

10-1-2016

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Recommended Citation

Ferris, William P. (2016) "White Papers on Employer Branding and on Social Media as a Teaching Tool, as well as Three Contributions on Leadership," *Organization Management Journal*: Vol. 13: Iss. 4, Article 1. Available at: <https://scholarship.shu.edu/omj/vol13/iss4/1>

EDITORIAL

White Papers on Employer Branding and on Social Media as a Teaching Tool, as well as Three Contributions on Leadership

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In this last quarterly issue of 2016, I will begin with an introduction of the essence of the issue: a description of the three White Papers we are presenting as well as the discussion we are hosting on leadership scholarship and study by means of a new article and two reviews of new 2016 leadership-focused books. This will be followed by a report on the status of the journal as I write the final words of introduction of our new Editor-in-Chief, Professor Priscilla Elsass of Clark University in Worcester, Massachusetts, before she takes over in January, 2017. We also have some news of editorial changes in the Emerging Conceptual Scholarship section. I will be retiring as Editor-in-Chief but not leaving the journal altogether as I will be on the Editorial Board and available to continue assisting with the editorial transition as needed.

A trio of White Papers

For the last volume of 2016, we are offering a Special White Paper Section. Our White Papers over the past decade while I have been Editor-in-Chief have been articles invited from authors who are experts in their field about every 2–3 years by the editor, usually in partnership with an Eastern Academy of Management (EAM) past president. White Papers usually bring readers up to date on a subject of high interest to our readers, and then go beyond to make recommendations for future research, suggest practical uses that could result from further development, and predict future directions in the field. Their authors actually go through the same blinded peer-review process as for the other articles in the journal but have a very high likelihood of acceptance because they are written by our most established and scholarly authors in the field of research involved. Because of the nature of the charge given to White Paper authors, it is quite common and even necessary for them to cite published work of their own as they continue discussions on their topic. During the review

process, such citations are blinded to reviewers, but when the articles are published, those self-citations are put back in using the usual APA format.

This issue contains three such White Papers. The first two are on the same subject—employer branding. In the first one, well-known authority on branding Wayne F. Cascio and co-author Brooke Z. Graham, in their paper entitled “New Strategic Role for HR: Leading the Employer-Branding Process,” propose that firms’ human resources (HR) departments must go beyond a tactical approach in assuring positive branding of their employees because it helps them hire successfully. They have a new important role to add strategic value to their firms’ product or service, in short, branding for the benefit of the firm’s bottom line. As we all know, HR has become much more strategically centered in the past two decades, so it is not surprising that those involved in HR should think far more strategically nowadays, usually in partnership with vice-presidents, the chief executive officer (CEO), and the board of directors. Applying the marketing concept of branding to HR seems a natural progression. Cascio and Graham offer several very practical recommendations for how firms can accomplish positive employer branding for strategic advantage.

In a second article on employer branding, entitled “Employer Branding Revisited,” Kristin Backhaus, a past president of EAM and until recently Co-Editor of the Current Empirical Research section of this journal, covers the employer branding research literature going back to its beginning 20 years ago. She then delves into the issues of the present, including “sustainability” of the brand, assuring the distinctiveness of the brand, and the importance of “living the brand,” among others. Many important research questions emerge out of this discussion. For example, assuming an identifiable employer brand can be described, is it contributing to the productivity and profitability of the company? If so, by what measures? Is employer branding helping the product or service brand or is the converse

truer? And how do changes in the corporate brand impact the firm's employer brand? Finally, Backhaus entertains the topic of what the challenges of employer branding will be for companies in the future. Clearly, in a world of more merger/acquisition activity and a trend to the "gig economy" in which short-term employment stints become more common, maintaining employer branding will be more difficult. Equally challenging will be managing one's brand at a time of increased activity in social media by employers and customers alike. The importance of a firm's responsibility to make sure the employer brand promise is in fact the reality cannot be underestimated in our current world, where both customers and employees are quick to post their thoughts on a myriad of websites, especially if they feel resentment or distrust or any kind of violation by the company. It is also true, as Backhaus concludes, that "Sometimes the brand cannot stay the same, but that must be shared with the employees in the change process to avoid breaking trust and creating long-term reputational damage."

