

RESEARCH ARTICLE

Steps towards bridging the scientist-practitioner gap in the field of Work and Organizational Psychology in Romania

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Abstract

In the last two years, the Romanian Association of Industrial and Organizational Psychology (APIO) has proposed to develop a series of actions to create bridges between the Work and Organizational psychology (WOP) community and the HR specialists from the Romanian market. In order to better understand the specifics of the practitioners in this field and to subsequently reduce the gap between them and Academia, in 2016, APIO conducted a survey in the Romanian HR community. The data were collected through an online questionnaire and 215 HR specialists and organizational practitioners participated in the survey (83% women). The HR specialists expressed their interest for implementing or optimizing a variety of diagnosis intervention services concerning all levels of analysis within a workplace: individual, group, and organization. The majority of the HR professionals who participated in our survey acknowledged the need and reported an increased interest in being better informed and keeping up-to-date with scientific data regarding various topics at the intersection of HR and WOP. Only 20% of the respondents expressed very little interest in such activities. In line with these conclusions, APIO proposed a set of possible measures in order to bridge the gap between WOP researchers and HR practitioners that would benefit from the support of APIO members within the following years.

Keywords

evidence-based practice; information asymmetry; W&O psychologists; HR specialists needs

Introduction

In the current competitive, intense paced, fast changing, and sometimes disruptive business environment, both Human Resources (HR) specialists and Work and Organizational (W&O) psychologists working with client organizations need to be up-to-date with reliable, validated, and updated data about relevant trends and practices that concern intra and inter-organizational dynamics. Despite

the fact that knowledge regarding such practices is the main common ground between science (as the producer) and practice (as a user) irrespective of the domain, both fields invoke a significant gap that seems tough to bridge. While the former frequently invoke the practitioners' lack of interest in scientific research and the decoupling of organizational interventions from scientific evidence, the latter argue for the decoupling of scientists'

research from practical issues. In a similar vein, Bartlett and Francis Smythe (2016) found that when analyzing the clients' organizational problems and choosing the right approach or intervention, WOP practitioners preferentially rely on their *specialist knowledge or expertise*, followed by the *clients' demands* and their *previous experience*. *Scientific data and evidence* as a source of knowledge provided by the Academia is ranked only on the fifth place. The fact that scientific evidence is superseded as a source of knowledge by idiosyncratic data is not surprising. The main barriers to using scientific evidence reported by W&O psychologists include *the client's lack of interest in the evidence base*, followed by the practitioners' *lack of time to read evidence*, and *the difficulty to find relevant evidence*.

However, over the past 10 years, inspired by medicine, WOP proposed the evidence-based approach in research, HR practice and management, as a way to reduce the gap between science and practice (Bartlett & Francis-Smythe, 2016; Rousseau & Barends, 2011; Valcour & De Janasz, 2015). Evidence-Based-Human-Resources (EBHR) advocates going beyond industry "fads and fashions" or the mindless implementation of the field's "best practice". HR practitioners should rather rely on solid information, such as the best available scientific evidence regarding HR, reliable and valid organizational facts, metrics, and assessments, and the concerns of affected stakeholders when making HR decisions, designing, and implementing HR practices and when advising the management of the organization (Rousseau & Barends, 2011). Similarly, Rousseau and McCarthy (2007, p. 84) mention that "Evidence-Based-Management (EBM) means managerial decisions and organizational practices informed by the best available scientific evidence".

Thus, it is important for WOP and HR practitioners to adopt an evidence-based approach in conducting their organizational consultancy projects. In addition, WOP practitioners and HR specialists could benefit from understanding challenges of the market they operate in so that they can develop adaptive strategies for implementing best practices.

A brief overview of several market challenges for W&O psychologists and HR practitioners

Quality knowledge is one of the core features of WOP and information is of essence for business-to-business (B2B) exchange relationships (Tong & Crosno, 2015). Thus, viewing WOP through the lens of markets and economics as Thayer, Wildman, and Salas (2011) addressed, could be an alternative approach to better understanding the dynamics between Academia (as a producer of knowledge) and WOP practitioners and HR specialists (as consumers of knowledge). In this perspective, the gap between science and practice could be seen as a consequence of *information asymmetry*. The term was coined by Akerlof (1970) in order to describe market situations (i.e. transactions, decisions etc.) characterized by an unequal distribution of information among the actors operating in it. Further on, such inequality in access to knowledge can lead to an imbalance in power during economic exchanges and often to less than optimal results. Akerlof (1970) uses the "market of lemons" as a metaphor for a particular market (i.e. car selling) with asymmetric information, where car sellers have more information than the car buyers regarding the products (old vs. new cars). He emphasizes that in such a market, the "lemons", symbolizing low-quality products (i.e. used cars), win in terms of market share, as they are sold as high quality ones and (due to information asymmetry) buyers can rarely distinguish between them. Thus, in the long run, low quality products are better sold and good quality products are driven out of the market. In brief, the main idea of information asymmetry is that one party is better informed about some aspects of the economic exchange and this creates an imbalance of power which could lead to adverse selection.

