

INSIYA HUSSAIN

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ACADEMIC POSITIONS

University of Texas at Austin, McCombs School of Business **Austin, TX**
Assistant Professor of Management July 2019 - Present

EDUCATION

University of Maryland, Robert H. Smith School of Business **College Park, MD**
Ph.D., Organizational Behavior and Human Resource Management 2019

Columbia University, Columbia College **New York, NY**
B.A., Economics, *Magna Cum Laude* 2007

RESEARCH INTERESTS

I study how employees can successfully sell their ideas to decision-makers. This includes examining:

- Employee voice on work-related issues
- Self-advocacy and negotiation
- Social issue advocacy and allyship

REFEREED PUBLICATIONS

1. Park, H., Tangirala, S., **Hussain, I.**, & Ekkirala, S. (2022). How and when managers reward employees' voice: The role of proactivity attributions. *Journal of Applied Psychology* (in press). <https://doi.org/10.1037/apl0001008>
2. Parke, M., Tangirala, S., & **Hussain, I.** (2021). Creating organizational citizens: How and when supervisor- versus peer-led role interventions change organizational citizenship behavior. *Journal of Applied Psychology*, 106(11), 1714-33. <https://doi.org/10.1037/apl0000848>
3. **Hussain, I.**, Shu, R., Tangirala, S., & Ekkirala, S. (2019). The voice bystander effect: How information redundancy inhibits employee voice. *Academy of Management Journal*, 62(3), 828-49. <https://doi.org/10.5465/amj.2017.0245>
 - Featured in Harvard Business Review (May-June 2019), Quartz (Jan 2019), I/O at Work (Oct 2019)

MANUSCRIPTS INVITED FOR REVISION

4. **Hussain, I.**, Tangirala, S., & Sherf, S. Diversity sells: The signaling valued of mixed-gender coalitions in advocating gender equity at work. [2st round R&R, *Academy of Management Journal*]
5. **Hussain, I.**, Pitesa, M., & Thau, S. Money versus meaningful work: How organizations' social impact framing inhibits worker compensation demands. [1st round R&R, *Organization Science*]

IN PREPARATION FOR SUBMISSION

6. **Hussain, I.**, Tangirala, S., Park, H., & Ekkirala, S. No idea is an island: The spillover effects of radical ideas on employee implementation of other proposals. [Target: *Academy of Management Journal*]

BEST PAPER PROCEEDINGS

Hussain, I., Thau, S. (2017). Money vs. meaning: How organizational emphasis on work meaning inhibits employee compensation demands. In Guclu Atinc (Ed.), *Proceedings of the Seventy-seventh Annual Meeting of the Academy of Management*.

- Top 10% of paper submissions to the Academy of Management Annual Meeting

SELECTED RESEARCH IN PROGRESS

Hussain, I., Sherf, E., & Tedder-King, A. What does it mean to be an ally? Examining reactions to men's voice on gender equity issues. [2 experimental studies complete and 1 in-progress. Target: *Organizational Behavior and Human Decision Processes*]

Hussain, I., Lee, M*. & Burris, H. Voice diversity. [Field study complete and lab study in progress. Target: *Academy of Management Journal*]

Hussain, I., & Harrison, D. How perceptions of resource competition and resource enhancement influence evaluations of immigrant employees. [Writing stage. Target: *Academy of Management Review*]

Hussain, I., Gale, J. *, Yamamoto, K. *, & Foulk, T. An experience-sampling study of the effects of a maximizing mindset on work-related emotions, cognitions, and behaviors. [Experience-sampling study complete and lab study in progress. Target: *Journal of Applied Psychology*]

Yamamoto, K., **Hussain, I.**, & Martins, L. Understanding managers' implicit diversity theories. [Qualitative study complete]

*Indicates doctoral student

ONLINE ARTICLES & BLOG POSTS

Park, H., Tangirala, S., & **Hussain, I.** 2022. [The unintended consequences of asking for employee input](#). *Harvard Business Review*.

Hussain, I., & Tangirala, S. 2019. [Why open secrets exist in organizations](#). *Harvard Business Review*.

Hussain, I., & Tangirala, S. 2019. [The "voice bystander effect" explains why employees often see something but say nothing](#). "Work in Progress" blog of the American Sociological Association.

