

ASSESSING MANAGEMENT JOURNAL QUALITY: A METHODOLOGICAL CRITIQUE AND EMPIRICAL ANALYSIS

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Most attempts to assess the quality of management journals have relied on expert opinion surveys or citation counts. However, neither method provides for the objective evaluation of articles published in the journals to be assessed. This paper reports on an assessment that emphasized blind reviews and included both practicing managers and scholars in the evaluation process. Results suggested that managers and scholars disagree sharply in their assessment of high and low quality journals. Hence, the method employed to distinguish top journals from others significantly affects those journals identified as superior.

Over the past dozen years, management scholars have published a variety of empirical studies aimed at assessing journal quality and article contribution (e.g. Cox & Catt, 1977; Gomez-Mejia & Balkin, 1992; Howard, Maxwell, Berra, & Sternitzke, 1985; Kirkpatrick & Locke, 1992; Miller & Dodge, 1979; Salancik, 1986). The driving force behind these studies appears to be the need for academic institutions to more effectively evaluate scholarly contributions (Coe & Weinstock, 1984). Indeed, faculty pay has been found to positively

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correlate with journal quality perceptions and the quantity of journal publications (Dunden & Ellis, 1994; Gomez-Mejia & Balkin, 1992; Johnson & Podsakoff, 1994; Katz, 1973). Hence, the need to compare the contributions of scholars who have publications in different refereed journals remains a viable concern.

Although studies in the management field tend to render similar evaluations of journal quality (Coe & Weinstock, 1984), the methods used to make such assessments have recently been called into question (Johnson & Podsakoff, 1994; Salancik, 1986). It is suggested in this paper that the methods previously employed provide an incomplete perspective and researchers should adopt a more holistic approach. Specifically, the purpose of this paper is to report on the findings of an alternative empirical investigation designed to overcome many of the shortcomings of extant research and to encourage new lines of research aimed at resolving this conundrum. The process employed in this paper is not intended to serve as a single, most effective approach, but as an alternative perspective and a foundation for continued improvement in journal quality assessment.

METHODS AND CHALLENGES FOR JOURNAL QUALITY ASSESSMENT EXPERT SURVEYS

Most published assessments of management journal quality have relied on either expert opinion surveys, citation counts, or both. Expert surveys attempt to assign value to journals based on the collective perceptions of those highly familiar with the publications. This approach tends to depend heavily on department chair evaluations, but may also take those of faculty researchers into account (Coe & Weinstock, 1984; Extejt & Smith, 1990; Gomez-Mejia & Balkin, 1992). The strength of this approach is its heavy reliance on those likely to be most familiar with the publications. However, there are several key shortcomings associated with the expert opinion survey.

First, an evaluator often tends to rate a particular journal higher when he or she has published an article in that journal (Extejt & Smith, 1990). As a result, journals that have been successful outlets for the evaluators tend to score the highest in the evaluation process. Further, seasoned scholars and department heads tend to have had a variety of both positive and negative experiences with journals through their editors and reviewers. Hence, the potential for individual bias is extraordinarily high.

Second, expert journal evaluations depend heavily on perceptions concerning publication acceptance rates (Extejt & Smith, 1990; Mahoney, 1985; Stahl, Leap, & Wei, 1988). Coe and Weinstock (1969) found a strong negative correlation between perceived journal acceptance rates and management journal ratings. This logic is based on the premise that more selective journals publish only the best quality research, whereas those of lesser stature publish a greater percentage of work, including research of lesser value. It

also assumes that submission quality is randomly distributed among journals, an untested assertion.

However, the primary conundrum with reliance on journal acceptance rates is that they may be artificially reduced by an existing academic reward system that often necessitates publication in such journals (Enomoto & Ghosh, 1993). As a result, it is likely that many articles rejected from one selective journal may be resubmitted to several other such journals before they achieve acceptance. For example, if a typical publishable article is submitted to four selective journals before publication, it also generates three rejections that will drive down the acceptance rates of this group of journals as a whole. If a typical publishable article is submitted to only two less selective journals before publication, it generates only one rejection within the group. Although the actual numbers and patterns of authors' submissions remain speculative, it is quite plausible that this process artificially influences actual journal acceptance rates.

In a similar vein, journals of perceived high stature tend to attract a deluge of submissions. Because scholars seek the prestige associated with publication in the most recognized publications often referred to as "A" journals, they may tend to routinely submit their work to such journals first to "test the waters." Rejected papers may be revised and resubmitted to second tier "B" journals. As a result, submissions to "B" journals may enjoy the benefit of a revision based on the comments of reviewers of the "A" journals. Hence, given the large number of submissions and the lack of slots available in each issue, low acceptance rates may be more a function of space limitations than article quality, especially in the most widely esteemed journals.

