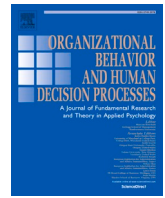




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Editorial

Reinforcing *OBHDP*'s mission and our commitment to helping authors produce science of the highest quality

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We are honored to serve as co-editors of *Organizational Behavior and Human Decision Processes*. This shift in the journal's leadership to include co-editors is the result of substantial growth in submissions, topic areas, and methodologies, as well as the journal serving a much broader audience, both in terms of geography and discipline. Under this structure, we will split the day-to-day management of the journal while jointly pursuing strategic initiatives designed to improve authors' experience and facilitate science of the highest rigor and quality.

We will take this opportunity to reinforce and clarify *OBHDP*'s existing mission and identity—which remain unchanged—and outline our plans for the future. We then explain how we will further this mission through efforts in three key areas: fairness of the review process, relevance of published articles, and fostering equal access.

OBHDP's mission

OBHDP has an inclusive mission, focusing on research that makes “fundamental and substantial contributions to understanding psychological processes relevant to human attitudes, cognitions, and behavior in organizations.” Guided by this mission, the journal has established a reputation for publishing interdisciplinary research from authors with a wide range of backgrounds, including organizational behavior, social psychology, judgment and decision-making, marketing, human resource management, industrial-organizational psychology, behavioral economics, and strategy.

We appreciate that authors have many options when deciding where to submit their manuscripts. A primary consideration is whether a potential outlet values their “style” of research, both topically and methodologically. *OBHDP* has a strong reputation for publishing articles that rely on experimental methodology. We are honored that scholars entrust us with their best experimental research; this type of work will always remain a core priority of the journal. One side effect of that reputation, however, is that scholars may wonder whether the journal is equally welcoming of other approaches. For example, we have frequently been asked whether *OBHDP* will send manuscripts out for peer review if they do not include an experiment. Absolutely! As noted in *OBHDP's Guide for Authors*, “Studies are evaluated not according to the method used, but by

the rigor and care with which the method is applied and its ability to yield valid answers to important research questions.” As evidence of this assertion, the current editorial team has accepted papers utilizing a wide range of approaches, including laboratory experiments, surveys, interviews, archival data, ethnography, field experiments, linguistic/textual content analysis, and *meta-analysis*; the journal has also published conceptual papers. Our joint tenure as editors will continue to reflect a commitment to rigorous research with clear practical implications for organizations and their members, regardless of methodology (for more, see [Kouchaki, 2020](#)).

Importantly, the journal welcomes all research topics that fit *OBHDP*'s mission and identity. Many organizationally relevant topics have traditionally resided in other disciplines, with examples including governmental policy, politics, partisanship, social media, sustainability, big data, and ethical issues in technology adoption. The journal also welcomes—and has published—topics that have typically lived in more macro-level journals, such as investors', analysts', and top management teams' decision-making. Assuming the submissions meet our standards for theoretical and empirical rigor, our criteria for sending them out for peer review is whether (1) they have clear implications for organizations and their members, and (2) they focus on understanding the psychological mechanisms underlying the phenomenon. Relatedly, over the coming months we will be commissioning several special issues. We are open to topics that have often been at the periphery of organizational scholarship yet have substantial practical relevance.

1. Fairness of the review process

Our views on the review process are strongly informed by our research backgrounds in trust, fairness, and ethics. Submitting a manuscript is risky; authors must put their valuable time and effort “on the line” while exposing themselves to substantial criticism. From an emotional standpoint, submitting a manuscript can feel like leaving your child or pet with a new sitter. After carefully nurturing your “intellectual baby,” you must now relinquish it, hoping that the review team will treat it with a similar level of care. We know how scary that process can be! Junior scholars and PhD students have an added layer of concern, as

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delays in the review process can impact which job offers they receive or whether tenure is granted. Put simply, when you submit a manuscript to a journal, you are placing substantial trust in the editors and reviewers.

Our commitment to you, as authors, is that we will strive to ensure your trust is well placed. We acknowledge the tremendous impact that every acceptance (or rejection) can have on scholars' careers. Our guiding principle has been providing authors with an unbiased, respectful, and developmental experience. For many authors, the review process feels like a "black box." One of our goals is to demystify this process for authors. Over the coming months we will be issuing a series of enhancements to the *Guide for Authors* and editorials that draw back the curtain on how a paper progresses through the system—from submission, to review, and ultimately to publication. These enhancements will also outline best practices regarding the rigor—conceptual and empirical—that increases submissions' chance of success. Our underlying goal is to help potential submitters understand the care and concern that is devoted to their work throughout the process.

