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Content

Editorial

We are glad to introduce our readers to new issue of ***Organizational Psychology Journal***. We are pleased to continue to acquaint readers with the latest developments in organizational psychology.

In the **"Research in organizational psychology"** section we offer two articles. In the article by *Konstantin Bagrationi "Socio-psychological conditionality of the collective mindfulness in organizations",* the results of theoretical and empirical study of the organizational and socio-psychological determination of collective mindfulness are outlined. It turned out that the collective mindfulness is linked with the degree of collectivism in the organizational culture. At the same time, a high level of collective mindfulness is combined with a low level of reflexivity, which may indicate the unwillingness of employees to be engaged in the reflexive activities, despite the existence of the necessary organizational circumstances. In the article *"Employer brand perception by workers with different social identity"* by *Natalia L. Ivanova and Darya Moshinskaya* the employer brand perception by workers with different social identity has been explored. The main parameters of perception are «general characteristics of the company», «social trust», «conditions and benefits», «opportunities for professional development.»

In the **"Organizational-psychological practice"** the article *"Organizational diagnosis: How it works in the client centered management counseling"* by *Mikhail Ivanov* is presented. The proposed approach to the organization diagnosing differs from the generally accepted ones, that it pay great attention to the reconstruction of the organization's history and, in particular, to individual differences in the vision of the organization among its managers and owners, and also to their individual histories. Methodological distinction of the approach is connected not so much with the methods used, as with the dialogic position of the consultant in each interview. This position defines the minimal formalization of diagnostics, free discussion with each manager of a given set of topics.

In the **"First steps"** section you could find the work *"The relationship between perceived corporate culture, it's attractiveness and employees' organizational identification"* by *Roksana Nesmeianova and Sergey Lipatov* and *"Comparative research of organizational culture in Russian and American universities: Order diagnostics of international cooperation departments"* by *Ksenia Nesterova.*

In the **"Conferences"** section there is information about upcoming events of 2018: *ICIOP 2018: 20th International Conference on Industrial and Organizational Psychology*; *The 33rd Annual Conference of the Society for Industrial and Organizational Psychology (SIOP)*; *Tools of organizational psychologists; Annual conference of the community of organizational psychologists of Latvia (LOPB).*

In the **"Literary Guide"** section there is our traditional editorial note about *the 20 most cited and 20 most recent scientific articles about the employer and the workplace branding.*

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ORGANIZATIONAL PSYCHOLOGY

Socio-psychological conditionality of the collective mindfulness in organizations

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Abstract. *Purpose*. The scientific novelty of this work lies in its emphasis on the theoretical and empirical study of the organizational and socio-psychological determination of collective mindfulness, which is traditionally given the role of a reference point in the study of management practices that allow teams and organizations to operate in an almost "error-free" mode in conditions of uncertainty. *Methodology*. Tools for studying the level of collective mindfulness and its socio-psychological and organizational determinants within teams and enterprises are being proposed. Overall, 402 managers (201 men and 201 women) aged 23 to 45 years participated in the survey: 144 managers were from consulting sphere (39 men and 105 women), whereas 88 people from the information technology sphere (65 men and 23 women) and 170 people from the oil and gas industry (97 men and 73 women). *Findings*. The processes of collective mindfulness are determined by the degree of organizational collectivism within the organizational cultures of the enterprises studied (r vary from .529 to .627 at $p < .001$) and are determined by the support of management and colleagues (*r* vary from .522 to .613 for $p < .001$ and $p < .01$). It should be noted that despite the respondents' high scores on the scales of "collective mindfulness", the subjects scored low scores on the scales of "team reflexivity", which may indicate the unwillingness of employees to participate in reflexive practices, despite the presence of the necessary organizational conditions. *Values of the results*. This paper should also function as an invite for further research along this line. To become a really valuable tool tough, further improvements in the methodology would be required. This could be an interesting field for psychologists and sociologists alike.

Keywords: collective mindfulness, high-reliability organizations, social psychology, team reflexivity.

