



## Editorial Responsibility: Managing the Publishing Process to Do Good and Do Well

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**ABSTRACT** Journal editors serve a vital role because they are the gatekeepers of new scientific knowledge. Given the workload and time pressures associated with their role, editors face an important ethical dilemma: Should they allocate sufficient time to the editorial role or should they focus on their individual research performance, which is an important determinant of salary increases, promotions, and other financial rewards? We borrow from the macro-level corporate social responsibility literature to conceptualize editorial responsibility in terms of the triple bottom line of economic, social, and environmental performance. Our thesis is that there are recursive relationships among the economic, social, and environmental editorial performance dimensions such that editors who do good (i.e., social and environmental performance) also do well (i.e., economic performance). Thus, we bridge micro and macro domains by adapting a macro-level theory to the individual level of analysis and also bridge science and practice by discussing the impact of journal editors and scientific journals on a broad set of stakeholders including universities, research consumers, and society. We also offer suggestions to guide future research on whether the three editorial performance dimensions are part of a virtuous cycle that develops over time through mutually reinforcing feedback loops.

**KEYWORDS** ethical dilemma, ethics, journal editing, organizational responsibility, social performance

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### INTRODUCTION

Journal editors are the gatekeepers of scholarly knowledge produced in the field of management and all other scientific disciplines (Baruch, Konrad, Aguinis, & Starbuck, 2008; Elkjaer, 2009; Schmidt-Wilk, 2009; Vince, 2009). Given their power to accept or reject manuscripts for publication, editors play a central role in the development of science. Recent work has focused on how editors work (Baruch et al., 2008) as well as the impact of the editorial role on their own research productivity (Aguinis, de Bruin, Cunningham, Hall, Culpepper, & Gottfredson, 2010). Rupp (2011) in this issue discusses the ethical dilemmas of editors and

reviewers. The purpose of our article is to contribute to the growing body of research on the nature of the editorial role and the knowledge generation process by offering a conceptual model that expands our view of the role and impact of journal editors. Specifically, our model places the role of journal editors within a broader societal context that includes not only themselves and authors, but also reviewers and editorial board members, the journals they serve, a journal's sponsors such as publishers and professional organizations (e.g., Academy of Management, International Association for Chinese Management Research), research consumers, universities, and society in general. We frame the relationship between journal editors and stakeholders at multiple levels of analysis within a triple bottom-line framework that includes a consideration of editorial economic, social, and environmental performance. Based on our multi-level conceptual model, we argue that journal editors can do well (i.e., economic performance) by doing good (i.e., social and environmental performance). We hope our proposed conceptual model will serve as a useful guide for future empirical research on how and why journal editors affect multiple outcomes for multiple stakeholders at different levels of analysis.

The remainder of our article is organized as follows. First, we describe an important ethical dilemma faced by journal editors. Second, we define the concepts of editorial responsibility and the journal editor's triple bottom line (i.e., editorial economic, social, and environmental performance) as a way to address this dilemma. Third, we describe the relationships among editorial economic, social, and environmental performance. Finally, we offer some conclusions and directions for future research regarding the performance of editors and the impact on various stakeholders such as authors and potential authors, journal sponsors and publishers, professional organizations, research consumers, and society in general.

## **ETHICAL DILEMMA IN THE EDITORIAL ROLE**

The edited volume titled *Opening the Black Box of Editorship* (Baruch et al., 2008) includes autobiographical essays by 29 past editors in management and related fields with important insights about the editorial role. For example, some of these essays address the impact of editors on the fate of individuals' professional careers. As noted by Shapiro and Bartunek (2008: 88), journal editors not only have 'publication-fate-control, but also career-fate-control'. Stated differently, by having control over what is published and what is not, and given the key role played by journal publications in terms of tenure and promotion decisions, editors also have control over people's careers. Other editors refer to the implicit expectations about an editor's behaviours that reach far beyond the scope of an editor's formal job duties (Barley, 2008; Starbuck, Aguinis, Konrad, & Baruch, 2008). For example, one such expectation refers to the importance of balancing the needs and concerns of all the stakeholders involved in the editorial and publishing process

(DeNisi, 2008). Another expectation refers to the role of editors as 'servant leaders' because they are trusted with the 'management of the property or affairs' of others (Ryan, 2008: 35).