A critical component of fair processes is whether they are administered in a timely fashion. Our goal—which we met each of the past four years—is to issue editorial decisions on peer-reviewed manuscripts within 60 days from submission. We are grateful to all ad hoc reviewers, editorial board members, and associate editors who have contributed to meeting that goal. One impetus for the co-editor structure was to maintain and improve review times, regardless of increases in the number of submissions. We also strive for a timely review process through our rigorous selection process for associate editors and editorial board members. A key criteria for being invited to join the editorial board, or extend, is whether reviewers have demonstrated a consistent history of on-time reviews. Likewise, all our incoming associate editors have exhibited a strong pattern of timely reviews.

Of course, timeliness is simply one component of fair processes. Authors also expect—and deserve—processes that are applied consistently and without bias. Fair processes should also include developmental, thorough, and respectful feedback. Unfortunately, most of us have received reviews that lack these characteristics. This type of review is reflected in the mythos of "Reviewer 2," whose critical and dismissive tone can make the review process feel like a root canal. One of our key priorities is ensuring that authors receive a similar experience regardless of which associate editor and set of reviewers are assigned to their submission. Admittedly, there are aspects of the review process that will always have an element of subjectivity, such as which ideas reviewers find important, interesting, and novel. Nevertheless, there are aspects of the process that can be instilled with more consistency. For example, authors tend to perceive unfairness if there is substantial variance between different reviewers' and/or associate editors' styles. Some members of the review team provide vague direction that is easy to misinterpret, whereas others are more directive. Similarly, some reviewers seem to exhibit a rather dogmatic adherence to a single paradigm, whereas others are open to alternative viewpoints. Likewise, reviewers can exhibit systematic differences in their recommendations, such that certain reviewers consistently recommend reject whereas others are more inclined to suggest a revision. In light of these differences, many authors submit to a journal and then "cross their fingers" that the dice roll in their favor.

Our goal is to enhance authors' experience, and the fairness of the process, by minimizing between-reviewer and between-associate editor differences. One of our primary initiatives to maintain and improve consistency and quality will be reviewer training. In doctoral programs, students tend to receive substantial instruction on how to *write* manuscripts, with little time devoted to *reviewing* manuscripts. As such, we often learn how to review by emulating the reviews that we receive on our own manuscripts. Unfortunately, many of those reviews "miss the mark" in both tone and content, leading scholars to perpetuate inefficient practices. Over the coming months we will be developing a series of trainings and editorials on how to review for *OBHDP*. These trainings—targeted at both ad hoc reviewers and editorial board

members—will include topics such as: expectations (e.g., turnaround time, length of reviews, ideal number of key points), components of helpful reviews (e.g., comments on theory, novelty, interestingness, practical contribution), and logistics (e.g., how to select keywords and why they are helpful when associate editors are inviting reviewers). We will also implement a process through which reviewers can request feedback from the editors on the quality of their reviews. As an additional initiative, we will be providing resources on how to avoid unconscious biases in the review process. To further ensure that authors receive quality feedback, we evaluate the editorial review board on a yearly basis, only retaining members who provide developmental, respectful, and timely reviews. Similarly, we add new editorial board members only after they have established a strong history of high-quality reviews.

Another way to increase the reliability of the review process is to increase the number of raters. At *OBHDP* we do this in several ways. First, each manuscript is assessed by three reviewers and an associate editor who independently reads the manuscript. These recommendations, and the manuscript itself, are then reviewed by the managing editor, who issues a decision to the authors. This process differs from journals where the decision is directly issued by the associate editors. Although this additional step adds substantial work for the editors, it is designed to foster greater consistency between review teams. Involving the editor in each decision enhances consistency by (1) adding a fifth perspective to each manuscript and (2) attenuating systematic differences in recommendation tendencies. One impetus for the new co-editor structure was to ensure that we had the bandwidth to continue this practice.

2. Relevance of published articles

The journal's mission notes that for a submission to be considered for publication, it must "have practical implications in an organizational context." For work to be relevant, it must also be reliable; findings that stem from post hoc data mining and HARKing (hypothesizing after the results are known) are less likely to reflect real relationships that generalize across settings. In more extreme cases where data has been fabricated or manipulated, organizations may be making decisions based on false assertions. The result of these practices is to degrade the public's trust in the scientific process, decreasing the perceived relevance of our work. Accordingly, ensuring the integrity of published articles is a critical concern. Over the last several years, *OBHDP* has taken important steps in this direction, such as requiring pre-registration for all new studies conducted during the review process, mandating clear reporting, and encouraging authors to make all study materials and data available to reviewers and readers. It is time to take the next step. Over the next months, we will be codifying the journal's position on each aspect of the research process using terminology from the Transparency and Openness Promotion (TOP) Guidelines; our position will be clarified in an editorial, in the *Guide for Authors*, and with a checklist during submission. At the outset, we want to assure authors that our policies will balance the need for integrity and transparency without being exclusionary. As noted by Kouchaki (2020), "manuscripts published at *OBHDP* and the top-tier journals in our field are different from papers published in experimental psychology journals. Yet, there are practices we can adopt to increase the transparency, reproducibility, and ultimately our impact." A measured approach will ensure that the diverse research approaches we welcome are not excluded from submission.