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Employer brand perception by workers with different social identity

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Abstract. In this paper we discuss the employer brand perception by workers with different social identity. *Purpose*. The main aim is to identify these features. The employer brand concept has been developed, methods for studying employer brand perception have been analayzed from the social psychology prospect. *Study design*. The research procedure included three parts: employer brand characteristics perception study (author's modification of Employer brand image perception study by K. Akamova), Social identity components structure study (the classical Schwartz value questionnaire) and the study of cognitive component of social identity through the methods of M. Kuhn and T. McPartland. *Findings*. The study involved 131 respondents who were divided into groups with basic and business social identity characteristics upon cognitive and value-motivational component and highlighted the main parameters of HR-brand perception, which are: "characteristics of the company", "social trust", "compensation & benefits", and "professional development opportunities". The study also revealed similarities in perception of such parameters as "characteristics of the company", "compensation & benefits", and "professional development opportunities" of employees with different features of social identity; a significant difference of "social trust" perception parameter was found out as well: it is more important for people with basic social identity features. Significant differences was not found out in groups of people with actualized basic and business social identity features in terms of parameters those relate to "characteristics of the company", "compensation and benefits", as well as "development opportunities", i.e. these parameters are equally important for both groups. *Implications for practice.* The practical significance of the work lies in the possibility of creating special measures for the employer brand development and management in terms of interaction and impacting on employees with different social identity features in order to build the most effective model of communication.

Keywords: HR brand, employer brand, social identity, organizational psychology with employees.

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ORGANIZATIONAL PSYCHOLOGY

Organizational diagnosis: How it works in the client-centered management counseling

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Abstract. To consulting organizations without diagnostics is impossible and unacceptable. This is, perhaps, recognized by all consultants, regardless of the school and the direction of consulting that they represent. Diagnostics begins with the first acquaintance with the client and his organization and continues until completion of work with him. No matter how much information about client receives consultant, it will always be incomplete. But client-centered approach also assumes a separate mandatory stage of counseling — organizational diagnostics. In some cases, this stage is sold as a separate service, that is, an independent consulting product. Such diagnostics necessarily includes feedback — a joint discussion with the client about the written report and expert assessment of the consultant's actual state of the client organization. According to the method of counseling, our approach to diagnosing the organization differs from the generally accepted ones, that we pay great attention to the reconstruction of the organization's history and, in particular, to individual differences in the vision of the organization among its managers and owners, and also to their individual histories. Methodological distinction of the approach is connected not so much with the methods used, as with the dialogic position of the consultant in each interview. This position defines the minimal formalization of diagnostics, free discussion with each manager of a given set of topics.

Keywords: client-centered management consulting; organizational diagnostics; reconstruction of the organization's history; diagnostic interview, diagnostic observation; dialogical position.

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ORGANIZATIONAL PSYCHOLOGY

The relationship between perceived corporate culture, it's attractiveness and employees' organizational identification

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Abstract. This arti cle deals with the problem of the relationship between perceived corporate culture and employee's organizational identification. The existence of given interrelation is confirmed by many empirical studies, however, its nature and features are not fully clarified. It is well known that it is influenced by different variables, both strengthening and weakening it. *Purpose*. This paper gives a short theoretical review of this issue and reports the results of conducted empirical research. The aim of this study was to clarify the nature of the relationship between perceived corporate culture and employee's organizational identification, and to verify the function of such variable as attractiveness of organizational culture — whether it is a moderator or a mediator. *Study design*. Participants were 67 for-profit employees with the education level not less than medium-special. It was a one-stage study. Participants were asked to complete a questionnaire consisting of four parts. The data was mathematically processed using a correlation analysis and a partial correlation analysis. *Findings*. According to the results of this study, the level of subdivision identification positively correlates with the level of organizational identification. This data also demonstrates that statistically significant correlation between perceived corporate culture and organizational identification is mediated by the attractiveness of corporate culture. Thus, when an employee perceives corporate culture, established in his organization, as an attractive one, his positive identification is likely to form. *A further perspective* of this research area development is to create a complex conceptual model, which can take into account the strength and the direction of influence of all identified variables, mediating given interrelation.