The third White Paper in this issue focuses squarely on social media and how we as organization management professors can utilize it in our classrooms. In "Reframing Management Education With Social Media," Charles Wankel updates his oft-cited 2009 White Paper in this journal entitled, "Management Education Using Social Media" (Wankel, 2009). This new contribution offers a comprehensive update of the literature of the past 8 years in this fast-moving field and goes on to update uses of Facebook, Twitter, Second Life, and Web 2.0 in the management education arena. YouTube, wikis, and LinkedIn also merit sections in his paper. Though not mentioned in the paper, one prominent EAM member who has based entire courses around LinkedIn and Second Life and loves to present at EAM and talk about the fun she has had with this is our recent board member and past Vice-President of Membership, Vicki Taylor, of Shippensburg University. Throughout his White Paper, Wankel marbles suggestions for specific uses of social media in the management education process. His sections on LinkedIn, Meetup, and Twitter are especially intriguing and helpful for those interested in meeting students where they are actually spending a great deal of their time—online and using social media. Some professors and students are actually engaged in creating apps for classroom-based role-playing in which student decisions guide outcomes. Wankel suggests that virtual reality and Web 3.0 will be important in the next few years. "Faculty and students can increasingly rely on ongoing automatic searches for updates on companies and management activities around the world [aided by] the AI-guided agent-based mediation and linked data of Web 3.0, the Semantic Web." It almost seems like science fiction that we and our students could get automatically

delivered information on what is going on with various companies and industries, and even interact with industry players in real time through the use of Web 3.0, but read this article and follow up on some of its most recent citations to learn more. With the advent of increasingly accurate global translation software and tools such as Web 3.0, not to mention vast online global course networks, much richer student and faculty interaction is potentially in the future for some of us.

Leadership contributions in this issue

Following the White Paper section, we have three contributions centered on leadership. The first of these is an article entitled "Ethical Leadership: Not Everyone Responds Equally" by W. Randy Evans, Richard S. Allen, and Russell W. Clayton. This article reports on a significant double study that comes to multiple conclusions moderating current leadership theories with the introduction of ideological, values-related variables to followers' organizational commitment and job satisfaction in connection with the perceived ethics of their leaders. Greater organizational identity also seems connected to perceptions of higher levels of ethics among the leaders, though it may or may not be destroyed by perceptions of lower levels of leadership ethics. This article is located in the Current Empirical Research section, where it is introduced by Co-Editor Kerri Anne Crowne. In addition, we have reviews of two new 2016 books on ethical leadership. William G. Obenauer reviews *Superbosses: How Exceptional Leaders Master the Flow of Talent*, by Sydney Finkelstein (2016, Portfolio/Penguin). Kathleen F. (Kay) Edwards reviews *Leadership-As-Practice: Theory and Applications*, edited by Joseph A. Raelin (2016, Routledge, Taylor & Francis Group). Joe happens to be on the *OMJ* Teaching & Learning Board. Both of these books should be of special interest to those in leadership roles or seeking to be better leaders in their fields.

Status of the journal as I pass the torch to Priscilla Elsass

As readers of this journal will recall from the last issue, after 10 years as *OMJ*'s Editor-in-Chief, I am stepping down effective January 1, 2017. I will move to the Advisory Board of the journal after supervising the first 40 issues published on a quarterly basis over those 10 years. I headlined the last issue's introduction with a short bio of our new editor, Priscilla Elsass of Clark University, who will take over and run with it for at least the next 3 years. There will be some logistical changes, such as a new *OMJ* e-mail address, but the website as set up by Taylor & Francis will remain the same and will report the journal's new e-mail

address very soon, as we phase out omj@wne.edu. I can safely say, I think, that Priscilla will be inheriting a very healthy journal, with its first issue of 2017 entrusted to a guest editor trio—Kathleen Barnes, George Smith, and Sarah Vaughan, who seem to be in good shape for the Special AACSB Issue we have advertised would be forthcoming in 2017.

