

---

## Guest Editorial

---

# The *Journal of Management*'s First 40 Years: A Look Back

David D. Van Fleet

*Arizona State University*

Arthur G. Bedeian

*Louisiana State University*

---

*Reflecting on the Journal of Management's journey from a regional publication to an international outlet for management research, this editorial commentary (a) documents the year-to-year increase in number of citations to articles published in the journal as it has become a leading venue for management scholarship originating worldwide, (b) acknowledges the most frequently published authors in the journal over the past 40 years, and (c) recognizes the journal's 50 most highly cited articles and their authors.*

**Keywords:** *management research; bibliometrics; journal analysis; Web of Science; Google Scholar*

---

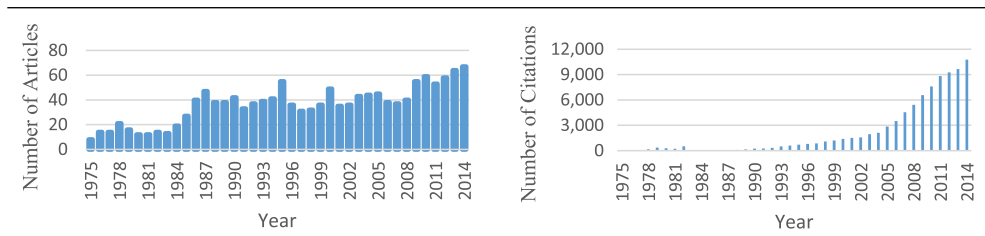
This past fall saw the publication of the final number in the *Journal of Management*'s (*JOM*'s) 40th volume. As *JOM*'s fifth and second editors, respectively, this occasion prompted us to reflect on the contributions of the many people who made *JOM*'s journey from a regional publication to an international outlet for management research possible. The purposes of this editorial commentary are, thus, to (a) document the year-to-year increase in number of citations to articles published in *JOM* as it has become a leading venue for management scholarship originating worldwide, (b) acknowledge the most frequently published

---

*Corresponding author: David D. Van Fleet, Morrison School of Agribusiness, Arizona State University, 7271 E. Sonoran Arroyo Mall, Mesa, AZ 85212-0001, USA.*

*E-mail: ddivf@asu.edu*

**Figure 1**  
***Journal of Management*: Number of Refereed Articles Published and Number of Citations to Articles per Year (1975–2014)**



Note: Data sources: Google Scholar (1975–1982); Web of Science (1983–2014).

authors in *JOM* over the past 40 years, and (c) recognize *JOM*'s 50 most highly cited articles and their authors.

To accomplish these purposes, we relied on data extracted from both Thomson Reuters Web of Science (<http://wokinfo.com/>) and Google Scholar (accessed through the Publish or Perish platform; [http://www.harzing.com/pop.htm?\\_source=pop\\_4.4.6.5000](http://www.harzing.com/pop.htm?_source=pop_4.4.6.5000)), as supplemented by a manual search of *JOM*'s past volumes for the years 1975 to 2014. Over this period, *JOM* has published 1,440 refereed articles. We excluded editorial commentaries, guest editorials, special-issue introductions, invited papers, letters, rejoinders, book notices, and corrigenda from our analysis to focus solely on published manuscripts that were subject to *JOM*'s customary peer-review process.

### Total Number of Articles and Total Citations

In line with our initial purpose, Figure 1 shows both the number of articles published in *JOM* each of the past 40 years and the number of citations the articles received each year over the same period. In reviewing Figure 1, it should be recalled that *JOM* began publication with one issue in 1975 and grew to two issues in 1976. As manuscript submissions increased, *JOM*'s 4th editor (James G. Hunt; 1983–1986) was able to increase the number of issues published annually from two to three and then to four. The number of issues published each year increased to six in 1995 under the direction of *JOM*'s 7th editor (Dan R. Dalton). In 2013, during the tenure of its 13th editor, Deborah E. Rupp, *JOM* began publishing seven issues per year. As Figure 1 indicates, the number of articles published each year in *JOM* has varied widely, with the highest number published in 2014.

The number of citations received by refereed articles published in *JOM* over the period 1975 to 2014 is also shown in Figure 1. Citations have grown annually since the early 1980s and total (1975–2014) over 87,000. In the past year alone, *JOM* was cited over 9,000 times in conference proceedings, annual series, and journals that were indexed by the Web of Science. This steady increase in citations reflects *JOM*'s impact on scholarship across the entire management discipline. It also mirrors the discipline's global growth and the accompanying upsurge in publication channels devoted to social-science research in general.

