

EDITORIAL

“PERSONNEL ARE PEOPLE!”

With these words and emphasis, Taylor and Mosier (1948, p. 1) launched *Personnel Psychology* over 60 years ago. Then, as now, *Personnel Psychology* was centrally concerned with the study of people at work. As the new editorial team begins its term, I want to take this opportunity to share my vision and plans for *Personnel Psychology*. To understand where we are heading, however, it is helpful to first consider where *Personnel Psychology* has been. As former editor John Hollenbeck noted when describing some of *Personnel Psychology's* past ground-breaking research, “The impact that one has on the future seems to be closely related to one’s appreciation of the past” (1998, p. 819). In that spirit, we look forward by first looking back.

From its inception, “*P-Psych*” (as it has become known) concerned itself with the “application of psychological methods, understandings, techniques and findings” to the study of personnel problems (Taylor & Mosier, 1948, p. 1). Within this context, “personnel” was a short-hand way to describe people at work, not a particular organizational unit or topic domain. Establishing the intended breadth of the journal, topics across the full spectrum of industrial-organizational psychology, human resource management, and organizational behavior were identified in the founding editorial. This broad focus is reflected in the diversity of topics published in the journal, including some of the most influential articles in the areas of personnel selection (Barrick & Mount, 1991), leadership (Fleishman, 1953), motivation and work attitudes (Kunin, 1955; Weitz, 1952), person-organization fit (Kristof, 1996; Schneider, 1987), organizational citizenship behavior (Organ & Ryan, 1995), work teams (Campion, Medsker, & Higgs, 1993), work design (Fried & Ferris, 1987), job stress (Beehr & Newman, 1978), and organizational climate (Schneider, 1975; Schneider & Reichers, 1983). As of this writing, this set of articles has been cited almost 5,000 times (and this figure does not include the three articles published in the 1950s that are not indexed in the ISI/Web of Science database).

It is our intent as the incoming editorial team to continue *P-Psych's* tradition of encouraging and promoting research centered around people at work, something that has characterized the journal from its inception (Cascio & Aguinis, 2008). We are interested in publishing articles that

will continue to represent the full range of human resource management and organizational behavior topics, including job analysis, recruitment and selection, training and development, performance appraisal and feedback, compensation and rewards, careers, strategic human resource management, work design, global and cross-cultural issues, organizational climate, work attitudes and behaviors, motivation, teams, and leadership. With an eye toward the future, we also encourage research in emerging areas, such as entrepreneurship, corporate social responsibility, and ethics. In addition, in an effort to stimulate research on corporate social responsibility as well as the global context, we will publish a special issue on each of these topics. See the special issue calls for papers in the back of this issue for additional information.

Given our interest in publishing impactful research, we seek articles that make meaningful *theoretical* contributions (does the article offer new and innovative ideas and insights or meaningfully extend existing theory?), *empirical* contributions (does the article offer new and unique findings and is the study design, data analysis, and results rigorous and appropriate in testing the hypotheses or research questions?), and *practical* contributions (does the article contribute to the improved management of people at work?). *P-Psych* is routinely recognized as one of the most impactful journals in the fields of management and applied psychology (Podsakoff, MacKenzie, Bachrach, & Podsakoff, 2005). With article downloads reaching nearly 600,000 last year alone, the journal is also widely read. We are fortunate that we can build upon this sound foundation established by the previous editors and editorial teams.

Because our goal is to publish impactful research that meaningfully advances science, we are open to the variety of ways in which that may occur. As noted, we are interested in articles that make theoretical, empirical, and practical contributions and expect that the typical article will make contributions in all three domains. Yet we are also open to articles that make pronounced contributions in only one or two of these domains. This could include primarily theoretical contributions (e.g., theory development), empirical contributions (e.g., inductive research), or practical contributions (e.g., solve a particularly intractable applied problem). Of course, if an article only makes a contribution in one or two domains, then that contribution must be especially strong (e.g., develop a particularly insightful or elegant theoretical model; highlight an especially novel or unique empirical finding; solve a highly significant organizational problem). In addition, *P-Psych* is open to many different types of research. This would include studies that are conducted at multiple levels of analysis, including individual, team, and organizational levels. We have published and will continue to publish micro, meso, and macro research, as well as research that bridges these levels. Finally, we are interested in

original empirical research, theory development, meta-analytic reviews, and narrative literature reviews.

