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Exploring the Questionable Academic Practice of Conference Paper Double Dipping

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We develop a conceptual framework and provide empirical evidence that helps to explain why management scholars submit the same paper to more than one scholarly conference, a practice referred to as “double dipping.” Drawing from general strain theory, we find that certain features of the social and national institutional context in which these scholars are embedded provides motivation for and facilitates rationalization of engagement in the double-dipping practice. Specifically, our results show that the incidence of conference paper double dipping is greater for junior scholars and for those currently affiliated with research-intensive universities. We also find that authors who received their highest educational degree in countries with higher levels of corruption are more likely to engage in double dipping. The study provides a better theoretical understanding of contextual factors that may lead individuals to engage in questionable academic practices. We hope our findings will raise this issue to fuller scrutiny within the Academy, and motivate some potential remedies to reduce the frequency of this questionable behavior.

“Standards of conduct that are particularly relevant to participation in the annual conference [include]: . . . Submitted papers must not have been previously presented or scheduled for presentation, published, or accepted for publication.”

—Excerpt from the 74th Annual Meeting of the Academy of Management Call for Submissions, p. 48

Submitting the same paper to different conferences has been termed “double dipping,” and although the

We thank Associate Editor Robert S. Rubin and three anonymous reviewers for their insightful comments and constructive assistance in developing this manuscript during the review process. We also appreciate helpful feedback from audience participants at the 75th Academy of Management meeting, where an earlier version of the paper was presented.

ethicality of such practices has been the subject of editorial comments in political science scholarship (e.g., Dometrius, 2008b), it has not received much attention in the management discipline. This may in part be due to the practice being viewed as a much less severe transgression compared to more egregious research misconduct, such as data manipulation, faulty analyses, and plagiarism (Bedeian, Taylor, & Miller, 2010; Honig, Lampel, Siegel, & Drnevich, 2014).

Nevertheless, there are negative consequences associated with such behavior for both individuals and the overall academy community. For example, at the 74th Annual Meeting of the Academy of Management (AOM), which took place August 1–5, 2014, a total of 199 scholarly papers by 435 authors were presented in the International Management (IM) division. Of those papers, 67 (34%) qualitatively

identical studies had been previously submitted, accepted, and presented 6 weeks before at the 2014 Annual Meeting of the Academy of International Business (AIB) held in Vancouver, British Columbia, June 23–26, 2014. The 143 authors who engaged in double dipping prevented the possibility of 67 other papers written by different scholars from being accepted. For many universities, funding to attend conferences is contingent upon having a paper accepted for presentation. Therefore, authors who do not have a paper accepted are prevented from participating in networking opportunities and from sharing their ideas, thus obstructing communal goals of the Academy. The presentation of original and never-before presented research so as to advance knowledge within the management disciplines is a fundamental goal of the AOM annual meetings. Arguably, when the same research is shared with highly similar audiences over a 6-week period, attainment of this goal is hampered.

Guidelines for both the AOM and AIB conferences stress the importance of submitting original and new work. Because the 2014 submission deadline for the AIB conference was a day after AOM's, submitting the same paper to both conferences might be interpreted by some as *technically* not violating the AOM guidelines. However, it is fully understood that if the paper is accepted by both AOM and AIB, presentation at AIB will occur prior to AOM.

Moreover, AIB's submission guidelines state:

[I]t is acceptable to submit papers that have been presented, or scheduled to be presented at another conference to the AIB conference. However, the manuscript must be altered or improved upon after each presentation to incorporate the feedback received. (Author FAQ for AIB 2014).

In essence, because of the timing of deadlines, acceptance notifications, and presentations, the manuscripts submitted and accepted for presentation at AIB in late June will *not* have been altered based on feedback from the AOM conference held in early August, essentially violating the stated submission guidelines in substance and spirit.

Although the practice of submitting the same paper to two different journals would without question be viewed as unethical conduct, the practice of conference paper double dipping is more likely to fall into the realm of *questionable* academic practice, skirting "the line between ethical and unethical behavior" (O'Boyle, Banks, & Gonzalez-Mulè, 2017: 2).

We acknowledge there may be authors unaware of the conference guidelines concerning duplicate submissions, but also note that almost half of the duplicate papers in this study have slightly modified titles, suggesting an attempt to disguise the duplication, and implying recognition that the practice is not appropriate academic conduct.

Opinions are likely to vary on the acceptability of conference paper double dipping within the Academy. Although some management scholars may consider double dipping to be a clear ethical violation of submission rules, others may view it as merely being problematic with respect to violating the spirit of the AOM originality standards or as a minor form of self-plagiarism. Or perhaps as Dometrius (2008a: 287) succinctly notes, presenting papers with the same models, data, text, and results more than once is just "bad form." Whatever the ethical stance is for the observer, the practice merits closer scrutiny.

Consequently, the primary objectives of our study are twofold. First, we explore how micro- and macro-elements pertinent to the context in which management scholars are embedded drive the practice of conference paper double dipping. Applying general strain theory (Agnew, 1992; Paternoster & Mazerolle, 1994), we propose that certain elements of the social and national institutional context increase motivation for, as well as facilitate rationalization processes for conference paper double dipping. We test our theoretical predictions by examining incidences of double dipping at the 2014 AOM (IM Division) annual meeting and AIB conference. Second, we seek to stimulate conversation within the Academy about the appropriateness of conference paper double dipping and how as an academic community we should respond to this practice.

A GENERAL STRAIN THEORY PERSPECTIVE ON DOUBLE DIPPING

We draw from general strain theory to better understand why some authors may be driven to engage in conference paper double dipping. As Honig et al. (2014: 136) note, "the strains on individuals in [academia] produce outcomes and unintended consequences that increase the probability for corruption and ethical violations of all sorts." General strain theory was originally developed to explain criminal activity (Agnew, 1992); however, it has since been used as a theoretical lens for a wide variety of ethically questionable behavior. In a recent study,

O'Boyle et al. (2017) use theory and research emanating from general strain theory to examine questionable research practices associated with changing data, variables, or hypotheses to improve statistically significant results. We propose because conference attendance provides authors access to valuable research and career resources, having a paper accepted constitutes a desirable goal, and the threat of not achieving it causes stress or strain.

General strain theory proposes that when individuals are faced with stressful circumstances, they experience negative emotions. To alleviate such emotions, they engage in adaptive behavioral responses, which may include questionable behavior (Agnew, 1992). Strain arises from failing to achieve desired goals, the loss of positive stimuli, or experiencing negative situations (Agnew, 2012). Strains may be those that are currently experienced as well as those that individuals anticipate experiencing in the future (Agnew, 2002). As mentioned earlier, not being able to attend prestigious conferences may be a source of such strains for academic researchers, because it will limit access to important resources. These include feedback on ways to improve one's research such that it will be better prepared for journal submissions (Gross & Fleming, 2011; Lewis & Kerr, 2012); and possible prestige from winning a best paper award, and networking opportunities (Dometrius, 2008b; Lee, Lee, & Wadhwa, 2010). In particular, developing and maintaining relationships with collaborators and other influential members of the scholarly community (e.g., journal editors, thought leaders, and future tenure-and-promotion letter writers) have been highlighted as being important for producing impactful research that will eventually be published in high-quality journals (Lewis & Kerr, 2012; Tähtinen, Ryan, & Holmlund, 2016) as well as for adequate career progression (Deardorff, 2015).

