



## **Editorial**

### ***MOR* as a Platform for Scholarly Conversations on Chinese Management Research**

In this third issue of *Management and Organization Review (MOR)* we are pleased to present five excellent papers. Three are about firms within the Chinese context and two are on issues that transcend national boundaries. Also, three of these papers are at the firm level of analysis and two at the individual level. The first paper by Michael A. Hitt, Haiyang Li, and William J. Worthington IV focuses on the learning behaviors of both local firms and foreign entrants in emerging markets. The authors theorize the type of learning – exploitative or exploratory – that would be pursued by each type of firm. The difference occurs not only in the types of learning pursued and in the learning processes, but also depends on the level of maturity of the emerging markets. The propositions offered by the authors can guide future research on organizational learning by firms in China as well as in other emerging markets. This issue has two papers on the globalization of Chinese firms. John Child and Suzana B. Rodrigues examine the patterns and motivation of internationalization by mainland Chinese firms. Using several cases, they identify that Chinese firms pursue first ‘inward’ internationalization (e.g., original equipment manufacturer (OEM) and joint venture partnerships) before engaging ‘outward’ internationalization (e.g., acquisition and organic expansion abroad). The authors contend that the Chinese case offers an opportunity to extend present theorizing in internationalization on a number of dimensions. Carolyn Erdener and Daniel M. Shapiro, in contrast, focus on the Chinese family enterprises in Southeast Asia. These firms amass a large portion of that region’s corporate wealth. Through the lens of Dunning’s eclectic paradigm of Ownership, Location and Internalization (OLI), they trace the role of cultural and economic factors in the success of internationalization of these family-owned and largely family-managed firms. As do Child and Rodrigues, who suggest the need to expand the scope of the received theory, which originated from the analysis of Western multinational corporations, to include Chinese as well as other non-western organizational forms. We echo the voice of these authors that pushing the boundaries of

the extant theories are necessary and desirable steps toward developing knowledge about Chinese firms specifically and about firms in non-North American and non-European contexts in general.

The two papers at the individual level are on two very interesting topics. Using the Chinese concept of *pao* (reciprocity), Jar-Der Luo explains the Chinese dynamic of trust formation in interpersonal networks. He distinguishes general trust from particularistic trust. The former refers to a tendency to trust generalized others (colleagues or the organization as a whole) while the latter is trust in specific individuals (members in friendship or advice networks). Because of *pao*, he contends and finds particularistic trust but not general trust to be related to positions in friendship and advice networks of two samples of Chinese employees. Xu Huang, Evert Van de Vliert, and Gerben Van der Vegt investigate the relationship between the cultural value of power distance and the tendency to remain silent on critical organizational issues by employees. They also explore the role of two voice-inducing mechanisms in breaking this organizational silence culture. Surveying employees in 421 organizational units across 24 countries of a multinational company, they found that either voice mechanism can break this silence in countries with a small power distance culture whereas in large power distance cultures, the two voice mechanisms must work in concert to break this silence.

In the first volume of *Management and Organization Review* we published fifteen papers and one book symposium. *MOR* and its parent International Association for Chinese Management Research (IACMR) were created as a platform to facilitate scholars to engage in intellectual dialogues and discourse around a common interest. Using the metaphor of writing for publication of “joining a scholarly conversation” (Huff, 1999), scholars of Chinese management research will find a welcoming and stimulating home in *MOR*. It is our expectation and aspiration that *MOR* will become the authoritative source of knowledge about management and organizations in the Chinese context as well as a useful resource for general management knowledge with implications for cross-cultural or comparative analyses.