Finally, expert surveys tend to assign expert status to only those conducting and evaluating the research. As such, practitioner views are not usually considered. Hence, this process is based on the premise that only academics can evaluate academic research, and favors primary research which may have little immediate potential for application to practicing managers. This assumption is seriously suspect in professional fields, where a key role of research is ultimately to influence practice.

CITATION COUNTING

The second means of journal quality assessment—citation counting—appears on the surface to be more objective in its evaluation (Johnson & Podsakoff, 1994). One common means is the *Social Sciences Citation Index (SSCI)*, which is calculated by dividing the number of citations made to a journal by the total number of articles that the journal published over a two-year time frame (Garfield, 1991). The primary strength of this approach is that it reserves judgment until other researchers have had the opportunity to evaluate the contribution of a given article. As such, journal evaluations may be more closely tied to *actual* value of articles published in the journal.

However, citation counting cannot begin until researchers determine which journals will be used as the "base" journals (Blackburn, 1990; Sharplin & Mabry, 1984). It is likely that citations to articles in a particular journal are most likely to be found in other articles within the same journal. Hence, journals selected to comprise the base are more likely to produce the greatest number of citations. This shortcoming is especially troublesome when only several journals are selected (e.g., Alexander & Mabry, 1994; Holsapple, Johnson, Manakyan, & Tanner, 1993).

A second problem associated with citation counting is the proliferation of cites in certain specified journals. For example, most researchers recognize that it is important to cite all related work recently published in certain key journals in order to reduce the prospects of reviewer criticism on the grounds of inadequate literature review. These citations may have little to do with the thesis or empirical analysis of the paper, but will ultimately raise the SSCI scores of the key journals if the article is eventually published in a base journal.

Similar efforts in management-related fields have also tended to follow the same patterns of evaluation. For example, recent assessments of journals in the fields of accounting (Howard & Nikolai, 1983), finance (Alexander & Mabry, 1994), economics (Dunden & Ellis, 1994; Enomoto, Soumendra, & Ghosh, 1993), and information systems (Holsapple, Johnson, Manakyan, & Tanner, 1993; Seglen, 1994) relied heavily on expert opinion surveys and citation counting in a limited number of base journals. Further, a recent assessment of public administration journals found that the most highly ranked journals tended to have broad mission statements, focus on core issues in the field, and have stringent review requirements (Forrester & Watson, 1994).

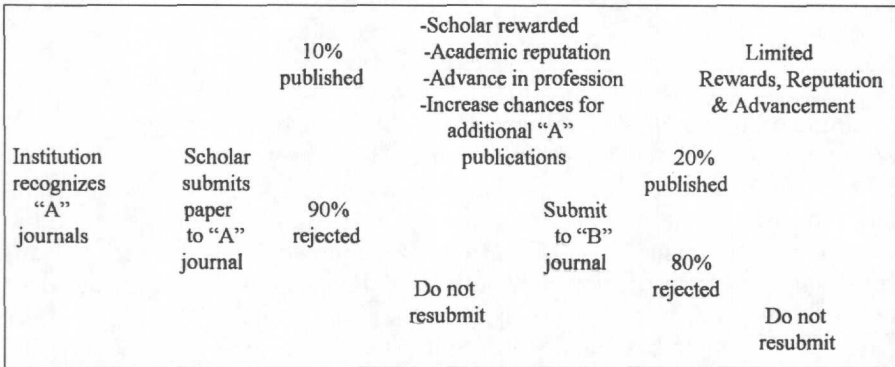
THE JOURNAL SUBMISSION PROCESS

The phenomena of expert surveys and citation countings coupled with institutional pressure for quality published research have resulted in a journal submission process that may be followed by many scholars (see figure 1). The process begins with the institutional recognition and promotion of "A" journals, or those deemed to be of superior quality. Scholars sensitive to requirements for tenure and promotion typically respond by submitting their work to these journals.