3. Fostering equal access

We all know that resources are not equally distributed within the field, leading to differences in publication rates (and career success) that cannot be attributed to differences in skill and effort. Although many of these resource disparities are unfortunately outside a journal's scope, there are ways we can make a difference. As a first step, we are

expanding opportunities to review for the journal and creating more pathways for joining the editorial board. Associate editors tend to invite reviewers who they know and, therefore, trust to provide a high-quality review. Associate editors also tend to invite reviewers who have previously published in the journal and, ostensibly, understand how to reach the journal's conceptual and methodological "bar." Although these practices are understandable, a side effect is that editorial boards can become rather insular. This insularity can, in turn, lead to systematic differences in the types of research that reviewers appreciate and recommend for revision, thereby biasing which articles are ultimately published in the journal. As one remedy, we are inviting scholars who are interested in reviewing for the journal to formally indicate their interest. We will provide a survey in which scholars can outline their research backgrounds, including their publication record, prior reviewing experience, and areas of expertise. This list will be provided to our associate editors as an additional resource when they are inviting reviewers. We note that although it is not necessary to have previously published in *OBHDP* to be a qualified reviewer, scholars who have a history of publishing in high-quality journals are more likely to be invited to review. This approach balances our desire to provide more opportunities to review with authors' desire to receive beneficial feedback.

Our reviewer trainings will also focus on ensuring that requests for additional studies/data during the review process are balanced against the financial resources required to fulfill that request. In many instances, new data is necessary to provide robust and reliable support for the proposed relationships. In some instances, however, reviewers request data that can cost tens of thousands of dollars while providing only marginal benefit over existing studies. We will be encouraging reviewers and associate editors to consider whether the scientific benefit of additional data is worth the financial cost. Most scholars are working with limited financial support from their institutions. Success in the review process should not be a function of how much money authors can spend. To be clear, many data requests are reasonable and necessary. Our goal is not to eliminate these requests, but rather to ensure all members of the review team are thoughtfully considering the implications of their requests. We hope that this process will attenuate financial barriers that might arise during the peer review process.

Finally, as outlined above, our processes are designed to reduce bias, such as ensuring research is not evaluated based on the authors' affiliations or the country in which their data was collected. Speaking to this

point, the journal recently published an editorial that highlighted our field's over-reliance on WEIRD samples (Western, Educated, Industrialized, Rich, and Democratic) (Pitesa & Gelfand, 2023). We are working on initiatives to encourage submissions employing non-WEIRD samples. We are also developing a plan to encourage authors to report various sample characteristics, such as geographic and temporal factors, that help readers better understand the investigated phenomenon and better appreciate the insights that come from pursuing diverse samples.

Commitment

Our transition to a co-editor structure was designed to help us better fulfill *OBHDP*'s inclusive mission. As outlined in our mission, we welcome all topics and methodologies that "make fundamental and substantial contributions to understanding psychological processes relevant to human attitudes, cognitions, and behavior in organizations." We share a deep commitment to helping scholars develop research that has relevance to organizations and society more broadly. We look forward to introducing initiatives that provide increased opportunities for submitting to, reviewing for, and publishing in the journal. As we strive to fulfill this mission, we are honored and excited to work with a set of associate editors with diverse backgrounds and expertise: Eric Anicich (University of Southern California, USA), Vanessa Bohns (Cornell University, ILR School, USA), Ioannis Evangelidis (ESADE, Spain), Trevor Foulk (University of Maryland, USA), Tiffany Johnson (Georgia Institute of Technology, USA), Anthony Klotz (University College London, UK), Julia Lee Cunningham (University of Michigan, USA), Ning Li (Tsinghua University, China), Jessica Rodell (University of Georgia, USA), Krishna Savani (Hong Kong Polytechnic University, Hong Kong), Elad Sherf (University of North Carolina–Chapel Hill, USA), Kenneth Tai (Singapore Management University, Singapore), Jennifer Whitson (University of California–Los Angeles, USA), Kaitlin Woolley (Cornell University, Johnson School, USA), Betty Zhou (Texas A&M University, USA), and Luke Zhu (York University, Canada).

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