

組
織
管
理
研
究

Management and Organization Review

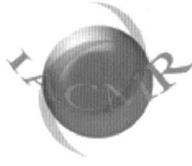
SPECIAL ISSUE

Developing Valid Measures for Chinese Management Research



The Journal of the
International Association for Chinese Management Research


Blackwell
Publishing



International Association for Chinese Management Research Officers

Founding and Past President

Anne S. Tsui *Arizona State University*
HKUST
Peking University

President

Xiao-Ping Chen *University of Washington*

Executive Secretary/Treasurer

Xin Yao *Wichita State University*

Vice-Presidents and 2008 Program Co-Chairs

Xinchun Li *Sun Yat-Sen University*
 Jia Lin Xie *University of Toronto*
 Jing Zhou *Rice University*

Senior Vice-President and President Elect

Shuming Zhao *Nanjing University*

Representatives At Large

Catherine Levitt *Center for East-West Entrepreneurial Studies*
 Ingmar Bjorkman *Swedish School of Economics*
 George Zhen Xiong Chen *Australian National University*
 Yichi Zhang *Peking University*



Leadership of Hong Kong University of Science and Technology

President Paul Ching-Wu Chu
 Acting Vice-President for Academic Affairs Roland Chin

Leadership of HKUST Business School

Dean K.C. Chan
 Associate Deans Gary C. Biddle
 Steven J. DeKrey
 Kar Yan Tam
 Rami Zwick



Leadership of Peking University

President Zhihong Xu
 Vice-Presidents Weifang Min
 Wenshen Chen Jianhua Lin
 Wen Hai Sulan Yue
 Chuanjin Ju Guoyou Zhang
 Yang Ke

Leadership of Guanghua School of Management

Dean Weiyang Zhang
 Associate Deans Ping Tu
 Changqi Wu
 Shanli Zhu



MANAGEMENT AND ORGANIZATION REVIEW

Volume 2 Issue 3

November 2006

Special Issue: Developing Valid Measures for Chinese Management Research

From the Guest Editors

- JING-LIH FARH, ALBERT A. CANNELLA, Jr and CYNTHIA LEE
Approaches to Scale Development in Chinese Management Research 301

Articles

- ANDREW DELIOS, ZHI JIAN WU and NAN ZHOU
A New Perspective on Ownership Identities in China's Listed Companies 319
- ANNE S. TSUI, HUI WANG and KATHERINE R. XIN
Organizational Culture in China: An Analysis of Culture Dimensions and Culture Types 345
- JOSHUA B. WU, PETER W. HOM, LOIS E. TETRICK, LYNN M. SHORE, LIANGDING JIA,
CHAOPING LI and LYNDA JIWEN SONG
The Norm of Reciprocity: Scale Development and Validation in the Chinese Context 377
- ZHIXING XIAO and INGMAR BjÖRKMAN
High Commitment Work Systems in Chinese Organizations: A Preliminary Measure 403
- THOMAS LI-PING TANG, TOTO SUTARSO, ADEBOWALE AKANDE, MICHAEL W. ALLEN,
ABDULGAWI SALIM ALZUBAIDI, MAHFOOZ A. ANSARI, FERNANDO ARIAS-GALICIA,
MARK G. BORG, LUIGINA CANOVA, BRIGITTE CHARLES-PAUVERS, BOR-SHIUAN CHENG,
RANDY K. CHIU, LINZHI DU, ILYA GARBER, CONSUELO GARCIA DE LA TORRE,
ROSARIO CORREIA HIGGS, ABDUL HAMID SAFWAT IBRAHIM, CHIN-KANG JEN,
ALI MAHDI KAZEM, KILSUN KIM, VIVIEN KIM GEOK LIM, ROBERTO LUNA-AROCAS,
EVA MALOVICS, ANNA MARIA MANGANELLI, ALICE S. MOREIRA,
ANTHONY UGOCHUKWU OBJAJULU NNEDUM, JOHNSTO E. OSAGIE, AAHAD M. OSMAN-GANI,
FRANCISCO COSTA PEREIRA, RUJA PHOLSWARD, HORIA D. PITARIU, MARKO POLIC,
ELISAVETA SARDZOSKA, PETAR SKOBIC, ALLEN F. STEMBRIDGE, THERESA LI-NA TANG,
THOMPSON SIAN HIN TEO, MARCO TOMBOLANI, MARTINA TRONTELJ, CAROLINE URBAIN
and PETER VLERICK
The Love of Money and Pay Level Satisfaction: Measurement and Functional
Equivalence in 29 Geopolitical Entities around the World 423
- Chinese Abstracts** 453
- Author Index for Volume 2 459
- Title Index for Volume 2 461

