

# 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 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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I examine the challenges employees face when speaking up to organizational leaders with ideas, issues, and concerns, as well as how they can be more effective in doing so. Key themes shown below.

- Employee voice
- Social issue advocacy
- Self-advocacy and negotiation

## REFEREED PUBLICATIONS

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1. **Hussain, I.**, Pitesa, M., Thau, S., & Schaerer, M. (2023). Pay suppression in social impact contexts: How framing work around the greater good inhibits job candidate compensation demands. *Organization Science* (in press). <https://doi.org/10.1287/orsc.2023.1675>
2. **Hussain, I.**, Tangirala, S., & Sherf, E.<sup>†</sup> (2023). Signaling legitimacy: Why mixed-gender coalitions outperform single-gender coalitions in advocating for gender equity. *Academy of Management Journal*, 66(4), 1233-1262. <https://doi.org/10.5465/amj.2021.0174>
3. Park, H. <sup>†</sup>, Tangirala, S., **Hussain, I.**, & Ekkirala, S. (2022). How and when managers reward employees' voice: The role of proactivity attributions. *Journal of Applied Psychology*, 107(12), 2269-84. <https://doi.org/10.1037/apl0001008>
4. Parke, M. <sup>†</sup>, Tangirala, S., & **Hussain, I.** (2021). Creating organizational citizens: How and when supervisor- versus peer-led role interventions change organizational citizenship behavior. *Journal of Applied Psychology*, 106(11), 1714-33. <https://doi.org/10.1037/apl0000848>
5. **Hussain, I.**, Shu, R. <sup>†</sup>, Tangirala, S., & Ekkirala, S. (2019). The voice bystander effect: How information redundancy inhibits employee voice. *Academy of Management Journal*, 62(3), 828-49. <https://doi.org/10.5465/amj.2017.0245>

<sup>†</sup>Denotes co-author was a doctoral student at the time the project started.

## MANUSCRIPTS IN PREPARATION

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6. **Hussain, I.**, Tangirala, S., Park, H. <sup>†</sup>, & Ekkirala, S. The effect of divergent ideas in teams. [Note: Full title redacted to preserve blind review, Target: *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

## SELECTED RESEARCH IN PROGRESS

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**Hussain, I.** Organizational statements on socio-political issues. [Writing phase, Target: *Academy of Management Review*]

**Hussain, I.,** Sherf, E., & Tedder-King, A<sup>†</sup>. When is it okay to speak up? Attitudes towards men as external vs. internal spokespersons for workplace gender equity issues. [Two studies complete, additional data collection and manuscript in progress. Target: *Journal of Applied Psychology*]

**Hussain, I.,** Lee, M<sup>†</sup>. & Burris, E. What makes you shut up as you rise up? The effect of hierarchical status on different topics of employee voice. [Two studies complete, additional data collection and manuscript in progress. Target: *Academy of Management Journal*]

Yamamoto, K.<sup>†</sup>, **Hussain, I.,** & Martins, L. Understanding employees' self-referential diversity beliefs. [Qualitative study complete, additional data collection and manuscript in progress]

**Hussain, I.,** Yamamoto, K.<sup>†</sup>. Kakkar, H. & Tangirala, S. Voice dilution: Why more arguments aren't always better when pitching ideas to the manager. [One study complete, additional data collection in progress]

## HONORS AND AWARDS

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### Academy of Management

- Best Reviewer Award, *Academy of Management Discoveries* 2023
- Best Reviewer Award, *Academy of Management Journal* 2022
- Annual Meetings Outstanding Reviewer award, OB Division 2015, 2017

### University of Texas at Austin

- Texas Orange Jackets Tenet Award in Leadership Spring 2024
- McCombs Research Excellence Grant (\$5,000) Fall 2023
- Nominated for CBA Foundation Research Excellence Award 2023
- McCombs Research Excellence Grant (\$20,000) Spring 2023
- The Op-Ed Project Public Voices Fellowship 2022-23
- McCombs Research Excellence Grant (\$15,000) Fall 2022
- McCombs Research Excellence Grant (\$15,000) Fall 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 2003-07
- Columbia University Named Scholarship Award 2003-07
- Nominee, Kopit Memorial Prize in Logic and Rhetoric, Undergraduate Writing Program 2004

## ONLINE ARTICLES

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**Hussain, I.**, Pitesa, M., Thau, S., & Schaerer, M. (2023). [Research: Why employees accept lower pay at mission-oriented companies](#). *Harvard Business Review*.