An underlying theme throughout the various autobiographical essays is that editors face competing obligations and interests, particularly given the significant time pressures associated with their role (Starbuck et al., 2008). For example, Baruch (2008) surveyed 53 editors and found that they are often overloaded with work. Specifically, the editors included in this study reported devoting an average of 15 hours per week to editorial duties. In addition, the standard deviation was about 11 hours per week, which means that, assuming a normal distribution, about 15 percent of editors spend at least 26 hours per week on editorship-related work. Most likely, these editors are serving the most prestigious journals in the field, which are the ones that receive the largest number of submissions (Cascio & Aguinis, 2008). In a vivid statement, Zedeck (2008: 155) wrote that one should 'ask my wife about the times I went to Internet cafes in the Galapagos or in a Tuscan village to check on the journal while she did her tourist thing'. As noted by Ryan (2008: 28), it seems clear that 'time spent editing may mean less time on conducting and publishing one's own research'. Consistent with Ryan's (2008) statement, a recent study assessing the research productivity of past editors suggests that the intense workload and associated job burnout have a negative impact on the post-editorship research productivity (Aguinis et al., 2010). Aguinis et al. (2010) based their study on 58 past editors of six journals over a 50 year period (i.e., approximately mid-1950s to mid-2000s) and found important fluctuations in the research productivity of editors such that, on average, their research output peaks during their editorship period and decreases sharply immediately after the editorship term. Although there is a productivity recovery period, it subsequently takes at least a full decade for the editors' research productivity to reach their pre-editorship level.

In academia, an individual's publication record is a critical determinant of extrinsic rewards including faculty pay (Gomez-Mejia & Balkin, 1992). Other extrinsic rewards that result from a strong publication record include promotions and endowed chairs, job offers from universities which may be more resource-intensive, and other perks such as research accounts and more capable Ph.D. student support (Certo, Sirmon, & Brymer, 2010; MacDonald & Kam, 2007). Thus, the demanding nature of the editorial role combined with the positive and strong relationship between publications and extrinsic rewards puts editors in a difficult ethical dilemma that thus far has not been mentioned in ethical discussions of the publishing process (e.g., Schminke, 2009): Should editors allocate the necessary time, effort, and resources to excel in their role, or should they minimize their editorial role investment and, instead, allocate the bulk of their time, effort, and resources to their own research productivity? For example, should editors allocate time to provide developmental feedback to authors whose manuscripts are

rejected instead of allocating time to work on their own research that will eventually lead to personal gains? Should they strive to provide timely feedback to authors instead of allocating this time to their own research? In short, is there an unsolvable trade-off for editors between (i) being an excellent editor and (ii) focusing on one's individual research performance, which results in personal economic rewards? It seems that editors are in a difficult ethical conundrum of choosing between doing good (i.e., being a good editor by engaging in outstanding editorial performance) and doing well (i.e., maximizing their own research performance).

### **ADDRESSING THE ETHICAL DILEMMA: EDITORIAL RESPONSIBILITY AND THE EDITOR'S TRIPLE BOTTOM LINE**

Although the ethical dilemma faced by editors may seem novel and unique to management researchers focusing on the individual level of analysis (e.g., organizational behaviour, human resource management), a similar dilemma related to seemingly incompatible performance dimensions has been studied by management researchers at the macro level of analysis (e.g., strategic management). Specifically, there is an extensive macro-level literature addressing corporate social responsibility, corporate citizenship, corporate sustainability, environmental stewardship, corporate ethics, and corporate social performance (Aguinis, 2011; Ambec & Lanoie, 2008; Cochran, 2007). At the same time, there is a documented divide in the field of management between micro (i.e., organizational behaviour, human resource management) and macro (i.e., strategic management, organizational theory) domains (Aguinis, Boyd, Pierce, & Short, 2011; Certo et al., 2010; Hitt, Beamish, Jackson, & Mathieu, 2007). This divide is reflected by differential choices in terms of preferred journal outlets (e.g., *Journal of Applied Psychology* vs. *Strategic Management Journal*), different terminology and methodological approaches (Aguinis, 2011), and different characteristics of the published articles in terms of average length and even the average number of co-authors per article (Wiseman & Skilton, 1999). Additional indicators of this divide are the perceptions held by micro and macro researchers regarding the prominence of their 'camp' in the field. For example, micro researchers perceive that *Academy of Management Journal (AMJ)* is a macro journal whereas macro researchers perceive *AMJ* as a micro journal. As vividly described by Schminke and Mitchell (2003: 280), 'at a recent Academy meeting, the author of a very nice paper on ethical decision making was asked why he hadn't submitted it to *AMJ*. He replied, "Because everyone knows *AMJ* is a macro journal" '!