EDITOR-IN-CHIEF

Anne S. Tsui, Arizona State University, USA,
Hong Kong University of Science and
Technology, China and Peking University, China

MANAGING EDITOR

Jan L. Jantzer, Arizona State University, USA
W. P. Carey School of Management,
Department of Management

SENIOR EDITORS

Yanjie Bian, Hong Kong University of Science
and Technology, China
Economic sociology; social stratification and
mobility; social networks and social capital;
Chinese society

John Child, University of Birmingham, UK
Management and economic reform in China;
organization and performance of strategic
alliances; internationalization of firms;
evolution of new organizational forms

Joseph Galaskiewicz, University of Arizona,
USA
Formal organizations; social networks; urban
community; comparative economic analysis;
and philanthropic institutions

Doug Guthrie, New York University, USA
Economic sociology; corporations; sociology
of China; organizational learning; guanxi;
corporate social responsibility

Kwok Leung, City University of Hong Kong,
China
Justice and conflict; cross-cultural research
methodology; cross-cultural psychology;
international business

Yadong Luo, University of Miami, USA
Strategic management; multinational
enterprises, international joint ventures;
transition / emerging economies, global
corporate strategy, foreign direct investment,
corporate governance and networking

Marshall Meyer, University of Pennsylvania,
USA
Management in China; measurement of
organizational performance; organizational
design; organizational change

Michael Morris, Columbia University, USA
Social judgment; conflict resolution; cultural
differences in social judgment and interaction
patterns

**SENIOR EDITOR AND CHINESE
ABSTRACT EDITOR**

Jiing-Lih Farh, Hong Kong University of Science
and Technology, China
Indigenous study of Chinese organizational
behavior; leadership; employee values and
change; work attitudes; in-role and extra-role
performance; research methods

CONSULTING EDITORS

Oded Shenkar, Ohio State University, USA
International business and management;
Chinese and Japanese management systems;
international strategic alliances; organization
theory and design

Zhong-Ming Wang, Zhejiang University, China
Human resource management; Chinese
economic reform; cross-cultural management;
industrial and organizational psychology

Patrick Wright, Cornell University, USA
Human resource management; human capital
measurement; strategic human resource
management; leadership and management
development; governance, ethics, and
corporate social responsibility; competitive
advantage; employee motivation; personnel
selection

EDITORIAL ADVISORY BOARD

Paul Beamish, University of Western Ontario, Canada
K. C. Chan, Hong Kong University of Science and Technology, China
Siwei Cheng, National Natural Science Foundation of China, China
Angelo DeNisi, Tulane University, USA
P. Christopher Earley, National University of Singapore, Singapore
Michael Hitt, Texas A&M University, USA
Chung-Ming Lau, Chinese University of Hong Kong, China
Thomas Lee, University of Washington, USA
Arie Lewin, Duke University, USA
Nan Lin, Duke University, USA
Fred Luthans, University of Nebraska, USA
George Milkovich, Cornell University, USA
Richard Mowday, University of Oregon, USA
Victor Nee, Cornell University, USA

Lyman W. Porter, University of California, Irvine, USA
Gordon Redding, INSEAD, France
Denise Rousseau, Carnegie Mellon University, USA
Claudia Bird Schoonhoven, University of California, Irvine, USA
W. Richard Scott, Stanford University, USA
Peter Smith, University of Sussex, UK
Barry Staw, University of California, Berkeley, USA
Andrew Walder, Stanford University, USA
Malcolm Warner, University of Cambridge, UK
David A. Whetten, Brigham Young University, USA
Kuo-Shu Yang, National Taiwan University, Taiwan
Sheldon Zedeck, University of California, Berkeley, USA
Weiyang Zhang, Peking University, China

EDITORIAL REVIEW BOARD

Soon Ang, Nanyang Technological University, Singapore
Neal Ashkanasy, University of Queensland, Australia
Ingmar Bjorkman, Swedish School of Economics, Sweden
Max Boisot, INSEAD, France
Brian Boyd, Arizona State University, USA
Daniel Brass, University of Kentucky, USA
Jeanne Brett, Northwestern University, USA
Darius Chan, Chinese University of Hong Kong, China
Georgia Chao, Michigan State University, USA
Chao Chen, Rutgers University, USA
Xiao-Ping Chen, University of Washington, USA
Yaru Chen, Rutgers University, USA
Bor-shiuan Cheng, National Taiwan University, Taiwan
Tailan Chi, University of Kansas, USA
Andrew Delios, National University of Singapore, Singapore
Gregory Dess, University of Texas, Dallas, USA
George Graen, University of Louisiana, USA
Ranjay Gulati, Northwestern University, USA
John Henley, University of Edinburgh, UK
Robert Hoskisson, Arizona State University, USA
Christopher Hsee, University of Chicago, USA
Chun Hui, Chinese University of Hong Kong, China
Harry Hui, University of Hong Kong, China
Lisa Keister, Duke University, USA
Barbara Krug, Erasmus University, USA
Simon Lam, University of Hong Kong, China