**Hussain, I.** (2023). [Job applicants can support a company's mission—and still ask for more money](#). *Wall Street Journal*.

**Hussain, I.** (2023). [The 'power paradox' that's holding back workplace allies](#). *Fortune*.

**Hussain, I.** (2022). [Workplace anti-bias trainings aren't enough](#). *The Progressive Magazine*.

Park, H., Tangirala, S., & **Hussain, I.** (2022). [The unintended consequences of asking for employee input](#). *Harvard Business Review*.

**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, American Sociological Association.

## MEDIA APPEARANCES AND INTERVIEWS

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*WorldatWork Workspan, Ask the Experts* (2023). [The self-censoring effect of purpose vs. pay](#).

*Academic Minute, Inside Higher Ed* (2023). [Employees negotiating at companies with social missions](#).

*Wall Street Journal Workplace Report* (2023). [Why haggling over pay isn't allowed](#).

*Canadian HR Reporter* (2023). [Do altruistic companies purposely pay lower salaries?](#)

*Axios* (2023). [Glassdoor launches new feature to allow for more anonymous “real talk”](#).

*Bloomberg Work Shift* email newsletter (2023). [Why purpose-driven jobs pay less](#).

*Texas McCombs* magazine interview (2023). [You may be guilted yourself short in salary negotiations](#).

*BuiltIn* magazine interview (2023). [Employee communication is key to success. Here's how to do it better](#).

*The Daily Texan* newspaper interview (2022). [McCombs professor finds mixed-gender teams in workplace can fight gender inequality](#).

*ABC KVUE* TV appearance (2022). [American women's pursuit for equal pay](#).

*Academy of Management Insights* interview (2022). [Men have a role to play in gender equity at work](#).

Texas McCombs magazine interview (2022). [Genders should unite for workplace equity.](#)

Authority Magazine interview (2022). [5 things we need to do to close the gender wage gap.](#)

Texas McCombs magazine interview (2021). [Pandemic pivots: How students, faculty, and alumni changed during uncertain times.](#)

Texas McCombs magazine interview (2020). [To gain business skills, embrace a learning mindset.](#)

## **PRESS FEATURES**

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Harvard Business Review “IdeaWatch” (print edition, 2019), [Poets & Quants](#) (2019), Quartz (2019), [I-O at Work](#) (2019), [Maryland Smith Research](#) (2019), [Knowledge at Wharton](#) (2021) [Hypertext](#) (2022), [HR Drive](#) (2022), [Kenan Institute for Private Enterprise](#) (2022), [WRAL TechWire](#) (2022), [Yahoo! Finance](#) (2023) [Phys.org](#) (2023), [ThePrint](#) (2023), [Futurity](#) (2023), [StudyFinds](#) (2023), [LinkedIn News Asia](#) (2023), [The Good Men Project](#) (2023)

## **TEACHING EXPERIENCE**

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### **University of Texas at Austin**

McCombs School of Business BBA Program

- MAN 336H: Organizational Behavior (Honors class)
  - 2 sections Spring 2022
- MAN 336: Organizational Behavior
  - 1 section Spring 2022
  - 3 sections (taught virtually) Spring 2021
  - 2 sections (2<sup>nd</sup> half taught virtually) Spring 2020

### **University of Maryland**

R. H. Smith School of Business Undergraduate Program

- BMGT 364: Managing People & Organizations
  - 1 section Spring 2018
  - 1 section Summer 2017