The conferences we examine here, the annual AIB and AOM conferences, are particularly rich in academic resources due to the diversity, quality, and the reputations of participants (Honig & Bedi, 2012; Lee et al., 2010). With roughly only half of the submissions getting accepted,¹ the competitiveness of the situation causes strain for submitting authors (Bao, Haas, & Pi, 2004).

Thus, *double dipping*, the act of submitting the same paper to two conferences, is one means by which the strain associated with the uncertainty of having a paper accepted may be reduced. Double dipping increases authors' chances of having a paper accepted without having to put forth additional effort toward completing additional research and allows efforts to be expended on other scholarly activities.

According to general strain theory, whether individuals respond to the strain with acceptable behavior or through questionable means may be influenced by current contextual conditions as well as formative experiences (Agnew 1992, 2001, 2006; Paternoster & Mazerolle, 1994). Authors submitting work to AIB and AOM are embedded in a variety of contexts, understood as "situational opportunities and constraints that affect the occurrence and meaning of organizational behavior" (Johns, 2006: 386). This definition highlights how context motivates behavior in addition to shaping attitudes and cognitions (Bamberger, 2008). This is particularly relevant for our study, because we propose that social and institutional features of the contexts in which submitting authors are embedded provide motivations to cope with strain by double dipping, and also promote rationalization of engaging in the practice.

Figure 1 outlines two causal pathways based on general strain theory in which contextual elements may influence conference paper double dipping. In the first, the level of strain experienced is influenced by key elements associated with the social context of academia, whereby junior faculty authors and those affiliated with research universities experience strain to a greater extent, and thus, are more highly motivated to alleviate the negative emotions by engaging in double-dipping behavior. In the second, individuals who have been trained in national institutional contexts that emphasize a mastery cultural orientation or that are perceived to be corrupt will be more inclined to rationalize the acceptability of conference paper double dipping, as a means for responding to strain.

HYPOTHESES DEVELOPMENT

Elements of the Social Context and Motivation for Conference Paper Double Dipping

Management scholars are employed by universities with differing priorities and enjoy varying levels of achievement and academic rank. Both situations

¹ 407 papers were submitted to the IM division and 203 or just about half of those submitted were rejected. Exact figures for the AIB conference acceptance rate were not available.

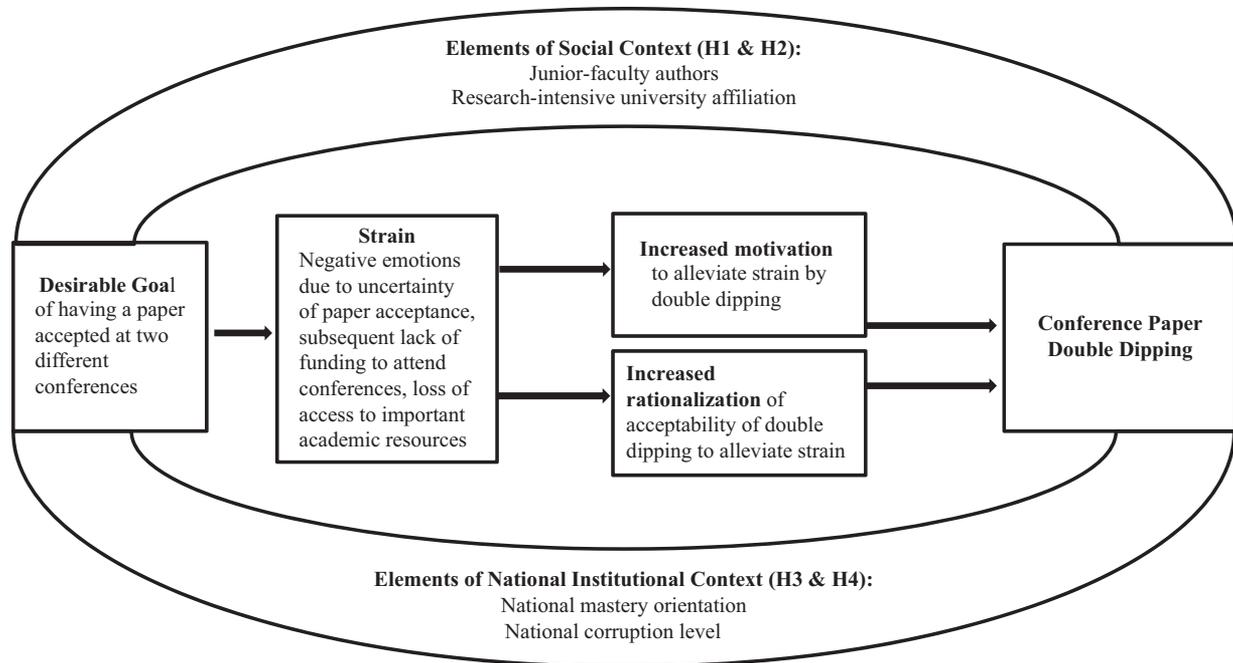


FIGURE 1

Influence of Contextual Elements on the Questionable Practice of Conference Paper Double Dipping

differentiate individuals by in-group–out-group status, denoting variation in salient categories of social context (Johns, 2006). Social context defines expected roles, responsibilities, and expectations that regulate cognitive processes and behavior (Granovetter, 1985). It matters because it directs and can even change individuals' attention to certain information (Kramer & Tyler, 1996). We theorize that for submitting Academy members, junior faculty (e.g., assistant professors) as well as those affiliated with research-intensive universities, the level of strain intensifies the pressure and incentives to present the same paper at AIB and AOM, leading to greater incidences of double dipping.

Influence of Academic Rank

Junior faculty report high levels of frustration in understanding the ambiguities associated with increasing pressure to maximize research output (Massy & Zemsky, 1994; Tierney & Bensimon, 1996). Also, previous research has shown that “untenured professors feel a significant amount of stress about the tenure process and being successful scholars” (Solomon, 2011: 336). Moreover, since achieving tenure is an important goal for junior faculty, there is likely to be added pressure to engage in activities that will assist in pursuit of this goal. When this

pressure is sufficiently high, it can lead these individuals to skirt particular rules and ignore other ethical norms. Indeed, empirical research repeatedly shows that individuals with unmet goals have a greater likelihood of behaving unethically (Schweitzer, Ordóñez, & Douma, 2004).

Having a paper accepted at the AOM and AIB annual meetings often means an author's university will provide financial support for attending these conferences. This provides access to valuable resources that will potentially assist in enhancing research productivity and quality, ultimately improving the potential for journal publications (Lee et al., 2010; Tähtinen et al., 2016). Also, successful conference presentations may count favorably toward tenure requirements, as many schools consider international conference presentations an important achievement for evaluating research productivity (Bacon, Paul, Stewart, & Mukhopadhyay, 2012; McNamara & Kolbe, 1996; Shepherd, Carley, & Stuart, 2009). For example, a study by Shepherd et al. (2009) showed that in 47% of U.S.-based AACSB-accredited business schools, chairs of marketing departments considered national or international conference proceedings as the second most important and relevant indicator for evaluating research productivity as part of tenure, promotion, and annual performance reviews.

Therefore, we expect that junior faculty authors are already subject to strain. Because of the competitive nature of the submission and acceptance processes and the valuable resources of the conferences, they experience additional or intensified strain about having a conference paper accepted. This may incentivize authors to increase their chances, by engaging in conference paper double dipping. Stated formally:

Hypothesis 1: The greater the proportion of junior faculty authors, the more likely conference paper double dipping will occur.