In the present article, we make a contribution towards bridging the micro-macro divide in the field of management by adapting theories produced at the macro level of analysis regarding firm performance to the micro level of analysis regarding editorial performance. In the past, micro theories and conceptualizations have served as a springboard for the development of theories at higher levels

of analysis. For example, some theories regarding power and influence began at the individual level of analysis and eventually developed into theories about the power and influence of groups and organizations, and even extended to the power and influence at the industry level of analysis (Fiol, O'Connor, & Aguinis, 2001). In contrast, in the present article we follow the opposite direction by using theories of performance at the organizational level of analysis and extrapolate them to the individual level of analysis (i.e., the performance of individual editors).

The macro literature addresses a dilemma similar to that faced by journal editors in that organizations attempt to maximize different performance dimensions that seem negatively correlated with each other. For example, is it possible for a mining company to adhere to environmental codes (i.e., environmental performance) and respect the wishes of the surrounding communities (i.e., social performance) and, at the same time, maximize profits (i.e., economic performance) (Alexandrescu, 2007)? Similarly, is it possible for a manufacturer to provide fair wages and good working conditions to its employees in its manufacturing facilities outside of the U.S. (i.e., social performance) and, simultaneously, maximize profits (i.e., economic performance) (Varley, 1998)? Organizational responsibility is defined as 'context specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance' (Aguinis, 2011: 855). Organizational responsibility takes into account all stakeholders affected by an organization, rather than just its shareholders (Freeman, 1984). Instead of focusing solely on financial returns (i.e., economic performance), organizational responsibility also considers the social and environmental implications of an organization's actions (Wang & Barney, 2006).

In the past, the *zeitgeist* in macro domains was that an organization's economic performance and social performance were incompatible because allocating too many resources to social performance would have a negative impact on economic performance (Aguinis, 2011). However, in the last decade, empirical evidence in the form of meta-analysis (e.g., Orlitzky, Schmidt, & Rynes, 2003) has shown that organizations that do good (e.g., excel in social and environmental performance) can also do well (e.g., excel in economic performance). Orlitzky et al. (2003) cumulated 388 separate correlations and a total sample size of 33,878 firms and found an average correlation between corporate social/environmental performance and corporate financial performance of  $\rho = 0.36$ . Moreover, the average correlation between social performance and financial performance was  $\rho = 0.47$ . Thus, although the precise causal direction has not been established with certainty, it seems that organizations that do good also do well.

### Editorial Responsibility Defined

Much like an organization's actions and policies, the actions and policies of a journal editor also have the ability to affect several primary and secondary

stakeholders at different levels of analysis (Wright, 2011). Therefore, we adapt, borrow from, and extrapolate from the corporate social responsibility literature to conceptualize an editor's performance in terms of the economic, social, and environmental dimensions. Following Aguinis (2011), we define editorial responsibility as *context specific editorial actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance*. We also adapt Aguinis' (2011) definition of each of the three types of firm performance to the editorial context. First, we define editorial economic performance as *economic benefits that the editor receives as a result of editorial actions and policies*. Economic benefits may include, but are not limited to, promotions, job offers from other universities, and job-related perks (e.g., research account, release from teaching obligations that allows for more time for research and consulting activities). Second, we define editorial social performance as *non-economic tangible and intangible benefits that a journal's primary stakeholders (i.e., authors and aspiring authors, reviewers and editorial board members, the journal, the journal's sponsors and publishers, and professional organizations) receive as a result of editorial actions and policies*. These include, but are not limited to, improved individual skills and performance for authors and reviewers, enhanced prestige and reputation for the journal and its publisher and sponsors, and increased submissions and citation rates for the journal. Finally, we define editorial environmental performance as the *non-economic tangible and intangible benefits that the journal's secondary stakeholders (i.e., research consumers, universities, profession/field, and society) receive as a result of editorial actions and policies*. Examples of editorial environmental performance indicators are knowledge creation, improved management practices, positive media coverage, and improved academic programmes and course content.