This type of market process is especially relevant for the dynamics among WOP researchers, on one hand, and WOP and HR practitioners, on the other hand. Whereas the former (as a minority) often hold up-to-date information regarding the effectiveness of various organizational interventions or the

validity of certain theoretical models, the latter encounter difficulties in keeping up to date with recent findings. This is also true for the consumers of such services. As such, both categories are rarely able to distinguish between science and evidence-based interventions and pseudoscience or the “fads and fashions” of the HR market (see Sava, 2013, for a detailed description of evidence-based- interventions and practice, and the difference between science and pseudoscience, etc.). For instance, when designing and implementing organizational interventions, WOP and HR practitioners often encounter (and use) the so-called “popular psychology”, which includes “myths” and inaccurate data about various psychology theories or interventions. Maslow’s Pyramid of Needs or The Learning Pyramid are such examples as they are both very popular, but also widely misinterpreted. For example, regarding Maslow’s Pyramid, Foster (2000, p. 305) assert that “to a psychologist trained in the traditional scientific methodology, one of the surprising features of organizational psychology is its willingness to accept ideas which are based on a flimsy empirical foundation”. In the same line, Letrud and Hernes (2016) show that the learning pyramid has spread widely within subject didactics despite its lack of empirical evidence and they suggest to remove it from educational research and prevent further diffusion of the model. For other examples see Briner and Rouseau (2011) or Sava (2013). In line with Akerlof’s metaphor, such examples would represent the “lemons” in the WOP and HR fields that are likely to thrive due to information asymmetry and the inability to distinguish between good and bad practices.

On the other hand, information asymmetry is a natural phenomenon in a knowledge-based society (Dawson, Watson, & Boudreau, 2010) as it is the result of specialization and acquisition of expertise in various fields. Along with the detrimental effects, it can also produce some benefits under the adequate conditions. The less informed actors operating in the market could draw on the knowledge of the experts in the field, provided they are able to connect and share their expertise.

From a market point of view, researchers and practitioners in WOP and HR could deepen their understanding and initiate steps towards reducing the gap between science and practice if they would be more mindful about the forces preserving the status-quo. In this respect, the meta-analysis performed by Eisend (2015) suggests that inertia, loyalty, and prior purchases play an important role in market behavior. In the same line, if one aims to produce a lasting change in consumers attitudes towards various products or services (i.e. the practitioners’ attitudes towards evidence-based interventions or the researchers’ attitudes towards practice relevant research questions), one is recommended to focus on strategies that target the source characteristics (Eisend & Tarrahi, 2016). This is even more the case in the academia versus practice debate in WOP and HR fields, as the root of the problem might be the lack of common ground regarding “educational and professional foundations” as Thayer, Wildman, and Salas (2011, p. 32) put it.

Having access to relevant, high quality information might be an important step in the bridge building process among researchers and practitioners. While there are many informational sources, such as the Internet, online, and social media communication, they do not entail the same quality. Bartlett and Francis-Smythe (2016) found that out of 17 possible information sources where practitioners seek out information in order to refine the problem formulation and design and implementation of organizational interventions, *the general web search engine* (e.g., Google) has the highest percentage, with 84.5% reporting to prefer this source. Also, Valcour and De Janasz (2015) describe a variety of useful strategies to communicating research beyond academia, including the Internet (e.g., via blogging, podcasting) and social media (e.g., LinkedIn, Facebook). The challenges are for the WOP, HR and management professionals and other stakeholders from the workforce environment: (1) to find each other’s work on the Internet (i.e., share a common platform where practice driven questions meet research grounded interventions), and (2) to be able to

differentiate between different sources and information existing on the Internet in terms of reliability and quality.

The evidence accumulated so far provides useful suggestions for designing an efficient online strategy, including how to address the positive and negative effects of information asymmetry. For example, in a broader sense, it might be useful to consider the works of European Commission on online platforms that debates the key role of these platforms in innovation and growth in the Digital Single Market (European Commission, 2016a) and address the issue of making scientific knowledge more accesible via the Open Access and Open Science initiatives (European Commission, 2016b). Lamberton and Stephen (2016) identified three key themes regarding the evolution of Digital, Social Media, and Mobile Marketing (DSMM) between 2000–2015: (1) DSMM as a facilitator of individual expression, (2) DSMM as decision support tool, and (3) DSMM as a market intelligence source. They also suggest that the research in the DSMM field has entered a "boom" era. In the same line, Zerfass and his colleagues (2016) showed that from an organizational strategic communication point of view, *face to face communication* is the main channel for 77.6% out of a sample of 2521 respondents, but 91.2% of the respondents believe that in the next three years the *mobile communication (phone/tablet apps, mobile websites)* will be the main channel, followed by *social media and social networks* with 88.9%. Finally, for those who want to understand or initiate paid online advertising campaign, De Liu and Viswanathan (2014) provided an insightful idea about the role of information asymmetry in determining pricing schemes, and they also brought the issue of the low-high quality publishers (Internet advertising providers) in the discussion.

All these aspects are present in the Romanian market as well but were studied only in the European space. We aim to address this gap in the literature by exploring the extent to which practitioners from HR gather and use scientific research generated by W&O psychologists and other types of evidence in their practice and also the barriers they encounter in so doing.

The aims of this project

In the last two years, the Romanian Association of Industrial and Organizational Psychology (APIO) aimed to develop a series of actions to create bridges between the community of W&O psychologists and the HR specialists operating in the Romanian market. Several steps have been made in order to understand the specific needs of these communities. *In the first step*, in 2015 APIO conducted a survey targeting its members, with the goal of exploring the main difficulties encountered in their work. The main results show that (Virgă, Butucescu, & Măgurean, 2015):

1. psychologists who provide testing services via privately held practices in the WOP field face a series of constraints imposed by the legislation (they are forced to work with an occupational physician, are bound to evaluate a maximum of 8 persons/day), financial difficulties (low cost services), as well as ethical challenges (lack of professionalism in the professional act, unfair competition, etc.).
2. psychologists who work in an organizational environment in the field of HR and consulting face difficulties arising from the lack of support from their main stakeholders, reflected in: (1) the allocation of insufficient budgets to allow an effective activity, as well as in (2) the underestimated, minimized role of the HR department within the organization.

