Calls for Papers

Management and Organization Review
Special Issue on 'Developing Valid Measures for Chinese Management Research'

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Submission Deadline: June 30, 2005

'The mechanic, who wishes to do his work well, must first sharpen his tools.'
Confucius

Some 2500 years ago, Confucius admonished that one must have good tools to do good work. When it comes to conducting high quality empirical research, it is imperative that we develop valid measuring instruments. Although this is a received doctrine in behavioral sciences, it has not always been followed in practice. In the history of organizational science, there are many examples of researchers who rushed to undertake substantive research without first crafting valid research instruments (e.g., Schwab, 1980). The drawbacks of such an approach are many. First, research findings based on invalid instruments are compromised and sometimes seriously flawed. Second, precious research resources and time are wasted. Third, knowledge development in the area is hampered and sometimes led astray. In Chinese contexts, where empirical organizational research is relatively young, the need for theory-based research instruments takes on even greater urgency because most of the established research instruments were developed in the West and may or may not be suited to the setting. This concern goes well beyond language differences. Cultural factors such as divergent construal of selves, individualism-collectivism, and power distance, as well as institutional factors such as capital markets, third-party contract enforcement (legal systems), the business-government interface, and professionalization of management can all impact organizational research, and make instruments developed for Western settings unsuitable or unrealistic for organizational research in China.

This overall goal of this special issue is to address the need for developing valid measures in Chinese management research. We welcome theoretical, empirical (qualitative and/or quantitative), and methodological papers that address any aspects of this endeavor.

Examples of topics include, but are not restricted to, the following:

- Review papers that take stock of the cumulated experience in scale development in Chinese management research and identify problems and prospects.
- Review papers that articulate the best practices in scale development research and theory as applied to Chinese contexts. Specific issues may include: content validity, inductive and deductive approaches to item generation, item screening and selection, construct validation strategies, etc.

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- Review and empirical papers that take widely accepted measures developed for Western contexts and critique those measures relative to Chinese contexts. Measures can include taxonomies and typologies as well as scales, but should go beyond critique to propose improvements, adjustments, or remedies for researchers in Chinese settings.
- Empirical research on the psychology of Chinese respondents in answering surveys or participation in interviews (e.g., implicit theories, social desirability, response biases).
- Construct validation papers that report on the development of indigenous Chinese instruments or the adaptation of Western instruments for Chinese contexts. Papers about micro constructs (e.g., personality, leadership) as well as macro constructs (e.g., firm or subunit strategy, structure, performance) are welcome.

While review papers with specific suggestions on how to develop valid measures are useful, we particularly welcome empirical studies that show the limitations of existing Western measures without 'localization' or papers that introduce new or modified measures appropriate to the Chinese context.

Papers for the special issue should be submitted electronically to both the *MOR* office at iacmr.mor@asu.edu and Jiing-Lih Farh at mnlfarh@ust.hk. The deadline for submission is June 30, 2005. Papers accepted for publication will also be presented in a 'miniconference' held in conjunction with the International Association of Chinese Management Researchers conference in June 2006.

Questions about this special issue may be directed to any of the guest editors: Jiing-Lih Farh (mnlfarh@ust.hk), Albert Cannella (ACannella@cgsb.tamu.edu), Cynthia Lee (c.lee@neu.edu), and Kuo-Shu Yang (kuoshu@ntu.edu.tw).

Schwab, D. P. (1980). 'Construct validity in organizational behavior'. In Staw, B. M. and Cummings, L. L. (Eds), *Research in Organizational Behavior*, Volume 2, pp. 3–43, Greenwich, Con: JAI Press Inc. 3–43.

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