Most submissions to the "A" journals are not accepted for publication (Figure 1 assigns a 10% acceptance rate as an approximation). Those scholars whose papers are accepted achieve a variety of benefits from the accomplishment, including (1) reward from the institution by means of promotion, tenure, salary increase, or the like; (2) enhanced academic reputation throughout the field; (3) professional advancement, including increased prospects for promotions to posts at other institutions; and, (4) increased chances for additional "A" publications through knowledge gained and movement along the submission process experience curve. Frequently, successful scholars are more likely to become the "experts" in future expert surveys. In

FIGURE 1

Journal Submission Process



contrast, the majority of scholars whose papers are rejected may resubmit to another "A" journal and begin the process again, submit to a "B" journal, or choose not to pursue publication of the paper.

Most papers submitted to "B" journals are also rejected (Figure 1 assigns a 20% acceptance rate for the sake of discussion). Successful and unsuccessful scholars at this stage experience a similar fate as with the submission to the "A" journals, except that the benefits resulting from publication are substantially reduced because of the lower prestige associated with the journal. Scholars frequently successful at this stage are less likely than those successful at the previous stage to become "experts" in future expert surveys.

Not all scholars follow the process outlined by Figure 1. For example, some—most notably those at teaching-oriented institutions that may not emphasize publications in top tier journals—may disregard the "A" journals and submit initially to a "B" or "C" journal to improve the odds of acceptance. Nonetheless, the process illustrated in Figure 1 helps explain why "A" journals may receive more submissions than others. It also suggests that "A" journals may be more likely to evaluate a larger pool of manuscripts before they are revised, but papers submitted to "B" journals may be more likely to have received the benefit of an earlier critique and revision.

HYPOTHESES

This study tests two key hypotheses. First, *practicing managers will evaluate "practitioner journals" more highly than "academic journals."* Support for this hypothesis lends credence to the notion that although many research-oriented institutions emphasize publications in academic journals, that emphasis may warrant reconsideration.



Second, *scholars will evaluate those journals found in previous studies to correlate with strong academic quality higher than other journals.* Support for this hypothesis, in conjunction with the one aforementioned, suggests that academics and practitioners may evaluate journals in disparate manners.

RESEARCH DESIGN

Although the population of journals suitable for assessment is quite sizable, only ten were selected for examination in the present study (see Table 1). Since each evaluator was asked to review one article in each journal, adding more journals to the process would have placed additional constraints on the volunteers. This reduced list of journals does not restrict the integrity of this study since the investigation only addresses the evaluation process and does not seek to establish the quality of a given journal.

This study sought to compare and contrast widely respected academic journals, widely respected practitioner journals, and less known "combination" journals. The first group of four journals has received accolades in previous studies utilizing both the expert opinion survey and citation counting approaches (Johnson & Podsakoff, 1994). This category represents those widely believed to be top tier academic journals in the field of management. The second group comprises three of the more widely-cited journals commonly referred to as more practitioner- or applications-oriented. The final group consists of three journals in existence for more than ten years that have not been classified as field leaders in any published journal assessment. The methods applied in this study do not assess each particular journal per se, but

TABLE 1

Management Journals Included in the Sample

"Widely Cited Academic-Oriented Journals"

Academy of Management Journal
 Academy of Management Review
 Administrative Science Quarterly
 Strategic Management Journal

"Widely Cited Practitioner-Oriented Journals"

Academy of Management Executive
 Business Horizons
 California Management Review

"Less Frequently Cited Journals"

American Business Review
 Central Business Review
 SAM Advanced Management Journal

rather seek to validate or refute the hypotheses, as well as the conventional wisdom elaborated in recent studies.

The first ten articles published in 1995 regular issues of each journal were selected to represent journal quality. A copy of one article in each journal (devoid of author, institutional and journal references) was given to each of 100 practicing managers representing a variety of industries, conveniently selected to participate in the study. Article sets were randomly constructed so that no more than three particular articles were common to any two participants. Hence, each article was evaluated ten times, resulting in an evaluation of each journal by each participant. Age, gender, level of education, level of management, and years of experience were also tabulated. Subjects returned copies of their articles with their evaluations and were then provided full citations of the articles they evaluated.

Interviews with both participating managers and scholars were conducted in order to generate a parsimonious scale to assess the quality of each article. Ten items were developed and adopted for use in the study (see Table 2). The first three concern the efficiency of article presentation. In that no manager or researcher can possibly read every published work in every journal, this factor considered whether or not the article possessed an attractive value-to-effort ratio. The second three items concern article clarity and the use of jargon. The next three items address authority of the authors and the value and substance of the contribution. The final item reflects the respondent's overall assessment of the article.