In order to better understand the specifics of practitioners in the fields of WOP and HR and to subsequently reduce the gap between them and Academia, in the *second step*, in 2016 APIO conducted a survey in the HR community (Virgă, Butucescu & Fodor, 2016). The survey aimed to explore:

- What kind of organizational interventions within the field of WOP would the HR specialists like to implement and/or optimize within their organizations?
- In what areas common to the WOP and the HR fields do the

HR practitioners consider the need for more information and examples of best practices?

- What is the interest of the HR practitioners for different services delivered or planned to be offered by APIO?

The overall purpose of this initiative was to consolidate the bridge between researchers in the field of W&O psychology, on the one hand, and HR specialists and WOP practitioners, on the other hand.

Methods

Procedure

The data were collected through an online questionnaire that targeted the Romanian HR professionals. The questionnaire was designed so that it explores the respondents' interest in or development needs regarding major HR processes and activities that draw on WOP research, as well as their interest in the core activities provided by APIO as a way to bridge the gap between the researcher and practitioner communities.

The first section of the survey explored the participants' interest in implementing or improving various *individual, team or organizational level interventions that build on WOP research*. The item was phrased as following: "To what extent would you be interested to implement or optimize the following diagnosis/ intervention programs in your company?" and addressed six types of diagnosis or intervention services, such as assessing employees' attitudes and emotions or implementing stress reduction interventions. The interest for implementing or improving each type of listed intervention was assessed on a 5-point Likert scale ranging from 1–very little interest to 5–very interested.

The need for information and good practices concerning areas at the intersection of HR and WOP fields was assessed with the question "In what areas of your professional activity from the ones listed below would you like to know more information or receive examples of good practice?". The professional development areas addressed 15 classical WOP topics (e.g., job analysis, recruitment

and selection, professional performance assessment, design of motivation systems, leadership, organizational development, etc.) and the study participants expressed their interest in finding more information on each of them by using a 5-point Likert scale ranging from 1–very little interest to 5–very interested in the topic.

The needs and expectations from APIO as the professional organization of Romanian WOP was assessed with the following statement "Considering your development needs, evaluate to what extent you consider useful for APIO to implement the following measures. Eight measures (e.g., newsletters and updates with most recent researches in the WOP field, scientifically validated best practice guides on different HR processes, designing and implementing courses, training programs, and workshops, networking events, etc.) were assessed on a 5-point Likert scale ranging from 1–not at all useful to 5–very useful. Another item assessed the perceived usefulness of four of the existing benefits that APIO provides to its members (e.g., access to various informational resources, free access to Psychology of Human Resources Journal, etc.)

Additionally, one of the sections in the survey collected basic *demographic information* such as the participants' current occupation, education, the level of experience in the HR field, the field of activity of their company.

For efficiency reasons, most of the data reported in the text present only the cumulated percentage for the *interested* and *very interested* and *useful* and *very useful* categories of responses.

Participants

215 HR specialists and organizational practitioners participated in the survey. HR specialists from Romanian HR community were sent an e-mail in which they were asked to complete an online questionnaire. The e-mail stated the purpose of the study, the guaranteed anonymity of the participants and brief instructions for completing the questionnaire along with contact information in case there were any questions. Around 400 HR specialists were contacted, and only

53.75% have agreed to participate, resulting in 215 completed questionnaires.

The majority of the respondents (45.6%) are employed in the HR department within various organizations, 17.7% are employed in HR consultancy organizations, 20.5% are freelance psychologists, and the rest are interns or belong to other categories (see Figure 1).

With respect to their seniority, 40% of respondents have between 4–7 years of experience in the HR field, 27.5% between 7–10 years, 20% between 0–3 years in the field, 10% have more than 15 years, and 2.5% have between 11–14 years (details in Figure 2).

