ISSN: 1754-9426

Industrial and Organizational Psychology

Perspectives on Science and Practice

Including focal articles with commentaries:

How Are We Doing? An Examination of Gender Representation in Industrial and Organizational (I-O) Psychology

Danielle M. Gardner, Ann Marie Ryan, and Megan Snoeyink

The New Era Workplace Relationships: Is Social Exchange Theory Still Relevant?

Lily Chernyak-Hai and Edna Rabenu





Industrial and Organizational Psychology Perspectives on Science and Practice

The novel format of the journal focuses on an interactive exchanges on topics of importance to science and practice in the field of industrial and organizational psychology. The journal takes a focal article–peer commentary format.

A focal article is a position paper on an important issue for the field (or potentially a pair of papers taking opposite sides in a debate). Such a focal article might summarize evidence on an issue and take a position as to implications for science, practice, or public policy. The paper might focus on a basic science issue, an applied science issue, a practice issue, or a public policy issue; many would be a blend. The focal article is then followed by a series of peer commentaries. These could challenge or critique the original article, expand on issues not addressed in the focal article, or draw out implications not developed in the focal article. The goal is to include commentaries from various perspectives, including science, practice, and international perspectives.

EDITOR:

John C. Scott, APTMetrics, Inc.

PRACTICE FORUM SECTION EDITOR:

Mark Poteet, Organizational Research & Solutions, Inc.

SR. PUBLICATIONS AND COMMUNICATIONS MANAGER:

Jenny Baker, Society for Industrial and Organizational Psychology

EDITORIAL BOARD:

Neil R. Anderson, Brunel University Winfred Arthur, Texas A & M University Tayla N. Bauer, Portland State University Michael J. Burke, Tulane University Stuart C. Carr, Massey University Allan H. Church, PepsiCo, Inc. José M. Cortina, George Mason University Satoris S. Culbertson, Kansas State University Fritz Drasgow, University of Illinois at Urbana-Champaign Mark Griffin, University of Western Australia Theodore Hayes, US Office of Personnel Management Beryl L. Hesketh, University of Western Sydney George P. Hollenbeck, Hollenbeck Associates Leaetta M. Hough, Dunnette Group, Ltd. Jeff W. Johnson, Personnel Decisions Research Institute Tracy Kantrowitz, SHL Jerard F. Kehoe, Selection and Assessment Counselling Richard J. Klimoski, George Mason University Allen I. Kraut, Baruch College, CUNY Hennie J. Kriek, Top Talent Solutions and University of South Africa

Jeffrey J. McHenry, Rainier Leadership Solutions S. Morton McPhail, Retired Consultant, USA Kevin Murphy, Lamorinda Consulting LLC and Colorado State University Kenneth Pearlman, Creative Personnel Management Consulting Hannah R. Rothstein, Baruch College, CUNY Ann Marie Ryan, Michigan State University Lise M. Saari, New York University Eduardo Salas, Rice University John C. Scott, APTMetrics, Inc. Robert F. Silzer, HR Assessment & Development and Baruch, Graduate Center, CUNY Stephen D. Steinhaus, HRAlignment William J. Strickland, Human Resources Research Organization Nancy T. Tippins, The Nancy T. Tippins Group

Aharon Tziner, Netanya Academic College

Alan Witt, University of Houston

Sara P. Weiner, Glint

Morgan W. McCall, University of Southern California

A journal of the Society for Industrial and Organizational Psychology

SIOP is the premier membership organization for those practicing and teaching I-O psychology. While an independent organization with its own governance, SIOP is also a division within the American Psychological Association and an organizational affiliate of the Association for Psychological Science.

SIOP membership includes online access to all issues of the journal as well as an optional print copy. Individuals can become members at http://www.siop.org/Dues/payment.aspx. Membership rates are \$110 for professional members (Fellows, Members, Associates, International Affiliates) and \$55 for Student Affiliates & Retired statuses.

© Society for Industrial and Organizational Psychology

Industrial and Organizational Psychology

Perspectives on Science and Practice

Volume 11, Issue 3, September 2018

CONTENTS

Introduction	
From the Editor Ronald S. Landis	367
FOCAL ARTICLE	
How Are We Doing? An Examination of Gender Representation in Industrial and Organizational (I-O) Psychology Danielle M. Gardner, Ann Marie Ryan, and Megan Snoeyink	369
Commentaries	
Calling on Male Allies to Promote Gender Equity in I-O Psychology Shannon Cheng, Linnea Ng, Rachel C. E. Trump-Steele, Abby Corrington, and Mikki Hebl	389
I-O Psychology Has an Important Role to Play in Gender Differences in Negotiation Chelsea D. Hightower, John-Luke McCord, Michael Hay, Brian G. Doyle, and Jason L. Harman	398
How Industrial-Organizational Psychology Can Benefit From Scientometrics (and Vice Versa) CORNELIUS J. KÖNIG, NIDA UL HABIB BAJWA, GABRIEL SCHUI, AND CLEMENS B. FELL	403
What We Do Not Know: Answers From the SIOP Income and for Peer Review Employment Survey Brandy Parker, Anna Wiggins, Erin Richard, Natalie Wright, Kristl Davison, and Amy DuVernet	407
How We Are Doing What We Are Doing: Network Mechanisms of Gender Representation in I-O Psychology Christopher Sterling, Rich DeJordy, and Julie Olson-Buchanan	410
Let the Pigs Fly: What We Say and How We Say It When We Talk About Gender Theresa R. Hernandez, Liana Bernard, and Larry R. Martinez	419
Three Dilemmas for Academics: Gender Disparities in Scholarship, Teaching, and Service KIMBERIA T. SCHNEIDER AND PHANIKIRAN RADHAKRISHNAN	428

Where Are the Women of Color in I-O Psychology? Desmond W. Leung and Nicolette Rainone	433
Gender Differences in SIOP Research Fellows' Publication Networks JEREMIAH T. McMillan, Kristen Shockley, and Dorothy R. Carter	439
Beyond Representation of Women in I-O to Producing Gender-Inclusive Knowledge Margaret S. Stockdale and Alice H. Eagly	448
FOCAL ARTICLE	
The New Era Workplace Relationships: Is Social Exchange Theory Still Relevant? LILY CHERNYAK-HAI AND EDNA RABENU	456
Commentaries	
SET: Still a Relevant Theory for the Future of Work James N. Kurtessis, Lindsay Northon, and Valerie N. Streets	482
Generalized Social Exchange and Its Relevance to New Era Workplace Relationships Катѕиніко Yosнікаwa, Сніа-Ниеї Wu, and Hyun-Jung Lee	486
Give and Take: Needed Updates to Social Exchange Theory Helena D. Cooper-Thomas and Rachel L. Morrison	493
Long Live Social Exchange Theory CAITLIN M. PORTER	498
Positive Interventions: Alternate Routes to Quality Workplace Relationships Tao Yang and Paresh Mishra	504
Workplace Relationships and Social Networks Clare L. Barratt and Claire E. Smith	510
The Workplace Working Alliance: The Modern Organizational Relationship Макк А. North and Dylan Jensen	517
Understanding New Era Workplace Relationships: Insights From Employee Engagement Research	
Patrick Hyland, Anthony W. Caputo, and David Reeves	523
Adapting LMX Theory to Forthcoming Changes: Two Different Frameworks George Graen, Julio C. Canedo, and Miriam Grace	531
The Rules of Social Exchange: Unchanged but More Important Than Ever RACHEL E. FRIEDER	535