## Authorship

During its first 40 years, *JOM* published the refereed work of 2,270 different individuals from 37 countries. Some 21% of all the articles published in *JOM* over this span were sole authored, 39% had two authors, 26% three authors, 10% four authors, and 4% five or more authors. The average number of authors per article was 2.37 (range = 1 to 9). Table 1 lists the 73 authors who have published at least five articles in *JOM* during this period. The authors are rank-ordered on the basis of a proportional procedure that assigns credit by using order of authorship as a proxy for differential coauthor contributions. With each article worth 1 full point, this procedure, developed by Howard, Cole, and Maxwell (1987), ensures an author in ordinal position  $i+1$  always receives at least 50% of the authorship credit assigned to the author immediately preceding him or her (i.e., 50% of the credit assigned to author  $i$ ). Thus, whereas a sole-authored article nets its author a single unit of credit, an article with four coauthors would yield 0.4154 points for the first author, 0.2769 points for the second author, 0.1846 points for the third author, and 0.1231 points for the fourth author. Symbolically, credit was assigned as follows:

$$\text{Rank - Weighted Author Credits} = (1.5^{n-1}) / (\sum_{i=1}^n 1.5^{i-1}) \quad (1)$$

where  $n$  and  $i$ , respectively, denote the total number of authors and the ordinal position of a particular author. We chose this weighting scheme to avoid inflating author scores as a result of the "multiplier effect" resulting from collaborative efforts and to more accurately reflect actual author contributions. Assigning credit proportionally for multiauthored articles (as opposed to total counting) likewise avoids equating coauthorship with sole authorship.

To provide context, we also report the total number of unweighted credits (sole and multiauthored) for each author in Table 1. Given the inverse relationship between ordinal position and authorship credits, a comparison of total and weighted credits hints at an individual's relative author position and total number of collaborators across articles. In comparing authors, a higher ratio of total (unweighted) credits to weighted credits suggests a lower level of independent scholarship.

In reviewing the data on which Table 1 is based, it was our distinct impression that the number of authors per article published in *JOM* had grown over time. The data in Figure 2 do, in fact, confirm that the numbers and proportions of multiauthored articles have risen, with at first three and then four or more coauthors becoming more common beginning in the early 2000s, as articles with one or two authors appeared less frequently. This so-called author inflation has been attributed to an increase in multinational and multidisciplinary research, specialization in methods expertise, and, prompted by extreme publication pressure, the advent of publication communes in which individuals exchange sham coauthorships to pad their résumés. Collaborative research (and accompanying multiple authorships) may, indeed, make possible some projects and data-collection efforts that would otherwise be impracticable. In our own experience, however, a larger number of authors not only reduces the credit afforded each author but also complicates evaluations of job-applicant credentials, tenure and promotion assessments, and faculty performance reviews. Given the rising trend (across disciplines) in number of authors per article, and an increase in the suspected prevalence of undeserved authorships, a number of leading journals have begun requiring that a

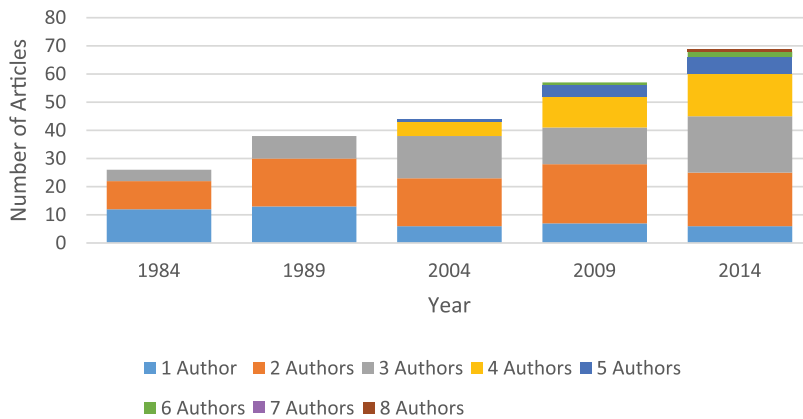
**Table 1**  
***Journal of Management Rank-Weighted Authorship Credits: 1975–2014***

