



From the Editor, Paul H. Jacques

Welcome, JBAM readers and scholars.

What follows this welcome represents a most diverse array of scholarship that, as such, has content that every reader will certainly find interesting. The collection of articles in this issue is unique in that it not only furthers our understanding of traditional organizational behavior topics, it explores topics that are, to the detriment of our understanding of human behavior, rarely seen in scholarly journals. It is the vision of the editorial team that each issue reflect a blend of scholarly works that cover traditional and emerging, or even novel, topics that pertain to the study of human behavior in organizations, and to managerial implications of the knowledge, that derives from the work of scholars who contribute to that knowledge.

I and the editorial team call special attention to the first article, *Reactions to Negative Feedback: The Role of Workplace Resiliency and Implications for Counterproductivity* by Kabir N. Daljeet, Justin R. Feeney, and Richard D. Goffin. Individuals in organizations have “put sand in the gears” and thus have presented challenges to an organization’s efficiency, effectiveness, productivity, profit, and morale since organizations were created. In contrast, this paper underscores both the possibility and importance of initiatives designed to develop employee resiliency and address these success risk factors. Enhancing employee resilience under stress and other negative events promises to pay dividends outside of the employee’s work environment, a welcome beacon of hope that might be transferrable to situations in which we have read of fast food employees being assaulted due to cold French fries, passenger aggression toward flight crews, and scores of other examples in which enhancing individual resilience might benefit not only organizational dynamics, but our ability to enjoy a more genteel society.

Cheryl K. Stenmark, Ricardo Lara, and Lillie Krug’s article *Sexual Harassment: In the Eye of the Beholder?* further extends our understanding of sexual harassment, exploring antecedents to a victim’s perception of sexually harassing behaviors. Scholars have been exploring the psychological domain of victims’ exposure to sexually harassing behaviors for decades, but this study adds an important block in building our understanding of the topic, particularly for victims who are members of multiple minority groups.

Guanxi involves social networks and influence attempts toward establishing favorable business dealings, and it has demonstrated effectiveness in organizational success in some countries, particularly China. Juliana D. Lilly, Meghna Virick, Aneika L. Simmons, and Weiwen Liao report on an interesting comparison between U.S. and Chinese students regarding perceptions of fairness when comparing application of equity versus guanxi principles. This editor will not serve as the spoiler of their findings, but the article is a most interesting read.

Wendi Dykes McGehee assesses development of creativity in individuals using LEGO Serious Play facilitator training in her article *Constructing Creative Confidence with Lego® Serious Play®*. The world of play is, for some, a fading memory as we enter adulthood, and though less

valued than the “serious work of being a manager,” it is an activity that relates directly to a creative mind. For those whose only recent encounter with LEGOs associates with the pain of walking in the dark on unexpected pieces, I recommend reading this article. You are sure to learn about enhancing employee engagement and establishing a greater sense of community and collaboration in your organization from this most refreshing article.

No piece from this editor is complete without expressing a heartfelt Thank You to the authors who contributed to this issue, and to John Garger and Veselina Vracheva, who comprise the JBAM editorial team. The adage “people make the place” applies here, and we individually and collectively created this issue of JBAM through the efforts of and interactions with each of you whose names appear in this introduction to Volume 22, Issue 2. It has been my sincere pleasure to work with you all. Congratulations on your accomplishments as they appear in the pages that follow. In the meantime, consider being a virtual attendee at our IBAM29 conference beginning October 13, 2022. Find out more about IBAM and register for the conference here:

<https://www.ibam.com/call-for-papers>



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