TEACHING EXPERIENCE

University of Texas at Austin

McCombs School of Business BBA Program

- MAN 336: Organizational Behavior
 - 2 sections (2nd half taught virtually) Spring 2020
 - 3 sections (taught virtually) Spring 2021

University of Maryland

Smith School of Business Undergraduate Program

- BMGT 364: Managing People & Organizations
 - 1 section
 - 1 section

Spring 2018
Summer 2017

**Distinguished Teaching Award (Top 10% in undergraduate core)*

CONFERENCE PRESENTATIONS

What does it mean to be an ally? Examining reactions to men's voice on gender equity issues

- Annual Meeting of the Academy of Management (virtual) 2021
- Society of Personality and Social Psychology Annual Convention (virtual) 2021

The voice solicitation paradox: Employees' voice gets rewarded less when managers seek it more

- Annual Meeting of the Academy of Management (virtual) 2020

Imprints of the past: Social upbringing impacts employee persuasiveness in the workplace

- Annual Meeting of the Academy of Management, Boston, MA 2019
 - *Co-organized showcase symposium*

When beauty behaves beastly: Do attractive women suffer penalties for assertive behavior?

- Annual Meeting of the Academy of Management, Chicago, IL 2018
 - *Co-organized showcase symposium*

The value of mixed signals: Men bring importance and women legitimacy to voice in coalitions selling gender equity issues at work

- Annual Meeting of the Academy of Management, Chicago, IL 2018

The voice bystander effect: How diffusion of responsibility inhibits employee voice

- Annual Meeting of the Academy of Management, Atlanta, GA 2017
- Trans-Atlantic Doctoral Conference, London, U.K. 2017

Money vs. meaning: How organizational emphasis on work meaning inhibits employee compensation demands

- Society of Personality and Social Psychology Annual Convention 2020
- Annual Meeting of the Academy of Management, Atlanta, GA 2017
- East Coast Doctoral Conference, New York, NY 2017
- Annual Meeting of the Academy of Management, Anaheim, CA (related paper) 2016

Employee hierarchical mobility as a source of threat: Implications for managerial voice solicitation of voice

- Annual Meeting of the Academy of Management, Anaheim, CA 2016

ORGANIZED SYMPOSIA

Newton, D. & **Hussain, I.** Fanning the Voice Flame: Unpacking How Leaders and Peers Impact Employee Voice. Symposium, Annual Meeting of the Academy of Management (virtual) 2020

Park, H. & **Hussain, I.** Making Voice Happen: New Directions for Managerial Facilitation of and Responses to Employee Voice. Symposium, Annual Meeting Academy of Management, Boston, MA

Hussain, I., Liao, H., & Campbell, C. Breaking Bad: Examining Triggers and Mitigators of Women's Expectancy Violations. Symposium, Annual Meeting of the Academy of Management, Chicago, IL

*Featured as a Showcase Symposium in the OB, GDO, and HR Divisions

2018

INVITED TALKS

Fuqua School of Business, Duke University	2020
The Conference Board 15 th Annual Women's Leadership Conference	2019
The Wharton School, University of Pennsylvania (<i>scheduled</i>)	2018
McCombs School of Business, University of Texas at Austin	2018
Scheller College of Business, Georgia Tech University	2018

HONORS AND AWARDS

University of Texas at Austin

- McCombs Research Excellence Grant (\$15,000) 2020

University of Maryland

- Smith Outstanding Dissertation Award 2020
- Nominated for Charles A. Caramello Distinguished Dissertation Award (Graduate School) 2020
- Allan N. Nash Outstanding Doctoral Student Award 2019
 - College-level award given to 2 out of 100+ students within business school PhD programs for excellence in research and teaching
- All S.T.A.R Fellowship (\$10,000) 2018-19
- Distinguished Teaching Award. Top 10% teaching award for undergraduate core. 2016-17

Columbia University

- Dean's list in five of eight semesters 2003-07
- Columbia University Named Scholarship Award 2003-07
- Nominee, Kopit Memorial Prize in Logic and Rhetoric, Undergraduate Writing Program 2004

ACADEMIC SERVICE

Editorial Review Boards

- Academy of Management Journal 2021 - Present
- Organizational Behavior and Human Decision Processes 2022 - Present

Ad-hoc Reviewing

- Academy of Management Journal
- Administrative Science Quarterly
- Organization Science
- Journal of Applied Psychology
- Organizational Behavior and Human Decision Processes

Academy of Management (AOM)

- Annual Meetings *Outstanding Reviewer Award*, OB Division 2015, 2017
- Making Connections Committee, Co-organizer of Productivity Process PDW 2021-22
- Led roundtable of PhD students in "Halfway There, Now What?" PDW 2019
- Host to new division members as part of "Welcome-A-Member" program

University of Texas at Austin

- PhD Admissions Committee 2020-21
- Post-Doctoral Researcher Search Committee 2020-21
- Teaching Observation Committees 2019-21
- Third-Year Review Committee 2020

University of Maryland

- OB Department PhD Student Representative 2017-18
 - Served as mentor and liaison to incoming doctoral students
 - Organized information sessions and panels for new doctoral student orientation
- Association of Doctoral Students (ADS), Executive Board Member 2016-18
- Co-organizer, conference on *Leading Organizational Change* sponsored by NSF 2015
- Co-organizer, Career and Professional Socialization Series (CAPSS) 2014-17

Administrative Science Quarterly

- Co-interviewed authors published in ASQ as part of student blog 2016-17

ACADEMIC RESEARCH ASSISTANTSHIPS

George Mason University, I/O Psychology Department, Fairfax, VA 2014

- **Situational Strength Lab** - Research Assistant to Dr. Reeshad Dalal. Administered surveys and analyzed data for project funded by Army Research Institute on role of situational strength in trait-outcome relationships.
- **Workplace Discrimination Lab** - Research Assistant to Dr. Eden King. Developed data collection and IRB protocols for study exploring individual and organizational strategies to reduce hiring discrimination against parents.