Influence of University Context

Previous studies have shown that the pressure to be actively engaged in research activities is particularly strong at research-intensive universities² (Massy & Zemsky, 1994; Solomon, 2011). Although having a paper accepted at a conference is unlikely to have the same level of importance as a journal publication at such institutions, the additional benefits that come with conference attendance, such as networking with influential scholars in the field and journal editors are likely to be particularly important (Lewis & Kerr, 2012). Conferences provide opportunities for maintaining and strengthening collaborative research relationships, as well as fostering the creation of knowledge resources, which may be especially helpful in producing impactful research that will eventually be published in high-quality journals (Tähtinen et al., 2016). Research networks fostered by conference attendance often lead to new projects that are likely to increase overall research productivity as well (Deardorff, 2015; Gross & Fleming, 2011). At research-intensive universities, high levels of research productivity "brings institutional visibility and national recognition" (Wolverton, 1998: 62). Therefore, research-related activities at these institutions are likely to be more closely associated with feelings of social legitimacy and career success than at institutions where research is not given as much emphasis.

In addition, in the social context of research universities, individuals are almost certainly more concerned about having an active research record because they are in an environment where colleagues

are likely to be productive researchers. In such settings, these social comparisons may lead to avoidance-type cognitions, such as fear of failing, which is associated with increased anxiety (Feltz, 1982), and self-protective strategies (Shu, Gino, & Bazerman, 2009). From a perspective of general strain theory, this added stress associated with such a context is likely to motivate individuals to reduce the uncertainty surrounding the acceptance of their papers and attendance at the conferences. A means of doing so is to submit one well-developed paper to more than one conference.

Empirical evidence supporting a relationship between being affiliated with a research-intensive university and engaging in questionable behavior is provided by Bedeian et al. (2010), who report survey results showing that almost 80% of their respondents (faculty affiliated with PhD-granting management departments, a common proxy for being research-focused) were aware of at least one colleague who had engaged in questionable research conduct. Therefore, we hypothesize the following:

Hypothesis 2: The greater the proportion of authors affiliated with a research-intensive university, the more likely conference paper double dipping will occur.

Influence of National Context

From a general strain theory perspective, when individuals perceive their goals are or may be blocked, they are more likely to perceive that engaging in questionable practices is justified or excusable (Agnew, 2006; Agnew, Piquero, & Cullen, 2009). This process, whereby questionable behavior procures a value that justifies its occurrence, is referred to as "rationalization" (Beauvois, Joule, & Brunetti, 1993). Rationalization essentially modifies perceptions of the legitimacy of engaging in certain practices (Shalvi, Dana, Handgraaf, & De Dreu, 2011). *Legitimacy* refers to the "generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions" (Suchman, 1995: 574).

Previous theory and research suggests that what is considered legitimate behavior involves the application of societal values and norms (Carroll & Buchholtz, 2014; Nelson, Poms, & Wolf, 2012). Young scholars are socialized into the Academy, and the national institutional context is likely to influence

² The Carnegie Foundation (2010) defines *research-intensive universities* as doctorate-granting universities with a high level of research activity expected of its faculty.

their perceptions of right and wrong (Parboteeah, Bronson, & Cullen, 2005). By extension, it is possible that the national institutional context in which authors are trained may influence their subsequent attitudes and behaviors regarding conference paper double dipping.

National Mastery Orientation

Individuals' values develop from personal experiences as well as shared cultural values (Schwartz, 1999). As Erez and Gati (2004: 57) aptly assert, "individuals internalize the shared meaning system of the society to which they belong, and its values are represented in the individual self." Cultural values serve to motivate, constrain, and justify what is perceived as acceptable or unacceptable action by individuals embedded in the culture (Schwartz, 2007). Therefore, values associated with a mastery cultural orientation are highly pertinent to our study.

This *mastery orientation* reflects a desire to actively "master and change the world, to assert control, bend it to [one's] will, and exploit it in order to further personal or group interests" (Schwartz, 1999: 28). Social actors embedded in such a cultural orientation attribute great importance to achievement and view achieving success through assertive action as legitimate (Schwartz, 2007). They are also likely to perceive that they are being judged more on their results than their efforts, which deflects attention from how they achieve such outcomes (Messner & Rosenfeld, 2001). In such cultures, successful achievement is the primary basis of an individual's value. The means by which one achieves is secondary (Rosenfeld & Messner, 1997).

Such priorities reflect the questionable ethical adage that "the ends justify the means." This rationale has been associated with undesirable behavior such as cheating by university students. For example, Murdock and Anderman (2006: 131) reported that cheating rates were 40% higher for students who viewed their education mainly as a means to achieve an important goal, such as getting a good job. Also, Kunda (1990) suggests that when individuals perceive a goal is important, they may process and evaluate information such that they are unknowingly biased toward drawing conclusions they want to reach. This tends to further emphasize their justification for taking actions to assure they meet the goal.

Individuals trained in societies that emphasize mastery will likely be particularly sensitive to goal achievement (Trompenaars & Hampden-Turner,

1998), and therefore, more susceptible to the strains associated with not achieving a desired goal. Authors from societies with such values are likely to have a greater propensity for rationalizing conference paper double dipping. They do so as a means of coping with the discomfort created by the strain of possibly not having a paper accepted for presentation. Therefore, we hypothesize the following:

Hypothesis 3: The higher the national mastery orientation level for the country affiliation of the authors, the more likely conference paper double dipping will occur.

National Corruption Level

The national environment also exerts informal normative institutional influence (Scott, 2001). Normative institutions are "rooted in societal beliefs and norms" and "prescribe desirable goals and the appropriate means of attaining them" (Xu & Shenkar, 2002: 610). At the national level, corruption is most often defined as the abuse or misuse of public power for private or personal benefit or gain (Doh, Rodriguez, Uhlenbruck, Collins, & Eden, 2003). Several prominent studies have suggested that the level of corruption, an indicator of generalized societal trust, is an informal normative institution (e.g., Eden & Miller, 2004; Judge, Douglas, & Kutan, 2008). In societies where corruption is pervasive such that it is part of everyday economic and social life, people are more likely to view unethical or questionable behavior as legitimate (Hoffman, Frederick, & Schwartz, 2013).

Receiving academic training in an institutional environment where corruption is a dominant social norm may allow for this normative belief system to be transmitted to other social situations. In other words, the social processes associated with societal corruption may make it easier for individuals to more readily accept their own questionable behavior (Zyglidopoulos & Fleming, 2008). For example, Crittenden, Hanna, and Peterson (2009) find that business students in highly corrupt countries were more likely to cheat than those in countries identified as less corrupt.

General strain theory suggests that individuals experiencing strain are more inclined to engage in questionable behavior, because they are less susceptible to societal norms governing rule following (Donegan & Ganon, 2008). Thus, when societal norms are such that corruption is considered legitimate, we expect the ease of rationalizing

involvement in questionable practices increases. It follows that individuals from more corrupt societies are more likely to engage in practices that can relieve a pressure-filled situation. In line with the preceding arguments we propose:

Hypothesis 4: The higher the national corruption level for the country affiliation of the authors, the more likely conference paper double dipping will occur.

METHODOLOGY

Sample

The sample for our exploratory analysis was based on the 199 accepted papers³ in the IM division at the 2014 Annual Meeting of the Academy of Management listed in the 2014 Online Annual Meeting Program and the approximately 700 papers listed in the 2014 AIB Annual Meeting Program. Due to missing data for some of the independent variables, the final sample consists of 194 papers. The five papers not included had missing data for half or more of the authors listed. The missing data included authors' current academic rank and country where they obtained their highest degree. Of the five papers excluded, two had been coded as duplicate papers, and three as nonduplicate papers.

