China-Focused Organizational Behavior Research
1991—2015

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This study replicates a prior content analysis of China-focused organizational behavior (OB) papers (Godkin, Valentine, Doughty, & Hoosier, 2005) covering the years 1991-2001. It informs four areas of concern: (1) how many studies of management in China have been published in management journals during the period 2002-2015 in comparison to those reported during 1991-2001; (2) the relative increase/decrease in the number of OB studies of China published in management journals over the same periods; (3) the nature and scope of these OB studies of China; and (4) the research gaps in the China-focused OB literature that require further inquiry.

INTRODUCTION

China has become a global (Luo et al. 2010) "factory of the world" (Leung 2012, p. 13). However, "…in stark contrast to the scholarship emerging from political science, sociology, economics and psychology, theoretical development and empirical studies on organizational behavior in the Chinese societies remain limited" (Huang & Bond 2012, p. 3). Few studies examine organizational behavior (OB) on the micro-level and most data collected has tested OB theories developed in the West. Social environment triggers cultural orientation (Hong et al. 2000) and the social environment in China has certainly been changing. Particularly in growing urban areas, Chinese are being exposed to other cultures and their young people study abroad. The Chinese family structure is radically changing (Cao 2009; Leung 2012) and some cultural values produce culture change (Harzing & Hofstede 1996). Traditional values represented by such as *mianzi* and *guanxi* hinder the implementation of Western management models in China (Chen & Godkin 2001; Foster 1995; Ho 1976; Lockett 1988; Sergeant & Frenkel 1998; Shenkar & von Glinow,1994; Wong 1995).
Therefore, OB may well now vary across boundaries historically separating Chinese workers one-from-another (Leung, 2012). It is becoming clear that OB scholars understand the vagaries of what is driving and directing the Chinese expansion and to discern what it means to management practice. Given this circumstance, a general analysis of OB papers related to China early in this century seems warranted and of potential benefit. Thus, this study examined the nature of Chinese-focused OB research appearing between 1991 and 2015 to determine:
  1. how many studies of management in China have been published in management journals during the period 2002-2015 in comparison to those reported during 1991-2001

2. the relative increase/decrease in the number of organizational behavior (OB) studies of China published in management journals over the same periods
3. the nature and scope of these OB studies of China
4. the research gaps in the China-focused OB literature that require further inquiry

METHOD

In the 1980's, Nancy Adler (1983) identified 24 journals she deemed the better journals in OB at the time which tended to "…carry more international management papers" (p. 226). Subsequently, Godkin et al. (1995) and Godkin et al. (2003) examined Japanese-focused OB papers appearing in those journals between 1981 and 1993 and 1981 and 2002 respectively. Later, Godkin et al. (2005) reported a replication of that work using OB papers related to China appearing in those journals between 1991 and 2001. This paper extends and replicates that China study to consider the related OB papers appearing between 2002 and 2015 juxtaposed with those appearing in Godkin et al. (2005) between 1991 and 2001.

Much has been improved in electronic access to library holdings since Godkin et al. (2005) replication appeared. Therefore, this study deviated some from the data bases used in their study. The purpose was to retrieve *all* papers published in the journals considered, in PDF format, so Ebsco Business Source Complete and Proquest Research Library became the resources of choice. Occasionally, for whatever reasons, full text of individual papers were unavailable. To locate them, alternative databases and direct online searches of publisher websites were used. The database supplied by the Academy of Management was utilized to isolate the Proceedings of the annual meeting. This route proved to be a percipient strategy.

The research process involved the printing of all tables of contents from the selected journals appearing between 2002 and 2015. A three-step process was used to find the required tables of contents including: (1) log on to the university library, (2) click on "Journals Search", (3) enter the title of the journal we sought to locate, (4) click on one or more of the links allowing online access to the dates between 2002 and 2015, (5) click on the individual years provided, and (6) click on and printing the various volumes available and printing the Tables of Contents.

The Tables of Contents were physically read to locate all papers containing the word "China," "Chinese," "PRC," or "Peoples Republic of China" in the title. To confirm all of those papers had been located, the following process was used: (1) clicked on Database List, (2) clicked on Ebsco Business Source Complete, (3) entered the journal title as "Source" and the word "China" and repeated that process using the words "Chinese," "PRC," and "Peoples Republic, and (4) papers appearing between 2002 and 2015 were aggregated and compared to the lists already in hand as described earlier. Letters from the editor, letters to the editor, briefings from the editor, dissertation abstracts, dissertation notes, book reviews, research notes, editorials of four or fewer pages, and brief reviews were eliminated from the sample.

