

# INSIYA HUSSAIN

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## ACADEMIC POSITIONS

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

## EDUCATION

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**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

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- Employee voice and self-advocacy
- Social issue advocacy and allyship
- Gender and diversity

## REFEREED PUBLICATIONS

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- Parke, M., Tangirala, S., & **Hussain, I.** (2020). Creating organizational citizens: How and when supervisor- versus peer-led role interventions change organizational citizenship behavior. *Journal of Applied Psychology*.
- **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.
  - Featured in Harvard Business Review (May-June 2019), Quartz (Jan 2019), I/O at Work (Oct 2019)

## MANUSCRIPTS INVITED FOR REVISION

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- **Hussain, I.**, Tangirala, S., & Sherf, S. Diversity sells: The signaling valued of mixed-gender coalitions in advocating gender equity at work. [*1<sup>st</sup> round R&R at Academy of Management Journal*]
- Park, H., Tangirala, S., **Hussain, I.**, & Ekkirala, S. How and when managers reward employees' voice: The role of proactivity attributions [*1<sup>st</sup> round R&R at Journal of Applied Psychology*]

## BEST PAPER PROCEEDINGS

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- **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

## IN PREPARATION FOR SUBMISSION

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- **Hussain, I.,** Pitesa, M., & Thau, S. Money versus meaningful work: How organizations' social impact framing inhibits employee compensation demands. [*Manuscript ready, Target: Organization Science*]
- **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. [*Manuscript near completion, Target: Academy of Management Journal*]

## SELECTED RESEARCH IN PROGRESS

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- **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. [*Stage: 2 experimental studies complete and 1 in-progress, Target: Organizational Behavior and Human Decision Processes*]
- **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. [*Stage: Experience-sampling study complete and lab study in progress, Target: Journal of Applied Psychology*]
- **Hussain, I.,** Lee, M\*. & Burris, H. Voice diversity. [*Stage: 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. [*Stage: Early writing stage, Target: Academy of Management Review*]

\*Indicates doctoral student

## ONLINE ARTICLES & BLOG POSTS

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- **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

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### University of Texas at Austin

- **McCombs School of Business BBA Program**
  - MAN 336: Organizational Behavior
    - 2 sections (2<sup>nd</sup> 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 Spring 2018
    - 1 section\* Summer 2017

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

## CONFERENCE PRESENTATIONS

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### **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 solicitation of voice**

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

## ORGANIZED SYMPOSIA

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- Newton, D. & **Hussain, I.** Fanning the Voice Flame: Unpacking How Leaders and Peers Impact Employee Voice. Symposium, the 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, the Annual Meeting of the Academy of Management, Boston, MA. 2019
  - \*Featured as a Showcase Symposium in the OB, MOC, and HR Divisions
- **Hussain, I.**, Liao, H., & Campbell, C. Breaking Bad: Examining Triggers and Mitigators of Women's Expectancy Violations. Symposium, the Annual Meeting of the Academy of Management, Chicago, IL. 2018
  - \*Featured as a Showcase Symposium in the OB, GDO, and HR Divisions

## INVITED TALKS

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- Fuqua School of Business, Duke University 2020
- The Conference Board 15<sup>th</sup> Annual Women's Leadership Conference, Session on "Engaging Men as Allies: New Strategies" 2019
- The Wharton School, University of Pennsylvania (invitation declined) 2018
- McCombs School of Business, University of Texas at Austin 2018
- Scheller College of Business, Georgia Tech University 2018

## HONORS AND AWARDS

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### 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 - 2007
- Columbia University Named Scholarship Award 2003 - 2007
- Nominee, Kopit Memorial Prize in Logic and Rhetoric, Undergraduate Writing Program 2004

## ACADEMIC SERVICE

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### Reviewing

- Editorial Board Member, Academy of Management Journal 2021 - Present
- Ad-hoc reviewer
  - Academy of Management Journal
  - Administrative Science Quarterly
  - Organization Science
  - Journal of Applied Psychology
  - Organizational Behavior and Human Decision Processes

### Academy of Management

- Annual Meetings (*Outstanding Reviewer Award*, OB Division) 2015, 2017
- Invited to lead roundtable of PhD students in "Halfway There, Now What?" PDW 2019
- Host to new division members as part of "Welcome-A-Member" program
- Volunteer as Session Chair

### University of Texas at Austin

- Co-organized Management student extra credit program for behavioral lab studies
- Third-Year Review Committee 2020

- Teaching Observation Committees 2019, 2020
- PhD Admissions Committee 2020-21
- Post-Doctoral Researcher Search Committee 2020-21
- Presented research at McCombs Staff Advisory Committee (SAC) Lunch n' Learn event 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 (ASQ) Student Blog

- Co-interviewed authors published in ASQ 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

#### General Management, Crescent Home Healthcare, Chicago, IL 2009 - 2010

- General Manager overseeing staffing and human resource management for fast-growing 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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### **Dr. Subrahmaniam Tangirala**

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## **SELECTED RESEARCH ABSTRACTS**

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**“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.

**“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.

**“Diversity Sells: The Signaling Value of Mixed-Gender Coalitions in Advocating Gender Equity at Work”** with Subra Tangirala and Elad Sherf (*1<sup>st</sup> 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*.

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

Although there is emerging consensus about the beneficial outcomes of voice in the workplace, scholars have continued to debate whether employees personally benefit from voice—that is, whether they gain adequate job rewards for speaking up. Drawing on theories of dispositional attribution, we propose that managers tend to reward voice because it signals to them that employees possess an underlying trait valued in the workplace: 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 2 studies with complementary designs. Study 1 was a pre-registered between-subjects experiment that used a realistic vignette design with an online panel of 586 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 India branch of a global technology company in the oil and gas industry. We discuss the theoretical and practical implications of our results.

**“Money vs. Meaningful Work: How Organizations’ Social Impact Framing Suppresses Employee Compensation Demands”** with Marko Pitesa and Stefan Thau (in preparation for submission)

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.