In the context of organizational responsibility, social performance focuses on the social context within which an organization is embedded and social performance indicators include, e.g., the extent to which an organization shows respect for social customs and cultural heritage (Aguinis, 2011, Table 1). Similarly, in the context of editorial responsibility, social performance also refers to the most immediate social context within which journal editors are embedded. This social context includes a journal's primary stakeholders such as authors and prospective authors and members of the editorial board. For example, improving and developing the skills of the authors, as a result of editorial feedback on their submission to the journal, is an example of one of the social performance indicators. Similarly, in the context of organizational responsibility, environmental performance refers to an organization's ecological environment, which is the broadest context within which an organization is embedded. In the context of editorial responsibility, environmental performance also refers to the broadest context of a journal editor. This may include research consumers and the society. The progression from social to environmental performance refers to increasingly broader contexts both for organizations and editors.

Table 1. Examples of indicators of editorial economic, social, and environmental performance

*Economic performance*

- Job offers from other universities, pay increase, promotions (e.g., endowed chair), speaking engagements, job-related perks (e.g., research account, release from teaching obligations allowing more time for research and consulting activities), consulting opportunities

*Social performance*

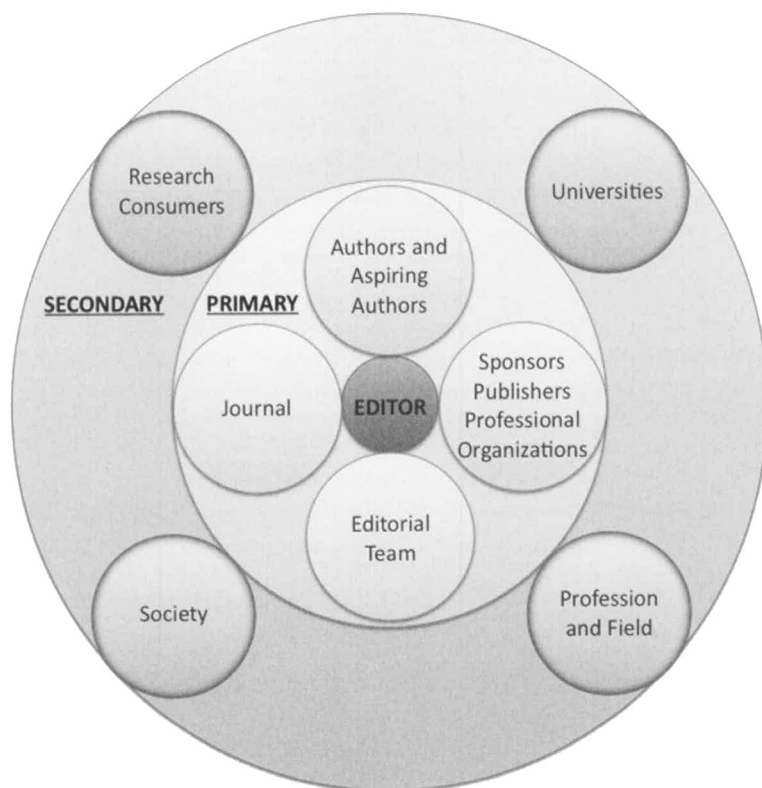
- Processes and behaviours: timeliness in processing manuscripts and responding to queries, providing clarity of mission and guidelines for submissions, providing constructive and developmental feedback, treating others (especially authors whose papers are rejected) with dignity and respect, representing the journal at meet-the-editors panels, serving as an ambassador for the journal in all contexts, recognizing the effort and time of all reviewers, distributing and delegating work fairly, providing leadership for the journal, creating an intellectually stimulating and rewarding work environment
- Outcomes for authors and reviewers: improved individual skills and performance, insight about research and the publishing process, positive attitudes regarding research and the publishing process (e.g., satisfaction, commitment)
- Outcomes for the journal: timeliness of the publication of each issue, number and quality of submissions, quality of the published articles, reputation, influence, ranking, citations (e.g., impact factor)
- Outcomes for sponsors, publishers, and professional organizations: reputation and prestige, media coverage, societal influence