Kenneth Law, Chinese University of Hong Kong, China
David Li, Tsinghua University, China
J.T. Li, Hong Kong University of Science and Technology, China
Jar-Der Luo, Tsinghua University, China
Shige Makino, Chinese University of Hong Kong, China
Keith Murnighan, Northwestern University, USA
Seung Ho Sam Park, China Euro International Business School, China
Kaiping Peng, University of California, Berkeley, USA
Mike W. Peng, University of Texas at Dallas, USA
David Ralston, University of Oklahoma, USA
Jan Selmer, Aarhus School of Business, Denmark
Justin Tan, York University, Canada
Nancy Brandon Tuma, Stanford University, USA
Lois Tetrick, George Mason University, USA
Dean Tjosvold, Lingnan University, China
Mary Ann Von Glinow, Florida International University, USA
James Walsh, University of Michigan, USA
Yijiang Wang, University of Minnesota, USA
Steven White, INSEAD, France
Robert Wood, University of Sydney, Australia
Jia Lin Xie, University of Toronto, Canada
Katherine Xin, China Euro International Business School, China
Aimin Yan, Boston University, USA
Zhi-Xue Zhang, Peking University, China
Shuming Zhao, Nanjing University, China
Jing Zhou, Rice University, USA
Xueguang Zhou, Stanford University, USA

AD HOC REVIEWERS

The *MOR* editorial team wishes to acknowledge and thanks the following ad hoc reviewers who contributed to the review process during the year of 2006.

Sam Aryee, Aston University, United Kingdom
Lance Brouthers, University of Texas, El Paso, USA

Yang Cao, University of North Carolina, Charlotte, USA

Rosella Cappetta, Università Bocconi, Italy

Jose Carretero-Gomez, Arizona State University, USA

Ly-yun Chang, Academia Sinica, Taiwan

Wilber Chang, University of Maryland, USA

Katherine Chen, Harvard University, USA

Kevin Cheng, Hong Kong University, China

Paul Chou, National Central University, Taiwan

Jaipel Choi, Hong Kong University of Science and Technology, China

Irene Chow, Chinese University of Hong Kong, China

C. Dhanaraj, Indiana University, USA

Caroyln Egri, Simon Fraser University, USA

Jeanne Fu, Nanyang Technological University, Singapore

Janet Fulk, University of Southern California, USA

Michele Gelfand, University of Maryland, USA

Kwang-Kuo Huang, National Taiwan

University, Taiwan

Bryan Husted, Instituto de Empresa Business School, Mexico

Andrew Inkpen, Thunderbird Graduate School of Management, USA

Chen Ji, University of Colorado, USA

Charles Lance, University of Georgia, USA

Chay Lee, Nanyang Technological University, Singapore

Roy Lewicki, Ohio State University, USA

Haiyang Li, Rice University, USA

Mingfang Li, California State University, Northridge, USA

Peter Ping Li, California State University, Stanislaus, USA

Robert Liden, University of Illinois, USA

Yimin Lin, Hong Kong University of Science and Technology, China

Jane Lu, Singapore Management University, Singapore

Yuan Lu, Chinese University of Hong Kong, China

Chris Marquis, Harvard University, USA

Guido Moellering, Max Planck Institute for the Study of Societies, Germany

Kok Ng, Nanyang Technological University, Singapore

Jean Oi, Stanford University, USA

HJ Park, University of Georgia, USA

Yusheng Peng, City University of New York, USA

Suzana Rodrigues, University of Birmingham, UK

Terri Scandura, University of Miami, USA

Manuel Serapio, University of Colorado, USA

Margaret Shaffer, University of Wisconsin, USA

Kan Shi, Chinese Academy of Science, China

Paul Spector, University of South Florida, USA

James Walsh, University Michigan, USA

Jia Wang, Barry University, USA

CS Wong, Chinese University of Hong Kong, China

Emery Yao, University of Kentucky, USA

Michael Young, Hong Kong Baptist University, China