Cheri A. Young, Ph.D.

WORKS-IN-PROGRESS

Young, C. A., Haffejee, B., & Corsun, D. L. Disconfirming the hypothesized relationship between ethnocentrism and cultural intelligence.
- <u>Target journal</u>: ***International Journal of Intercultural Relations***
- <u>Description</u>: Ang, et al. (2007), in their *Management and Organizational Review* piece titled, "Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance," suggested that ethnocentrism may be a predictor of cultural intelligence. In our study, we test the relationship between ethnocentrism and cultural intelligence and report on some surprising results.
- <u>Progress to date</u>: **Revise & resubmit**

Young, C. A., Haffejee, B., & Corsun, D. L. Diversified mentoring relationships as a tool for cultural intelligence and empathy training.
- <u>Target journal</u>: ***Journal of Management Education***
- <u>Description</u>: Ragins (1997), in her *Academy of Management Review* article, "Diversified mentoring relationships in organizations: A power perspective*,*" hypothesized (but never tested) that diversified mentoring relationships (in which the mentor and protégé differ in terms of gender, race, ethnicity, religion, etc.) would increase the cultural competence and empathy of the mentors. In this study, we test Ragins' hypotheses as well as the dimensions of Allport's (1954) Contact Theory hypothesized to be critical in developing cultural intelligence and empathy.
- <u>Progress to date</u>: **Revision submitted**

Young, C. A., Hartley, S., Rowe, S., & Bacon, D. Hotel general managers' well-being and their transformational leadership behaviors.
- <u>Target journal</u>: ***International Journal of Hospitality & Tourism Administration***
- <u>Description</u>: Given disruptive innovations including online travel agencies and short-term rentals, hotel general managers (GMs) are under increasing pressure likely to negatively impact their well-being. Thus, this exploratory study examines the predictors of emotional and physical well-being (including mindfulness and psychological capital (PsyCap) and their relationship with the transformational leadership behavior (TLB) of the GMs. Results showed that mindfulness was related to PsyCap and emotional well-being but not physical well-being. None of the well-being resources was related to the TLB of the GMs. This study suggests that GMs' well-being may be enhanced by implementing training interventions focused on mindfulness and PsyCap.
- <u>Progress to date</u>: **Under review**

Young, C. A., Corsun, D. L., & Xie, K. L. (2016).
- <u>Target journal</u>: International Journal of Culture, Tourism, and Hospitality Research

- Description: Given the rise of short-term rentals (STRs) in the form of Airbnb, VRBO (Vacation Rental by Owner), One Fine Stay, etc. an investigation of STR travelers' preferences for STRs or hotels when traveling was undertaken. VRBO hosts in Denver, Colorado, USA provided contact information for 788 travelers who stayed with them over the prior three years. These travelers received an email survey. A total of 407 usable surveys were received (51.7% response rate). While price and location influenced the choice of STR or hotel for leisure and business trips, "dislike of big hotel chains" was influential in the choice of STRs for leisure purposes and "safety and security" and "loyalty points" were influential in the choice of hotels for business purposes. Overall, respondents preferred hotels for business trips but STRs for leisure trips. The findings indicate that hotels may want to leverage their loyalty programs and stress the importance of safety and security when traveling as a means of competing with short-term rentals.
- Progress to date: **Under review**

Young, C. A., Corsun, D. L., & Xie, K. L. Travelers' Loyalty to Peer-to-peer Accommodations
- Target journal: *Journal of Hospitality & Tourism Research*
- Description: In this study, we investigated factors associated with travelers' loyalty to shared accommodations (e.g., Airbnb, VRBO, etc.) and their influence of travelers' choice of accommodations for leisure travel purposes. Factors studied include accommodation attributes and travelers' previous shared accommodations usage and personality. Control variables include socio-economic factors (sex, income, education, ethnicity, marital status, and whether a homeowner or renter) as well as travel party size and trip length.
- Progress to date: Data has been collected and data analysis is underway. The first draft of the manuscript is underway (75% completed).

Young, C. A., Haffejee, B., & Corsun, D. L. Creating humble leaders: The role of examining power and privilege.
- Target journal: *Journal of Management Education* or *Journal of Hospitality & Tourism Education*
- Description: Humility is widely accepted as a character strength or virtue of leaders, yet very little research has uncovered how it is developed. This study examines the impact of mentoring minorities on majority mentors' humility development using a newly created self-report of humility based on Tangney's (2000) definition of humility.
- Progress to date: Having created a self-report measure of humility, I have been pilot testing it over the past two years. Data analysis is underway with an initial factor analysis indicating two distinct factors accounting for 68% of the variance. More data analysis is necessary before a manuscript draft can be prepared.

Haffejee, B., & Young, C. A. Refugee integration: Social capital, job-seeking self-efficacy, and satisfaction with life
- Target journal: *Journal of Refugee Studies*

- Description: With the number of refugees worldwide reaching levels not seen since WWII, scholars, government officials, and aid organizations struggle with successfully resettling and integrating refugees into receiving countries. Scant quantitative research examines the efficacy of resettlement efforts. In this study, we collected self-report data on dimensions of integration (social capital, job-seeking self-efficacy, and satisfaction with life) before and after a jobs-training resettlement program to evaluate the effectiveness of such efforts.
- Progress to date: We created instruments, received funding and translated them into seven different African, Middle Eastern, and Southeast Asian languages. Pilot tested the instrument over a one year period, conducted data analysis, and made revisions to the instruments based off the analysis. We have enough data for statistical power now so data analysis will begin Spring 2017.