The process outlined above resulted in the desired sample of OB papers related to China and the PDF located for each was saved in a research file and printed. Ultimately, each was categorized as: (1) *OB* papers analyzing individuals' attributes and business conduct; (2) *General management* papers exploring management topics unrelated to OB; and (3) *General interest* papers investigating topics that could not be classified into the first two groups.

The Chinese papers were classified using a scheme outlined by Godkin et al. (1995) who borrowed from Roberts (1970), Bhagat and McQuaud (1982), and Keys and Miller (1984) for guidance regarding their typology. The papers were then divided into the following groups: (1) *Domestic* papers focusing on China; (2) *Comparative* papers contrasting organizations in China with those in other countries or cultures, and (3) Intercultural papers examining the interaction between organization members from China and those from other cultures or countries.

Each paper in the set was grouped by its primary focus as outlined in Table 1. They were further collected by their topical and empirical nature. Each was read to determine if culture was a component of the paper. As noted by Adler (1983) "…culture did not mean that the researcher had claimed that culture was a significant variable. It simply meant that culture, as a variable or construct, was not ignored" (p. 228).

Finally, the reported findings of Godkin et al. (2005) were compared to the findings of this analysis to answer the research questions detailed earlier. The results of that process follow in the next section.

TABLE 1
RESEARCH CLAISSIFICAITON SCHEME FOR CHINA-FOCUSED OB PAPERS

Level of Analysis				
Individual	Group	Organization	Social	Other
• Values & attitudes • Personality • Perception • Motivation • Satisfaction, absence, & turnover	• Quality Circles • Leadership • Communication • Group decision making	• Human resource policies & practices • Organizational structure • Organizational culture • Efficiency & Productivity	• National culture	• Transferability (adoptability by foreign nations)

FINDINGS

A total of 44,922 papers appeared in the sampled journals between 1991-2015 (Table 2); 9,483 (21.1%) between 1991-2001 and 35,484 (78.9%) during 2002-2015. The following sections report findings of the study and answer the research questions posed.

Content Analysis Question 1

The first content analysis question was: *How many studies of management in China have been published in management journals during the period 2002-2015 in comparison to those reported during 1991-2001?*

Overall, a total of 711 (1.58%) China-focused papers appeared over the period 1991-2015 (Table 2). A total of 116 (1.21%) of 9,438 papers published during 1991-2001 were related to China; a total of 595 (1.68) appeared during 2001-2015. During 1991-2001 journals containing the largest proportion of China-focused papers appeared in the *Columbia Journal of World Business* (7.51%) followed by the *Management International Review* (4.63%), *Journal of International Business Studies* (3.9%), and *SAM Advanced Management Journal* (3.2%).

During 2002-2015, *International Journal of Business Studies* (7.17%), *SAM Management Review* (4.69%), *International Journal of Intercultural Relations* (4.21%), and *Management International Review* (4.01%) accounted for the largest proportions. In the 1991-2015 period, *International Journal of Business Studies* (5.96%), *Management International Review* (4.19%), *SAM Advanced Management Review* (4.08%), and *International Journal of Intercultural Relations* (3.82%) offered the highest proportions of China-focused papers relative to the total journal contents.