*Environmental performance*

- Outcomes for universities: media coverage, reputation, donations, budget, improved educational programmes and academic course content, perceived relevance
- Outcomes for the profession and field of study: media coverage, improved reputation and perceived relevance, increased interest and respect for the profession and field of study
- Outcomes for research consumers and society: knowledge creation and expansion, improved management practices

Figure 1 includes a graphic representation of the stakeholder context within which editors are embedded. Table 1 includes a list of illustrative indicators of editorial economic, social, and environmental performance. We emphasize that the indicators in Table 1 are just some illustrative examples. Future research focusing on the measurement of editorial performance can produce a more exhaustive list. In addition, as seen in Table 1, social performance indicators include processes and behaviours (i.e., how editors do their work) as well as results (i.e., the outcomes of the work editors do). We make this distinction between processes/behaviours and results following the extensive literature on individual performance management that differentiates an individual's behaviours from the outcomes of such behaviours (Aguinis, 2009). Next, we describe each group of stakeholders in more detail.

Figure 1. Stakeholder context of the journal editor



### Editorial Social Performance: Impact on Primary Stakeholders

As shown in Figure 1, the four types of primary stakeholders are authors and aspiring authors, the editorial team (i.e., associate editors, editorial board members, and ad hoc reviewers), the journal itself, and sponsors, publishers, and professional organizations. Authors and aspiring authors are all individuals who submit manuscripts to a journal, whether their work is accepted, in the review or revision process, or rejected. Authors and aspiring authors have the most to gain or lose from the decision-making process of the editor (DeNisi, 2008). Editorial board members, associate editors, reviewers, and ad hoc reviewers are second in line with regards to the degree of impact resulting from editorial responsibility, or lack thereof. Collectively, we refer to this stakeholder group as the editorial team. Sponsors, publishers, and professional organizations are included in the primary stakeholder category because they are also in close proximity to the editor. Sponsors and publishers frequently work together with the editor in areas such as financing, logistics, and quality control associated with the publication of the journal. Professional organizations are composed of individuals and groups whose professional interests align with the journal's interests and so they are likely to be



content contributors or part of the editorial team of the journal. All these primary stakeholders have a strong vested interest and are more likely to be directly affected by an editor's actions and policies.

### **Editorial Environmental Performance: Impact on Secondary Stakeholders**

Secondary stakeholders are in a more distal position from the editor compared with the primary stakeholders. They include research consumers, society, universities (i.e., academic institutions), and the profession and scholarly field (e.g., human resource management, operations management). The term society is defined broadly to encompass all people, groups, and organizations that are not directly consuming journal material but can be affected, indirectly, by an editor's actions. For this reason, we include a separate category of research consumers that consists of individuals, groups, organizations, and policy makers that incorporate new knowledge published in journals within their internal or organizational system. The apparent lack of impact of editorial performance on the secondary stakeholder group has often been referred to as the science-practice divide (e.g., Cascio & Aguinis, 2008; García-Izquierdo, Aguinis, & Ramos-Villagrasa, 2010; Rynes, Bartunek, & Daft, 2001). So, an examination of editorial responsibility can also make a contribution towards bridging the widely documented science-practice gap.

Next, we provide a description of the processes that link editorial economic, social, and environmental performance. In other words, we describe how editors can simultaneously do good (i.e., positively affect primary stakeholders – social performance – and secondary stakeholders – environmental performance) and do well (i.e., their own economic outcome).

### **Managing the Publishing Process to Do Good and Do Well**

The main thesis in our article is that there are recursive relationships among the editorial economic, social, and environmental performance dimensions. For example, we submit that editors who are timely in processing manuscripts, provide high-quality feedback to all authors, recognize the work and effort invested by editorial board members and ad hoc reviewers, and treat authors with dignity and respect (i.e., social performance processes and behaviours) are likely to increase the number and quality of manuscripts submitted to the journal (i.e., social performance outcomes). The increase in the number and quality of submissions is likely to lead to a more selective set of published articles that have greater potential to be noticed, receive media coverage, and improve management practices (i.e., environmental performance). In turn, the enhanced visibility and impact of the journal may lead to improved financial profitability of the journal, with a concomitant