It is because of the excellent leadership provided by past editors of the journal that we are able to continue to publish research that advances science. I feel fortunate and humbled to be following such a distinguished group of editors. I thank Michael Burke, Lillian Eby, Ronald Landis, and the previous editorial board for their work over the past 3 years. The new editorial team started on July 1st, 2010, consisting of myself and four associate editors. The associate editors include Bradford Bell (Cornell University), Maria Kraimer (University of Iowa), Hui Liao (University of Maryland), and Chad Van Iddekinge (Florida State University). I am thrilled with the breadth and depth of this editorial team. Each is an accomplished scholar who has previously published in *P-Psych* and whose work focuses on applied research, a particular specialty of the journal. Similarly, the editorial board consists of 84 accomplished scholars who have a track record for providing critical yet developmental reviews. They also have considerable experience publishing in the journal, an essential characteristic for properly judging an article's merits and fit for *P-Psych*. The expanded board contains a cross-section of members of psychology and management departments, as well as some in applied roles. The book review section is in the capable hands of Lee Konczak (Washington University) and David Smith (EASI Consult, LLC). You can look to that section of the journal for insightful summaries of the latest publications in the field. Finally, Cindy Kindel is the new managing editor and Adela Garza is the new editorial assistant. They help make sure everything runs smoothly.

The editorial process proceeds in the following way. Once an article is submitted, it is checked to make sure it adheres to the journal's various submission guidelines. It is then given to me. I personally read and assign the article to an action editor and at least two reviewers, who are chosen for their expertise in the topic area. Decisions regarding the acceptance of an article for publication are based on judgments of the article's contribution on the three key dimensions mentioned earlier: theoretical, empirical, and practical. Once an article has been assigned to an action editor, they have complete decision-making autonomy. It is important to emphasize that our editors are not simply vote counters. Instead, they are empowered to take the reviewer feedback into account and make an independent decision on the suitability of a manuscript for potential publication. Our goal is to make a decision on a manuscript within 60 days.

Our feedback will be direct, critical, but helpful, regardless of the specific decision reached. We want authors to know where we stand and our view of a manuscript's major strengths and weaknesses. Like most top journals, we ultimately reject more manuscripts than we accept. Our

expectations are high, but we are open-minded. We will treat you with respect, and we will not try to rewrite your paper. It is your work after all. Our goal is to help authors improve their research, regardless of the specific outcome at our journal. I believe that science is a gift community (see Hyde, 2007), and it is the giving of everyone involved in the scientific enterprise (research participants, authors, reviewers, editors) that helps us advance and improve the lives of workers and functioning of organizations. As Hyde (2007, p. 104) noted, "A scientist may conduct his research in solitude, but he cannot do it in isolation." We are a key part of the larger scientific community, and it is our hope that *P-Psych's* review process is one small gift that improves the quality of all research submitted to the journal.

Finally, as you may have noticed, this first issue of 2011 looks a little different. To honor our midcentury roots but to also welcome the new millennium, we have undertaken a cover redesign, which is now gracing this issue. Our goal was to link to the past but point toward the future. It is a little bold and may take some time to get used to, but we wanted to add some elements that will enhance the journal going forward. On the front cover, we sought to acknowledge the "*P-Psych*" brand and our central focus on the study of people at work. On the back cover, we added a list of forthcoming articles so that readers will be aware of the latest research set to appear in the journal. We are excited about our new initiatives and hope that you are as well. Here's to the start of another great 60 years!

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