OTHER PROFESSIONAL EXPERIENCE

Technology Consulting, Boston, MA & Washington, DC 2010 - 2014

- Project Manager leading software development initiatives for both startups and large firms

Human Resource Management, Chicago, IL 2009 - 2010

- General Manager overseeing staffing and human resources for fast-growing healthcare company

Investment Banking, J.P. Morgan, New York, NY Summer 2006, 2007 - 2008

- Equity Research Analyst conducting company and stock research about publicly-traded firms

PROFESSIONAL AFFILIATIONS

- Academy of Management (AOM)
- Society for Industrial and Organization Psychology (SIOP)
- Society of Personality and Social Psychology (SPSP)

REFERENCES

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SELECTED RESEARCH ABSTRACTS

“How and When Managers Reward Employees’ Voice: The Role of Proactivity Attributions” with Hyunsun Park, Subra Tangirala, and Srinivas Ekkirala (*Journal of Applied Psychology*, 2022)

Recent voice research has noted that providing adequate *job rewards* for speaking up can sustainably motivate voice from employees. We examine why managers who seek out voice at work might not always properly reward the behavior. Drawing on theories of dispositional attribution, we propose that, in general, managers tend to reward voice because it signals to them that employees possess a valued underlying trait: *proactivity*, which is characterized by change-orientation and foresight. However, we argue that when managers engage in more voice solicitation—that is, explicitly ask for voice and take a listening posture toward it—their tendency to infer proactivity from employees’ voice weakens. Thus, we make a case that voice solicitation, a managerial behavior intended to set facilitating conditions for speaking up at work, inadvertently *weakens* the (indirect) relationship between employee voice and job rewards. We establish support for our theory in a set of two studies with complementary designs. Study 1 was a preregistered between-subjects experiment that used a realistic vignette design with an online panel of 592 working adults based in the United States. Study 2 was a multisource field survey with a sample of 385 employees and their managers working at the Indian branch of a global technology company in the oil and gas industry. We discuss the theoretical and practical implications of our results.

“Creating Organizational Citizens: How and When Supervisor- versus Peer-Led Role Interventions Change Organizational Citizenship Behavior” with Michael Parke and Subra Tangirala (*Journal of Applied Psychology*, 2020)

We apply an organizational change lens to generate and test theory for how organizations can encourage employees to engage in Organizational Citizenship Behavior (OCB). We delineate the parts that supervisors and peers play as change agents in independently and jointly influencing employees to modify their conceptualization of work roles to include performance of OCB. We further identify phases of change—initial periods of flux and later stages of consolidation—as critical boundary conditions. We theorize that during initial periods of change, when there is higher flux and uncertainty, supervisors have relatively stronger influence on OCB change and peers can be counter-productive as change agents. By contrast, during the later phase of the change process, when flux reduces and consolidation begins, peers have an important part in impacting OCB change and can complement the efforts of supervisors. We utilize a mixed-methods design involving a longitudinal quasi-field experiment to test how supervisor and peers can induce changes in OCB as a function of the change phase and a qualitative study to explore the processes underlying role and behavioral change. We discuss the theoretical and managerial implications of our findings.

“The Voice Bystander Effect: How Information Redundancy Inhibits Employee Voice” with Rui Shu, Subra Tangirala, and Srinivas Ekkirala (*Academy of Management Journal*, 2019)

Employees often remain silent rather than speak up to managers with work-related ideas, concerns, and opinions. As a result, managers can remain in the dark about issues that are otherwise well known to, or universally understood by, frontline employees. We propose a previously unexplored explanation for this phenomenon: Voice is prone to “bystander effects,” such that, the more certain information is shared among employees, the less any particular employee feels individually responsible for bringing up that information with managers. We theorize that such bystander

effects are especially likely to occur when peers of focal employees, on average, enjoy high-quality relationships with managers and thereby have adequate relational access to voice up the hierarchy. Using a correlational study involving managers and employees working in teams in a Fortune 500 company, as well as two experimental studies (a laboratory study involving undergraduate students working in a hierarchical setting, and a scenario study with a sample of U.S.-based workers), we provide evidence for our conceptual model. We also discuss the theoretical and managerial implications of our findings.