TABLE 2

Survey Items for Article Evaluations

EFFICIENCY of Presentation

The article spent too much time on trivial issues (R)

The article spent too little time on key issues (R)

The article was worth the time I spent to read it

CLARITY of article

I could not figure out exactly what the authors were trying to say (R)

The use of jargon made parts of the article difficult to understand (R)

I found the article easy to follow from beginning to end

AUTHORITY of authors and value-addition

The authors appeared to know what they were talking about

After reading the article, I changed some of my views on the subject

I didn't learn anything from the article (R)

Overall Assessment (more)

I would like to read more articles published in this journal

* 7-point scale, 7=strongly agree, 1=strongly disagree

(R) Reverse-coded

Five-hundred members of the Academy of Management were also randomly selected to provide their assessments of the ten journals along the same lines. Unlike practicing managers, it was believed that most faculty members in the sample would be able to correctly identify the journal in which many of the articles were published. Therefore, each respondent assessed each of the three factors aforementioned, and also provided an overall evaluation concerning his or her motivation to read articles in the journal. In addition, responding faculty members reported whether or not they had published articles in the journals listed (see Table 3).

FINDINGS

After a telephone follow-up, 95 of the one hundred managers provided their evaluations. Five additional managers were recruited and replaced those that dropped out of the study to produce 100 usable responses. Of the 500 surveys sent to scholars, 221 were returned, resulting in a response rate of 44 percent. Before the hypotheses were tested, two preliminary statistical analyses were conducted. First, factor analyses on the first nine items for the ten journals supported the existence of the three proposed factors—efficiency, clarity, and authority—for each of the journals. Means of the three efficiency items, the three clarity items, and the three authority items were calculated to serve as broad quality measures for each journal.

TABLE 3

Assessment Items for Faculty Evaluation of Journals*

EFFICIENCY of presentation: Do articles in this journal typically spend less space on trivial issues and the most on key ones? Are articles in this journal typically worth the time it takes to read them?

CLARITY of articles: Is it usually easy to figure out what authors who publish in this journal are trying to say? Is the use of jargon cumbersome?

AUTHORITY of authors: Do the authors of articles in the journal tend to possess an expertise in the subject matter? Do you often learn new concepts or change your views about issues after reading articles in this journal?

Motivation to read MORE: Do you find yourself wanting to keep abreast of new articles published in this journal?

PUBLISHED: Have you ever published an article in this particular journal? If so, how many articles?

* The following instructions were provided to the respondents:

"For each of the following management journals, please assign a rating from 0 (lowest) to 10 (highest) on the following criteria. If you are not familiar with a particular journal, please leave the boxes blank."

Results of the factor analysis conducted for each journal were quite similar. The three broad quality measures were significantly and positively correlated in all but a few variable combinations in the ten journals.

The overall assessment item—the desire to read more articles published in the same journal—was significantly and positively correlated (95% confidence interval) with both clarity and authority evaluations for each of the ten journals. However, significant positive correlations were found with efficiency of presentation in only two of the ten journals. Hence, the managers appeared to base decisions concerning journal readership on their abilities to understand the articles and their beliefs about the competence of the authors. Given the presence of these two factors, the length of an article relative to its contribution appeared to play a much smaller role in this process.

Second, correlations between the characteristics of the managers and their overall assessments of each journal article were computed and are presented in Table 4. Age was associated with overall assessment in only one of the journals.

TABLE 4

Correlations Between Manager Characteristics and Journal Assessments

Desire to Read More	Age	Gender Level	Education Level	Mgmt. Experience	Years
<i>American Business Review</i>	.2301 P=.030	-.2522 P=.019	-.0377 P=.380	.1566 P=.101	.0795 P=.260
<i>Academy of Management Executive</i>	.0627 P=.306	-.1187 P=.168	-.1431 P=.122	-.1645 P=.090	-.0871 P=.240
<i>Academy of Management Journal</i>	-.0696 P=.286	.2140 P=.040	.0436 P=.362	.0034 P=.489	-.2371 P=.026
<i>Academy of Management Review</i>	.0894 P=.234	-.0401 P=.373	-.0464 P=.353	-.0854 P=.244	.0777 P=.264
<i>Administrative Science Quarterly</i>	-.0200 P=.436	.2746 P=.012	-.0293 P=.406	-.0818 P=.254	-.0148 P=.452
<i>Business Horizons</i>	-.0863 P=.242	.0745 P=.273	-.0264 P=.415	-.0507 P=.341	-.1688 P=.084
<i>Central Business Review</i>	-.1586 P=.098	.3854 P=.001	-.1398 P=.128	-.1544 P=.104	-.1137 P=.178
<i>California Management Review</i>	.0918 P=.228	.1031 P=.201	.0558 P=.326	.1367 P=.133	-.0301 P=.404
<i>SAM Advanced Management Journal</i>	.0318 P=.398	.0245 P=.421	.1383 P=.130	-.0721 P=.280	-.0203 P=.435
<i>Strategic Management Journal</i>	-.1340 P=.138	-.1177 P=.170	.0799 P=.259	-.0002 P=.499	-.1735 P=.079

