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Research in Organizational Behavior
Preface to Volume 42, 2022

Laura Kray and Jennifer Chatman, Editors
Haas School of Business
UC Berkeley
January 9, 2023

We are excited to introduce Volume 42 of *Research in Organizational Behavior (ROB)*, a

collection of ten analytic essays[1] that represent some of the most exciting new directions and

promising insights for advancing the field of organizational behavior, from theories of allyship,

civility, and passion for and thriving at work, to computational social sciences and people

analytics. Each paper in this eclectic volume opens up a new area of theory or expands on a

newly forming or existing area. And, each paper provides, remarkably, direct implications for

behavior in organizational settings. We briefly introduce each paper below and then, at the end

of this Preface, we make an important announcement about the future of *ROB*.

The Current Volume

In their paper, *Help (Un)Wanted: Why the Most Powerful Allies are the Most Likely to*

Stumble – And When they Fulfill their Potential, Karren Knowlton, Andrew Carton, and Adam

Grant focus on a topic that has received much more attention in practice than in organizational

research - allyship. Allyship is a vital tool as organizations, and society more broadly, seek to

increase equity among members of different identity groups. The authors develop what we view

as the most comprehensive theory of allyship to-date. In addition to offering key definitions and

identifying relevant constructs, the theory recognizes a key conflict for allies: Because of the

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[1] Please note that the hard copy of Volume 42 is, unfortunately, truncated - containing no preface and only four of the intended 10 papers due to a publication error. This online version of Volume 42, however, represents the complete volume - our preface and the 10 papers in the sequence we intended.

power asymmetry inherent in ally relationships, allies may be perceived by the marginalized

groups they seek to help as untrustworthy. Knowlton, Carton, and Grant offer a set of key

practices, including exemplifying behavioral humility and elevating others personal power, that

allies can use to increase the chances that their intended contributions to equity are realized.

In the second paper, *The Psychological Experience of Intragroup Conflict,* Kori Krueger,

Matt Diabes, and Laurie Weingart offer a novel analysis of the experiences of individuals within

groups experiencing conflict, a perspective that these authors suggest has been overlooked in the

literature on group conflict. The authors propose that, although group members utilize

fundamental cognitive and emotional processes that are fairly universal, their experience of

conflict is likely to diverge due to each individual's unique combination of personal

characteristics (e.g., personality, cultural background), beliefs and motives (e.g., conflict

orientation), and past experiences. To unpack the implications of these differences for

understanding team conflict, the authors apply a multi-level lens that acknowledges how

individuals make sense of conflict and emotionally experience it, how it shapes attitudes toward

other team members and influences how information is exchanged and integrated. They round

out their paper by offering insights for future researchers interested in fostering the emergence of

high-functioning teams that are equipped to navigate their unique experiences of conflict.

In our next paper, *Divergence between Employer and Employee Understandings of*

Passion: Theory and Implications for Future Research, Jon Jachimowicz and Hannah Weisman

lay out a comprehensive theory of passion at work. They review relevant research and surface an

essential conflict inherent in notions of workplace passion. Specifically, Jachimowicz and

Weisman suggest that, for employees, having passion for one's work appears on the surface to be

unequivocally advantageous, increasing a sense of self-actualization. But employers may

1

promote expectations that employees feel passion for their work in more instrumental ways, as a form of normative control that encourages employees to work harder. The authors argue that addressing this divergence by "adjudicating" the two understandings of passion is essential to avoid uncertainty and, at the most extreme level, exploiting workers. The paper develops a compelling research agenda focusing on aligning conceptions of passion and recognizing the ambiguities inherent in the construct.