TABLE 2
CHINA-FOCUSED PAPERS APPEARING IN SELECTED JOURNALS: 1991-2015

Journal	1991-2001 (Godkin et al. 2005)					2002-2015 The Current Study					1991-2015 1991-2001 and 2002-2015 Combined				
	Rank	Total Papers	China-Focused			Rank	Total Papers	China-Focused			Rank	Total Papers	China-Focused		
				n	%				n	%				n	%
Academy of Management Journal	10	601		5	0.83	13	966		8	0.83	13	1567		13	0.83
Academy of Management Proceedings	9	802		7	0.87	7	17706		345	1.95	8	18508		352	1.90
Academy of Management Review	17	342		0	0.00	18	585		0	0.00	19	927		0	0.00
Across the Board	17	606		0	0.00	14	1360		7	0.51	17	1966		7	0.36
Administrative Science Quarterly	7	264		3	1.14	10	257		3	1.17	10	521		6	1.15
California Management Review	14	324		2	0.62	15	411		2	0.49	15	735		4	0.54
Columbia Journal of World Business	1	333		25	7.51	18	563		0	0.00	5	896		25	2.79
Group and Organization Studies	15	237		1	0.42	9	426		6	1.41	11	663		7	1.06
Harvard Business Review	13	791		5	0.63	11	3954		40	1.01	12	4745		45	0.95
International Journal of Intercultural Relations	6	321		9	2.80	3	831		35	4.21	4	1152		44	3.82
Journal of Applied Behavioral Science	11	297		2	0.67	12	335		3	0.90	14	632		5	0.79
Journal of Applied Psychology	12	931		6	0.64	16	1397		4	0.29	16	2328		10	0.43
Journal of International Business Studies	3	383		13	3.39	1	809		58	7.17	1	1,192		71	5.96
Journal of Management Studies	8	436		4	0.92	6	895		19	2.12	9	1,331		23	1.73
Journal of Social Psychology	5	706		16	2.97	7	668		13	1.95	7	1,374		29	2.11
Management International Review	2	216		10	4.63	4	524		21	4.01	2	740		31	4.19
Management Science	16	1,269		1	0.09	17	2064		2	0.10	18	3333		3	0.09
Organizational Dynamics	17	241		0	0.00	5	354		13	3.67	6	595		13	2.18

SAM Advanced Management Journal	4	247	8	3.24	2	341	16	4.69	3	588	24	4.08
Sloan Management Review	17	328	0	0.00	18	1038	0	0.00	19	1366	0	0.00
Totals	---	9438	116	1.21	---	35,484	595	1.68	---	44,922	711	1.58

Content Analysis Question 2

The second content analysis question was: *Has there been a relative increase/decrease in the number of organizational behavior (OB) studies of China published in management journals over the same periods?*

A total of 260 China-focused OB papers were published during the first period (1991-2001) and 215 during 2002-2015 (Table 3). For the duration (1991-2015) 475 went into print. Chinese-focused OB papers were categorized as (1) *Domestic*, related only to China, (2) *Comparative*, contrasting organizations in China with any other culture or country, and (3) Intercultural, considering the interaction between organization members from China and any other culture or country. There was a surge in publication of Domestic related China-focused OB papers with 63.1% that collectively appearing in 2013, 2014, and 2015. Annually, there appears to have been an increase in production of Domestic, Comparative, and Intercultural China-focused OB papers between 2002-2015 over the prior period. Perhaps increased interest among scholars was precipitated with the growth of the Chinese economy.

TABLE 3
CHINA-FOCUSED OB PAPERS APPEARING IN SELECTED
MANAGEMENT JOURNALS BETWEEN 1991 AND 2015 BY OB PERSPECTIVE

		OB Perspective		
	Year	Domestic	Comparative	Intercultural
	1991	3	0	0
	1992	0	0	0
	1993	2	0	2
	1994	0	0	1
	1995	2	0	0
(Godkin et al. 2005)	1996	2	2	1
	1997	1	2	0
	1998	4	2	1
	1999	1	1	6
	2000	2	1	1
	2001	5	0	3
	2002	1	2	1
	2003	2	0	3
	2004	1	2	1
	2005	3	1	4
	2006	5	0	3
The Current Study	2007	5	3	2
	2008	6	1	3
	2009	3	2	3

	2010	6	1	4
	2011	2	1	7
	2012	1	0	4
	2013	23	5	7
	2014	40	4	9
	2015	28	5	11
Totals	1991-2015	148	35	77
	2002-2015	126	27	62
Total	1991-2015	274	62	139

Content Analysis Question 3

The third content analysis question was: *What is the nature and scope of these OB studies of China?*

A total of 260 China-focused OB papers appeared during the period 1991-2015 with 45 appearing in 1991-2001 and 215 in 2002-2015 (Table 3). Between 1991 and 2015, 78 (30%) papers considered OB on the Organizational Level, 72 (27.7%) on the Individual Level, and 65 (25%) on the Group Level. A total of 198 (76.2%) were empirical. During the same period, Communication garnered 35 papers, Values and Attitudes 34, National Culture 33, Organizational Structure 28, and Human Resource Policies and Practice 26. The vast majority of papers in the periods 1991-2001, 2002-2015, and 1991-2015 were empirical. As explained above, Chinese-focused OB papers were categorized as (1) *Domestic,* (2) *Comparative*, and (3) Intercultural. A review the empirical work published in those three areas informs our understanding of the nature and scope of the literature gathered for this paper.

Domestic Papers

An array of Domestic papers were identified with a focus on the Chinese experience. Studies included coverage of Chinese employee empowerment, entrepreneurship, dismissal of CEOs, humor among workers, Organizational Citizenship Behaviors (OCBs), communication style and semantics, traditionality, and leader behavior. The following paragraphs illustrate.