Dependent Variable

To capture the incidence of conference paper double dipping, we used a dichotomous variable, coded 1 if the paper is categorized as a duplicate and 0 if not. To categorize a paper as a duplicate, papers presented in the IM Division at the 2014 AOM Annual Meeting were compared to those presented 7 weeks previously at the 2014 AIB Annual Conference. First, we checked to see how many authors of AOM papers were also authors of a paper presented at AIB (217). Then, we analyzed each paper associated with these authors from the two conferences to determine the level of similarity between their titles, abstracts, hypotheses, samples, tables of results, figures, references, and at least 10 pages of the manuscripts. These comparisons were made by the first author and verified by a second author of this study. Papers that exhibited none of these similarities were considered

different papers, and were coded 0, as were the AOM papers that had zero authors who also presented at the AIB conference.⁴ Papers that had substantial similarities were coded 1.

Independent Variables

Per the example of previous research (e.g., Honig & Bedi, 2012), we considered each author listed on a paper to have responsibility for the submission, and thus, accountable to some degree for the double dipping associated with it. As Honig and Bedi (2012) point out, submission guideline 4.2.2.2 states "AOM members take responsibility and credit, including authorship credit, only for work they have actually performed or to which they have contributed."

We measured the proportion of *junior faculty authors* as the number of authors with the designation of assistant professor divided by the total number of authors for a given paper. As noted by Honig and Bedi (2012: 112), although tenure is not a part of university education systems worldwide, senior scholars with the designations of associate professor, professor, endowed chair, dean, and reader "typically enjoy greater prestige and receive more resources" (Honig & Bedi, 2012: 112). Thus, in line with our theoretical logic, they will be subject to less strain. We obtained this data from archival records associated with an individual's publicly available biographies on their affiliated university website, Linked-In, or Research Gate profile.

The proportion of authors affiliated with *research-intensive universities* for a given paper was calculated as the number of authors affiliated with a research-intensive university divided by the total number of authors for the paper. To determine if an author's current affiliation listed in the AOM online program was with a research-intensive university, we collected data from three different sources. Of the 219 institutions represented in our sample, 80 appeared in at least one of the sources. Each source was based in a different geographical region to align with the international diversity of the authors submitting to the IM division of AOM. From North America, we used the 2009–2013 University of Texas-Dallas Top-100 Worldwide Business School Rankings (2014). This list bases its rankings on faculty publications in 24 leading business journals.

³ The printed version of the 2014 Annual Meeting Program (page 52) indicates that of the 407 papers submitted to the IM Division 204 were accepted. Based on the online program, five of the accepted papers were withdrawn.

⁴ There were six duplicate papers, whose authors were not the same between the two conferences, meaning an author was either added or dropped.

The second source, the *Times Higher Education World University Rankings* (2015), based in Europe, evaluates research-led universities on 13 performance indicators to determine the overall rankings. The performance criteria represent such measures as research volume, citations, and learning environment.

The third source is the 2013 *Academic Ranking of World Universities* conducted by the Center for World-Class Universities (CWCU, 2015), Graduate School of Education (formerly the Institute of Higher Education) of Shanghai Jiao Tong University, China. This list is based on six archival indicators to rank world universities, including the number of alumni and staff winning Nobel Prizes and Fields Medals, number of highly cited researchers selected by Thomson Reuters, number of articles published in the journals of *Nature* and *Science*, number of articles indexed in the Science Citation Index-Expanded and Social Sciences Citation Index, and per capita performance of a university.

For the variables associated with the cultural value of mastery orientation and national corruption, we first coded the countries from which authors of a given paper received their highest educational degree. We determined this by again using archival records associated with an individual's publicly available biographies on their affiliated university website, Linked-In, or Research Gate profile.

For *national mastery orientation*, we use the Schwartz culture framework, because it provides a measure conceptually compatible with our theorizing, and "it uses value measures shown to have cross-culturally equivalent meanings at the individual level" (Licht, Goldschmidt, & Schwartz, 2007: 662). Also, compared to other cultural frameworks (e.g., Hofstede's and GLOBE), Schwartz uses data that was collected relatively recently (Smith, Bond, & Kagitcibasi, 2007). The values come from those reported by Licht et al. (2007). Because Schwartz (1994, 2007) did not report culture orientation data for Belgium, which was the country where nine of the authors obtained their highest degree, we used the average score for western European countries reported by Licht et al. (2007). For each paper, we averaged the mastery orientation values for the authors.

For the *national corruption level* measure, we used the Control of Corruption Index generated annually by the World Bank as part of its Worldwide Governance Indicators and one of the most commonly used measures in corruption research (Judge, McNatt, & Xu, 2011). This index is based on

"perceptions of the extent to which public power is exercised for private gain, including both petty and grand forms of corruption, as well as "capture" of the state by elites and private interests" (World Bank, 2014). The information is obtained and evaluated by international political- and business-risk rating agencies and relevant nongovernmental organizations (World Bank, 2014). The index ranges from -2.5 (*weak control*) to 2.5 (*strong control*), thus we reverse coded the values to represent national corruption level. Again, for each paper in the sample, we averaged the national corruption values for the listed authors.

Control Variables

We included four control variables. First, we control for a paper author's *Job Tenure*, which is calculated as the average of each author's time in the position. This measure can signify authors' experience as a scholar or the time remaining to achieve tenure and move onto the ranks of senior faculty. Three authors had missing values for the time in their current position, so we used the average value across the sample (e.g., 5 years) for these authors.

Second, we control for the proportion *PhD student authors*, calculated as the ratio of authors who are PhD students to total number of authors for a paper. PhD students are a segment of authors that may have greater pressure to attend the AOM annual meeting, because it is important for their future job prospects to expand their research networks, show their research meets an acceptable standard to be presented at the conference, and possibly is a means for securing funding to attend the event.

Because the relationship between gender and unethical behavior has been inconsistent, with some studies showing cheating is higher for males than females (e.g., Cochran, Wood, Sellers, Wilkerson, & Chamlin, 1998; Tibbetts, 1997) no differences between genders (Blankenship & Whitley, 2000; Diekhoff, LaBeff, Clark, Williams, Francis, & Haines, 1996), we also control for gender by including the proportion of *female authors* for each paper. Data for these three control variables also came from archival records associated with an individual's publicly available biographies on their affiliated university website, Linked-In, or Research Gate profile.

Last, we include a binary variable indicating whether a paper is *singled-authored* or not, because there may be peer pressure to either violate or follow the submission rules (McCabe, Trevino, & Butterfield, 2001). A value of 1 indicates a paper

has a sole author and 0 indicates the paper was coauthored.

RESULTS

Descriptive statistics (means and standard deviations) for the sample and correlations among the variables are reported in Table 1. To ensure that multicollinearity is not an issue, we also compute variance inflation factors and note that all independent and control variables have VIF values well under the suggested value of 10 and the more stringent recommendation of 4.0 (O'Brien, 2007).

Table 2 provides a comparison of the duplicate and nonduplicate papers. Duplicate papers had greater proportions of junior faculty authors and of authors affiliated with research-intensive universities. The duplicate papers also had authors who received their highest level of training in countries with higher (less negative) average national corruption, whereas the average mastery orientation values for the authors were slightly lower.