With regard to our Co-Editor staffing, we are undergoing two minor changes. Current First Person Research (FPR) Co-Editor Joy Beatty of the University of Michigan will be replacing Jill Woodilla as one of our new Emerging Conceptual Scholarship (ECS) Co-Editors. Jill will finish work on the manuscripts she has been working with until she phases out along with me. Joy will continue to deal with First Person Research articles as assigned, but we need more of these articles to continue the section! In the past 10 years we have published about 15 of these articles, but FPR submissions have declined dramatically over the past 3 years. Maree Boyle of Griffith University in Australia will assist Joy in dealing with future FPR articles as well.

The second minor change is also in the Emerging Conceptual Scholarship section. Long-time Co-Editor Donncha Kavanagh of University College, Dublin, Ireland, is resigning effective December 31 after 10 years of exemplary service. Like Jill, Donncha will continue all work involving current manuscripts assigned to him. But we will need a second new ECS Co-Editor. Consequently, we invite all members of the *OMJ* community and readers of *OMJ* who might be interested in the Co-Editor position to read the mission of ECS carefully, and if you are interested, please send an indication of that interest as well as any questions about the position to me and Priscilla Elsass at omj@wne.edu or to our personal e-mail addresses (bferis@wne.edu and pelsass@clarku.edu, respectively). Essentially, the section's goal is "to present the best in contemporary emerging *theoretical* scholarship [pertinent to our understanding of organizations and management] while fostering conversations across disciplinary and ideological divides ... Such scholarship is not restricted to traditional conceptual management research, but may also come from the world of critical management studies or ... psychology, sociology, linguistics, communication, anthropology, or the arts, to name a few." Look under "Aims and Scope" on our website for a link describing all our sections, including ECS.

Despite the decline in FPR submissions, I can report that our overall submission rate is very healthy and, in fact, continues to trend upward. Our acceptance rate over the past 3 years remains at about 20%. Submissions break down at slightly more than half from the United States, and our readership as counted by views and article downloads is

80% non-United States. More than 105 countries are represented in the readership. The top six non-United States countries are Australia, the United Kingdom, Canada, Indonesia, the Netherlands, and Sweden. Author nationalities do not mirror readership access directly, but while the majority of authors are from the United States, we currently have Co-Editors from Ireland and the Netherlands among our ranks. The 2015–2016 authors come from Korea, Italy, Australia, India, the Netherlands, Germany, France, and Malaysia, while additional countries represented from previous years' authors include Sweden, Canada, Sri Lanka (won 2014 Best Paper award), South Africa, Ireland, and the United Kingdom.

During the past 10 years, the metrics by which a journal's progress can be measured have shown *OMJ* constantly making great progress in traveling from a small-time start as an Eastern Academy of Management journal housed at Western New England University, publishing a few issues on no set schedule, to publishing regular quarterly issues over the past 10 years. Over that past decade, we had our first publishing contract with Palgrave-Macmillan, and now since 2012 and going forward, we couldn't be happier with our current publisher, Routledge, Taylor & Francis. We have been listed in Cabell's for most of the decade and we have successfully migrated to the online Web submission system ScholarOne. Along the way, we have gained increasing recognition by noted authors in the field, who have published with us, as well as mentioning us elsewhere in favorable comparisons with other journals. Our submission rate has gone up in virtually a straight line throughout the decade, and our views and downloads have increased in leaps and bounds each year as detailed by the Web statistics compiled by our publisher and shared with readers in my introductions over the years. We have introduced special sections like this issue's White Papers, as well as special subject issues, like next year's AACSB issue. Now we turn to a new chapter in our development. Having met with our next Editor-in-Chief Priscilla Elsass several times, I have great confidence that she will be instrumental in helping *OMJ* continue its upward trajectory, publishing new and notable academic articles in our field. Send her your submissions by clicking on the button on our home page. I look forward to reading the next batch of new articles and watching the continuing progress of the journal.

Reference

- Wankel, C. (2009). Management education using social media. *Organization Management Journal*, 6(1), 251–262. doi:10.1057/omj.2009.34