| Author                | Total<br>authorship<br>credits | Weighted<br>authorship<br>credits | Rank | Author                  | Total<br>authorship<br>credits | Weighted<br>authorship<br>credits | Rank |
|-----------------------|--------------------------------|-----------------------------------|------|-------------------------|--------------------------------|-----------------------------------|------|
| Arthur G. Bedeian     | 16                             | 8.11                              | 1    | Brian S. Klaas          | 5                              | 2.68                              | 38   |
| Donald D. Bergh       | 9                              | 6.18                              | 2    | Danny Miller            | 5                              | 2.68                              | 39.5 |
| Richard L. Priem      | 12                             | 5.10                              | 3    | T. K. Das               | 4                              | 2.67                              | 39.5 |
| Michael A. Hitt       | 16                             | 5.08                              | 4    | Mason A. Carpenter      | 5                              | 2.65                              | 41   |
| Herman Aguinis        | 10                             | 4.73                              | 5    | Albert A. Cannella, Jr. | 8                              | 2.61                              | 42   |
| Gerald R. Ferris      | 15                             | 4.38                              | 6    | Achilles A. Armenakis   | 7                              | 2.58                              | 43   |
| Philip M. Podsakoff   | 9                              | 4.30                              | 7    | Gregory G. Dess         | 6                              | 2.53                              | 44   |
| David D. Van Fleet    | 6                              | 3.92                              | 8    | Paul E. Levy            | 6                              | 2.51                              | 45   |
| Catherine M. Daily    | 7                              | 3.91                              | 9    | Wayne A. Hochwater      | 8                              | 2.46                              | 46   |
| Scott A. Shane        | 5                              | 3.87                              | 10   | Ricky W. Griffin        | 5                              | 2.44                              | 47   |
| Patrick M. Wright     | 8                              | 3.80                              | 11   | Rodger W. Griffeth      | 7                              | 2.38                              | 48   |
| Jennifer M. George    | 5                              | 3.78                              | 12   | Steve Werner            | 6                              | 2.30                              | 59   |
| Daniel C. Ganster     | 8                              | 3.72                              | 14   | Deepak K. Datta         | 5                              | 2.29                              | 50   |
| Timothy A. Judge      | 8                              | 3.72                              | 14   | Edwin A. Locke          | 5                              | 2.23                              | 51   |
| Jon L. Pierce         | 6                              | 3.72                              | 14   | David A. Harrison       | 5                              | 2.19                              | 52   |
| David J. Ketchen, Jr. | 11                             | 3.58                              | 16   | Gregory H. Dobbins      | 5                              | 2.14                              | 53   |
| Joseph J. Martocchio  | 7                              | 3.60                              | 17   | M. Audrey Korsgaard     | 6                              | 2.14                              | 54   |
| J. C. Wofford         | 5                              | 3.54                              | 18   | Jason D. Shaw           | 6                              | 2.11                              | 55   |
| Robert E. Ployhart    | 8                              | 3.52                              | 19   | Pamela L. Perrewé       | 7                              | 2.10                              | 56   |
| Daniel A. Wren        | 7                              | 3.48                              | 20   | Scott A. Snell          | 6                              | 2.08                              | 57   |
| James C. McElroy      | 5                              | 3.38                              | 21   | John E. Mathieu         | 5                              | 2.04                              | 58   |
| K. Michelle Kacmar    | 7                              | 3.16                              | 22   | Donald B. Fedor         | 5                              | 2.00                              | 59   |
| Michael M. Harris     | 5                              | 3.27                              | 23   | Michael H. Lubatkin     | 5                              | 1.99                              | 60   |
| R. Duane Ireland      | 10                             | 3.08                              | 24   | Ken G. Smith            | 6                              | 1.98                              | 61   |
| Robert E. Hoskisson   | 8                              | 3.03                              | 25   | David J. Woehr          | 5                              | 1.94                              | 62   |
| Craig J. Russell      | 6                              | 3.01                              | 26   | M. Ronald Buckley       | 6                              | 1.85                              | 63   |
| Robert J. Vandenberg  | 8                              | 3.00                              | 27   | Brian K. Boyd           | 6                              | 1.82                              | 64   |
| Daniel C. Feldman     | 5                              | 3.00                              | 28   | Darren C. Treadway      | 6                              | 1.80                              | 65   |
| Gareth R. Jones       | 5                              | 3.00                              | 29   | Lucy L. Gilson          | 5                              | 1.74                              | 66   |
| Kevin W. Mossholder   | 7                              | 2.93                              | 29   | Jeremy C. Short         | 5                              | 1.66                              | 67   |
| Shaker A. Zahra       | 7                              | 2.91                              | 31   | Kenneth S. Law          | 5                              | 1.66                              | 68   |
| Dan R. Dalton         | 8                              | 2.91                              | 32   | Nathan Bennett          | 6                              | 1.55                              | 69   |
| Dawn S. Carlson       | 5                              | 2.90                              | 33   | Michael Campion         | 5                              | 1.35                              | 70   |
| Gary N. Powell        | 6                              | 2.48                              | 34   | Curtis M. Grimm         | 5                              | 1.32                              | 71   |
| Gareth R. Jones       | 5                              | 3.00                              | 35   | Terry C. Blum           | 4                              | 1.26                              | 72   |
| Amy J. Hillman        | 5                              | 2.73                              | 36   | Steven W. Floyd         | 5                              | 1.05                              | 73   |
| Dean A. Shepherd      | 6                              | 2.70                              | 37   |                         |                                |                                   |      |