Employee empowerment was considered by Littrell (2007) using the "tolerance of freedom" factor of the Leader Behavior Description Questionnaire XII. Hotel staff and managers in Henan Province were involved between 1999 and 2002. They were then compared with managers from outside the province between 2003 to 2005. Opinions about the practice of employee empowerment were lower among supervisor-level employees and higher among higher-level managers. Attitudes toward empowerment were lower than for other management leadership behaviors.

Aspects of entrepreneurship was also contained in the journals surveyed between 2002 and 2015. For example, Li and Liang (2015) were interested in Chinese private-firm entrepreneurs who were appointed members of the People's Congress (PC) or People's Political Consultative Conference. They incorporated a cross-sectional survey of 166 private firm chief executive officers (CEO) and a longitudinal archival study of 1,323 Chinese publicly listed private firms from 2006 – 2012. They concluded that "proself" and "prosocial" motives for seeking political connections strengthen the relationship between private-firm entrepreneurs' business success and their attainment in seeking political appointments. Alternatively, a stratified random sample of 700 and a control group of 200 were used by Holm, Opper, and Nee (2013) to understand the willingness entrepreneurial CEOs to deal with uncertainty in the Yangzi delta region of China. The CEOs accepted strategic uncertainty resulting from competition, but they did not differ from the general population when dealing with risk and ambiguity. Ding, Zhang, and Zhang (2008) analyzed data for Chinese firms gathered between 1999 and 2004. They found that family-owned firms substantially outperform state-owned enterprises in the country. They conclude that China will be more reliant on private companies for economic growth going forward. Chow (2006) analyzed data collected

between 1999 and 2000 from the China Entrepreneur Survey System to understand entrepreneurial orientation. Gender was marginally positive and age marginally negative and effect on entrepreneurial orientation. As education level rose, the entrepreneurial orientation of entrepreneurs was higher. Non-state owned firms that were smaller and younger exhibited higher levels of entrepreneurial orientation.

Wei et al. (2014) looked at chief executive officers (N = 2,644) who were dismissed (N = 1,278) or voluntarily resigned (N = 1,366) from their executive positions between 1999 and 2008. They determined that dismissal was influenced by demographic/personal characteristics. For example, older CEO's with longer tenure and lower levels of education were more likely to be dismissed while corporate governance arrangements moderated such effects.

Perhaps assuming that laughter is the best medicine, Decker et al. (2011) surveyed working adults in China about their attitudes toward humor using the Multidimensional Sense of Humor Scale (MSHS). No gender differentials were found using the MSHS. Males used more insult and sexually oriented humor than females. The use of sexual humor approximated that found in the US as reported by Decker and Rotondo (1999). The enjoyment and use of insult humor was lower than that found in the US.

Conceptually, organizational citizenship behavior (OCB) appeared in the research literature about three decades ago (Wang and Sung, 2016). Organ (1988) originally defined it in terms of extra-role, discretionary behavior exhibited by an employee though unmonitored or rewarded by the employer. OCB has since come to refer to extra-role, discretionary behaviors that are also monitored and rewarded (Podsakoff et al. 2000) as well. Liu and Cohen (2010) set out to explain relationships between (1) individual values, (2) occupational and organizational commitment, and (3) OCB) and in-role performance. A sample (N = 166) of employees working for a public company in northern China was used. They found a strong negative relationship between all commitment forms and self-direction. Continuance commitment served as both a dependent variable (affected by values) and an independent variable (affecting OCB). Chow (2009) looked at OCB and social capital in terms of their effect on life satisfaction and job performance using a sample (N = 121) of full-time Chinese employees. Each of the OCB variables was positively associated with job performance. Altruism and civic virtue significantly contributed to improved performance. Trust seemed to influence the nonwork domain to the exclusion of performance. Hui, Lee, and Rousseau (2004) tested the generalizability of the various psychological contract forms available in the West using two independent samples. They confirmed the generalizability of transaction, relational, and balanced forms of psychological contracts. The transactional contract was directly related to organizational citizenship behaviors.

Fang and Faure (2011) suggest that traditional Confucian culture has influenced the Chinese communication style, but the past 30 years of economic progress has brought a newer communication pattern somewhat different from the old way. They set out a framework from which to better understand what has happened and how communication might be approached in the new environment. Communication in general and semantic perspectives in particular interested Zhu (2009) who used discourse analysis of interviews with New Zealander and Chinese managers. It was concluded that New Zealander and Chinese prefer different semantic frames in business relationships. Chinese managers tend toward interpersonal strategies while New Zealanders use inter-group strategies when establishing relationships. Both use interpersonal communication with maintaining relationships between them.