Keywords: corporate culture, organizational identification, attractiveness of corporate culture, mediator, moderator.

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ORGANIZATIONAL PSYCHOLOGY

Comparative research of organizational culture in Russian and American universities: Order diagnostics of international cooperation departments

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Abstract. The article presents the results of comparative research of organizational culture of international cooperation departments of University of Wyoming and Saratov State University. *Purpose*. The purpose of the research is a detection of cultural similarities and distinctions of departments that are responsible for success of internationalization, as well as the further development of organizational changes program for development and strengthening of cooperation between universities. In the context of research the hypothesis that the organizations with similar sphere of activities have similar type of organizational culture was made. *Study design.* This research is carried by methodology of order diagnostics of organizational culture directed to the identification of the development level of three suborders of organizational culture — «Family», «Army», and «Church». In this article, results of diagnostics at three managerial levels and comparative analysis are stated. *Findings.* According to the results of diagnostics, it was revealed that the dominating suborder in the both cultures is «family». Following the results of the comparative analysis, in the majority of questions ethical meanings of the leaders coincide, and that is a favorable factor for creation of constructive dialogue of cultures between departments of universities. *Value of the results.* The special importance of this research consists in application of the order approach to diagnostics of the foreign organization that confirms universality of this methodology and possibility of its application for researches of creation organizational cultures in globalization conditions.

Keywords: organizational culture, order approach, organizational psychology, diagnostics, suborder.

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ORGANIZATIONAL PSYCHOLOGY

ICIOP 2018: 20th International Conference on Industrial and Organizational Psychology

The 20th International Conference on Industrial and Organizational Psychology will be held in 2018 in Austria (Vienna, June 14–15). The purpose of the conference is to bring together leading scientists and researchers to share experience and research results on all aspects of industrial and organizational psychology. The conference will also be an interdisciplinary platform for researchers, practitioners and educators to present and discuss the latest innovations, trends and concerns as well as practical challenges encountered and solutions adopted in the fields of Industrial and Organizational Psychology.

Keywords: conference, organizational psychology, industrial psychology, research.

Conference Aims and Objectives

The ICIOP 2018: 20th International Conference on Industrial and Organizational Psychology aims to bring together leading academic scientists, researchers and research scholars to exchange and share their experiences and research results on all aspects of Industrial and Organizational Psychology. It also provides a premier interdisciplinary platform for researchers, practitioners and educators to present and discuss the most recent innovations, trends, and concerns as well as practical challenges encountered and solutions adopted in the fields of Industrial and Organizational Psychology.

Call for Contributions

All honorable authors are kindly encouraged to contribute to and help shape the conference through submissions of their research abstracts, papers and e-posters. Also, high quality research contributions describing original and unpublished results of conceptual, constructive, empirical, experimental, or theoretical work in all areas of Industrial and Organizational Psychology are cordially invited for presentation at the conference. The conference solicits contributions of abstracts, papers and e-posters that address themes and topics of the conference, including figures, tables and references of novel research materials.

Conference Proceedings

All submitted conference papers will be blind peer reviewed by three competent reviewers. The post conference proceedings will be abstracted and indexed in the International Science Index , and submitted to be indexed in the Google Scholar, Scopus and Thomson Reuters. The conference abstracts and proceedings book, CD and certificate of presentation will be distributed to participants at the conference registration desk.

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Participation Type	Registration until 18.02.2018	Registration after 19.02.2018
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For more information https://www.waset.org/conference/2018/06/vienna/ICIOP/fees

ORGANIZATIONAL PSYCHOLOGY

The 33ʳᵈ Annual Conference of the Society for Industrial and Organizational Psychology (SIOP)

The 33ʳᵈ Annual Conference of the Society for Industrial and Organizational Psychology (SIOP) will be held in 2018 in Chicago (April 19–21). The SIOP 2018 is focused on highlighting multidisciplinary approaches to science for a smarter workforce.