In Table 3, we present descriptive statistics concerning various characteristics of the 65 duplicate papers in the sample. Changes to the title and abstract were the most frequent changes made; however, our comparisons showed that most of these differences were largely *not* meaningful, such as changing the abstract from "In this study" to "In this paper." We provide subsequent analysis concerning these largely cosmetic changes below. The papers with larger changes in the abstract included additional text in a few cases, but none contained additional analyses, different samples, or different hypotheses. The three papers that had changes with respect to their tables and figures still presented the same results, using the same samples and data. One had an added interaction graph, one had an

additional table of information concerning the variables used, and one included a table for an additional analysis that was conducted as a robustness check.

To test the hypotheses, we estimated logistic regression models. This methodology is appropriate because the dependent variable is dichotomous (Hair, Black, Babin, & Anderson, 2009). Table 4 presents the results. Model 1 contains only the control variables. In Model 2, we add the independent explanatory variables. We report the regression coefficients along with their respective standard errors.

Hypothesis 1 proposed that the greater the proportion of junior faculty authors, the more likely conference paper double dipping will occur. The results indicate marginal support for the hypothesis, as the coefficient for the proportion of junior faculty authors was positive and significant ($b = 0.98, p < 0.10$).

Hypothesis 2 predicted that the greater the proportion of authors affiliated with a research-intensive university, the more likely conference paper double dipping will occur. The coefficient is also positive and significant ($b = 0.92, p < 0.05$), indicating support for the hypothesized relationship.

Hypothesis 3 suggested that the higher the average mastery cultural orientation for the country affiliation of the authors, the more likely conference paper double dipping will occur. The regression coefficient for the level of mastery cultural orientation is not significant; therefore, Hypothesis 3 fails to find support.

Hypothesis 4 proposed that the higher the average level of national corruption for the country affiliation of the author(s), the more likely conference paper double dipping will occur. This hypothesis is supported, as the regression coefficient for average corruption level is positive and significant ($b = 0.76, p < 0.05$).

TABLE 1
Descriptive Statistics and Correlations ($N = 194$)

Variables	<i>M</i>	<i>SD</i>	<i>VIF</i>	1	2	3	4	6	6	7	8
1 Duplicate paper	0.33	0.47									
2 Junior-faculty authors	0.30	0.34	1.16	0.09							
3 Research-intensive university	0.44	0.42	1.20	0.13	0.02						
4 National mastery orientation	3.87	0.13	1.22	-0.04	-0.05	0.10					
5 National corruption level	-1.36	0.52	1.36	0.11	0.04	-0.28	0.35				
6 Job tenure	4.90	3.69	1.17	0.12	-0.19	0.04	0.16	0.18			
7 PhD-student authors	0.18	0.30	1.17	0.08	-0.27	0.17	-0.04	-0.10	-0.11		
8 Female authors	0.33	0.37	1.04	0.03	0.02	-0.04	-0.09	-0.08	-0.16	0.06	
9 Single-authored	0.19	0.38	1.07	-0.05	0.04	-0.01	-0.05	-0.16	-0.19	0.10	0.03

Note. All values greater than 0.15 are significant at the 0.05 level.

TABLE 2
Descriptive Statistics for Duplicate and Nonduplicate Papers

Variables	Duplicate papers (N = 65)		Nonduplicate papers (N = 129)	
	M	SD	M	SD
Junior-faculty authors	0.34	0.34	0.27	0.34
Research-intensive university	0.52	0.44	0.40	0.41
National mastery orientation	3.86	0.15	3.87	0.12
National corruption level	-1.28	0.58	-1.40	0.49
Job tenure	5.48	3.99	4.55	3.50
PhD-student authors	0.22	0.32	0.17	0.29
Female authors	0.35	0.38	0.33	0.37
Single-authored	0.17	0.36	0.20	0.40

SUPPLEMENTARY ANALYSES

Additional Archival Analyses

We performed further analyses with our data to enhance our understanding of conference paper double dipping. First, we attempted to provide a more precise measure of how similar the duplicate papers were by re-running the analysis with a second dependent variable, *level of duplication*. For the 65 papers that were coded as duplicates, we obtained word counts for the AOM and AIB versions using an online PDF word counting program from Monterey Language Services (2015)⁵, which was then used to calculate the *level of duplication* using the following formula:

$$1.00 - \frac{\text{Absolute value (difference in number of words between AOM and AIB papers)}}{\text{number of words in the AOM paper}}$$

⁶For example, if there is a difference of 200 words between the AOM and AIB papers, and the AOM paper is 10,000 words, the ratio of the absolute value of the difference in number of words between the AOM and AIB papers to the total number of words in the AOM paper would be 200 divided by 10,000, which equals 0.02. Subtracting this from 1.00 gives

⁵ The AOM papers had Adobe security restrictions requiring a password, which made it impossible to use the Adobe "compare documents" or to copy text to a Microsoft Word document to determine differences other than the number of words. However, as part of the initial comparison coding, we observed that changes in title pages and headers often accounted for the slight differences in the number of words we observed with most papers. The six papers that exhibited levels of duplication, ranging from a 0.75 to 0.95 did have additional sections of text added in the main document or as appendices; however, all six papers had identical hypotheses, samples, and results, leading us to include them in the duplicate category.

⁶ The correlation between these values and the values calculated using the total number of words in the AIB papers was 0.98, and using this alternative value in the analysis yielded similar findings.

us 0.80, which represents the level of duplication between the two papers. The purpose of this second measure was to help validate our findings.

Since this dependent variable measure, *level of duplication*, had a significant number of observations at zero, a censored regression estimation technique, such as Tobit regression is most appropriate (Maddala, 1983). As shown in Table 5, the results of the Tobit regression analysis with this dependent variable produce similar empirical results to those from the logistic regression models. For Hypothesis 1, the results indicate the coefficient for the proportion of junior faculty authors is positive and significant at a slightly higher level ($b = 0.61, p < 0.05$) than we found with the dichotomous dependent variable. For Hypothesis 2, as predicted the coefficient for proportion of authors affiliated with research-intensive universities is also positive and significant ($b = 0.53, p < 0.05$). Again, we find that Hypothesis 3 is not supported by our data, and that Hypothesis 4 is, because the coefficient for the average corruption level of the author (s) associated with a paper is positive and significant ($b = 0.42, p < 0.05$). In sum, our empirical results appear to be robust across two different dependent variable measures.

Because of our research design, we cannot know with certainty whether authors were aware that submitting a nonoriginal paper might be in violation of the AOM submission guidelines; however, slightly changing a submitted paper's title or abstract may be indicative of authors trying to show that the papers are not identical and imply they were aware that they may be violating the submission guidelines. Thus, for the next supplementary analysis, we created an additional dependent variable to capture "cosmetic" changes made by authors. We operationalized this variable, *cosmetic change*, as a dichotomous variable

TABLE 3
Descriptive Statistics for Papers With Duplication

Changes made	<i>M</i>	<i>SD</i>	<i>Min. value</i>	<i>Max. value</i>	Number papers with specified change
Word changes in title	2.21	2.93	0	10	30
Word changes in abstract	3.94	12.01	0	77	14
Number words changed in hypos.	0	0	0	0	0
Headings changed	0.14	0.43	0	2	6
Changes in tables/figures/ appendices	0.05	0.21	0	1	3
Difference in number of references	0.95	2.86	0	15	9
Author order changed	—	—	—	—	7
Author added or removed	—	—	—	—	6

assigning a 1 to any paper that had differences only in the title, or less than 10% changes in the abstract. This represented slightly more than half (34) of the duplicate papers. We re-ran the logistic regression using this dependent variable and found similar results for the effects of the proportion of junior faculty authors and the proportion of authors affiliated with a research-intensive university. Table 6 shows the coefficients for both variables to be positive and significant ($b = 1.45$, $p < 0.05$; $b = 0.74$, $p < 0.10$). However, the country-level variables were not significant, suggesting the country where an author received their highest degree plays a nonsignificant role with respect to trying to mask the submission of a duplicate paper.

