

ZHIYA (ALICE) GUO

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EDUCATION

Michigan State University – Broad College of Business, East Lansing, Michigan

Ph.D., Organizational Behavior and Human Resource Management (Expected May 2020)

Minor: Research Methods

Dissertation: *United or Divided? A Study of Cohesion and Dissolution in Faultline-Based Subgroups*
(Proposal defended in March 2019)

Advisory Committee: Dr. Brent A. Scott (Chair)

Dr. John R. Hollenbeck

Dr. D. Lance Ferris

Dr. Nicholas A. Hays

University of Minnesota – Carlson School of Management, Minneapolis, Minnesota

Master of Human Resources and Industrial Relations (2015)

North China Electric Power University – School of Economics and Management, Beijing, China

Bachelor of Human Resource Management (2013)

DISSERTATION SUMMARY

Most prior faultline research has *assumed* that demographically homogeneous subgroups are relatively cohesive with each other versus with outside subgroup members, and therefore, has focused on the implications of between-subgroup relationships. However, this fundamental assumption has yet to be investigated. Moreover, findings have been inconsistent in this literature with group faultlines being both negatively and positively linked to group outcomes. In this dissertation, I theorize a boundary condition for this fundamental assumption, which I argue is an important, yet overlooked reason for why faultline research has so far failed to find consistent results.

Specifically, I incorporate theory of subgroups, social comparison theory, and bases of social power theory to delineate a critical boundary condition that centers on the difference in subgroup members' social power. Essentially, I argue that these homogeneous subgroups can also serve as foundations for social comparisons, and comparisons on social power can engender conflict under certain circumstances, which in turn lead to the subgroups experiencing issues and division. Hypotheses are tested using multi-wave, round-robin data collected from multiple intact workgroups of employees in the United States.

REFEREED PUBLICATIONS

Matta, F., Scott, B., **Guo, Z.**, & Matusik, J. (*in press*). Exchanging One Uncertainty for Another: Justice Variability Negates the Benefits of Justice. *Journal of Applied Psychology*.

MANUSCRIPTS UNDER REVIEW

Guo, Z., Heidl, R., Hollenbeck, J. R., Yu, A., & Howe, M. [Discretionary Boundary Spanning and Informal Leadership]. *Journal of Applied Psychology*.

Guo, Z., Matusik, J., & Scott, B. [Group Affective Tone]. *Journal of Organizational Behavior*.

Wang, Y., **Guo, Z.**, Johnson, R., Zhang, S., & Wang, X. [Leadership and Power Distance Orientation]. *Journal of Applied Psychology*.

MANUSCRIPTS IN PROGRESS

Guo, Z., Awasty, N., Cornfield, B., & Johnson, R. A Depletion Perspective on Situational-Dependent Leader Behaviors. Target: *Academy of Management Journal*. (Preparing for Submission)

Guo, Z., Lin, S., Pan, L., & Johnson, R. When and Why is Narcissism Beneficial versus Harmful for Creativity? The Role of Construal Level and Action-State Orientation. Target: *Personality and Individual Differences* (Preparing for Submission)

Guo, Z., & Scott, B. A. Similarity Attraction or Similarity Repulsion? A Theoretical Reexamination of Demographic Diversity and Group Faultlines. Target: *Academy of Management Review* (Writing stage)

Guo, Z., Ferris, D. L., Johnson, R. E., & Yan, M. When Narcissists Meet Conflicts: Contrastive Outcomes of Agentic Narcissism and Communal Narcissism in the Workplace. Target: *Academy of Management Journal* (Writing stage)

Hays, N., **Guo, Z.**, & Johnson, R. Competing for Attention: the Psychology of Rank and its Association with Power and Status Salience. Target: *Journal of Applied Psychology*. (Preparing for Submission).