Keywords: conference, organizational psychology, industrial psychology, Society for Industrial and Organizational Psychology.

Conference Program Format

The conference will formally begin with an Opening Plenary session featuring Fred Oswald, the current SIOP President, and will conclude with an invited speaker address at the Closing Plenary session.

The SIOP program will include several «tracks» that serve as mini-conferences within the broader conference. Conference will continue to offer an HR generalist track that will outline sessions that may be of interest to conference attendees who hold HR generalist and related positions. In addition, a track focused on presenting reproducible research will highlight presenters who contribute and

discuss Reproducible Research (RR) in their sessions. Employed by many other professional societies, reproducibility enables our I-O community to learn about new research and analysis techniques.

The SIOP 2018 is focused on highlighting multidisciplinary approaches to science for a smarter workforce. These sessions may feature collaborations, research initiatives, and unique projects that bring together expertise from multiple disciplines beyond I-O psychology (e.g., data science, computer science, engineering, economics, education, medicine).

Key Dates and Deadlines

Online Registration Begins:	December 2017
Early Registration Deadline:	February 21, 2018

Conference Proposal Submission Deadline has passed, you will not be able to submit a conference proposal.

To all addition information please visit website of the Conference
http://www.siop.org/conferences/18con/cfp/

ORGANIZATIONAL PSYCHOLOGY

Tools of organizational psychologists. Annual conference of the community of organizational psychologists of Latvia (LOPB)

On October 6, 2017, the community of organizational psychologists of Latvia holds an annual conference on the actual topic «Tools of organizational psychologists». The purpose of the conference is to determine the current situation using psychological methods in organizational psychology in Latvia, to introduce existing methods and to help specialists understand how to choose the most appropriate method for a particular organization.

Keywords: conference, organizational psychology, psychological instruments.

The objectives of the conference

This year LOPB holds a conference on topical issues of organizational psychology. This year's theme is devoted to the discussion of psychological tools (tests, surveys, etc.), which are used in organizational environments. The purpose of the conference is to determine the current situation in using psychological methods in organizational psychology in Latvia, to introduce existing methods and to help specialists understand how to choose the most appropriate method for a particular organization.

Conference speakers

Stuart Desson (England) — Lumina Learning, head of the business department, board member of the Association of Business Psychologists. One of the leading psychologists in Europe;

Maria Veltmann (Estonia) — Tripod Group, partner of the company, member of the board of the Estonian Staff Development Association;

Ivars Ousters — Head of the Faculty of Psychology of the University of Latvia, Professor;

Reinis Lazd — Createst, the company's leader and one of the most popular organizational psycho-champions in Latvia;

Victoria Perepyolkina — Riga University Stradinov, Head of the Department of Psychology, Doctor of Psychology;

Iveta Rosite — airBaltic, organizational psychologist;

Lāsma Jansone — expert in personnel management, evaluation and development, psychologist;

Edīte Kalniņa — Abbvie, human resources manager, organizational psychologist.

During the day, all participants will have the opportunity to ask experts, discuss issues of organizational concerns and use some methods in practice.

Apply for the conference: http://lopb.lv/registracija/details.php?mod=register&id=76

Venue: hotel «Islande», Kipsalas street 20, Riga.

Work hours: 06.10.2017, 08:40 – 18:00.

Number of participants: 120.

Participation fee: For students 12 euros, for other participants 45 euros.

ORGANIZATIONAL PSYCHOLOGY

20 most cited and 20 most recent articles on the employer and the workplace branding

Information about the 20 most cited and 20 most recent articles on the employer and the workplace branding provides the analysis of English sources from the database Web of Science. All articles have been found in the psychological and interdisciplinary fields (primarily marketing). All data is actual at the time September 07, 2017.

Keywords: employer brand; workplace brand; bibliometrics; citation.