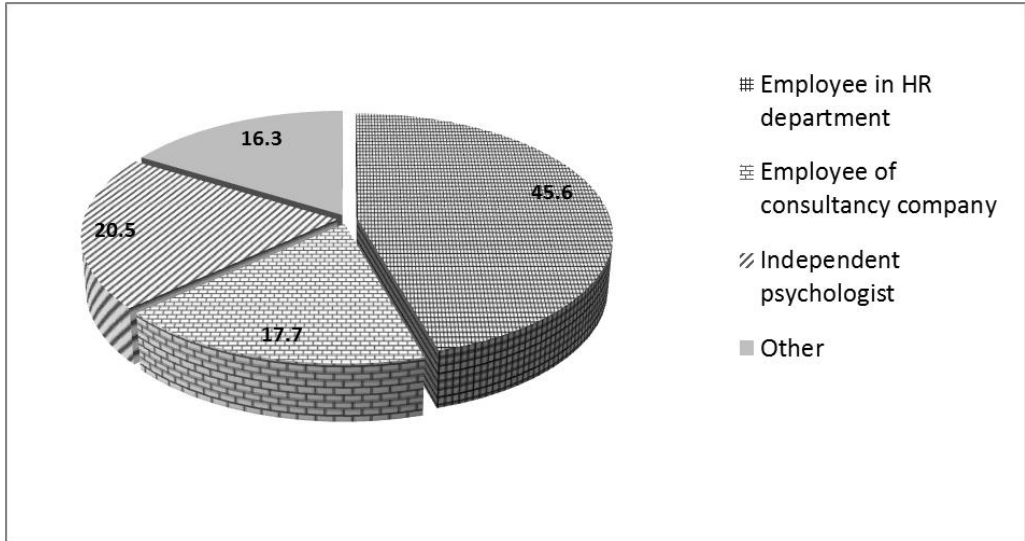


Figure 1. Employment status

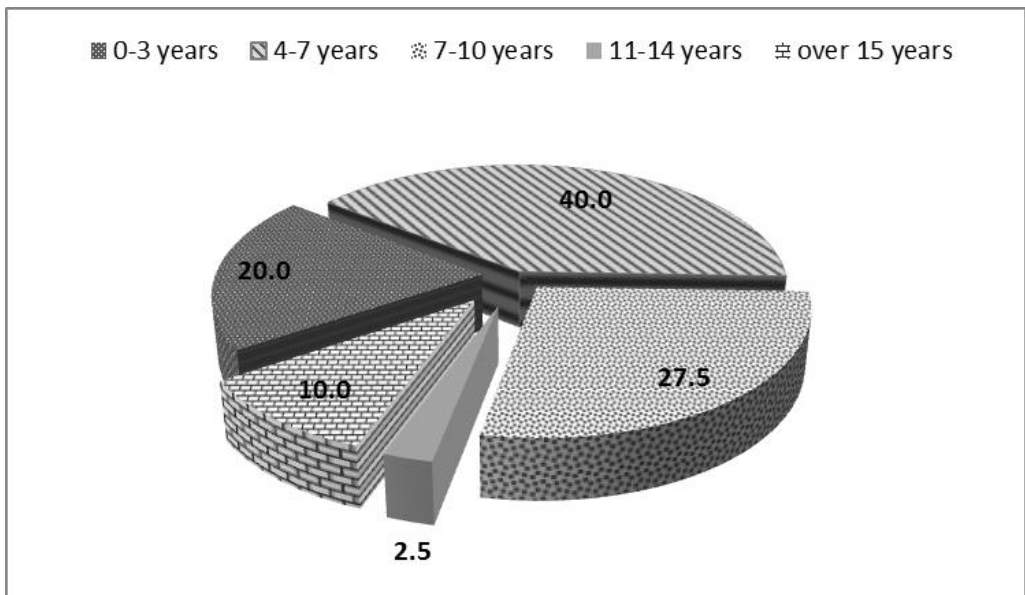


Figure 2. Seniority

Regarding age, 134 participants out of 215 declared their age. Those who declared can be grouped as follows (see Figure 3): 36.6% between 30–39 years, 32.8% between 40–49, 27.6% between 20–29 and 3% over 50 years. Also, from all 215 participants, 83.3% are female, and 16.7% are male respondents (see Figure 4).

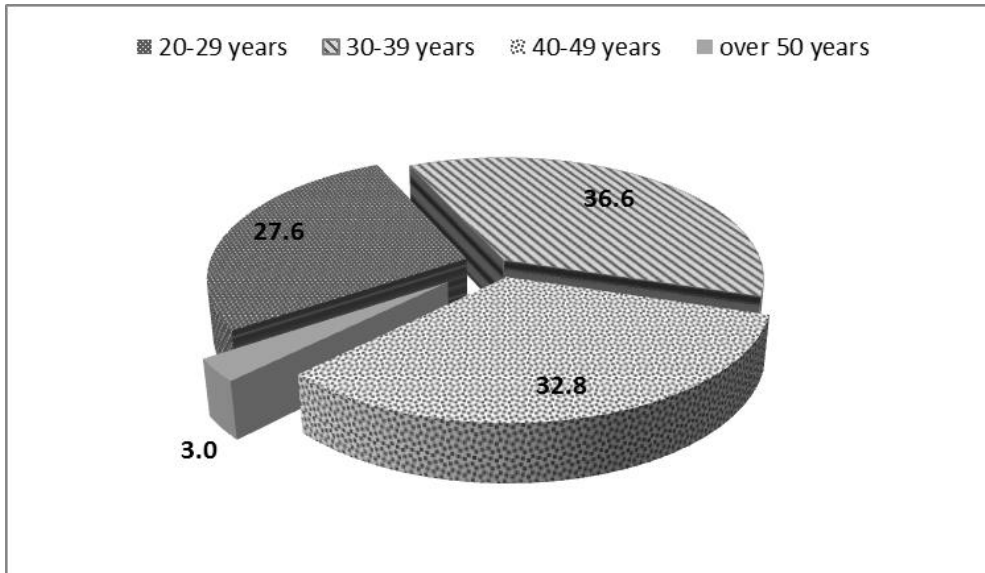


Figure 3. Age

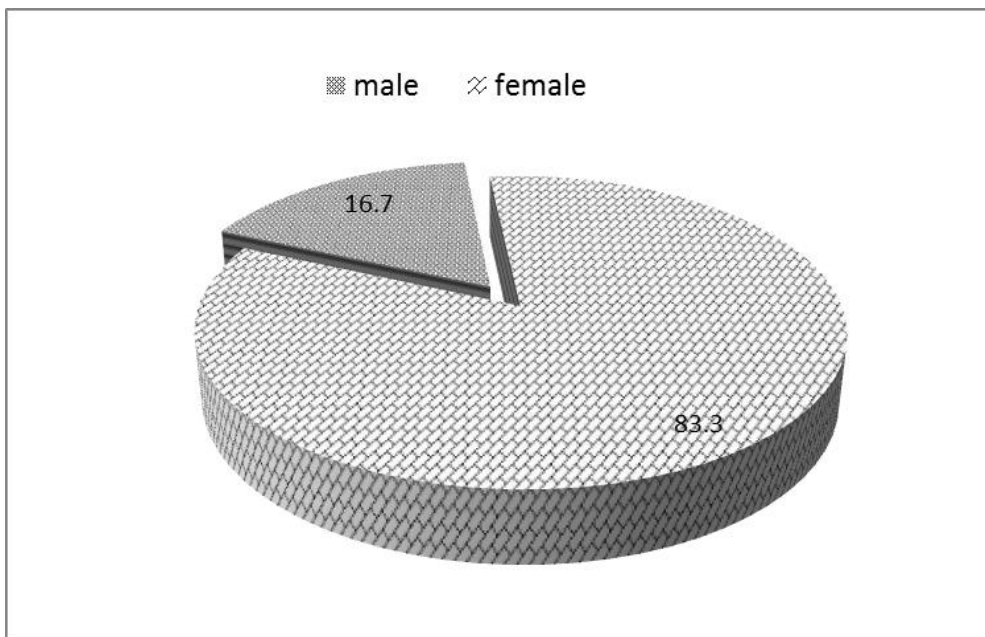


Figure 4. Gender

Results

This section reports a synthesis of the most significant and impactful results, grouped into three main categories: (1) the need for implementing or optimizing organizational interventions, (2) the need for information and good practices in various areas at the intersection of HR and WOP fields, and (3) the expectations of the HR community from APIO as a professional organizations.