It makes intuitive sense that traditionality among workers should appear in the literature given China's heritage and history. Several related studies were located. For example, Xie et al. (2008) explored the relationship between job demands, psychological health, and physiological health of both traditional and nontraditional workers. A longitudinal study of 496 Chinese employees was undertaken using questionnaire data and health data including blood samples and blood pressure monitoring. Less traditional workers showed a positive relationship between job control and health than the less traditional. Traditional workers exhibited a stronger relationship between distributive justice and health. Traditionality moderated the relationships between perceived control/justice and health. The effects of job demands on emotional exhaustion and immunoglobulin A were perceived to be higher for high traditionalist than for those less traditional. Concern for equity is a moderator of job demands and psychological and physiological health of the more traditional. Perceived personal control is more

important to the health of the less traditional. Farh et al. (2007) studied the moderating effect of power distance and Chinese traditionality on perceived organizational support and work outcomes held by 163 supervisor-subordinate dyads in China. Traditionality and power distance altered perceived organizational support to work outcomes. Power distance was more of a consistent moderator of perceived organizational support-work outcomes than traditionality. Chen and Aryee (2007) used a sample of 171 subordinate-supervisor dyads to study linkages between delegation and work outcomes in China. They concluded that traditionality moderated the relationships between delegation in a way that relationships were strong for those lower in traditionality rather than higher.

A number of China-focused OB papers dealt with leader behavior. Tsui et al. (2004) used several samples and a variety of methods to better understand the leadership style(s) of Chinese business executives. They identified six leadership styles, approaches or dimensions evident; (1) Being Creative and Risk-taking (e.g., risk taking, bold innovation, entrepreneurial spirit), (2) Relating and Communicating (interpersonal skill, getting along with others, facilitating relationships, (3) Articulating Values, (4) Showing Benevolence (to employees and their families), (5) Monitoring Operations, and (6) Being Authoritative (exhibiting control over most matters, personally making decisions, taking individual actions. CEO hubris, risk taking and managerial discretion interested Li and Tang (2010). To inform the topic, they used original survey data from 2,790 CEOs from manufacturing concerns in China. They found risk taking to be strong as CEO managerial discretion increased. It was stronger where CEO's firms faced munificent and complex markets. It was more pronounced where CEOs faced less organizational inertia and more tangible resources. Executive discretion was more pronounced where the CEO chaired the company board and where the CEO was not politically appointed. Joint ventures were the point of research interest for Qiu (2005) who interviewed 40 Chinese and 14 foreign business executives involved in such activity in Shaanxi. The more successful associated their success with the appropriateness of partners, maintenance of good partner relationships, and the support of political institutions. The relationship between the self-interests of business partners was considered by Wong et al. (2005) using 103 pairs located in customer and supplier organizations. The authors suggest that development of a shared vision and cooperative goals is an important foundation for moderating the influence of self-interest.

Comparative Papers

Comparative papers compared the Chinese with those of other cultures and countries. Topics included person-environment fit, compensation, management skill, communication and semantics, behavior of arbitrators, interpersonal relationships, human resource management practices, to managers' value systems. A number of papers illustrate this approach.

For example, assuming that the concept of person-environment fit (PE fit) is culture bound to the West, Chuang et al. (2015) studied the phenomena in the Eastern, Chinese context. They utilized a diverse group of 30 Chinese working adults to explore the matter qualitatively. They found that the Chinese model of PE fit carried five dominant themes: competence at work, harmonious connections at work, balance along life domains, cultivation and realization. They also found both psychological time and diachronic time as well as Confucian relationalism important components.

Leung et al. (2004) and Chen et al. (2002) entertained interest in compensation differentials. Leung et al. (2004) used a multilevel study in China to consider low compensation parity in multinational corporations where expatriates received higher compensation than their local counterparts. Such circumstances can be problematic in a developing country. Trust climate carried a low relationship between compensation parity and distributive justice. In an earlier study, Chen et al. (2002) looked at how local employees of international joint ventures perceived pay disparity with expatriates from the perspective of Equity Theory. They found that Chinese thought themselves treated less fairly when comparing their compensation with their local peers. They felt more fairly treated if their wages were higher than their peers in other international joint ventures. The negative effects of wage disparity on the Chinese was lower where expatriates exhibited interpersonal sensitivity to their situation.