increase in the financial resources available to the editor and editorial team. For many journals, increased economic performance of the journal may lead to the ability to increase the number of compensated members of the editorial team (i.e., more and better compensated associate editors), the ability to hire staff to help with journal operations, and for the editor to buy out of teaching responsibilities. The availability of resources will further help the social performance of the journal, which in turn could lead to improved environmental performance (e.g., further impact on society). The improvement in environmental performance could lead to tangible financial rewards for the editor such as promotions, consulting opportunities, and job offers from other, more resource intensive universities. In short, the three editorial performance dimensions are part of a virtuous cycle that develops over time through mutually reinforcing feedback loops. In other words, the different types of performance affect each other in a positive way and, over time, create a compounding positive effect.

Regarding editorial social performance, the actions and policies implemented by journal editors directly affect the more proximal (i.e., primary) stakeholders. Table 1 includes a list of illustrative indicators of editorial social performance. For example, in terms of processes and behaviours, editors vary regarding how timely they are in processing manuscripts and responding to queries from reviewers and authors. Also, reviewers vary regarding the extent to which they serve as ambassadors for the journal by, e.g., participating in meet-the-editors panels at professional conferences. Editors also vary in the extent to which they provide learning opportunities not only to authors and aspiring authors, but also to editorial board members, reviewers, and associate editors. Barley (2008) described the importance of the mentorship function played by editors. For example, feedback provided from a mentorship perspective is less threatening than as a mere critique and increases the likelihood that the feedback will result in learning. This type of feedback results in repeated submission by authors and continued service to the journal by editorial team members. This is important because the more people participate in the editorial team as associate editors, editorial board members, and ad hoc reviewers, the less the system will be overloaded (Tsui & Hollenbeck, 2009).

Editorial social performance regarding processes has a direct impact on social performance regarding outcomes. Kacmar (2008) elaborated on this point by stating that the process of managing submitted manuscripts influences the overall reputation of a journal. This will bring repeat business through creating a positive tone and word-of-mouth advertising. If the feedback to the author is provided in a timely, considerate, and respectful manner, irrespective of the manuscript's final disposition, the author will usually have a positive experience (e.g., feel positive about the journal and gain an ability to submit the manuscript to another journal if rejected). Authors can be overwhelmed by a variety of feelings when receiving rejection letters. Therefore, it is important for editors to carefully explain the causes for rejection, summarize the comments provided by the reviewers, and make an

effort to educate (Ryan, 2008). In addition to the content of the decision letter, the editor makes every effort to prevent authors from feeling dismissed and disrespected. If editors embrace these actions as part of their editorial responsibility, then authors will likely become the editor's friends rather than enemies. Overall, editorial social performance may lead to the creation of a social network that may have an effect on the number and quality of future submissions. Laband and Piette (1994) and Medoff (2003) have shown that an editor's personal and institutional connections contributed to the identification and submission of high-quality and high-impact papers to the journal.

Consider the relationship between the editor and his or her editorial team including editorial board members and ad hoc reviewers. Collectively, the reviewers of a journal provide a service to the field by dedicating their time and energy to reviewing manuscripts and helping the editor make informed decisions on manuscripts (Feldman, 2008). By considering the needs and expectations of these stakeholders, editorial responsibility can have positive effects on the editorial team. These include providing reviewers an opportunity to learn and improve their skills as well as acknowledging their time and effort on behalf of the journal. In other words, indicators of social editorial performance include demonstrating appreciation; providing developmental feedback, guidance, and leadership; facilitating team building; fairly and conscientiously distributing work and managing the manuscript review process; and creating a framework and environment that facilitates effective and efficient manuscript evaluation. Such editorial social performance increases the quality and dedication of the editorial team, which consequently may have a significant impact on the success of the journal (Ketchen & Ireland, 2010).

Consider social performance indicators related to an additional group of primary stakeholders: sponsors, publishers, and professional organizations. The professional organization associated with the journal often strives to become a leader in the field, so the quality of the content published will directly reflect upon their position as such. Sponsors and publishers dedicate resources to the creation of the tangible product, so they are motivated by how the journal reflects upon their reputation and how well the publishing process is managed. Taken together, these stakeholders benefit when the entire publishing process – from manuscript submission to publication – functions smoothly, predictably, efficiently, and free of errors (Campbell, 1982).