## **INVITED TALKS**

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Vanderbilt University, Owen Graduate School of Management	2024
George Mason University, Costello College of Business	2023
Georgetown University, McDonough School of Business	2023
University of Texas at Austin, McCombs Knowledge-to-Go alumni webinar	2023
Harvard Business School, Jachimowicz Lab	2023
University of Maryland, Women in Academics Panel Discussion	2023
University of Texas at Austin, Center for Women in Law Ginsburg Initiative	2022
University of Texas at Austin, McCombs Faculty and Staff Retreat	2022
Rice University, Industrial-Organizational Psychology Department	2022
Harvard Business Review Conference, Turkey	2022
Duke University, Fuqua School of Business	2020
The Conference Board 15 <sup>th</sup> Annual Women’s Leadership Conference	2019
University of Pennsylvania, The Wharton School (invited, not attended)	2018
University of Texas at Austin, McCombs School of Business	2018
Georgia Tech University, Scheller College of Business	2018

## ACADEMIC SERVICE

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### Editorial Review Boards

- Academy of Management Journal 2021 - Present
- Organizational Behavior and Human Decision Processes 2022 - Present

### Ad-Hoc Reviewing

- Academy of Management Journal
- Administrative Science Quarterly
- Organization Science
- Journal of Applied Psychology
- Organizational Behavior and Human Decision Processes
- Academy of Management Discoveries

### Academy of Management

- Co-organizer of “Productivity Process” PDW 2022, 2023
- Co-organizer of “OB Research Incubator” PDW 2023
- Led roundtable of PhD students in “Halfway There, Now What?” PDW 2019
- Host to new division members as part of “Welcome-A-Member” program 2019

### University of Texas at Austin

- Work in Progress (WIP) workshop Fall 2023
- Primary Advisor for Plan II Undergraduate Senior Thesis 2022-23
- Second Reader for Plan II Undergraduate Senior Thesis 2022-23
- Executive Committee (2023-24), Behavioral Lab Committee (2022 - Present), PhD Admissions Committee (2020-21, 2022-23), Post-Doctoral Researcher Search Committee (2020-21), Third-Year Review Committee (2020, 2022), Undergraduate Program Committee (2022-23), Teaching Observations (2019-23)
- Dissertation Committee Co-Chair for Kendall Yamamoto 2022-Present

### University of Maryland

- OB Department PhD Student Representative 2017-18
- 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

- Interviewer for ASQ student blog 2016-17

## CHAired CONFERENCE SYMPOSIA

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**Hussain, I.** & Wu, J. Speaking Up to Be Heard: Influence Processes in Employee Voice. Symposium, Annual Meeting of the Academy of Management, Boston, MA 2023

Newton, D. & **Hussain, I.** Fanning the Voice Flame: Unpacking How Leaders and Peers Impact Employee Voice. Symposium, 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, Annual Meeting Academy of Management, Boston, MA  
– \*Featured as a Showcase Symposium in the OB, MOC, and HR Divisions 2019

**Hussain, I., Liao, H., & Campbell, C.** Breaking Bad: Examining Triggers and Mitigators of Women's Expectancy Violations. Symposium, Annual Meeting of the Academy of Management, Chicago, IL  
– *\*Featured as a Showcase Symposium in the OB, GDO, and HR Divisions* 2018

## **CONFERENCE PRESENTATIONS**

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### **The radical idea effect: How highly divergent ideas create positive spillover effects on managerial implementation of other proposals in the team**

- Annual Meeting of the Academy of Management, Boston, MA 2023

### **What makes you shut up as you go up? The effect of hierarchical status on different topics of employee voice**

- Berkeley Culture Conference, Berkeley, CA 2023
- Annual Meeting of the Academy of Management, Seattle, WA 2022

### **No idea is an island: The spillover effects of radical ideas on managerial implementation of other proposals**

- Wharton Organizational Behavior Conference, Philadelphia, PA 2022

### **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, New Orleans, LA 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

*Note. Paper titles for the same research may vary slightly between conferences. Most updated titles shown.*

**ACADEMIC RESEARCH ASSISTANTSHIPS**

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**George Mason University, I/O Psychology Department, Fairfax, VA** 2014