1. The need for implementing or optimizing organizational interventions. In this category, the respondents showed most interest towards interventions aimed to consolidate attitudes and emotions relevant to the work context (i.e., increasing organizational commitment or job satisfaction). 73% showed a high interest in implementing or improving this type or programs, while only 14.9% were neutral and the rest showed little and very little interest in this intervention. Ranked second, are the interventions aimed to optimize decision making processes, with 70.7% of the respondents expressing a high interest in implementing/

improving such a program, 14.9% are neutral, and the rest declare that are little and very little interested in this type of intervention. The interventions directed at developing leadership skills are in third place, with 69.8% of the respondents showing high interest in the program, 18.9% are neutral, and the rest of 12.1% show little and very little interest in this type of intervention. Similarly, 69.3% of respondents show a high interest in implementing programs directed at assessing employees' attitudes and emotions, while 17.7% of respondents show a neutral opinion on this, and the rest express little and very little interest. Stress management interventions and team design and team development interventions are also of interest for the majority of respondents with 67% declaring a high interest in the former and 65.5% showing high interest for the latter.

Summarizing, over 65% of respondents declare that are interested and very interested in all six programs. For a detailed view, see Figure 5.

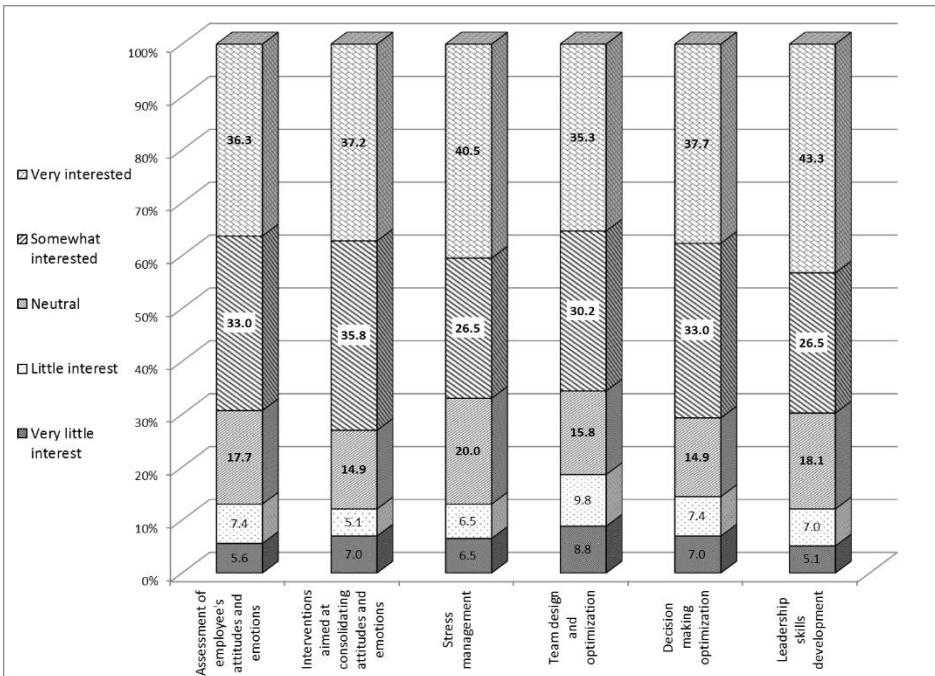


Figure 5. The need for implementing or optimizing various organizational assessment and intervention programs

2. *The need for information and good practices in various areas at the intersection of HR and WOP fields.* This section addresses the professional development needs (i.e., expressed regarding the need for more information and sharing of best practices) of the HR community regarding 15 HR topics that rely on WOP research. Overall, over 50% of the respondents declare that they are interested and very interested to know more information and example of good practices in all 15 listed areas. Further on, the results are grouped into three categories, as a result of how they ranked towards the mean [m] when considering the cumulated percentage of the interested and very interested (i.e., the first category includes values higher than 1 SD above the mean, the

last category includes values lower than 1 SD below the mean and the second category includes the values in between).

The first category of priorities [m+1SD] includes four topics (out of 15) where the respondents expressed the need to accumulate more information and examples of best practices via various methods. A more in-depth analysis shows that the topic concerning the *design of motivation systems* ranked first, with 80% of the respondents reporting interest and a lot of interest in acquiring more information, followed by the area of *professional performance assessment*, with 76.3% of the respondents reporting interest. The other two topics in this category are *leadership* and *organizational development*, with 74.9% of the respondents reporting interest for the former and 72.5% for the latter (see details in Figure 6).