The third additional analysis was to investigate if authors were repeatedly submitting the same paper to the AIB and AOM conferences, possibly indicating "serial" conference paper double dipping. To accomplish this task, we compared the abstracts of the duplicate papers in our sample to abstracts in the 2013 AIB and AOM proceedings. We could not compare the actual papers, because the full texts of papers presented at the 2013 AOM and AIB conferences are no longer available. Of the 65 duplicate papers in the original 2014 sample, we found seven abstracts from the 2013 AIB conference proceedings that were strikingly similar. These similarities included the same sample and key findings. There were two others that were similar, but the sample sizes were different between the two years. Comparing the 65 duplicate papers from 2014 to papers presented at the 2013 AOM annual meeting revealed only one paper with an abstract that was potentially a match (same data and key findings); however, there were six others that were very similar but had different sample sizes, suggesting additional data were collected and analyzed during the year between the two conferences.

Based on these various comparisons we do not find evidence of "serial" double dipping behavior

using the same papers with this sample of authors. However, a check to see if the authors in our 2014 sample potentially engaged in double dipping behavior in 2013 revealed that 31 of those authors did have very-similar-to-identical abstracts or titles in the 2013 AIB and AOM proceedings, suggesting that among a subset of scholars, there may be a notion of acceptability to submitting the same paper to different conferences.

The fourth analysis was designed to examine the extent to which double dipping may be occurring in other AOM divisions to see whether there may be systematic effects associated with being part of the IM division. Several challenges were associated with this, because many of the other conferences, which might be used for comparison with other divisions, do not require full-paper submissions, do not make the

TABLE 4
Results of Logistic Regression Analysis for the Incidence of Conference Paper Double Dipping

Variables	Model 1: Base model with controls		Model 2: Full model with main effects	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
Control variables:				
Job tenure	0.07	(0.04)	0.09	(0.05)
PhD-student authors	0.69	(0.51)	0.95	(0.58)
Female authors	0.25	(0.42)	0.33	(0.44)
Single-authored	-0.22	(0.42)	-0.21	(0.45)
Independent variables:				
Junior-faculty authors			0.98 [†]	(0.52)
Research-intensive university			0.92*	(0.42)
National mastery orientation			-2.22	(1.35)
National corruption level			0.76*	(0.35)
Log likelihood	-121.10		-114.82	
LR χ^2		5.22		17.80*

Note. Unstandardized coefficients are reported; standard errors are in parentheses.

[†] $p < .10$; * $p < .05$

TABLE 5
Results of Tobit Regression Analysis for Level of Duplication Measure ($N = 194$)

Variables	Model 1: Base model with controls		Model 2: Full model with main effects	
	b	SE	b	SE
Control variables:				
Job tenure	0.05	(0.03)	0.05	(0.03)
PhD-student authors	0.44	(0.32)	0.57	(0.34)
Female authors	0.17	(0.26)	0.20	(0.26)
Single-authored	-0.21	(0.27)	-0.16	(0.26)
Independent variables:				
Junior-faculty authors			0.61*	(0.31)
Research-intensive university			0.53*	(0.24)
National mastery orientation			-1.11	(0.77)
National corruption level			0.42*	(0.20)
Log likelihood	-170.62		-164.32	
LR χ^2	5.37		17.75*	

Note. Unstandardized coefficients are reported; standard errors are in parentheses.

† $p < .10$; * $p < .05$

full papers available, have very different submission formats, and have submission deadlines as well as their event dates significantly ahead of the annual AOM meeting. However, although recognizing these limitations, we did wish to make at least a preliminary exploration of this issue, so we compared the titles and abstracts of the 328 accepted papers in the BPS division at the 2014 AOM annual meeting with the five-to-seven-page paper proposals presented previously at the September 28–October 1, 2013 Strategic Management Society (SMS) annual conference.⁷

We found 40 (12.2%) submissions that were very similar with respect to the abstracts and titles. Although some of these submissions had identical titles and abstracts, on average, there were 34.5 and 5.6 word changes in the abstracts and titles, respectively. Therefore, there is evidence that double dipping may be occurring in other AOM divisions. We stress these results should be viewed with caution, because we are not able to verify in all cases that the data, results, and large portions of the text

⁷ We also considered comparing papers from the Organizational Behavior or Human Resources divisions of AOM with the 2014 Society for Industrial and Organizational Psychology (SIOP), which was held prior to the 2014 annual AOM meeting May 15–17, 2014, and had a submission deadline of September 11, 2013. However, SIOP requires very different submission types compared to the AOM requirements. The types of submissions (limited to 900–3000 words) are debate, symposium, roundtable or conversation hour, master tutorial, panel discussion, poster, and alternative session type.

are indeed duplicated. However, it does highlight that this behavior is an issue that in all likelihood needs to be addressed not just in the IM division of AOM, but academywide.

Qualitative Data

To gain further insight into double dipping, we collected qualitative data in the form of voluntary responses to open-ended questions. Following approval from a university institutional review board, individually addressed emails were sent to 137 authors associated with duplicate papers, requesting their participation in this phase of the research study. The emails indicated the general objective of the study, assured anonymity and confidentiality, and provided a link for authors to use to answer some questions about conference paper double dipping. A follow-up email reminder was sent 2 weeks after the initial request. Using online methods rather than person-to-person interviews to collect data has been shown to lessen the sensitivity or stigma that participants might feel when questioned about misconduct (Tourangeau & Yan, 2007; Bedeian et al., 2010).

Of the 137 emails sent, 10 (7.3%) were undeliverable. From those that were deliverable, 10 (7.9%) authors responded and answered all questions. Due to the sensitive nature of the academic behavior we were asking about, this low response rate was not

TABLE 6
Results of Logistic Regression Analysis for Cosmetic Changes ($N = 194$)

Variables	Model 1: Base model with controls		Model 2: Full model with main effects	
	b	SE	b	SE
Control variables:				
Job tenure	0.05	0.05	0.08	0.05
PhD-student authors	0.35	0.58	0.75	0.67
Female authors	-0.11	0.48	-0.11	0.50
Single-authored	-0.37	0.39	-0.55	0.52
Independent variables:				
Junior-faculty authors			1.45*	0.60
Research-intensive university			0.74†	0.56
National mastery orientation			-0.16	1.60
National corruption level			0.34	0.45
Log likelihood	-94.84		-96.15	
LR χ^2	2.23		13.00†	

Note. Unstandardized coefficients are reported; standard errors are in parentheses.

† $p < .10$; * $p < .05$

unexpected, as this has been observed in other studies concerning self-reporting on questionable behavior (Andreoli & Lefkowitz, 2009; McCabe, Butterfield, & Trevino, 2006).

We acknowledge the low response rate limits generalizability; however, the qualitative data did give us additional valuable insights and provided support for our conceptual model. Specifically, the responses revealed how motivation to secure valuable resources in an uncertain situation is related to double dipping, and all respondents provided rationalizations for why they engaged in the practice. For instance, in response to the question, *"Why do you think some researchers submit the same or highly similar paper to more than one conference?"* most respondents referred to being motivated to increase the chances of an accepted paper, which would then allow them to secure funding from their universities to attend the conferences. As noted by one respondent, *"a school will only reimburse some faculty for conference travel if they present a paper."* Another respondent added:

Most conference deadlines are around the same period (Jan.-Feb). Thus it is hard to have 2 good working papers ready for January. In addition, even if you had 2, if you submit to both conferences, you increase your odds of going to a conference.

