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Edited by  
Gerard P. Hodgkinson  
and  
J. Kevin Ford



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and Organizational  
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2012 Volume 27*



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# EDITORIAL FOREWORD

This is the twenty-seventh volume of the *International Review of Industrial and Organizational Psychology* (IRIOP) and the eighth volume to have appeared under our editorship. As in previous years we have assembled a collection of scholarly reviews covering major developments across a wide spectrum of topics at the forefront of the field. Each chapter offers a comprehensive and critical survey of the chosen topic, and each is supported by a valuable bibliography.

The opening chapter entitled: “The Self-Concept in Organizational Psychology: Clarifying and Differentiating the Constructs” by John Schaubroeck, You Jin Kim, and Ann Chunyan Peng provides a useful overview of a series of closely related yet distinct constructs pertaining to the self-concept notions that have evolved in a rather disparate fashion across various of the social science disciplines and which have been brought to bear on the analysis of behavior in organizations. Organizational researchers have adopted different terms and defined self-concept constructs in different ways that have the potential to hinder knowledge sharing and knowledge accumulation. Focusing on three of the most researched self-constructs: self-efficacy, self-esteem, and self-construal (i.e., identity and identification), the authors clarify the terms in use and survey the major developments that have occurred over the past six years of research conducted by organizational psychologists and management researchers.

In keeping with the series tradition the majority of the chapters in the present volume offer new insights into topics covered previously in the series. Gary Latham and Edwin Locke’s chapter, “The Effect of Subconscious Goals on Organizational Behavior” is one such chapter, which explores the well-established question of how goals influence organizational behavior. However, by drawing on state-of-the-art advances in social and cognitive psychology pertaining to the nature and role of the subconscious the authors develop a highly original contribution that not only breaks new ground in I/O Psychology but also challenges the underlying assumptions of the foundational work upon which they base their arguments, thereby providing stimulus for a new wave of research at the interfaces of all three subfields. The chapters by Nathan Bowling, Terry Beehr, and Simone Grebner (“Combating Stress in Organizations”), Robert Ployhart (“Personnel Selection and the Competitive Advantage of Firms”), Stephen Zaccaro and Gia DiRosa (“The Processes of Team Staffing: A Review of Relevant Studies”), and David Lepak, Kaifeng Jiang, Jia Hu, Kyongji Han, and William Castellano (“Strategic HRM Moving Forward: What Can We Learn from Micro Perspectives?”) similarly advance new perspectives on topics that have long occupied the attention of I/O psychologists. Like the

chapter by Latham and Locke, in each case they do so by drawing on material that lays beyond the conventional boundaries of the core I/O Psychology literature in order to pose new questions and expand the frontiers of knowledge.

The remaining chapters, by Desirée Van Dun and Celeste Wilderom (“Human Dynamics and Enablers of Effective Lean Team Cultures and Climates”) and Kenneth Brown, Steven Charlier, and Abigail Pierotti (“e-Learning at Work: Contributions of Past Research and Suggestions for the Future”), address topics that have yet to attract significant scholarly attention from the I/O Psychology research community, notwithstanding their obvious importance as issues of pressing concern within the world of practice. In both cases the authors highlight significant opportunities for psychologists to bring theoretical insights and methodological rigor to bear in an arena where they have much to offer to colleagues from other disciplines that lack the requisite expertise pertaining to human behavior at work.

Finally, we have an important announcement to make regarding the future of IRIOP. In view of the growing number of outlets seeking to solicit high quality reviews from the world’s leading scholars on topics that fall within its thematic purview, the time has come to revisit the *modus operandi* of the series. Many changes have occurred in the world of scholarly publishing over the 28 years that have passed since the series was commissioned – not least the growing emphasis by our paymasters on the value of peer reviewed journal articles in internationally regarded outlets, evidenced by citation metrics in globally recognized databases such as the Thomson Reuters Web of Knowledge<sup>SM</sup>. Accordingly, following a major strategic review of the series, we are delighted to announce that from 2013 onwards IRIOP will be incorporated as an annual review issue within the *Journal of Organizational Behavior* (JOB). The rationale and mission of the IRIOP annual review issue remains unchanged: to attract and publish the highest possible quality scholarly review articles that survey leading-edge developments across the full spectrum of topics that fall within the domain of industrial and organizational psychology/organizational behavior.

In future, all manuscripts will undergo formal peer review through a two-stage double-blind process. First, potential authors will submit a proposal document in the form of an extended abstract. Incorporating a clear statement of the intended contribution of the proposed article, together with an indicative bibliography, the most promising proposals will be sent out to anonymous expert reviewers for independent scrutiny, in order to identify which ones should go forward to the next stage of being developed into full length articles. Manuscripts thus developed will then be returned to the same team of independent reviewers for further scrutiny, prior to a firm editorial decision as to whether they are to be accepted for publication, conditionally accepted (following further rounds of revisions with or without further review) or rejected outright. Guidelines for intending contributors and further details of the editorial process will be announced shortly in a formal call for proposals that will appear on the JOB website and in future issues of the journal.

The changes we are introducing are designed to strengthen the position of IRIOP against growing competition from a variety of rival publications, each of which are seeking to provide state-of-the-art overviews and commentary on major developments at the forefront of the field. Going forward, IRIOP will remain the most authoritative and current guide to new developments and established knowledge in the fields of organizational behavior and industrial and organizational psychology.

Gerard P. Hodgkinson  
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