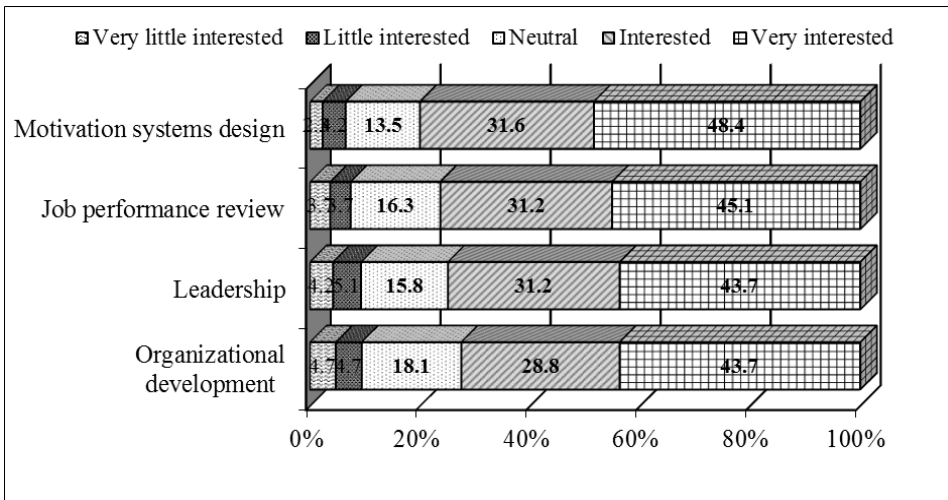


Figure 6. Topics of interest for HR specialists and WOP practitioners (first set of priorities)

The second category of priorities consists of 7 topics. 71.6% of the respondents expressed interest in finding more information and examples of good practices about how to *assess the effectiveness of training programs*. The next two topics of interest are *organizational change design and management* and *organizational diagnosis* with 70.7% of the respondents declaring a high interest, closely followed by

employees' psychological evaluation appreciated by 70.2% of respondents. Also, 67.4% of the respondents are highly interested to acquire more information on *talent management* and *the design and management of training programs*. Also, 60% of the respondents are interested in finding out more about how to *design and implement assessment centers* (see details in Figure 7).

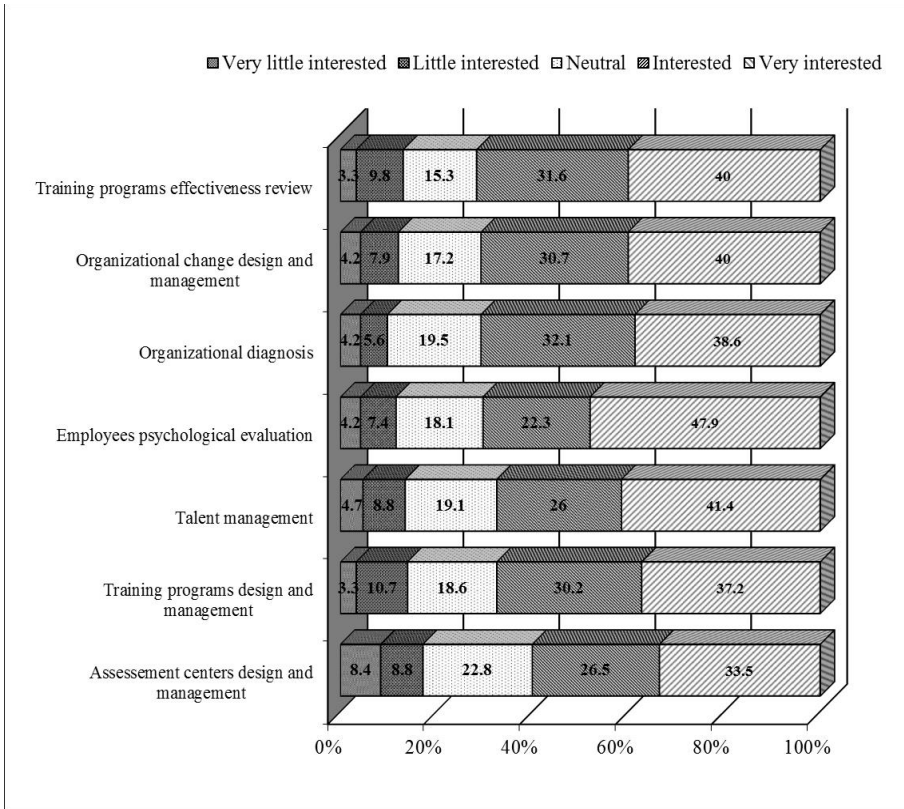


Figure 7. Topics of interest for HR specialists and WOP practitioners (second set of priorities)

The last category [m-1SD] includes four topics. The highest interest in this category is expressed for acquiring information and good practices about *recruitment and selection*, with 54.9% of the respondents declaring an

interest, followed by *diversity management* with 53.5%, *job redesign* with 52.1% and *job analysis* with 48.9% of interested respondents (see details in Figure 8).

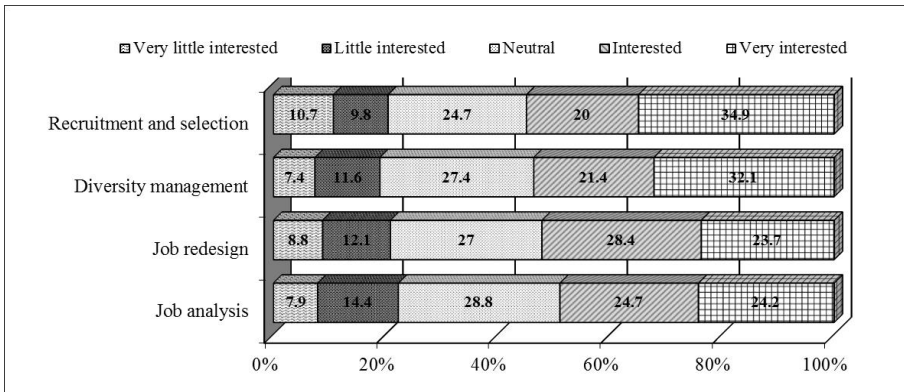


Figure 8. Topics of interest for HR specialists and WOP practitioners (last set of priorities)

3. *Needs and expectations of the respondents from APIO as a professional community.* This section presents a synthesis of the results on what and how could APIO contribute to the development of HR competencies and practice. This section is structured in two parts: (a) the first part reports how useful does the HR community perceive the existing APIO services, and (b) the second part reports how useful does the HR community perceive the implementation of a set of 8

measures by APIO. Thus, (a) 77.2% of the respondents assess the *access to information and resources* provided by APIO as useful. The next three issues involve different financial benefits. 74.4% of respondents find it useful to receive *discounts for the participation fees in APIO training* and 70.3% for other *APIO events*. In the same line, 59.5% of the respondents found the *free subscription to Psychology of Human Resources Journal* as useful (see details in Figure 9).