Next, in the paper *The Confronter's Quandary: Mapping Out Strategies for Managers to Address Offensive Remarks at Work,* Naomi Fa-Kaji and Benoît Monin develop a theory around how managers can address offensive remarks by employees, a topic that is likely to attract considerable attention as organizational leaders and scholars alike become increasingly aware of the harm done by microaggressions, particularly for individuals from social groups who have been historically underrepresented in the workplace. The authors argue that managers must navigate a dilemma ("The Confronter's Quandary") in which the goal of fixing problematic behavior is balanced with the goal of maintaining strong relationships with those whose behavior requires correction. They organize the tradeoffs that confronters face between correction and connection into a 2 x 2 matrix, including YOU strategies that prioritize correcting the offender's behavior, ME strategies that draw attention to the confronter and seek to maintain connection, THEY strategies that focus on the impact of the behavior on third parties as a way of sidestepping the confronter-offender relationship, and WE strategies that draw on shared organizational values and norms. The authors then use this framework to organize the existing literature, enabling scholars to identify promising directions for future research, including possible interventions to mitigate the harm caused by offensive remarks at work.

Next up is Ray Regans's paper, *Mutual Learning in Networks: Building Theory by*

Piecing Together Puzzling Facts, which provides a fascinating update on learning theory. Noting

the limits of existing theory in understanding how mutual learning is affected by network

structure, Reagans considers the case of an unfamiliar and complex task (which could be

exemplified by, for example, new product development). Regans describes a theory building

exercise that is intended to resolve conflicting empirical findings. He shows that mutual learning

can actually occur through either centralized or decentralized networks depending, importantly,

on when communication occurs (earlier communication favors a centralized network; later

communication favors a decentralized network). Reagans's methodology is also instructive and

can be used to resolve other questions of group coordination and network structure.

The next paper, *The Hierarchy of Voice Framework: The Dynamic Relationship between*

Employee Voice and Hierarchy, coauthored by Julian Pfrombeck, Chloe Levin, Derek Rucker,

and Adam Galinsky, challenges conventional wisdom about employee voice, or voluntary,

internal, and upward communication that is goal-directed (whether prosocial or self-interested).

The authors argue that, while organizational scholarship has made great strides in identifying the

antecedents and consequences of employee voice, it has overlooked the vital role that hierarchy

plays in explaining the tendency to speak up and for understanding how it is received by others.

By introducing a Hierarchy of Voice framework, the authors offer new insights about the extant

literature that grounds employee voice and hierarchy in a dynamic, dyadic dance. The authors lay

out an exciting agenda for future research aimed at further elucidating how employee voice is

shaped by the omnipresence of social hierarchies.

Then, Nate Fast and Jen Ovebeck, in their paper, *The Social Alignment Theory of Power:*

Predicting Associative and Dissociative Behavior in Hierarchies, update the very active

investigation of power in hierarchies. They provide a much needed theoretical account of power-

3

holder's use of associative (persuasion-based) and dissociative (dominance-based) strategies, and they consider low power versions of these strategies as well. The core of their theory is that it comes down to social alignment; in particular, those with low volitional influence are misaligned and thus pursue dissociative strategies. In short, Fast and Overbeck offer a highly refined dual-theory of power, incorporating various forms of capital, and making power-holders' behavior far more predictable.

In the next paper, *To Thrive or Not to Thrive: Pathways for Sustaining Thriving at Work,* Christine Porath, Cristina Gibson, and Gretchen Spreitzer advance our understanding of how individuals can achieve a subjective sense of thriving at work, which involves both vitality and learning. While prior scholarship has emphasized the critical role that organizations play in creating contexts for workers to thrive, in line with the greater agency and autonomy that many workers experience, in part because of a historic pandemic, these leading scholars provide a roadmap for workers to create the conditions to thrive on their own. The authors encourage scholarship into the processes that promote thriving, including self-care, the nurturing of high-quality relationships and the building of community within and beyond the organization.

