



From the Editor, Paul H. Jacques

I am pleased to present the first issue of 2023. One of the tenets of this editorial team is the embrace of the concept of continuous quality improvement. To that end, this first issue of volume 23 reflects several changes at JBAM, some of them highly visible and others behind the pages that you see. To begin, we hope you are pleased with the fundamental change to the appearance of the articles that appear in the journal. Making this change without the benefit of extensive resources is a testimony to the commitment, creativity, skills, and efforts of our Associate and Assistant Editors, John Garger and Veselina Vracheva, respectively. We believe that enhancing the professional appearance of the articles puts authors' works in a better light, and looking forward, it makes it more likely for the journal to attract and retain high-quality submissions and build JBAM's reputation for excellence. Call it "dress for success," if you will.

One of the behind-the-pages imperatives that any scholarly journal experiences is the review process. Continuous quality improvement applies there too, and as of the first of this year, we have incorporated the IBAM Leadership Team to serve as members of the JBAM Editorial Board, thereby enhancing the IBAM/JBAM connection and a sense of mutual ownership in both processes and outcomes. The upshot of this alliance is decreased time to completed reviews through increased accountability and commitment. We are doubling down on a feature of the review process that was initiated by former JBAM Editor and current IBAM President Marcel Minutolo—using the vast network of reviewers in the Scholastica database to identify appropriate individuals who might be unfamiliar with JBAM to review manuscripts. The idea driving Marcel's approach is broadening exposure of both IBAM and JBAM to researchers who do not necessarily have a natural connection to either the journal or its parent organization.

More developments to come, but turning to the contents of this issue, the first article authored by Yang Fan, Yanju Li, and Nathan Johnson—*Investigating Reciprocity Dynamics in Chinese SOEs: Contextual Impacts on Social Support, HRM Practices, and Employee Attitudes Toward Organizational Change*—reports an interesting finding that context is a determinant of the relationship between constructs in the study. Organizational context appears to influence employee attitudes toward change. Factors such as leadership style, organizational culture, social culture, and experiences with change in an organization influence how employees perceive and respond to the organization's dynamics. Particularly noteworthy is the degree to which it adds to a growing but largely unexplored body of knowledge regarding the similarities and differences of behavioral tendencies between Western and Asian cultures.

The next article, *Satisfaction with Work-Life Balance During the COVID-19 Pandemic for Full-Time Workers Forced to Work from Home* by Christopher J. Mathis, Erica L. Anthony, and Monica M. Sharif, explores the influences that disruptive forces associated with Covid-19 had on rethinking traditional concepts of the workplace. This broad topic is made all the more compelling by the intrigue represented by a combination of the new equilibrium that might be realized by the unfreeze, change, refreeze model from Kurt Lewin and the sudden transformation of traditional workplaces to working from home, and new emphasis on the value of work-life balance that associates with the influx of millennials in the workplace.

The Mediating Effect of Trust on Psychological Safety and Job Satisfaction by Dennis M. Mitterer and Heather E. Mitterer uses social exchange theory to illustrate positive influences that the quality of dyadic relationships and trust have on contagious effects. Given an individual's perception of psychological safety in an organization, the

employee's degree of trust positively influences numerous outcomes that are traditionally of interest to organizational researchers, including job satisfaction and organizational commitment. The spotlight on the relevancy of this study is provided by a June 2022 Gallup Workplace study that suggests trust is declining across several domains.

Karen Moustafa Leonard and James R. Van Scotter coauthored *Management Issues in Police and Social Worker Alliances: Using the Lens of Occupational Culture*, offering a proposal that reflects societal realities in which police officers are called to respond to a more diverse array of issues, conditions, and individuals than ever. The question raised is whether police interventions can be rendered more effective in scenarios that combine social worker intervention, and if so, how to manage risks inherent when introducing responders with widely diverse skill sets and training to sensitive and volatile situations.

This issue of JBAM is characterized by traditional research and emerging phenomena in which research questions continue to be developed in industries that are rarely covered in scholarly journals. I am interested in your feedback about your experiences, and ways to enhance them.



Paul H. Jacques, PhD
pjacques@ric.edu

Ratanjee, V., & Robison, J. (2022, June 14). *Trust is in decline: Here's how to rebuild it*. Gallup.
<https://www.gallup.com/workplace/393401/trust-decline-rebuild.aspx>