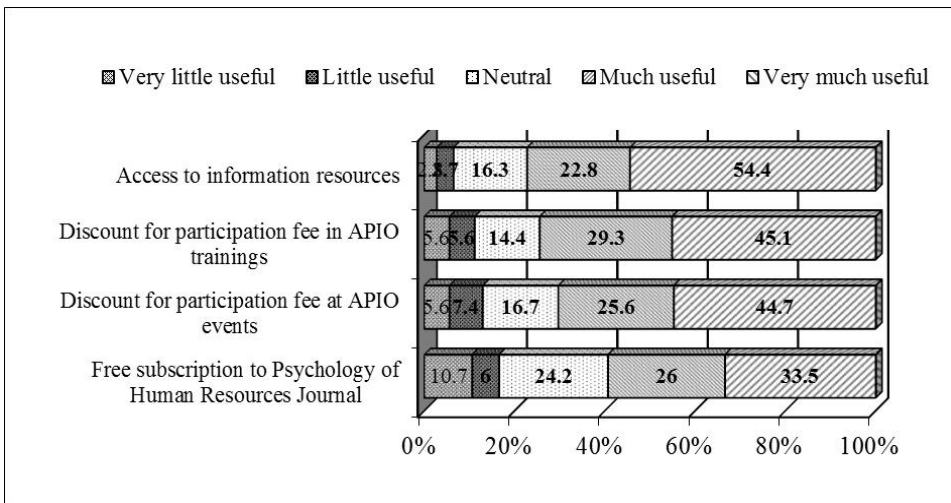


Figure 9. The perception of APIO services

Also, (b) with respect to how useful the HR community perceives the implementation of a set of 8 measures by APIO (see details in Figure 10) 83.2% of the respondents expressed a high level of interest for the development of *scientifically validated good practice guides on different HR processes*, and 80.5% showed interest in *receiving newsletters and updates with most recent research findings in the WOP field*. The next set of measures that the respondents expressed interest in concern various forms of collaborative learning such as the *scientist-practitioners' meetings* with 79.5%, *networking* with 77.7%, and *organizing professional development courses and*

workshops, which was found useful by 76.3% from respondents. Recommending *seminal papers or bibliographical references on topics of interest* is appreciated by 74.5% and the *publishing of the Psychology of Human Resources Journal* by 68.9%. This openness to reading-based activities is a very good news because in evidence-based practice, keeping up to date with published research is a sine qua non condition to designing effective organizational development projects. The last aspect in this section and one of the most important is that 52.5% of respondents find it useful to participate in data collection activities, as part of the research projects conducted by APIO or W&O psychologists, as

long as they are provided with *confidential summary research reports on the obtained results*. This finding is encouraging because this type of collaboration is beneficial for both researchers since they can pursue relevant

WOP research and companies since they can obtain informative preliminary screening (not necessarily a diagnosis) on some organizational variables (issues) important to them.