Table 1. 20 most cited articles about the employer and the workplace branding[1]

No.	The title and the output	Number of citations
1.	Backhaus, K., Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career development international, 9*(5), 501–517.	965*
2.	Berthon, P., Ewing, M., Hah, L. L. (2005). Captivating company: dimensions of attractiveness in employer branding. *International journal of advertising, 24*(2), 151–172.	682*
3.	Foster, C., Punjaisri, K., Cheng, R. (2010). Exploring the relationship between corporate, internal and employer branding. *Journal of Product & Brand Management, 19*(6), 401–409.	210*
4.	Clair, J. A., Beatty, J. E., MacLean, T. L. (2005). Out of sight but not out of mind: Managing invisible social identities in the workplace. *Academy of Management Review, 30*(1), 78–95.	201
5.	Lievens, F., Highhouse, S. (2003). The relation of instrumental and symbolic attributes to a company's attractiveness as an employer. *Personnel psychology, 56*(1), 75–102.	184
6.	Collins, C. J., Stevens, C. K. (2002). The relationship between early recruitment-related activities and the application decisions of new labor-market entrants: a brand equity approach to recruitment. *Journal of applied psychology, 87*(6), 1121–1133.	134
7.	Vallaster, C., de Chernatony, L. (2006). Internal brand building and structuration: the role of leadership. *European Journal of Marketing, 40*(7/8), 761–784.	83
8.	Lievens, F., Van Hoye, G., Anseel, F. (2007). Organizational identity and employer image: Towards a unifying framework. *British Journal of Management, 18*(s1), 45–59.	75
9.	Elsbach, K. D. (2004). Interpreting workplace identities: The role of office décor. *Journal of Organizational Behavior, 25*(1), 99–128.	62
10.	Edwards, M. R. (2010). An integrative review of employer branding and OB theory. *Personnel review, 39*(1), 5–23.	57
11.	Davies, G. (2008). Employer branding and its influence on managers. *European Journal of Marketing, 42*(5/6), 667–681.	47
12.	Punjaisri, K., Evanschitzky, H., Wilson, A. (2009). Internal branding: an enabler of employees' brand-supporting behaviours. J*ournal of Service Management, 20*(2), 209–226.	46

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1   * — Highly cited publications on a given topic (according to the Google Scholar), but not reflected in the Web of Science sources.

No.		Number of citations
13.	Punjaisri, K., Wilson, A. (2011). Internal branding process: key mechanisms, outcomes and moderating factors. *European Journal of Marketing, 45*(9/10), 1521–1537.	44
14.	Obschonka, M., Goethner, M., Silbereisen, R. K., Cantner, U. (2012). Social identity and the transition to entrepreneurship: The role of group identification with workplace peers. *Journal of Vocational Behavior, 80*(1), 137–147.	30
15.	Martin, G., Gollan, P. J., Grigg, K. (2011). Is there a bigger and better future for employer branding? Facing up to innovation, corporate reputations and wicked problems in SHRM. T*he International Journal of Human Resource Management, 22*(17), 3618–3637.	29
16.	Love, L. F., Singh, P. (2011). Workplace branding: Leveraging human resources management practices for competitive advantage through "Best Employer" surveys. *Journal of Business and Psychology, 26*(2), 175–181.	21
17.	Schlager, T., Bodderas, M., Maas, P., Luc Cachelin, J. (2011). The influence of the employer brand on employee attitudes relevant for service branding: an empirical investigation. *Journal of Services Marketing, 25*(7), 497–508.	18
18.	Löhndorf, B., Diamantopoulos, A. (2014). Internal branding: Social identity and social exchange perspectives on turning employees into brand champions. *Journal of Service Research, 17*(3), 310–325.	17
19.	Viktoria Rampl, L., Kenning, P. (2014). Employer brand trust and affect: linking brand personality to employer brand attractiveness. *European Journal of Marketing, 48*(1/2), 218–236.	13
20.	Edwards, M. R., Edwards, T. (2013). Employee responses to changing aspects of the employer brand following a multinational acquisition: A longitudinal study. *Human Resource Management, 52*(1), 27–54.	11