**** A symposium (co-chaired) including an earlier version of this paper was awarded for Best Symposium Award at AOM by OB Division**

Howe, M., **Guo, Z.**, Hollenbeck, J. R., Heidl, R., & Yu, A. Embedded in What? Turnover Functionality as a Function of Multidimensional Interpersonal Links. Target: *Academy of Management Journal* (Writing stage)

Hays, N., Chu, J., Neal, Z., & **Guo, Z.** Citation Patterns. Target: *Administrative Science Quarterly* (Data analysis stage)

CONFERENCE PRESENTATIONS

Heidl, R., **Guo, Z.**, Hollenbeck, J. R., Yu, A., & Howe, M. (August, 2018). *Leadership Emergence in Large Scale Collaborative Science: The Role of Simmelian Informal Boundary Spanning Bridges*. Paper presented at the annual meeting of the Academy of Management, Chicago, Illinois.

Hays, N., **Guo, Z.**, & Johnson, R. (July, 2018). *Competing for Attention: Competition, Cooperation, and the Salience of Power and Status*. Paper presented at the International Association for Conflict Management, Philadelphia, Pennsylvania.

Guo, Z. (July, 2018). *Effects of Flat versus Tall Organization Structures: A Social Comparison Theory Perspective*. Paper presented at the International Association for Conflict Management, Philadelphia, Pennsylvania.

Hays, N., **Guo, Z.**, & Johnson, R. (March, 2018). *Do I feel powerful or respected? Competition and cooperation shift power and status salience*. Paper presented at the Society for Personality and Social Psychology, Atlanta, Georgia.

Guo, Z., & Hays, N. A. (Co-Chair, 2017, August). *Interfacing Hierarchies: Investigating the Confluence of Multiple Hierarchies*. Symposium presented at the annual meeting of the Academy of Management, Atlanta, Georgia. * **Best Symposium – Academy of Management Annual Meeting, OB Division**

Guo, Z., Hollenbeck, J. R., Heidl, R., Yu, A., & Howe, M. (June, 2017). *The Impact of Open and Closed Informal Boundary Spanning Ties on Leadership Emergence in the Field of Large Collaborative Science*. Paper presented at the annual meeting of International Network for Social Network Analysis, Beijing, China.

Guo, Z., Lin, S., Pan, L., & Johnson, R. (April, 2016). *When and Why is Narcissism Beneficial Versus Harmful for Creativity? The Role of Construal Level and Action-State Orientation*. Paper presented at the annual meeting of Society of Industrial and Organizational Psychology, Anaheim, California.

AWARDS & GRANTS

- 2019 HR Division Doctoral Consortium Nominee, Academy of Management Annual Meeting
- 2019 Doctoral Consortium, Interdisciplinary Network for Group Research
- 2019 Dissertation Completion Fellowship Award (\$6,000)
- 2017 Best Symposium (Co-Chair, Presenter), Academy of Management Annual Meeting, OB Division
- 2016 Management Advisory Board STRIDE Fund (Internal Grant, Michigan State University), PI (\$4,000)

TEACHING EXPERIENCE

Primary Instructor

Managing Human Resources and Organizational Behavior (Summer 2018; 26 undergraduate students)

Recitation Section Instructor

Managing Human Resources and Organizational Behavior (Fall 2018; 117 undergraduate students)

Managing Human Resources and Organizational Behavior (Spring 2019; 114 undergraduate students)

Teaching Assistant

Managing the Learning Organization (MGT 817)

Managing Diversity in the Workplace (MGT 814)

Fundamentals of HR Staffing (MGT 811)

Managing Human Resources and Organizational Behavior (MGT 315)

SERVICE

Provided a "Growth Curve Modeling" session for Ph.D. students in Management, Industrial and Organizational Psychology, and Human Resources programs (2019)

Provided a "Multilevel Modeling in Mplus" session for Ph.D. students in Management programs (2017)

PROFESSIONAL ACTIVITIES AND AFFILIATIONS

Member, Academy of Management

Member, Interdisciplinary Network for Group Research

Reviewer for Academy of Management Conference

Reviewer for International Association for Conflict Management Conference

LETTERS OF RECOMMENDATION

For professional letters of recommendation, please contact:

Brent A. Scott
Frederick S. Addy Endowed
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