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EDITORIAL

## Spring 2016 Issue Introduction: Ushering 2016 in With Empirical and Practical Articles With Implications for Practice; Also, Still Time to Nominate or Self-Nominate New Editor-in-Chief

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### Articles for this issue

We have three articles in Current Empirical Research (CER) and one from Linking Theory & Practice for the opening issue of 2016. All the CER articles deal with the behavioral reactions of individuals to stressful situational variables they are confronted with in their organizational environments.

In the first article, “Interpersonal Mistreatment, Organizational Attitudes and Well-Being: The Impact of Instigator’s Hierarchical Position and Demographic Characteristics,” Nurul Ain Hidayah binti Abas and Kathleen Otto use an experimental design to explore the effects of verbal abuse in the workplace on workers. Presenting written scenarios of abuse by supervisors as well as colleagues to their subjects, the authors collected data on subject reactions. Their findings confirmed that such situations are counterproductive to workplace efficiency, as expected, especially when the abuse was by supervisors and by males. In these latter cases, it resulted in inclinations toward turnover and negative feelings toward the organization and, quite naturally, the abusers.

In the next article, Filiz Tabak and Nhung T. Hendy, authors of “Work Engagement: Trust as a Mediator of the Impact of Organizational Job Embeddedness and Perceived Organizational Support,” studied the positive effects of job-embeddedness and engagement, as well as perceived organizational support, especially as these are mediated by degree of trust employees have in their leaders. Their cross-sectional study of subjects in a public organization leads to conclusions about how to engage employees for improved productivity primarily through relationship building.

In the third article in the CER section this month, the subject was stress coming more from the cultural environment in which the organization exists rather

than from within the organization itself, specifically in instances of international culture adaptation. In “Antecedents of Cross-Cultural Adaptation Stress in Short-Term International Assignments,” authors Kerri Anne Crowne and Robert L. Engle took advantage of a study-abroad program at their university to do a rather complex series of cross-cultural stress adaptation surveys with 171 undergraduate and graduate students on short-term foreign study in three different Central American countries. Kerri Anne Crowne has written several articles for *OMJ* over the years and has long been interested in forms of social, emotional, and cross-cultural intelligence. Deconstructing “cultural intelligence” into its four subcomponents—meta-cognitive cultural intelligence, cogitative cultural intelligence, motivational cultural intelligence, and behavioral cultural intelligence—she and co-author Robert L. Engle eventually concluded that stress was highest among older students, female students, and, counter-intuitively, students who described themselves as more fluent in the language of the countries they were visiting than the other students. The single greatest predictor of lower levels of stress was the motivational cultural intelligence of the students; those with the highest level of desire to make the trips and who saw the trips as a great learning opportunity had the least stress on the trips. The authors go on to suggest that what they learned from this research could be of great benefit to work organizations as they make selection and training choices around sending employees into expatriate situations abroad.

The Linking Theory & Practice section in this issue presents an analysis of a subject not often considered in depth in organizational behavior research: employee theft. In “Shedding Light on Employee Theft’s Dark

Figure: A Typology of Employee Theft Nonreporting Rationalizations,” Jay P. Kennedy analyzes peer and manager rationalizations guiding decisions to report or not to report employee theft. Using structured interviews with employees and managers from small and large business organizations, he constructs a typology of rationalization on reporting. His conclusions suggest that smaller thefts are not necessarily reported but larger ones often are. Dilemmas around whether to report a peer or even a subordinate become much more difficult in small organizations where relationships can be stronger and more complex, so it seems that more theft goes unreported and overlooked in small business than in medium or large business situations. The issue of reporting as a betrayal of trust proves greater than that of theft as a betrayal of trust.

The issue wraps up with Joanne L. Tritsch’s excellent review of an excellent book, Charles Duhigg’s *The Power of Habit: Why We Do What We Do in Life and Business* (Random House LLC: New York, NY, 2014). This book offers a social science and neuroscience history of what habits are and how they profoundly impact human behavior. In addition, it uses business stories to illustrate how businesses can take advantage of human habits to improve worker productivity as well as consumer behavior. How to change habits is also covered. All is told from the perspective of a *New York Times* reporter. Tritsch suggests the book would make good reading for management courses, and I completely agree. In fact, I have used it in a first-year business seminar for 2 years now, with great results.

### Editor search

As readers of this journal know by now, I am retiring from the office of Editor-in-Chief of this journal. The process of finding the next editor effective in 2017 is

coming to a close, but there is still time to either self-nominate or nominate a good candidate for this position. We have previously announced this process, and Professor Kathleen Barnes, President-Elect of the Eastern Academy of Management and Chair of the Search Committee (kathleenjbarnes@gmail.com), tells me she is still open for candidates but would like to have an appointment recommendation by May or June of this year (see Announcement elsewhere in this issue). As mentioned earlier, I will be a very active helper as the new editor learns the ropes for at least 6 months leading up to his or her first issue, Volume 14, Number 1, in 2017.

### Special issue or section for AACSB-oriented articles upcoming

Also, I would like to alert anyone who might be interested in submitting an article having to do with accreditation and the Association to Advance College Schools of Business (AACSB) to check the end of this introduction to see details about our special issue with Kathleen Barnes of the University of New Haven (CT), along with George Smith of the University of South Carolina–Beaufort, and Sarah Vaughan of La Rochelle Business School (France), as editors for the issue. As I mentioned last issue, we have published articles on this subject in the past (see “An Assurance of Learning Success Model: Toward Closing the Feedback Loop” by Bonita L. Betters-Reed, Mindell Reiss Nitkin, & Susan D. Sampson, 8(4), 2008). Any experience you can recount or advice you can provide in an article with an international perspective would be especially interesting to the editors.

### Note

Please see end of issue for a Call for Submissions.