The research consumers, universities, professions/fields, and society are the constituents that make up what we refer to as the most distal context within which the editor is embedded. Unfortunately, the widely documented science-practice gap suggests that much of what editors do has little direct and tangible impact on management practices and society (Cascio & Aguinis, 2008; García-Izquierdo et al., 2010; Rynes et al., 2001). As noted by Latham, it seems that 'we, as applied scientists, exist largely for the purpose of communicating knowledge to one

another. One might shudder if this were also true of another applied science, medicine' (Latham, 2007: 1031). Nevertheless, the environmental performance of editors can be assessed based on the extent to which published articles are covered by the media and the new knowledge created leads to improved training, practices, and effective policymaking.

## **SUGGESTIONS FOR FUTURE RESEARCH AND CONCLUSION**

Journal editors serve a vital role in management and all other scientific fields. Given the high demands associated with their role, editors face an important ethical dilemma: Do they allocate sufficient time to the editorial role or do they, instead, focus their energy on their individual research performance? To address this dilemma, we have adapted and extrapolated the concepts of organizational responsibility and the organizational triple bottom line to the context of editorial performance. The main thesis of our article is that editorial social (i.e., effects on proximal primary stakeholders) and environmental (i.e., effects on distal secondary stakeholders) performance lead to economic performance (i.e., financial rewards for the editor). We argue that the three editorial performance dimensions influence each other positively over time and create a positive effect that eventually maximizes all three performance dimensions.

The discussion of the roles of the editors unveils the inherent dilemma that editors face. How does the editor divide his or her time or attention among the competing expectations? Clearly, editors do not take on the job of editing for the purpose of solely gaining economic performance. However, some editors may be less oriented towards social and environmental performance. We hope our framework helps editors to see the possibility of achieving all three bottom line performances.

Finally, future research is necessary to substantiate the normative model presented in this article. First, there is a need to develop measurement tools to assess each of the three performance dimensions. Table 1 provides a list of illustrative indicators, but this is only the very first step towards the development of valid and reliable measures of editorial economic, social, and environmental performance. Second, given the cyclical and temporal nature of the relationships among the three dimensions of performance, it would be necessary to implement longitudinal designs (Ployhart & Vandenberg, 2010). In other words, it would be useful to investigate lagged effects of one performance dimension on another. For example, do effects of editorial social performance on economic performance take place faster or slower compared with the effects of editorial environmental performance on economic performance? Also, implementing longitudinal designs would allow for the identification of the relative strength of the various causal effects. For example, is the effect of social performance on environmental performance larger or smaller than the effect of environmental performance on social performance? Third, given that editors only have limited time, it would be useful to study the

relative impact of various processes and behaviours involved in the social performance dimension. For example, to what extent should editors invest more time in providing detailed feedback to authors whose papers are rejected compared with those authors whose papers have been invited to be revised and resubmitted? Fourth, can one editor really make a difference in terms of environmental performance, or is it necessary that several editors perform at a high level of social performance to eventually see results at the environmental level? Does a single editor's tenure provide sufficient time for the virtuous cycle involving economic, social, and environmental performance to develop? Fifth, by extrapolating from the macro to the micro levels of analysis, future research addressing editorial responsibility has the potential to make an important contribution to bridging the much-lamented macro–micro gap (Aguinis et al., 2011). There is an increasing number of opportunities to do so because the number of journals interested in publishing such contributions is expanding (e.g., Morgeson, Aguinis, Waldman, & Siegel, 2011). Sixth, our article has focused on a virtuous cycle involving the three dimensions of editorial performance. However, there is the possibility that a vicious cycle may take place whereby poor social editorial performance (i.e., not treating authors with dignity and respect) can lead to negative outcomes such as a decrease in the influence and reputation of the journal. In turn, this decline may lead to the demotion of a journal in the rankings and journal lists that have become so pervasive in business schools (Van Fleet, McWilliams, & Siegel, 2000). Future research can thus address the 'dark side' of our proposed virtuous cycle, which would be a vicious cycle from which a journal may never recover.

In closing, our article described the processes through which editors can do well by doing good. We hope that future empirical research based on the ideas presented herein will demonstrate how editors can achieve the triple bottom line of economic, social, and environmental performance by simultaneously caring about authors, science, and society.

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