Years of education, management level, and years of experience were not associated with the overall assessments of any of the ten journals. T-tests of significance demonstrated that women were more likely than men to positively assess *Academy of Management Journal (AMJ)*, *Administrative Science Quarterly (ASQ)*, and *Central Business Review*, whereas men were more likely than women to positively assess *American Business Review (ABR)*. The presence of these relationships appear to defy explanation, but may be due to any of a number of the factors associated with the specific articles selected for use in the study, including topics addressed or perspectives adopted in the specific articles selected for evaluation. Hence, journal preference does not appear to be heavily associated with manager demographics.

The first hypothesis was supported (see Table 5). Managers tended to express the greatest interest in the less frequently cited journals, followed by widely cited practitioner-oriented journals. Specifically, the four top tier journals in the first group were evaluated *at the bottom of the list* along the criteria of efficiency and an interest in reading more articles from the journal. Scores along the clarity and authority measures averaged below the mean, but were not conclusive. Interestingly, practitioners expressed the greatest desire to read more articles in the three less-cited academic journals. This finding may reflect a preference for the empirical studies often published in journals in the former group combined with more extensive coverage of management applications also typically provided.

The second hypothesis was supported (see Table 6). The top three journals according to the overall scholar assessment—*Administrative Science*

TABLE 5

Means for Journal Factors: Manager Assessments

Journal	Means (Overall Rankings)			
	Efficiency	Clarity	Authority	More
American Business Review	4.21 (5)	3.87 (6)	3.80 (1)	4.00 (2)
Academy of Management Executive	4.51 (3)	3.90 (4)	3.13(10)	3.83 (4)
Academy of Management Journal	3.40 (7)	3.32 (7)	3.48 (4)	3.09 (8)
Academy of Management Review	3.19 (9)	3.03(10)	3.26 (8)	2.98(10)
Administrative Science Quarterly	3.39 (8)	3.31 (8)	3.47 (5)	3.14 (7)
Business Horizons	4.54 (2)	3.98 (3)	3.32 (6)	3.83 (4)
Central Business Review	4.26 (4)	4.06 (1)	3.66 (3)	4.18 (1)
California Management Review	4.58 (1)	4.00 (2)	3.31 (7)	3.83 (4)
SAM Advanced Management Journal	4.21 (5)	3.90 (4)	3.80 (1)	4.00 (2)
Strategic Management Journal	3.18(10)	3.19 (9)	3.24 (9)	3.05 (9)

TABLE 6

Means for Journal Factors: Scholar Assessments

Journal	Means (Overall Rankings)			
	Efficiency	Clarity	Authority	More
American Business Review	3.37 (7)	4.01 (3)	3.20(10)	3.13 (9)
Academy of Management Executive	3.35 (8)	3.87 (5)	4.20 (5)	3.51 (6)
Academy of Management Journal	3.72 (4)	3.04(10)	4.18 (6)	4.45 (3)
Academy of Management Review	4.10 (2)	3.45 (9)	4.50 (4)	4.91 (1)
Administrative Science Quarterly	4.14 (1)	3.86 (6)	4.70 (1)	4.90 (2)
Business Horizons	3.56 (5)	4.05 (2)	4.61 (2)	3.75 (4)
Central Business Review	3.74 (3)	3.67 (7)	3.32 (9)	3.48 (7)
California Management Review	3.54 (6)	4.09 (1)	4.52 (3)	3.71 (5)
SAM Advanced Management Journal	3.19(10)	3.98 (4)	4.01 (7)	2.95(10)
Strategic Management Journal	3.35 (9)	3.48 (8)	3.38 (8)	3.18 (8)

Quarterly, *Academy of Management Review*, and *Academy of Management Journal*—came from the widely-cited academic journals group. These evaluations are consistent with other published studies (Coe & Weinstock, 1984; Extejt & Smith, 1990; Johnson & Podsakoff, 1994; Sharplin & Mabry, 1985). However, the remaining member of this top tier group—*Strategic Management Journal*—ranked eighth. This discrepancy may be due to a preference for less specialized journals (see Forrester & Watson, 1994).