“Diversity Sells: The Signaling Value of Mixed-Gender Coalitions in Advocating Gender Equity at Work” with Subra Tangirala and Elad Sherf (*2nd round R&R at Academy of Management Journal*)

Internal advocacy for workplace gender equity—largely driven by women—can face challenges, which has led to calls for the involvement of men. At the same time, men are often not viewed as appropriate spokespersons for gender equity issues. These divergent views raise questions about the value that women and men bring to grassroots efforts to promote gender equity. Integrating literatures on signaling and legitimacy, we propose that the demographic composition of an advocacy coalition sends important cues to stakeholders: Men-only groups lack *coalition legitimacy*, or the perception that they are the “right” spokespersons for gender equity issues, whereas women-only groups struggle to convey *issue legitimacy*, or the perception that gender equity is important within business organizations. Mixed-gender coalitions, however, signal *both* forms of legitimacy, and are thus uniquely effective. We demonstrate these effects over three studies: managers reporting on advocacy coalitions comprising their real colleagues (Study 1), an audio-based study showing that effects are unique for gender equity issues (Study 2), and a stimulus sampling study involving multiple policy proposals (Study 3). We advance scholarship beyond the general understanding that recruiting allies and forming coalitions can be effective, to delineating *who* should be part of an advocacy coalition and *why*.

“Money vs. Meaningful Work: How Organizations’ Social Impact Framing Inhibits Worker Compensation Demands” with Marko Pitesa and Stefan Thau (*1st round R&R at Organization Science*)

Organizations frequently communicate that they want to make positive social and environmental contributions—that is, they utilize a *social impact framing* for their goals. Though often well-intentioned, we propose that such framing can dissuade employees from communicating their needs and desires for greater material compensation in contexts such as salary negotiations. Specifically, employees perceive that discussing extrinsic rewards would be viewed as deviant and trigger managerial backlash in contexts where work is valued for its altruistic benefits. This leads them to self-censor in making compensation demands. We tested and found support for our hypotheses in three studies in which we manipulated social impact framing: an in-person negotiation study (Study 1), a video-based study with a purportedly real startup company founder offering a job opportunity (Study 2), and a within-person study in which participants bid wages after exposure to job advertisements across a variety of occupations (Study 3). Supplementary analyses found that participants’ concerns about managerial backlash were not unfounded. Specifically, social impact framing was indeed associated with managers’ antipathy towards employees requesting higher pay. We discuss implications for scholarship on task significance and work meaning, motivation, negotiations, and financial inclusion in organizations.

“No Idea is an Island: The Spillover Effects of Radical Ideas on Employee Implementation of Other Proposals” with Subra Tangirala, Hyunsun Park, and Srinivas Ekkirala (*in preparation for submission to Academy of Management Journal*)

Prior scholarship has documented the importance of employees speaking up with their work-related ideas and suggestions. However, relatively less attention has been paid to understanding what drives managers to support and implement ideas raised. In this research, we draw from theory on anchoring and contrast effects to predict that radical ideas play a unique role in the idea implementation process. Specifically, managerial exposure to even a single radical idea can drive the implementation of *other*, less radical ideas raised within the team, as the other ideas come to be seen as more *feasible* by contrast. Thus, although minority opinions are often rejected, they can still spur change within the team via positive spillover effects that help peers’ ideas gain traction. We find support for our theory over three studies: a multisource field survey at a large manufacturing company (Study 1); a laboratory study with undergraduate students raising ideas about a campus issue (Study 2); and a controlled online experiment (Study 3). Our research, which looks “outside of the box” of the characteristics of a focal idea, generates new insights on the antecedents of managerial idea implementation at work. We also discuss implications for research on employee voice and minority influence.

“What Does it Mean to be an Ally? Examining Reactions to Men’s Voice on Gender Equity Issues” with Elad Sherf and Alyssa Tedder-King (*data collection in progress*)

To what extent are men welcomed to openly raise and debate ways to promote women’s work-related progress? We explore this question by drawing a distinction between radical and incremental voice. Radical ideas contradict popular opinion but hold potential to cultivate creative idea elaboration and better decision-making. However, radical ideas can be met with resistance for challenging deeply held values and practices. We propose that for identity-based issues like gender equity, audiences are especially resistant to radical (vs. incremental) ideas for change when proposed by men (non-beneficiary allies) as compared to women (beneficiaries), such that those ideas come to be seen as less legitimate. Such lowered perceptions of idea legitimacy for radical ideas occurs even when men affirm their support for the broader goal of trying to advance women’s cause. We test our arguments across four studies, including an intervention study designed to mitigate the bias against men’s radical proposals for tackling gender equity issues. Our findings contribute to the gender equity and allyship literatures by showing that radical ideas that could potentially be useful in advancing women’s cause fail to be given due consideration simply because men are the ones raising them.