Young, C. A. Implicit sexual attitudes and work engagement in highly sexualized environments.
- Target journal: *Journal of Applied Psychology*
- Description: Using a Java-script program to measure implicit sexual attitudes, this study examines the impact of implicit versus explicit sexual attitudes as moderators in the relationship between a perceived, sexualized environment and resulting work attitudes. The study updates the work by Berdahl and Aquino (2009), *Sexual behavior at work: Fun or folly?* Independent and dependents variables to be collected at two different time points to reduce common method bias.
- Progress to date: Literature review conducted and survey developed over a two-year period of revision with co-author. Funding secured for purchase of panel data from Qualtrics. IRB approval received.

Young, C. A. Sexualized work and problem-drinking: An occupational hazard in restaurants?
- Target journal: *Journal of Hospitality & Tourism Research*
- Description: Previous research has documented the highly sexualized environment of restaurant work as well as the prevalence of employee problem-drinking, but the relationship between the two has not been examined. In our study, we examine whether the availability of alcohol and the permissiveness of the climate for drinking alcohol are predictive of problem drinking and harassing and non-harassing sexual behaviors.
- Progress to date: See *"Implicit sexual attitudes and work engagement in highly sexualized environments,"* above.

Corsun, D. L., & Young, C. A. Permissive drinking norms, coworker cohesion, and alcohol availability: Predicting problem-drinking among restaurant employees
- Target journal: *Journal of Hospitality & Tourism Research*
- Description: In an editorial for the International Journal of Hospitality Management, Pizam (2010) called for a solution to the alcohol abuse and dependency problem plaguing the hospitality industry. Our study seeks to broaden our understanding of this phenomenon by studying restaurant workers and examining the influence of workplace norms associated with employee problem

drinking and the moderating influence of coworker cohesion and alcohol availability.
- Progress to date: Funding for purchasing panel data from Qualtrics has been secured; survey has been created; IRB package is being prepared.

Young, C. A., & Corsun, D. L. Predicting work-related norms associated with problem drinking in restaurants
- Target journal: *Cornell Quarterly*
- Description: Bacharach, Bamberger and Sonnenstuhl (2002) stated in their piece, "Driven to drink: Managerial control, work-related risk factors, and employee problem drinking" in the *Academy of Management Journal,* that "researchers should pay closer attention to identifying the predictors of such norms" (p. 653), as in their study of 3,392 blue collar workers, norms were the strongest direct predictor of, in addition to mediating and moderating the effects of other work-related risk factors associated with, employee problem drinking. In this study, we attempt to identify predictors of norms associated with employee problem drinking. In addition to extending the extant research, identifying the antecedents to the workplace norms around drinking has great potential to influence practice.
- Progress to date: Funding for purchasing panel data from Qualtrics has been secured; survey has been created; IRB package is being prepared.

Young, C. A. Employee volunteer programs and their impact on employees' work-related attitudes and behaviors
- Target journal: *Journal of Organizational Behavior*
- Description: Despite almost a third of U.S. corporations engaging in some form of employee volunteer programs (EVPs), a type of corporate social responsibility, and spending on average $960,000/year on them (Points of Light Institute, n.d.), the link between EVPs and benefits to the firm remains elusive. No proof of the ROI to the firm of the EVP currently exists. This study examines the impact of EVPs on employee attitudes and behaviors to uncover the mechanism through which EVP activities might influence a firm's performance.
- Progress to date: Spent over two years working with Realized Worth, the top strategic consultancy in corporate social responsibility and employee volunteering, and CorpsGiving, a premier logistical facilitator of EVPs, in developing the survey for data collection purposes. Received IRB approval. Have met with and presented at Xcel Energy, Comcast, Newmont Mining, Komatsu, MAC Cosmetics, Sheraton, Hilton and other companies requesting access for data collection.

Young, C. A. Designing employee volunteer programs for increased participation and satisfaction: What matters?
- Target journal: *Human Resource Management*
- Description: This study examines the characteristics and dimensions of employee volunteer programs (EVPs) associated with higher participation and satisfaction rates. Variables include employee participation in EVP decision making, their CSR beliefs, perceived organizational EVP motivation (altruistic vs. profit-motivated), role modeling of leadership, a supportive culture, and commitment of management, all

hypothesized to influence how often employees participate (and intend to participate again) in EVPs and their level of satisfaction with having done so.

- Progress to date: Proposal has been approved by IRB; survey created; still seeking companies to participate (see *"Employee volunteer programs and their impact on employees' work-related attitudes and behaviors,"* above).

Young, C. A., Gould, A., & Lloyd, M. The Responsible Restaurant: Social entrepreneurship in the restaurant industry

- Target journal: *Journal of Foodservice Business Research*
- Description: Social enterprise restaurants (SERs) are defined as a hybrid of the revenue creation of for-profits with the social-mindedness of non-profits that engage in commercial activity with the primary goal of promoting solutions for socio-environmental issues rather than creating maximized profit for shareholders and owners.
- Progress to date: Data collected and first draft of the manuscript was written in which we developed a framework, mapping out the various categories and dimensions of SERs. Now a revision is underway with projected completion date of March 2017.