The responses also reinforce the idea that attending conferences provides valuable resources related to research productivity, as one respondent stated:

To me, the purpose of conferences is to get as much feedback on works in progress as possible, so as to improve the paper as much as possible by the time it is submitted to a journal.

Arguably, not being able to access these valuable resources related to being successful in the publication process, can create strain, increasing the motivation to improve one's chances of having a paper accepted by double dipping.

With respect to rationalization processes, although a majority (6) of the responding authors was aware of the AOM submission guideline prohibiting duplicate submission, only two of the 10 felt submitting the same paper violated the rule. In explaining why they did not believe double dipping violated the rule, we saw clear evidence of rationalization. For example, five authors indicated that since the AIB deadline was a few days after the AOM

deadline, the way the rule is worded would suggest they did not violate it. Paradoxically, these same authors all made minor changes to their papers' titles, such as rearranging the words or adding or eliminating one or two words, suggesting that they might be aware that the practice is questionable. Others rationalized that since the AIB conference actually took place 6 weeks prior to AOM, they would revise the paper based on feedback at AIB, and therefore, present a different paper at AOM, so even though the submission was the same, the presented paper would not be.

In addition, the qualitative data also provides points to help frame the broader discussion of how we as a community may wish to view conference paper double dipping as an acceptable norm or a practice that is detrimental to academy goals. As one respondent stated:

[W]hile I agree that my co-author's action may have violated your rules [AOM submission guideline], it does not mean that I agree with your rules. . . limiting papers to one conference is quite honestly hurting the development of papers.

Another responded:

If it is a work in progress and the conferences are around the same time I think it is fine, especially when the submission and review processes are in parallel like in the case of AIB, AOM and SMS.

We elaborate on these candid and illuminating comments in the Discussion section.

DISCUSSION

Explaining Conference Paper Double Dipping

As recently noted by Harley, Faems, and Corbett (2014: 1362), "even given the constraints of limited data, there are good reasons to think that academic misconduct is a growing problem. It is undeniable that there are forces at work in the field of academia which might lead scholars to engage in unethical conduct." In this study, we developed theoretical understanding and provided empirical evidence about some of these forces driving questionable academic conduct within the AOM membership. To do so, we used general strain theory as a guiding framework to derive theoretical predictions about

how certain aspects of the academic context may motivate and facilitate rationalization of engaging in conference paper double dipping.

Our findings that double dipping was more common when the paper was authored by junior faculty and those affiliated with research-intensive universities as well as for those who received their highest educational degree in countries with higher levels of corruption, support our arguments. However, we fail to find empirical support for the prediction that papers whose authors received their highest educational degree in countries with higher mastery cultural orientations engaged more in double dipping. One possibility is that the cultures in which the authors were raised may differ from that where they received their degree, and those latter cultures exert a different dominating influence. This nonfinding is intriguing nonetheless, and deserves further exploration.

Our study also contributes to a better understanding of contextual factors that can lead individuals to be more likely to engage in questionable academic conduct. By directly relating contextual factors to individuals' motivations and rationalization processes, both of which have been associated with misconduct in business organizations (e.g., Tyler & Blader, 2005), we extend knowledge about sources of these mechanisms. Consideration of other types of social contexts, perhaps those which more closely resemble organizations, would be an interesting extension to our research. Also, our application of general strain theory to help understand these relationships answers calls in the literature to apply the theory as a means of enhancing explanations of how an individual's social environment affects engaging in questionable behavior (Trompeter, Carpenter, Desai, Jones, & Riley, 2013).

Although research on questionable academic conduct by management scholars has been limited, our findings do complement other studies in this area. Specifically, we add to research by O'Boyle et al. (2017), who considered how strain associated with the publication process creates motives to engage in questionable research practices that improve statistically significant results, and thus, the possibility of publication. Our study emphasizing the role an individual scholar's context plays in shaping the strains experienced by the uncertainty of having a paper accepted for conference presentation adds a nuanced understanding of how responses to strain are driven by certain contextual elements.

Our study also extends research by Honig and Bedi (2012), who found that 13% of the papers

presented in the IM division of the 2009 AOM annual meeting exhibited significant plagiarism. Their results showed plagiarism was greater for authors outside of North America and for those who received their highest degree in a non-English speaking country. We complement their findings by showing that a particular country-level informal institution, that is, the pervasiveness of national corruption, is related to the incidence of questionable academic conduct. Also, our findings on how informal institutions associated with national corruption norms may influence rationalization processes associated with questionable academic conduct add to research grounded in institutional theory that suggests individual choices reflect the prevailing norms of their institutional environments (Scott, 2001).

Limitations

Despite our relatively robust findings, we acknowledge several limitations to this study. First, our sample includes just one division of AOM, which by its very nature is likely to be one of the most diverse. Incidences of questionable academic conduct in other divisions may have different drivers than the ones we proposed. Although we did conduct analysis with another division, because of lack of data, we could not completely replicate our analysis. It would be beneficial for the generalizability of our findings to examine the prevalence of the practice in other divisions. Also, since only about half of the papers submitted to the IM division were accepted, we have no way of assessing whether the authors of rejected papers were also attempting to double dip. Therefore, the frequency of conference paper double dipping may actually be higher or lower than what we report.

Second, although the theoretical framework highlights the role of context in shaping motivations and rationalization processes, the study lacks direct measures of these decision-making processes. Although we did obtain post hoc qualitative data to further tease out why authors engage in conference paper double dipping, the very low response rate limits the extent to which we can generalize the findings. The research presented here would be enhanced by studies that are able to garner more extensive qualitative data, as well as by studies employing experimental research designs. With such data, further insights about how contextual elements influence the level of strain felt and the responses to different types of strain may be revealed.

Third, it is possible that some authors who submitted duplicate papers were unaware of the AOM submission guideline, and thus, our assumption of intent to engage in questionable conduct may be inaccurate. Although our qualitative data suggests most authors in that limited subsample were aware of the guideline, without directly asking all the individuals, we do not have any means of assessing the extent to which this is the case. However, since we did find that a majority of the duplicate papers had cosmetic-type changes, it implies that there was indeed some level of intentionality involved in trying to disguise double dipping.

Conference Paper Double Dipping: Acceptable or Unacceptable?

The second aim of our paper is to promote dialogue about the practice of conference paper double dipping. The archival data suggests this practice is occurring at a fairly high frequency, and the qualitative data suggests the practice is considered to be acceptable, at least by a subsample of Academy members, but should it be? This question was debated by political science and public administration scholars in a 2008 symposium in the journal *Political Science & Politics*. Most of the presented arguments for and against the practice are readily applicable to the management discipline as well.

Arguments for acceptability of the practice include that it increases access to knowledge about a topic to different audiences (e.g., academic vs. practitioners), allows for only the best papers to be presented, and provides more varied feedback for authors (Schneider & Jacoby, 2008). No doubt, presenting a paper multiple times can be beneficial to the authors of that paper. However, there are strong arguments for monitoring and preventing double dipping as well. As Sigelman (2008: 306) questions, is allowing authors to get a second round of feedback more important than those other authors (whose papers are not accepted) getting a first round? We have already suggested it is not, by labeling the double dipping practice as questionable. Double dipping authors not only prevent other authors from receiving feedback on their research, but also the other benefits associated with attending conferences. Further, it prevents the community from interaction with these scholars and from hearing their ideas and research findings.