Up next is the paper *Why, How, and When Divergent Perceptions Become Dysfunctional in Organizations: A Motivated Cognition Perspective*, by Zhanna Lyubykh, Laurie Barclay, Marion Fortin, Michael Bashshur, and Malika Khakhar, tackle a timely topic given emerging societal trends: the challenges inherent to leveraging divergent perceptions in organizations. While differing viewpoints can be a key to effective problem solving and innovation in teams, achieving these benefits is challenged by the risks associated with divergent perceptions, including conflict, political behavior, and withdrawal. The authors draw on theories of motivated cognition to illustrate how the adoption of directional goals (e.g., identity protection motive,

4

system justification motive) can influence which cues are likely to be attended to, with a particular emphasis on the pathways through which problematic cue sets emerge. The authors end by advancing a multi-level systems approach to managing divergent perceptions, which takes into account employees' individual differences and contextual factors, and propose research into potential interventions aimed at encouraging the benefits and discoursing the costs of divergent perceptions in organizations.

Finally, Jeff Polzer reviews the fast-evolving opportunities for organization research in the domain of people analytics and computational social science in his paper, *The Rise of People Analytics and the Future of Organizational Behavior.* Polzer helps us recognize the many sources of digital data and the opportunities for organizational theory development. He focuses on a few areas in which digital data have already generated new insights including how algorithms can inform decision making, various digital trace data tracking communication and coordinator activities, and employer attempts to monitor employees. Polzer provides us with a useful roadmap and convincing logic for pursuing this new world of digital data. In so doing, he emphasizes how well-positioned organizational researchers are to take advantage of the advent of these sources of so-called "big data."

The Future of ROB

We are pleased to have served as the Editors of *ROB* and, since 2019, we have edited four volumes. Because of a variety of publishing challenges, it may have been hard to discern exactly the contents of these four volumes. Thus we reproduce them here so that readers can be sure to check each of our recent volumes and to enjoy reading these excellent papers:

2019 (Volume 39): Chatman & Kray Table of Contents:

- Mary Murphy & Stephanie Reeves, Personal and organizational mindsets at work

2020 (Volume 40): Kray & Chatman Table of Contents:

2021 (Volume 41) Chatman & Kray Table of Contents:

2022 (Volume 42) Kray & Chatman Table of Contents

- Naomi Fa-Kaji & Benoît Monin, The confronter's quandary: Mapping out strategies for managers to address offensive remarks at work
- Ray Regans, Mutual learning in networks: Building theory by piecing together puzzling facts.
- Julian Pfrombeck, Chloe Levin, Derek Rucker, and Adam Galinsky, The hierarchy of voice framework: The dynamic relationship between employee voice and hierarchy
- Nate Fast & Jen Ovebeck, The social alignment theory of power: Predicting associative and dissociative behavior in hierarchies.
- Christine Porath, Cristina Gibson, and Gretchen Spreitzer, To thrive or not to thrive: Pathways for sustaining thriving at work
- Zhanna Lyubykh, Laurie Barclay, Marion Fortin, Michael Bashshur, and Malika Khakhar, Why, how, and when divergent perceptions become dysfunctional in organizations: A motivated cognition perspective
- Jeff Polzer, The rise of people analytics and the future of organizational behavior.

We are grateful to the 25 authors and author teams with whom we have worked to create these volumes, and to Dawn Aggett of Elsevier, who has served as Associate Publisher and supporter of *ROB*. When we agreed to become co-editors of *ROB*, we committed to producing three volumes and so, with four volumes completed, we are excited to transition to the next Editors.

We are thrilled to announce the next *ROB* Editors, **Professor Jack Goncalo** (University of Illinois) and **Professor Greta Hsu** (University of California, Davis). Jack and Greta both have University of California connections, which will carry on the ROB tradition started by Professor Barry Staw. Jack and Greta are already working to produce Volume 43 and we can't wait to see what they develop!

Laura Kray and Jenny Chatman

January 9, 2023
Berkeley, California

Conflict of Interest statement

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Supplementary Material
Chatman & Kray declaration-of-competing-interests.docx