*Note:* Data source: Web of Science.

statement of responsibility specifying each author's contributions accompany all manuscripts submitted for publication consideration. We would not be surprised if this practice became the norm across scientific disciplines.

**Figure 2**  
**Stacked Column Chart Showing the Increasing Numbers and Proportions of**  
**Multiauthored Articles Published in the *Journal of Management***



Note: Data source: Web of Science.

## Most-Cited Articles

Finally, to accomplish our third purpose, we identify *JOM*'s 50 most-cited articles and their authors (as of June 15, 2015) in Table 2. Whereas it took at least 247 citations to rank in the top 50, Jay B. Barney's 1991 article, "Firm Resources and Sustained Competitive Advantage," is by far *JOM*'s most referenced article with nearly 9,000 citations. Philip M. Podsakoff and Dennis W. Organ's 1986 article, "Self-Reports in Organizational Research: Problems and Prospects," is in a distant second place, having been cited more than 3,600 times. A comparison with the remaining citation counts in Table 2 indicates that both articles are, however, extreme outliers. Of the articles listed in Table 2, 5 were published in the 1980s, 19 in the 1990s, and 26 in the 2000s. Collectively, the 50 articles identified in Table 2 have been cited 32,486 times. Each has clearly influenced the management literature. We note that a majority of these articles are nonempirical in nature, thus highlighting the management discipline's emphasis on theory development as a prerequisite for hypothesis testing.

Because total citations naturally favor older articles that have had more time to be cited, Table 2 also reports the number of citations to each of the most-cited articles adjusted for year of publication. The adjusted citation totals were calculated for each article as follows:

$$\text{Adjusted Citation Total} = (\text{Total Number of Citations} / 2014 - \text{Year of Publication}) \quad (2)$$

Five of the 10 articles with the highest adjusted citation totals were published in the 2000s, underscoring the immediacy of recent research findings. Table 2 further reveals that, as expected of a general-management journal, the topics covered by the most highly cited articles cover the entire range of discipline-related topics, including strategy, human resources, methodology, ethics, entrepreneurship, and leadership. No other management journal is as eclectic in its scope and reader appeal.

