

GUEST EDITORS' INTRODUCTION

Prof Pieter Nel
Department of Management and Marketing, Unitec Institute of Technology,
Auckland, New Zealand
pnel@unitec.ac.nz ,
Dave Hodges
UUNZ , Auckland, New Zealand,
dave@uunz.ac.nz
and
Prof Ronel Erwee
School of Management and Marketing
Faculty of Business, University of Southern Queensland
Toowoomba Australia
Erwee@usq.edu.au

Welcome to our general issue of the *International Journal of Organisational Behaviour*, which focussed on organisational behaviour on various levels and in different contexts. Special thanks to the authors from India, USA, New Zealand and Australia who responded to the call for papers in this important area. We very much appreciate the work of our reviewers who gave of their time and expertise in the review process. We would also like to thank Chris O'Reilly for her editorial assistance in the final stages.

The general edition demonstrates the importance of many themes on different levels of analysis in organisational behaviour. On an organisational level of analysis there are papers on the crucial role of human resources overseeing management of human performance as a strategic driver of business results as well as organisational citizen behaviours. On a team level there are propositions about the links of emotional intelligence. On an individual level of analysis demotivation in organisations as well as the relationship between supervisory reports of subordinate feedback-seeking behaviour and subordinate reports of job satisfaction were analysed.

On an organisational level of analysis **Nel** and **Little** point out that although human performance as a strategic driver of organisational results has been debated in theory and practice for decades, there is no model directly linking staff actions to organisational strategy. Their model is grounded in social science and tested in practice guiding team leaders to better identify the ideal actions that enable the best possible result, especially in *New Zealand*. The major advantage of using the model is that the *human resource key performance indicators* measure manager actions because it is not the human resource (HR) manager or personnel implementing the respective processes. It is rather the role of HR departments to ensure that supervisors and managers have the skills to implement strategic HR processes and to monitor that the processes are being applied. If the strategic human resource processes are not being applied, then the HR Department should provide reports to the divisional managers enabling them to take corrective action and so ensure ongoing success. HR then emerges in the crucial role of overseeing management of human performance as a strategic driver of business results.

Kumar and **Bakhshi** note that there has been increasing research in the field of a class of discretionary and spontaneous behaviours that are beyond explicit role requirements, but that are essential for organizational effectiveness. Such contributions can be conceptualised as

“Organizational Citizenship Behaviour”. Almost all the measures used for measuring OCB are developed in western cultural context. The aim of their study was to develop such a measure for *Indian culture*. The research design involves three broad stages: Item generation, Scale development and assessment of reliability and validity of the scale. Full time employees of various service organizations participated in the study. First, the study demonstrates that the concepts of organizational citizenship behaviour translate to the Indian context, with suitable (and predictable) amendments. Second, the correlated structure of the components of OCB is confirmed. The findings imply that the concept of OCB is applicable for the study of individual's behaviours in a very different cultural context using a large sample across a variety of industries.

Troth, writing from Australia considers how **team** Emotional Intelligence (EI) differentially influences the relationship between conflict and decision making performance in teams, depending on the complexity of the task being performed. For tasks higher in complexity, it is proposed the primary influence of team EI is moderating the relationship between task and relationship conflict in teams. For tasks lower in complexity, it is proposed the primary influence of team EI is on team conflict norms developed over time. Thus, team EI indirectly affects the relationship between conflict and decision making performance in this context. Implications for theory and practice are discussed. The proposed relationships between team EI, conflict behaviour, and decision making performance also need to be considered in terms of human resource applications. For example including an EI questionnaire in a battery of tests used in recruitment and selection might be a promising technique to improve the predictive validity of selection. Recruiting and selecting employees with high EI, and forming teams to maximise team EI, especially in work contexts requiring highly complex decisions, may have a positive influence on performance at work.

On an individual level of analysis **Küpers** argues for considering bodily and emotional dimensions into an extended understanding of demotivation in organisation. Based on phenomenal indicators and signs and motivational barriers, demotivation is described as a multidimensional phenomenon. Following an experiential ‘demotivation-syndrome’, a phenomenology of embodiment and emotions is outlined, allowing a more comprehensive understanding of demotivation. What became evident is that demotivated employees are not one-dimensional figures, but complex human beings involved in various embodied and emotional interrelations. Therefore human resource management and human resource development needs to embrace a perspective that demotivational problems are systemic and require systemic approaches and solutions. Kupers also argues that taking the embodiment and emotionality as cause and medium, which constitute realities of demotivation, phenomenology provides a corresponding descriptive and systemic approach for further investigations. Kupers, writing from New Zealand, recommends that future research can specifically investigate demotivation in relation, for example, to workforce diversity, older workers, cross-cultural issues, or influences of technology, and informal learning, always situated within an embodied and emotional embedment.

The purpose of **Whitaker** and **McKinney**'s study with *American students* was to develop and test a model of the relationship between supervisory reports of subordinate feedback-seeking behaviour and subordinate reports of job satisfaction. Specifically, they applied literature on feedback seeking and socialization to demonstrate that this relationship is mediated by role clarity. Further, they found that the relationship between feedback-seeking behaviour and role clarity is moderated by social skill, implying that subordinates with greater social skill are better able to perceive, interpret, and apply feedback information to enhance role clarity.

Overall, these findings contribute to an emerging body of research concerned with the indirect effects of feedback seeking. Specifically, they have clarified the relationship between feedback seeking and job satisfaction, and integrated social skill into the feedback seeking literature. Their results have useful implications for both researchers and practitioners to increase job satisfaction through a consideration of role clarity and the traits that shape employees' ability to use feedback information effectively.

In overview, this special issue considers a wide range of current, important theoretical and practical concerns in many international contexts. It is hoped that through greater understanding of these papers written on various levels of analysis, further practical steps can be taken to address the impact of theory on organisational policies and practices.

ACKNOWLEDGEMENTS

The guest editors acknowledge gratefully the articles written by the contributing authors and the local and international reviewers who agreed to review the articles. These referees have significantly enhanced the quality of the articles published in this special edition.