Mujtaba et al. (2013) empirically investigated management skills in China, Iran, Pakistan, Thailand, and the United States using different organizational levels in both public and private sectors along with age, gender, experience, culture, and education. They found some skill based differentials based upon the culture of the countries.

Chinese and American arbitrators' interfirm contract violation awards were scrutinized by Friedman et al. (2007) who found that Chinese make more generous awards than the Americans. It seems that Chinese apply more internal attributions to events when observing group actions. When those sampled were provided evidence for both internal and external attribution for behaviors, the differences were stronger.

Fu et al. (2003) focused on subtle differences between Chinese managers in Hong Kong, Taiwan, and Mainland China. All considered interpersonal relationships to be important. The teachings of Confucianism and other concepts common to the three groups bound them together. The researchers concluded that it would be easy for Chinese to overlook nuances of management behavior between themselves and Westerners and they may make even graver perceptual mistakes. They suggested that, when considering specific managerial behaviors, it is important for Chinese and Western managers alike to be attentive to differences.

Human resource management practices by Swedish multinational corporations working in Russia, Finland, and China were compared by Fey et al. (2004). They found that the Swedish subsidiaries standardized their practices in various ways. Those that could be controlled from headquarters were standardized there. Others were systematized to conform to local subsidiary circumstances and cultural requirements.

Tan (2002) fed an interest in the impact of national environment on managerial value systems by comparing individual managers in the People's Republic of China with those in the United States and Singapore. Dimensions of Western values were represented by questions related to Machiavellianism, Dogmatism, Locus of Control, and Intolerance of Ambiguity. Eastern measures incorporated Integration, Confucian Dynamism, Human-heartedness, and Moral Discipline. It was concluded that as economies become more industrialized, managerial values converge (e.g., Ker et al. 1960) or become more homogeneous.

Intercultural Papers

Intercultural papers, which examined the interaction between organization members from China and any other culture or country, were no less varied than those deemed Domestic and Comparative. Topics encompassed such items as trust, worker health and functioning, competitive attacks by Chinese firms, the place of Chinese female managers in social networks, Chinese foreign investment, voluntary involvement and social participation, acculturation of Chinese, beliefs about justice, and knowledge transfer. The following examples will demonstrate.

Özer et al. (2014) set out to determine how trust and trustworthiness vary between collectivist (Chinese) culture and individualistic (United States) culture affected information sharing in a two-tiered supply chain. They observed that Chinese actors exhibited lower spontaneous trust and trustworthiness than those from the United States where there was little expectation for long-term interactions. Alternatively, Chinese perceived people from the United States as more trusting and trustworthy in general. They believed those from the United States would be more forthcoming in their forecast sharing. Anticipation of a long-term relationship supports development of trust and trustworthiness between actors.

Worker health was a topic covered in the literature. For example, a sample of Chinese men and women (N = 211) between 15 and 79 years of age living in the United Kingdom were surveyed about their health, functioning, and social engagement (Rochelle and Shardlow, 2014). Poor health and functioning were related to levels of social support available to them. Social engagement was associated with high levels of social support and network size enjoyed by each one sampled. Individuals with good cognitive and physical functioning held a sense of social cohesion. The Chinese relied more heavily on

informal support networks than formal. This may account for their relative under utilization of health and social support systems available in the community.

Why would Chinese firms associated with a relation-oriented culture resort to aggressive, possibly destructive competitive behaviors internationally? To address this question, Luo et al. (2013) undertook a field study including over 300 firms which engaged in inter-Chinese competitive attacks. They found that such attacks primarily take place in developing countries. They include firms in construction, consumer products, mineral resources, energy, manufacturing, and finance. The competition was a major concern of all surveyed.

Women's issues were not totally overlooked in the literature considered. To determine how women managers from China and Finland fit into social networks, Huang and Aaltio (2014) used questionnaires, in-depth interviews, and interpretive analysis. Female-to-male dyads in both countries were embedded in work-related or power networks. Finland was characterized by networks associated on the basis of function. Networks in China were small in comparison to those in Finland.

Blomkvist and Drogendijk (2013) and Guillén (2002) looked at the nature of Chinese foreign investment. Blomkvist and Drogendijk (2013) considered psychic distance to explain Chinese foreign investment. They considered the construct in terms of individual differences in language, religion, culture, economic development, political systems, education and geographic distance. Cultural and language similarities and differences were related to level of industrialization. The level of democracy was related to internationalization of Chinese firms. It was concluded that home country context influenced patterns of international expansion. Guillén (2002) examined Korean firms in China. It was determined that foreign expansion was linked to business group experience and imitation among firms from the same country.