Table 2. 20 most recent articles on the employer and the workplace branding

No.	The title and the output	Number of citations
1.	Alshathry, S., Alshathry, S., Clarke, M., Clarke, M., Goodman, S., Goodman, S. (2017). The role of employer brand equity in employee attraction and retention: a unified framework. *International Journal of Organizational Analysis, 25*(3), 413–431.	0
2.	Cervellon, M. C., Lirio, P. (2017). When Employees Don't'Like'Their Employers on Social Media. *MIT Sloan Management Review, 58*(2), 63–70.	0
3.	Dabirian, A., Kietzmann, J., Diba, H. (2017). A great place to work!? Understanding crowdsourced employer branding. *Business Horizons, 60*(2), 197–205.	0
4.	DeMotta, Y., Sen, S. (2017). How psychological contracts motivate employer-brand patronage. *Marketing Letters, 28*(3), 1–11.	0
5.	Sommer, L. P., Heidenreich, S., Handrich, M. (2017). War for talents — How perceived organizational innovativeness affects employer attractiveness. *R&D Management, 47*(2), 299–310.	0
6.	Tanwar, K., Tanwar, K., Prasad, A., Prasad, A. (2017). Employer brand scale development and validation: a second-order factor approach. *Personnel Review, 46*(2), 389–409.	0
7.	Helm, S. V., Renk, U., Mishra, A. (2016). Exploring the impact of employees' self-concept, brand identification and brand pride on brand citizenship behaviors. *European Journal of Marketing, 50*(1/2), 58–77.	2
8.	Hemsley-Brown, J., Melewar, T. C., Nguyen, B., Wilson, E. J. (2016). Exploring brand identity, meaning, image, and reputation (BIMIR) in higher education: A special section. *Journal of Business Research, 69*(8), 3019–3022.	2
9.	Lievens, F., Slaughter, J. E. (2016). Employer image and employer branding: What we know and what we need to know. *Annual Review of Organizational Psychology and Organizational Behavior, 3*, 407–440.	1
10.	Russell, S., Brannan, M. J. (2016). "Getting the Right People on the Bus": Recruitment, selection and integration for the branded organization. *European Management Journal, 34*(2), 114–124.	1
11.	Taj, S. A. (2016). Application of signaling theory in management research: Addressing major gaps in theory. *European Management Journal, 34*(4), 338–348.	1
12.	Anselmsson, J., Anselmsson, J., Bondesson, N., Bondesson, N., Melin, F., Melin, F. (2016). Customer-based brand equity and human resource management image: Do retail customers really care about HRM and the employer brand?. *European Journal of Marketing, 50*(7/8), 1185–1208.	0

13.	App, S., Büttgen, M. (2016). Lasting footprints of the employer brand: can sustainable HRM lead to brand commitment?. *Employee Relations, 38*(5), 703–723.	0
14.	Biswas, M. K., Suar, D. (2016). Antecedents and consequences of employer branding. *Journal of Business Ethics, 136*(1), 57–72.	0
15.	Kashyap, V., Rangnekar, S. (2016). Servant leadership, employer brand perception, trust in leaders and turnover intentions: a sequential mediation model. *Review of Managerial Science, 10*(3), 437–461.	0
16.	Kucherov, D., & Zamulin, A. (2016). Employer branding practices for young talents in IT companies (Russian experience). *Human Resource Development International, 19*(2), 178–188.	0
17.	Renaud, S., Renaud, S., Morin, L., Morin, L., Fray, A. M., Fray, A. M. (2016). What most attracts potential candidates? Innovative perks, training, or ethics?. *Career Development International, 21*(6), 634–655.	0
18.	Tanwar, K., Prasad, A. (2016). The effect of employer brand dimensions on job satisfaction: gender as a moderator. *Management Decision, 54*(4), 854–886.	0
19.	Kissel, P., Büttgen, M. (2015). Using social media to communicate employer brand identity: The impact on corporate image and employer attractiveness. *Journal of Brand Management, 22*(9), 755–777.	3
20.	Edlinger, G. (2015). Employer brand management as boundary-work: a grounded theory analysis of employer brand managers' narrative accounts. *Human Resource Management Journal, 25*(4), 443–457.	1