Although, some double dipping authors may submit their papers to scholarly conferences with

dramatically different audiences, attendees of the IM division of AOM and the annual AIB conference do overlap significantly, because they are both perceived as the premier conferences for international management scholarship. In response to the idea that double dipping helps to assure that only the best papers are presented, we argue that if the research is that outstanding, it is likely that it will eventually be published and reach the community in that manner.

Even scholars taking the perspective that conference paper double dipping is a legitimate practice do so with several caveats. For instance, both Bowling (2008) as well as Schneider and Jacoby (2008) argue that presenting a paper more than once to garner more diverse feedback is professionally acceptable, whereas doing it only as a means for attending the conference to attain other benefits is unacceptable. Yet, making this distinction between authors' respective intentions is difficult or nearly impossible. Essentially, it requires self-policing, and, as noted by Albers (2014), it is unlikely that academic misconduct will be prevented by merely asking individuals to do the right thing.

Another possible concern is that conference paper double dipping may be self-plagiarism. Self-plagiarism occurs "when authors reuse their own previously written work or data in a 'new' written product without letting the reader know" (Roig, 2011: 16). Increasingly, journals are screening and rejecting papers for self-plagiarism. In a recent *Academy of Management Journal* editorial, George (2014: 5) noted: "Approximately 15 percent of submissions run afoul of our plagiarism checks and are desk rejected. Often the culprit is self-plagiarism." Although there is not a specific AOM annual meeting submission guideline forbidding self-plagiarism, the reasons why the practice is considered outside the norms of ethical or acceptable research practice arguably are also applicable to conference submissions. These reasons include excluding other authors opportunities to disseminate their work, along with wasting time and resources associated with the peer-review system (Bretag & Mahmud, 2009; Dometrius, 2008; Martin, 2013). With respect to the AIB and AOM conferences, the costs associated with attendance tend to be relatively high, thus having a paper accepted improves the chances of obtaining financial support from an author's institution.

With respect to our study, there is the additional issue of the specific AOM conference guideline concerning the submission of *original work and*

new work, which is ostensibly the purpose of conference presentations. As we discuss in the Introduction and as evidenced by our qualitative data, because the AIB submission deadline was 1 day after that of AOM, authors can make the claim that *technically*, they did not violate the AOM guideline. Yet, the intent of the rule is to prevent non-original and non-new work from being submitted. As mentioned previously, authors know if the paper is accepted by AIB and AOM, the paper will be presented at AIB prior to AOM.

Also important, although authors may argue they are not violating the rule, it appears they recognize that breaking it is not quite appropriate due to the high number "cosmetic" changes made to papers. Further, if we think of this practice as acceptable because it is only a minor ethical violation, condoning it may embolden double-dipping individuals to engage in more serious ethical infractions. Indeed, research has shown "minor violations can pave the way for more serious wrongdoing" (Balch & Armstrong, 2010: 294).

Last, as noted by Sigelman (2008), most faculty members would view a student's submission of the same paper in two different courses unacceptable and in violation of proper academic conduct. Because those of us teaching in business schools strive to model integrity-driven behavior, it seems disingenuous to hold ourselves to lower standards than those for our students. Extending this analogy, if a student asked permission to use a topic they had previously used in another class for a current class assignment, there is the possibility the instructor would agree if there was sufficient distinction between the objectives of the assignment such that the student had to expend additional and new efforts. This is similar to submitting a further developed version of a previously presented paper, which depending upon the extent of differences, may not fall within the realm of double dipping.

In light of far more egregious research misconduct, as evidenced by the increasing number of retractions of published management research (e.g., see retractionwatch.com), perhaps resources would be better spent by focusing on these more objectionable ethical lapses. However, we do not believe it needs to be an either/or but rather, as an academic community, we should find ways to promote ethical intentions and a climate of integrity that covers a range of behavior from questionable conduct to outright fraud. In light of our findings and those in the extant literature, we believe there are

several remedial steps that may be effective in deterring conference paper double dipping.

Deterring Conference Paper Double Dipping

First, the current submission guidelines should be clarified to make authors aware that simultaneous submission of the same paper to different conferences is not a legitimate academic norm. Furthermore, it is important that the Academy explain boundary conditions for what constitutes simultaneous submission as well as explicitly define what makes two papers different enough that they are not considered the same. This could range from the most stringent stipulation that the two papers are capable of being independently publishable (Sigelman, 2008) to perhaps requiring that all, some, or one of the following is different: hypothesized relationships, data, theoretical frameworks, variables, or analytical techniques. These less strict requirements would allow for authors to submit a revision of previously presented paper. Perhaps, the AOM annual meeting's scholarly program should include an allotment of slots for papers that have been presented previously, with authors discussing the process by which the papers benefited from previous conference presentation feedback—this might be particularly helpful to PhD students and junior faculty.

Although it may be improbable to expect that the Academy of Management can reduce the social-contextual strains associated with being a junior faculty member or affiliation with a research-intensive university, there are other ways it may influence motivations to engage in double dipping. Currently, incentives to double dip exist because the perceived benefits outweigh the costs; thus, it may be worthwhile to increase the costs of engaging in such conduct. The Academy has primarily taken a self-regulation approach to prevent this misconduct. Research has shown that increasing the likelihood of being caught or punished is more effective as a deterrent for academic misconduct by students than increasing the severity of the punishment (e.g., Leung, 1995). Therefore, perhaps by implementing a system to randomly check submitted papers, the costs associated with violating rules will increase. Even though the literature suggests that rules are more likely to be violated when there is a perception that the likelihood and severity of punishment for such violation is low (Akers, 1997; Gibbs, 1975), we are not advocating for a "name and shame" policy, but

rather a system that provides possibilities of receiving some sort of negative outcome for those engaging in the practice.

Our findings that suggest having been trained in a national culture where corruption is pervasive may promote rationalizing the acceptability of conference paper double dipping underscores the importance of increasing awareness about the inappropriateness of double dipping. As noted by a respondent in our qualitative data:

Unless a conference explicitly mentions that submission will not be acceptable if already submitted to a conference, I don't feel there should be any problem in doing so.

Thus, requiring authors to complete a checklist item stating the paper has not been simultaneously submitted to another conference might be one relatively easy way to increase awareness. In addition, explaining how double dipping may adversely impact other authors by preventing them from having a paper accepted, would frame dual-conference submissions as a moral issue and make it more difficult for some individuals to justify their behavior (Jones, 1991). Previous research indicates that when individuals are forced to recognize and think about flaws in rationalizing their behavior, they are more likely to behave in ethical ways (Arendt, 1984). Also, research by Bing et al. (2012) shows that explicit reminders of honor codes together with warnings of punishment provided the greatest deterrent to cheating by business students. Thus, increasing awareness and having the possibility of adverse consequences together may be the most effective way to deter conference paper double dipping.

A final suggestion is that because conference paper double dipping largely falls into the gray area between what is acceptable or unacceptable, leaving it open to ethical challenge, the Academy would likely benefit from a structured debate of the topic. We propose that a series of essays or even editorials in one of the Academy journals supporting or disputing the different perspectives or a symposium at the AOM annual meeting discussing the benefits and costs of double dipping would perhaps allow us as a community to converge on the best approaches to dealing with the issue of conference paper double dipping.

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