Rochelle and Shardlow (2012) appraised the status of Chinese voluntary involvement and social participation. They recruited individuals (N = 211) from Chinese health and community centers in the United Kingdom to complete a 38-item survey gathering information about: health and functioning, social functioning, volunteerism, and demographics related to voluntary involvement and social participation among Chinese living there. Chinese women were more likely to be involved in voluntary activities than men. Those with Bachelor's degrees were more amenable to involvement as well. Involvement in social organizations and volunteerism was also associated with career aspirations and/or social status.

Acculturation of Chinese workers was approached in several papers. Lu et al. (2012) sought to understand the acculturation process among Chinese immigrants (N = 220) in Australia using survey data. They found that Chinese prefer maintaining their home culture as much as possible. Acculturation in all forms had a definite influence on their job satisfaction. Those who adopted assimilation tended to be more satisfied on the job than those who sought to separate themselves from the local culture. A tangential, but related study (Gui et al. 2012) examined the Urban Identity of Chinese internal migrants (N = 787) using the Migrant Workers Urban Identity Questionnaire which distinguishes social identity and place identity. A subset of the total sample (N = 328) were administered the Satisfaction with Life Scale and the Global Self-Worth Scale. The data suggested that the better route to achieving wellbeing in both social and place identity was through acculturation. Pan (2011) considered acculturation in terms or resilience and emotional well-being. Mainland Chinese (N = 400) students residing in Hong Kong participated. Negative affects of the acculturation process were mediated through threat appraisal and sense-making mechanisms. Finding meaning-in-life and sense-making coping were important factors to psychological adjustment in cross-cultural situations. Zhang and Goodson (2011) questioned how social interaction and social connectedness with nationals mediated or moderated acculturation-adjustment of Chinese international students (N = 508) located at four universities in Texas. Social connectedness mediated links to psychosocial adjustment. Social interaction with Americans moderated adherence to their home culture and depression. Liu (2011) followed the experience of Chinese business persons (N = 30) located in Brisbane, Australia working in 12 difference businesses. It was found that heritage culture and host culture did not necessarily pose incompatible demands on the acculturation process of the Chinese. The two could be complimentary in result. It was concluded that cultural identity is shaped by an immigrant's interactions with co-ethnics and host nationals. Workers in Chengdu, China who worked

for a major American multinational corporation located there were interviewed by Hughes (2009) to determine how they adjusted to a non-Chinese working environment. Each participant was asked to complete the Schwartz Value Survey as well. It was determined that Chinese values cluster just as they do for workers from the West, but the meanings of their values differ conceptually from those in the West. Results of research by Chen, Tjosvold, and Pan (2010) suggest that collectivist values help Korean and Chinese employees to work positively across their cultural boundaries.

A cross-cultural comparison of prescriptive justice beliefs (about fair outcomes) and descriptive justice beliefs (about expectations of actual outcomes) was undertaken using participants from the United States, South Africa, and China (Lee et al. 2011). It was found that prescriptive justice beliefs were based on internalized cultural values. Descriptive justice beliefs reflected more recent circumstances in the larger cultural environment.

Finally, knowledge transfer under circumstances where Chinese firms were involved was approached by several researchers. Zou and Ghauri (2008) explored knowledge transfer and learning from a process perspective based upon four international acquisitions in China. Knowledge and acquisition involved knowledge assessment, knowledge sharing and knowledge assimilation. Foreign acquirers tended to seek out complementary knowledge from the Chinese firms and to adopt dual management structure to facilitate communication with local workers. Embeddedness of Chinese expatriates in joint ventures was found important to knowledge transfer by Yin and Bao (2006). Recipient willingness to collaborate and comprehensive acquisition methods are important to the full acquisition of tacit knowledge. Wang and Nicholas (2005) completed research on knowledge transfer between Chinese and Hong Kong contractual joint ventures. Transfer of Hong Kong parents' know-how depended upon the learning ability and intention of Chinese to learn. Hong Kong managers learned from managing the joint venture and from the local Chinese environment as well. The collective learning observed was supported by trust between the parties.

