of Organizing. *Academy of Management Review*, 50(1), 114-137.

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The Gendered Nature of Leader Behaviors: Navigating Stereotype Threat from Conservation of Resources and Gender Role Perspectives

A recent study by MSU Foundation Professor of Management Russell E. Johnson and colleagues examines how leaders' gender and their behavior style affect their experiences at work. The authors focus on two common leader behaviors: initiating structure, which involves providing direction and defining tasks, and consideration, which involves showing concern and support for followers. They propose that when women leaders exhibit initiating structure (a behavior more stereotypically associated with men), they experience gender-stereotype threat and resource depletion, which can lead to greater work withdrawal and lower performance the next day. Importantly, the research finds that follower support can reduce the negative effects experienced when women leaders engage in gender-role-inconsistent behaviors.

Lin, SH; Woodall, JP; Mitchell, MS; Chi, NW; **Johnson, RE.** (2025). The

Gendered Nature of Leader Behaviors: Navigating Stereotype Threat From Conservation of Resources and Gender Role Perspectives. *JOURNAL OF APPLIED PSYCHOLOGY*, 110(8), 1083-1104.

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Eli Broad College of Business
632 Bogue Street, N520,
East Lansing, Michigan 48824 United States
(517) 355-8377 | broad.msu.edu

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