**Table 2**  
**Fifty Most-Cited Refereed *Journal of Management* Articles: 1975–2014**

| Rank | Total<br>cites | Cites adjusted<br>for year | Title   | Author(s)   | Year |
|------|----------------|----------------------------|---|---|------|
| 1    | 8,639          | 375.60                     | Firm resources and sustained competitive advantage  | Barney, JB  | 1991 |
| 2    | 3,620          | 129.30                     | Self-reports in organizational research: Problems and prospects   | Podsakoff, PM;<br>Organ, DW                                 | 1986 |
| 3    | 1,073          | 46.70                      | Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors  | Williams, LJ;<br>Anderson, SE                               | 1991 |
| 4    | 992            | 70.90                      | Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research                     | Podsakoff, PM;<br>Mackenzie, SB; Paine, JB;<br>Bachrach, DG | 2000 |
| 5    | 889            | 63.50                      | A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium              | Griffeth, RW; Hom, PW; Gaertner, S                          | 2000 |
| 6    | 851            | 50.10                      | What makes teams work: Group effectiveness research from the shop floor to the executive suite  | Cohen, SG; Bailey, DE                                       | 1997 |
| 7    | 765            | 33.30                      | Organizational justice: Yesterday, today, and tomorrow  | Greenberg, J  | 1990 |
| 8    | 764            | 31.80                      | A historical comparison of resource-based theory and five schools of thought within industrial-organization economics: Do we have a new theory of the firm? | Conner, KR  | 1991 |
| 9    | 706            | 78.40                      | Social exchange theory: An interdisciplinary review   | Cropanzano, R;<br>Mitchell, MS                              | 2005 |
| 10   | 559            | 39.90                      | The network paradigm in organizational research: A review and typology  | Borgatti, SP; Foster, PC                                    | 2003 |
| 11   | 546            | 49.60                      | A resource-based theory of strategic alliances  | Das, TK; Teng, BS   | 2000 |
| 12   | 530            | 24.10                      | Centering decisions in hierarchical linear models: Implications for research in organizations   | Hofmann, DA;<br>Gavin, MB                                   | 1998 |
| 13.5 | 514            | 32.10                      | Theoretical perspectives for strategic human resource management  | Wright, PM;<br>McMahan, GC                                  | 1992 |
| 13.5 | 514            | 25.70                      | Team mental model: Construct or metaphor  | Klimoski, R;<br>Mohammed, S                                 | 1994 |
| 15   | 470            | 36.20                      | A review of scale development practices in the study of organizations   | Hinkin, TR  | 1995 |
| 16   | 462            | 24.30                      | An overview of the logic and rationale of hierarchical linear models  | Hofmann, DA   | 1997 |
| 17   | 452            | 26.60                      | Human resources and the resource based view of the firm   | Wright, PM;<br>Dunford, BB;<br>Snell, SA                    | 2001 |
| 18   | 418            | 24.60                      | The social scientific study of leadership: Quo vadis?   | House, RJ; Aditya, RN                                       | 1997 |
| 19   | 408            | 15.70                      | Boards of directors and corporate financial performance: A review and integrative model   | Zahra, SA; Pearce, JA                                       | 1989 |
| 20   | 404            | 25.30                      | Entrepreneurship: Past research and future challenges   | Low, MB;<br>Macmillan, IC                                   | 1988 |

(continued)

**Table 2 (continued)**

| Rank | Total<br>cites | Cites adjusted<br>for year | Title  | Author(s)                                   | Year |
|------|----------------|----------------------------|--|---|------|
| 21.5 | 386            | 29.70                      | The effects of personal and contextual characteristics on creativity: Where should we go from here?  | Shalley, CE; Zhou, J; Oldham, GR            | 2004 |
| 21.5 | 386            | 38.60                      | Toward understanding and measuring conditions of trust: Evolution of a conditions of trust inventory   | Butler, JK                                  | 1991 |
| 23   | 382            | 16.60                      | A review of current practices for evaluating causal models in organizational behavior and human resources management research  | Medsker, GJ; Williams, LJ; Holahan, PJ      | 1994 |
| 24   | 377            | 20.90                      | Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors | Podsakoff, PM; Mackenzie, SB; Bommer, WH    | 1996 |
| 25   | 338            | 16.90                      | Multidimensionality of leader-member exchange: An empirical assessment through scale development   | Liden, RC; Maslyn, JM                       | 1998 |
| 26   | 336            | 21.00                      | Proactive behavior in organizations  | Crant, JM                                   | 2000 |
| 27   | 331            | 23.60                      | The entrepreneurship of resource-based theory  | Alvarez, SA; Busenitz, LW                   | 2001 |
| 28   | 319            | 24.50                      | Team effectiveness 1997-2007: A review of recent advancements and a glimpse into the future  | Mathieu, J; Maynard, MT; Rapp, T; Gilson, L | 2008 |
| 29   | 316            | 24.30                      | Behavioral ethics in organizations: A review   | Treviño, LK; Weaver, GR; Reynolds, SJ       | 2006 |
| 30   | 302            | 25.20                      | Recent research on team and organizational diversity: SWOT analysis and implications   | Jackson, SE; Joshi, A; Erhardt, NL          | 2003 |
| 31   | 301            | 50.20                      | Alliance management as a source of competitive advantage   | Ireland, RD; Hitt, MA; Vaidyanath, D        | 2002 |
| 32   | 297            | 27.00                      | Boards of directors: A review and research agenda  | Johnson, JL; Daily, CM; Ellstrand, AE       | 1996 |
| 33   | 294            | 36.80                      | Upper echelons research revisited: Antecedents, elements, and consequences of top management team composition  | Carpenter, MA; Geletkanycz, MA; Sanders, WG | 2004 |
| 34   | 289            | 16.10                      | Measurement of business economic performance: An examination of method convergence   | Venkatraman, N; Ramanujam, V                | 1987 |
| 35   | 288            | 28.80                      | Opportunities and entrepreneurship   | Eckhardt, JT; Shane, SA                     | 2003 |
| 36   | 281            | 10.40                      | Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations  | Lepak, DP; Snell, SA                        | 2002 |
| 37   | 277            | 25.20                      | Identification in organizations: An examination of four fundamental questions  | Ashforth, BE; Harrison, SH; Corley, KG      | 2008 |
| 38   | 276            | 23.00                      | The role of perceived organizational support and supportive human resource practices in the turnover process   | Allen, DG; Shore, LM; Griffeth, RW          | 2003 |