Content Analysis Question 4

The final content analysis question was: *Are there research gaps in the China-focused OB literature that require further inquiry?*

Godkin et al. (2005) delimited the study of OB into the individual, group, organizational and social levels. They also provided a category of "Other" including transferability (the adoptability of Chinese methods by foreign nations). These levels of analysis were further broken down into specific topics (Table 1). In this section, a consideration of coverage related to those subtopics with limited publications or "gaps" is presented (Table 4).

Group Decision Making was the topic of 4 papers. A total of 6 addressed Perception and Quality Circles. Efficiency and Productivity as well as Personality were approached in 7. Satisfaction, Absences and Turnover were found in 11 papers and Adoptability in 12.

TABLE 4

CATEGORICAL CLASSIFICATION OF CHINA-FOCUSED OB PAPERS: 1991 - 201

Category	Total	(Godkin et al. 2005)											Current Study													
		91	92	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
Attitudes & Values	36	1		1		1		1	1	2	1		1					5	1	1	2			2	12	4
Personality	7				1		1															1		4		
Perception	6	1		1					1										1		2				1	
Motivation																	1		1	1		1	1	1	2	5
Satisfaction, absences & turnover	11				2			1			1													3	2	2
Quality Circles	6																							1	2	3
Leadership	22				2				1	1				1		1	1		2		2			7		4
Communication	35					1	2					4		1		2			2	1	1	1		4	9	7
Group decision making	4						1						1			1	1									
HR policies & practices	26						1	2	1						1		1	1					1	4	8	6
Organization structure	27	1			1							1	1	2		2	1	1	1				1	6	7	2
Organization culture	16											1			1		1	1		3	2			1	3	3
Efficiency & productivity	7																		2			1		2		2
National culture	33		2		1		1		2	1	2		1	1	1	1	1		2	1	3	2	2	5	3	1
Transferability	12														1		1						1	1	1	7

CONCLUSIONS

This paper sought to answer four basic questions concerning the China-focused OB publication appearing in a selected pool of journals between 1991 and 2015: (1) How many studies of China have been published in management journals during the period 2002-2015 in comparison to those reported during 1991-2001; (2) Has there been a relative increase/decrease in the number of China-focused OB studies published in management journals over the same periods; (3) What is the nature and scope of these OB studies of China; and (4) Do research gaps exist in the China-focused OB literature that require further inquiry? The following conclusions can be drawn.

First, over the 25 years of publication considered here, 44,922 papers were published with 35,484 (78.9%) of those appearing between 2002-2015. Of the 44,922, 711 (1.58%) were China-focused and 475 (1.05%) were China-focused OB papers. This is a relatively small number, but it does indicate that China is still now on the academic radar and China-focused OB papers are still being produced. Of the China-focused OB appearing throughout the duration, 274 (57.7%) were *Domestic* considering only China; 62 (13.05%) were *Comparative* contrasting organizations in China with any other country or culture; and 139 (8.21%) were *Intercultural* centering on the interaction between organization members from China with those from other countries or cultures.

Second, there appears to have been an increase in annual production of Domestic, Comparative, and Intercultural China-focused OB papers between 2002-2015. Indeed, there was a surge in publication of Domestic oriented China-focused OB papers with 63.1% that collectively appeared in 2013, 2014, and 2015. Perhaps growth of the Chinese economy and a corresponding rise in public interest precipitated increased interest among scholars. It will be interesting to see if there is a proportional decline in academic interest should the Chinese economy falter and fail over an extended period.

Third, China-focused OB papers reported findings between 1991 and 20015 on the Organizational Level, 72 (27.7%) on the Individual Level, and 65 (25%) on the Group Level. During the same period, Communication (35 papers), Values and Attitudes (34 papers), National Culture (33 papers), Organizational Structure (28 papers), and Human Resource Policies and Practice (26 papers) dominated. The majority of papers in the periods of 1991-2001 and 2002-2015 and 1991-2015 were empirical and the remainder were anecdotal in nature. All have their place and value, but the empirical lend themselves to replication and further analysis.

Fourth, there are still gaps in the China-focused OB literature providing opportunities for researchers with an interest. These gaps appear in the following data. Group Decision Making was the topic of only 4 papers. A total of 6 addressed Perception and Quality Circles. Efficiency and Productivity as well as Personality were approached in 7 papers. Satisfaction, Absences and Turnover were found in 11 and Transferability in 12 publications.

Academic publishing is experiencing change. Journals come and others go, but the importance of identifying research streams in various fields of enquiry remains. Nonetheless, such work should continue to monitor and better understand the nature and scope of emergent China-focused OB research.

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