- Research Assistant to Dr. Reeshad Dalal
- Research Assistant to Dr. Eden King

**OTHER PROFESSIONAL EXPERIENCE**

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**Technology Consulting, Boston, MA & Washington, DC** 2010-14

- Project Manager leading web development for companies ranging from startups to large firms

**Human Resource Management, Chicago, IL** 2009-10

- General Manager overseeing staffing and human resources for home healthcare company

**Investment Banking, New York, NY** Summer 2006, 2007-08

- Equity Research Analyst at J.P. Morgan

**PROFESSIONAL AFFILIATIONS**

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- Academy of Management (AOM)
- Society for Industrial and Organization Psychology (SIOP)
- Society of Personality and Social Psychology (SPSP)

## SELECTED RESEARCH ABSTRACTS

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**“Pay Suppression in Social Impact Contexts: How Framing Work Around the Greater Good Inhibits Job Candidate Compensation Demands”** with Marko Pitesa, Stefan Thau, and Michael Schaefer (*Organization Science*, 2023)

Past research suggests that when organizations communicate the benefits of their work for human welfare—i.e., use a social impact framing for work—job candidates are willing to accept lower wages because they expect the work to be personally meaningful. We argue that this explanation overlooks a less socially desirable mechanism by which social impact framing leads to lower compensation demands: the perception among job candidates that requesting higher pay will breach organizational expectations to value work for its intrinsic (rather than extrinsic) rewards—that is, constitute a *motivational norm violation*. We find evidence for our theory across five studies: a qualitative study (Study 1), a hiring experiment with undergraduate students (Study 2), an online labor market field experiment (Study 3), a vignette-based simulation (Study 4), and a stimulus sampling study using multiple occupations (Study 5). Exploratory analyses found that the negative effects are unique to monetary (vs. non-monetary) job rewards. Together, results uncover a novel mechanism by which emphasizing work for the greater good leads job candidates to accept lower wages—one that reflects candidates self-censoring on pay from concerns about violating organizational norms, rather than solely from a willingness to trade higher pay for potentially meaningful work. Our research contributes to understandings of how social responsibility messaging impacts workers’ perceptions of organizations and negotiation behavior. It also holds implications for emerging scholarship on managers’ implicit theories of employee work motivation.

**“Signaling Legitimacy: Why Mixed-Gender Coalitions Outperform Single-Gender Coalitions in Advocating for Gender Equity”** with Subra Tangirala and Elad Sherf (*Academy of Management Journal*, 2023)

Employees often engage in collective grassroots efforts to bring about gender equity in the workplace. Such coalition-based advocacy is largely driven by women, which has led to debate about whether men’s involvement as allies can help. Integrating literatures on signaling and legitimacy, we propose that the demographic composition of a gender equity advocacy coalition matters: 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 of strategic importance within business organizations. By contrast, mixed-gender coalitions signal *both* forms of legitimacy, and are thus uniquely effective. We demonstrate these effects over three studies: managers reporting on advocacy coalitions comprising their colleagues (Study 1), an audio-based study showing that the proposed effects are unique for gender equity issues (Study 2), and a stimulus sampling study involving multiple policy proposals (Study 3). Our findings highlight the different forms of legitimacy that women and men bring to the table when selling gender equity issues. We discuss implications for who should be recruited to gender equity advocacy coalitions, and why.

**“How and When Managers Reward Employees’ Voice: The Role of Proactivity Attributions”** with Hyunsun Park, Subra Tangirala, and Srinivas Ekkirala (*Journal of Applied Psychology*, 2022)

Recent voice research has noted that providing adequate *job rewards* for speaking up can sustainably motivate voice from employees. We examine why managers who seek out voice at work might not always properly reward the behavior. Drawing on theories of dispositional attribution, we propose that, in general, managers tend to reward voice because it signals to them



that employees possess a valued underlying trait: *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 two studies with complementary designs. Study 1 was a preregistered between-subjects experiment that used a realistic vignette design with an online panel of 592 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 Indian branch of a global technology company in the oil and gas industry. We discuss the theoretical and practical implications of our results.

**“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*, 2021)

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.

**“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.