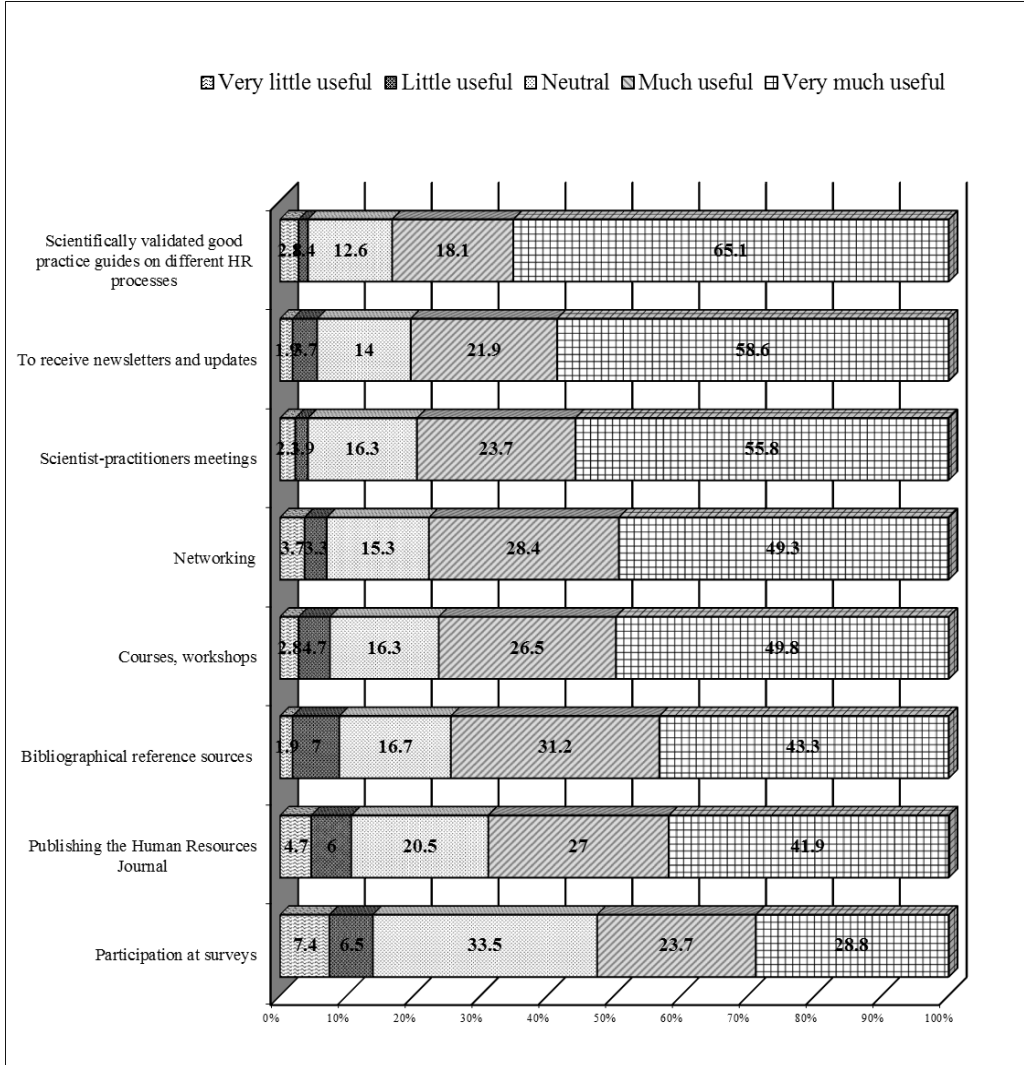


Figure 10. Perceptions of usefulness regarding various measures proposed by APIO

A reflection on the next steps for bridging the gap between the HR and W&O psychologists' communities

Given the often encountered gap between practitioners and academia and the potential benefits to both communities stemming from

an attempt to reduce such discrepancies, this study aimed to explore: (1) what kind of organizational interventions within the W&O psychology field would the HR specialists like to implement and/or optimize within their organizations; (2) in what areas common to the WOP and HR fields do the HR practitioners identify the need for more information and

examples of best practices; and (3) what is the interest of the HR practitioners for different services delivered or planned to be implemented by APIO, on Romanian market.

With respect to the first aim, HR specialists expressed interest for implementing or optimizing a variety of diagnosis or intervention services concerning all levels of analysis within an organization: *individual* (i.e., interventions aimed to consolidate attitudes and emotions relevant to the work context such as organizational commitment etc. were top ranked), *group* (i.e., interventions directed at designing and optimizing team functioning) and *organization* (i.e., interventions aimed to optimize decision making processes). These interventions rely on and could greatly benefit from WOP findings generated and reviewed by academic scholars. Moving towards the framework of evidence based HR that advocates for integrating scientific evidence regarding HR and organizational development processes with internal organizational data, the practitioner's reflection and the stakeholders' concerns (Rousseau & Barends, 2011), these findings shed light on the way to bridge the gap between the two communities: practitioners versus scholars.

In the same vein, another set of our findings indicates that the majority of HR professionals who participated in our survey acknowledged the need and reported great interest in being better informed and keeping up-to-date with scientific data regarding various topics at the intersection of HR and WOP. At the top of the list lie topics such as: designing motivation systems, designing performance appraisal systems, leadership, and organizational development.

In order to achieve this goal, the HR practitioners from Romania market expressed interest in engaging in various types of knowledge-enhancing activities (e.g., reading updated and validated sources, participation at networking events, workshops or even getting involved in research projects conducted by scholars, etc.). While this openness is encouraging for bridging the gap between academia and practice, there still is an important mass totalling 20% of the

respondents who expressed very little interest in such activities.

So what next? While both communities seem to have made the first step, expressing the willingness to bridge the gap and interest in each other's work and concerns, in practical terms, we suggest that this could happen by:

- (1) conducting practice relevant research projects;
- (2) facilitating practitioners access to scientific data via accessible resources (i.e., via open access journals, web-sites, etc.);
- (3) facilitating practitioners' access to easy to grasp scientific data (i.e., by translating relevant research in practical recommendations: "evidence-based organizational interventions", reviewing rich bodies of research and creating lay summaries on practice relevant topics (for instance, on motivation), in order to debunk myths and misperceptions and increase the quality of current practice;
- (4) Support the development of HR skills/competency (through courses, workshops);
- (5) Facilitate the interaction of HR practitioners and WOP scholars via interactive forums, partnerships among university research centers and organizations or departments in the HR field, networking events, etc.);
- (6) Promoting the image of the profession for W&O psychologists and facilitating communication between psychologists who work in HR and policy-makers (e.g. organizing debates on the importance of psychological assessment, the psychologist's role in the organization);
- (7) Active involvement in legislation amendment, by lobby.

All these possible measures can be actively supported by APIO and are in line with the recommendations issued by Bartlett and Francis-Smythe (2016) for reducing the gap between research and practice in WOP field by "providing easily accessible, cost-

effective, easily readable, brief, examples of applications of research-in-practice for practitioners" (Bartlett & Francis-Smythe, 2016, p. 628). While this can be quite resource consuming if done only by scholars, by creating communities of both scholars (i.e., established researchers and students) and HR practitioners dedicated to this endeavor, consensus about what represents important topics, best scientific evidence and its most effective implementation could be reached easier (Rousseau and McCarthy, 2007).

It would be useful for all stakeholders in the HR and WOP from the Romanian market to act proactively to overcome market inertia and other market hindrances, to create interdisciplinary teams with marketing and economics specialists in order to accelerate and improve the scientist-practitioner relationship and to develop research that connects inter- and intra-organizational aspects (like information asymmetry, information sharing, and related aspects) (see Tong and Crosno, 2015).

We acknowledge that our study is only a start in better understanding and addressing this scientist-practitioner gap. However, our results do provide valuable insights concerning the way in which HR specialists and W&O psychologists could better cooperate in the Romanian market.

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