

# THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

## Departmental Research Seminar



### The Happiness Advantage: How CEO Job Satisfaction Influences Ambidexterity By

Dr David H. Zhu  
Arizona State University

Date : 21 Oct 2020 (WED)

Time : 9 am – 10:30 am

Venue : Online via Zoom

#### Abstract

Building on psychological theories about job satisfaction and research on top executives and ambidextrous organizations, we explain why CEO job satisfaction positively influences a firm's ambidexterity. We further suggest that the positive effect of CEO job satisfaction on ambidexterity is strengthened by the CEO's need for achievement, an innovative culture, and environmental dynamism. Using a large-scale survey data conducted onsite from hundreds of entrepreneurial firms in China, we find strong support for our theoretical predictions. Additional analysis reveals positive effects of CEO job satisfaction on innovation, strategic change, and firm performance. This study calls for more attention to the wellbeing of top executives and identifies top executives' job satisfaction as a key aspect of strategic leadership that influences ambidexterity and a wide range of other major organizational outcomes.

**Dr David H. Zhu** is currently Associate Professor in Management and Entrepreneurship and Dean's Council Distinguished Scholar at the W. P. Carey School of Business, Arizona State University. His research builds on behavioral theories to examine strategic decision making of top executives and directors, innovation, Chinese management, corporate governance, and corporate strategy. He also studies the structure of corporate elite networks and resource exchange networks. His work has been published on *AMJ*, *ASQ*, *SMJ*, and *Org Science* and has received multiple international awards from *AOM* and *SMS*. He currently serves on the editorial boards of *AMJ*, *AMR*, *ASQ*, and *SMJ*. In addition, he has served as the English program chair and macro research committee chair of *IACMR*, overall coordinator of *CMSC*, representative-at-large of *SMS* (strategic leadership and governance group) and of *IACMR* (Americas), and research committee member of the *OMT* and *STR* divisions of the *AOM*. Zhu is an experienced educator and has coached many top executives around the world. His research has been featured in major news media, such as the *Wall Street Journal* and the *Forbes*, and in Deloitte's executive training programs.

**All interested are welcome.**



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