Three types of global management knowledge can be distinguished (Tsui, 2004): context specific (knowledge unique to or valid in a context such as a nation, a region, or a culture), context embedded (the validity of knowledge varies depending on the context), and context free (knowledge that is valid in all contexts). The papers in the three issues provide examples of all three types of knowledge. We have arranged the fifteen papers along this taxonomy. The first group of seven studies provides knowledge that is unique to the contemporaneous conditions in China or Chinese firms outside of China. These papers provide valuable insights that reveal the dynamic context with deep cultural or institutional roots. The second group has five papers and they provide context embedded knowledge, whether using country as a proxy for cultural or other national differences or directly measuring a cultural value. Lastly, the third group of papers intends to offer context free knowledge. These papers do not include culture as an explana-

tory variable. The authors propose a general model (e.g., psychological capital of workers or group citizenship behavior) but test it with a Chinese sample, making no pretence that the observed phenomena are unique to China. We hope these fifteen studies have provided new insight about management and organizations in the Chinese context and will stimulate future studies that challenge, extend or examine the cultural implications of these models and findings.

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<i>AUTHORS (issue #)</i>	<i>TITLE OF PAPER</i>
<b>Context specific studies</b>	
Nee and Cao (issue 1)	Market Transition and the Firm: Institutional Change and Income Inequality in Urban China
Meyer and Lu (issue 1)	Managing Indefinite Boundaries: The Strategy and Structure of a Chinese Business Firm
Guthrie (issue 2)	Organizational Learning and Productivity: State Structure and Foreign Investment in the Rise of the Chinese Corporation
Li (issue 2)	The Puzzle of China's Township-Village Enterprises: The Paradox of Local Corporatism in a Dual-Track Economic Transition
Child and Rodrigues (issue 3)	The Internationalization of Chinese Firms: A Case for Theoretical Extension?
Erdener and Shapiro (issue 3)	The Internationalization of Chinese Family Enterprises and Dunning's Eclectic MNE Paradigm
Luo (issue 3)	Particularistic Trust and General Trust: A Network Analysis in Chinese Organizations
<b>Context embedded studies</b>	
Weber, Ames and Blais (issue 1)	'How Do I Choose Thee? Let me Count the Ways': A Textual Analysis of Similarities and Differences in Modes of Decision-making in China and the United States
Luo (issue 1)	An Organizational Perspective of Corruption
Liu, Friedman and Chi (issue 2)	'Ren Qing' versus the 'Big Five': The Role of Culturally Sensitive Measures of Individual Difference in Distributive Negotiations
Hitt, Li and Worthington (issue 3)	Emerging Markets as Learning Laboratories: Learning Behaviors of Local Firms and Foreign Entrants in Different Institutional Contexts
Huang, Van de Vliert and Van der Vegt (issue 3)	Breaking the Silence Culture: Stimulation of Participation and Employee Opinion Withholding Cross-nationally
<b>Context free studies</b>	
March (issue 1)	Parochialism in the Evolution of a Research Community: The Case of Organization Studies
Luthans, Avolio, Walumbwa and Li (issue 2)	The Psychological Capital of Chinese Workers: Exploring the Relationship with Performance
Chen, Lam, Naumann and Schaubroeck (issue 2)	Group Citizenship Behavior: Conceptualization and Preliminary Tests of its Antecedents and Consequences

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Absent from this volume are two types of studies. The first is longitudinal studies that track the changes in the environment and observe their effect on the firms. Given the dynamic changes in both the external and internal environments of firms, China provides an ideal research laboratory (Shenkar and von Glinow, 1994: 56). Management scholars could observe and analyze natural evolutions as well as document the results of deliberate interventions by the state, the regional government, or by management within the firm. The second is inductive theory building studies. There is a need for grounded research to generate new insight and develop new theories of management that may not otherwise be discovered by applying or extending existing constructs or models. We would encourage scholars to design and pursue studies that are totally devoid of the Western lens by going native or “indigenous” (Tsui, 2004). However, to ensure that such indigenous studies contribute to global knowledge, we urge such native scholars to identify the international scholarly conversation in which they would like to participate.

We hope the first year of *MOR* has contributed to the discourse on Chinese management research and we welcome authors to join this exciting scholarly conversation by submitting your most interesting and creative paper to *MOR*.

*The MOR editorial team*

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