

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar



Is Manliness An Advantage? The Effects of Male CEO Masculinity on CEO Pay and Firm Performance By

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Date : 16 Dec 2020 (WED)
Time : 9 am – 10:30 am
Venue : Online via Zoom

Abstract

Largely equivocal findings in gender research applying role congruity theory, have led to calls for understanding how male roles and male leaders are evaluated by stakeholders. We used a video-metric approach and tested the effects of variability in masculinity on male CEOs' compensation and firm performance. Higher levels of masculinity among male CEOs predicted higher levels of compensation but lower levels of firm performance. Moreover, these effects were contingent on the male-orientation of the industry setting and complemented by the male CEOs' feminine attributes. However, this pattern varied across the two outcomes suggesting that schema of effective leadership differ among two sets of organizational stakeholders—boards of directors involved in making the CEO's compensation decisions and internal subordinates engaged in delivering the firm's operational performance.

Prof. Aparna Joshi 's work focuses on multilevel issues in workplace diversity, gender issues in science an engineering, collaboration in global and distributed teams, generational issues in the workplace, and international and cross-cultural management. Her work in the area of gender dynamics in engineering work groups was recently awarded a National Science Foundation grant. Her research appears in the, *Administrative Science Quarterly*, *Academy of Management Review*, *Academy of Management Journal*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, and *Organization Science*. Her work has received the *Academy of Management's* Saroj Parasuraman Award in 2010, the Dorothy Harlow Distinguished Paper Award in 2006 and 2008, the Ulrich-Lake Award for Outstanding Contribution to the *Human Resource Management Journal*, and the *Academy of Management's* Best Dissertation Award (Gender and Diversity in Organizations division) and has also been featured in the *Cincinnati Enquirer*, *USA Today*, and the *Times of India*. Prior to joining Smeal she was on the faculty of the University of Illinois, Champaign-Urbana. She has served on the editorial boards of the *Academy of Management Journal* and *Organizational Behavior and Human Decision Processes*, as an Associate Editor for the *Academy of Management Journal* and as a guest editor for the *Academy of Management Review*. She was awarded the 2014 Cummings Award for Early to Mid-Career Scholarly Achievement, one of the highest professional honors in the field, by the Organizational Behavior Division of the *Academy of Management*.

All interested are welcome.



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