*(continued)*

**Table 2 (continued)**

| Rank | Total<br>cites | Cites adjusted<br>for year | Title  | Author(s)   | Year |
|------|----------------|----------------------------|--|---|------|
| 39   | 275            | 25.00                      | Virtual teams: What do we know and where do we go from here?   | Martins, LL; Gilson, LL; Maynard, MT                              | 2004 |
| 40   | 271            | 18.10                      | Media reputation as a strategic resource: An integration of mass communication and resource-based theories           | Deephouse, DL   | 2000 |
| 41   | 271            | 27.10                      | Organizational ambidexterity: Antecedents, outcomes, and moderators  | Raisch, S; Birkinshaw, J  | 2008 |
| 42   | 266            | 19.00                      | Fairness perceptions and trust as mediators for transformational and transactional leadership: A two-sample study    | Pillai, R; Schriesheim, CA; Williams, ES                          | 1999 |
| 43   | 260            | 43.30                      | Desegregating HRM: A review and synthesis of micro and macro human resource management research                      | Wright, PM; Boswell, WR   | 2002 |
| 44   | 259            | 16.20                      | Authentic leadership: Development and validation of a theory-based measure   | Walumbwa, FO; Avolio, BJ; Gardner, WL; Wernsing, TS; Peterson, SJ | 2008 |
| 45   | 258            | 43.00                      | Individual values in organizations: Concepts, controversies, and research  | Meglino, BM; Ravlin, EC   | 1998 |
| 46   | 257            | 11.20                      | A model of strategic entrepreneurship: The construct and its dimensions  | Ireland, RD; Hitt, MA; Sirmon, DG                                 | 2003 |
| 47   | 257            | 23.40                      | Strategic human resources management: Where do we go from here?  | Becker, BE; Huselid, MA   | 2006 |
| 48   | 257            | 18.40                      | Walking a tightrope: Creating value through interorganizational relationships  | Barringer, BR; Harrison, JS                                       | 2000 |
| 49   | 256            | 10.24                      | Managerial resources and rents   | Castanias, RP; Helfat, CE   | 1991 |
| 50   | 247            | 20.60                      | The influence of the spouse on American expatriate adjustment and intent to stay in Pacific Rim overseas assignments | Black, JS; Stephens, GK   | 1989 |

Note: Data source: Web of Science.

## Conclusion

It has been extremely gratifying to have witnessed *JOM*'s transformation from what was originally conceived as a means of showcasing the work of Southern Management Association members into an internationally recognized outlet for research originating worldwide. *JOM*'s journey from a regional to an international stage would have been impossible without the efforts of its various editors, hundreds of former editorial-board members, and thousands of ad hoc reviewers. A special thanks is also due *JOM*'s many loyal readers. As no journal is better than the quality of the manuscripts it receives for review, a final tip of the hat to all the authors who have submitted their research to *JOM* for possible publication.

## Reference

- Howard, G. S., Cole, D. A., & Maxwell, S. E. 1987. Research productivity in psychology based on publication in the journals of the American Psychological Association. *American Psychologist*, 42: 975-986.