

11-1-2010

Interviews with five respected scholar-teachers in the field along with empirical articles on group acceptance, the role of executive search firms, and sources of charisma

William P. Ferris

Follow this and additional works at: <https://scholarship.shu.edu/omj>



Part of the [Organizational Behavior and Theory Commons](#), and the [Organizational Communication Commons](#)

Recommended Citation

Ferris, William P. (2010) "Interviews with five respected scholar-teachers in the field along with empirical articles on group acceptance, the role of executive search firms, and sources of charisma," *Organization Management Journal*: Vol. 7: Iss. 3, Article 1.

Available at: <https://scholarship.shu.edu/omj/vol7/iss3/1>



Editor-in-Chief's Introduction

Interviews with five respected scholar-teachers in the field along with empirical articles on group acceptance, the role of executive search firms, and sources of charisma

William P Ferris

Editor-in-Chief

Organization Management Journal (2010)
7, 179–180. doi:10.1057/omj.2010.30



Organization
Management
Journal

In this issue, we are pleased to provide both advice from some top scholar-teachers in the field of management and important empirical work on some long-term questions in social psychology, human resource management, and leadership study.

The first article “Doctoral Advising, Research Productivity and the Academic Balancing Act: Insights from Michael A. Hitt, Edwin A. Locke, Fred Luthans, Lyman W. Porter and Anne Tsui” by Jennifer Moss Breen and Jay Barbuto presents interviews with five of the most distinguished scholar-teachers in the field of management and organizational behavior. We are indeed privileged to have the insights of these luminaries on the subject of how they have managed their careers in their own words. Their advice not only makes for good reading by anyone interested in being a faculty member, especially at a doctoral institution, but it is also a curriculum must for doctoral consortia at the Academy of Management or any other of our professional organization meetings. The basic advice that all five of our interviewees have in common is that productivity comes as a result of work/life balance, purposeful planning, tenacity and passion for the field and students.

The rest of our Fall 2010 issue is dedicated to three outstanding empirical articles from our Current Empirical Research section. Each one adds to our basic knowledge in a different specialty in organization management research. In “An Empirical Investigation of Group Acceptance Using the Big Five Personality Domains,” Arpita Joardar and Linda Matthews examine the attitude of a group toward newcomers in an attempt to identify key variables. They confirmed that it is very important that a chosen candidate not only be technically competent at the task, but also that group members value the new member and desire to establish a relationship with that person in order for the group to function effectively.

The next study adds to the HRM literature around the use of executive search firms. In “Executive Search Relationships – Contacts between Executives and Search Firm Professionals: Scale Development and Validation,” Thomas Clerkin and Jeong-Yeon Lee developed a new scale and used it in concert with existing measures to confirm that executive search firm-initiated contact is



predictive of career success when compared to other kinds of contact in job placement activity. The relationship that ensues from this contact, called ESR by the authors, has been "vastly understudied" according to the authors. Their new scale and their empirical work to confirm their hypothesis extends existing literature on the subject, and should be of interest to those interested in the identification and prediction of career attainment and success.

Finally, we have something for those interested in leadership, and specifically in charisma. Rudi Kirkhaug of the University of Tromsø in Norway has contributed an article entitled "The Relationships between Social and Formal Working Conditions and Charisma," which explores attribution of charisma to leaders by their employee constituents. Past studies have found such variables as social crises, and social conditions such as group and organizational belonging, to be correlated with

charisma attribution, but Kirkhaug's work found ability of constituents to meet with success at work and more formal conditions such as rules and routines to be even more strongly associated with charisma in leaders. He uses hierarchical regression in a study within a Norwegian bishopric to show that "rules and routines" is a more robust variable for attribution of charisma than group belonging, a finding that might surprise some. Organizational belonging, while still predictive of charisma, is now joined by conditions allowing organizational members to succeed, especially if leader-driven rules and routines can be attributed to facilitating such success. The author warns that his choice of a religious setting for the study should cause us to take care when applying its results to a non-religious setting, but important managerial implications can be drawn from the desirability of providing enabling rules and routines in organizations of any kind.