Several additional findings are noteworthy. First, the number of publications in the evaluated journal was significantly and positively correlated with efficiency of presentation and overall scholarly assessment for each of the ten journals (see also Extejt & Smith, 1990). Publication number was significantly and positively correlated with authority of author and value-addition for every journal except *Business Horizons* and *Strategic Management Journal*. Publication number was significantly and positively correlated with journal clarity for every journal except *Academy of Management Journal*, *Administrative Science Quarterly*, and *Strategic Management Journal*. Since publication in a particular journal necessitates a writing style consistent with other articles in that journal, it is not surprising that scholars tend to evaluate clarity highest in journals in which they have published. However, the lack of this relationship with three of the highly cited journals—*AMJ*, *ASQ*, and *AMR*—suggests that even those scholars who have published in highly esteemed journals may not necessarily believe that articles in those journals are always easy to comprehend.

Second, disagreement between scholars and managers was apparent. The most highly esteemed journals by scholars ranked seventh, tenth, and eighth respectively in overall management assessments. However, scholars

and managers tended to agree on clarity evaluations. Like those assessed by managers, the three journals with the lowest clarity evaluations were from the widely-cited academic journal category.

Third, the three journals most highly rated by managers were those least cited by academics, although evaluations of these journals on the factors of efficiency, clarity, and authority were not necessarily in agreement. In addition, the four lowest rated journals by managers were the four most widely-cited academic journals. Managers also tended to evaluate these four journals poorly on clarity.

Fourth, *American Business Review* was ranked as the most authoritative by managers, but as the least authoritative by academics. Similar differences were found with *SAM Advanced Management Review* and *Central Business Review*. It is possible that these three journals may effectively address practical issues (i.e., current issues and direct applications) while placing substantially less emphasis on academic ones (i.e., methodological disputes and basis of findings in theory).

Fifth, *Strategic Management Journal* was evaluated negatively in all categories by both groups. This poor showing may be explained by its limited scope relative to other journals included in the study. Forrester and Watson (1994) noted a similar relationship among public administration journals.

Finally, scholars expressed the greatest interest in reading articles published in the most widely-cited academic journals, although their views on efficiency, clarity, and author authority in these journals were not always as positive. While they may be critical of top academic journals at times, they remain keenly aware of their influence on the field from an academic perspective.

CONCLUSIONS

The present study found that practitioners tended to evaluate more highly those journals that are considered to be of lower quality by scholars. It also demonstrated the need for more sophisticated evaluations of journal quality. However, it neither established the superiority or inferiority of any particular journal. Nonetheless, several implications are clear.

First, there is reason for academics to take a broader perspective on journal quality and not merely examine a handful of journals as representative of progress in the field. The four most widely-cited academic journals in the field did not receive universal support in the two surveys. On the contrary, managers placed the least value on those journals valued the most by scholars. Research (Salancik, 1986; Johnson & Podsakoff, 1994) has begun to expand this perspective, but additional progress is needed.

Second, the issue of jargon and writing style must be addressed (Blackburn, 1990). Managers and academics agree that the clarity of top academic journals is not as understandable as that in less frequently cited or practitioner-oriented journals. Authors must be encouraged to write in a fashion that does not require both a doctoral degree and considerable expertise in the

research area to comprehend. Benefits of such improvements include greater interdisciplinary communication among academics and increased readership among managers.

Third, one must resist the temptation to take sides in what may appear to be a "practitioner vs. academic" dispute. The role of the former is to effectively manage, whereas the scholarly role of the latter is to conduct research that ultimately leads to improving the abilities of practitioners to meet their challenges. As a result, the functions and livelihoods of the two groups are necessarily intertwined. Disparities such as those demonstrated in the present study should sound an alarm that academics either may not be effectively addressing the needs of managers or may not be effectively communicating the ways in which they are doing so, or both.

Finally, academic opinion surveys favor journals in which the authors have published, as well as journals with perceived low acceptance rates, although neither has been demonstrated to consistently associate with journal quality. Citation counting also tends to reinforce the value of journals written for academic audiences, since it is necessary to cite such articles if one wishes to publish in like journals. Hence, a more holistic approach to journal assessment must be developed, one that begins with and emphasizes the fundamental purpose of journal publication: to report newly discovered knowledge.

Recommendations for Additional Research

From a research methods perspective, future research aimed at producing a more objective assessment of journal quality may consider the evaluation of typed manuscripts of articles with common formats and with cites and references removed. This would allow for the assessment of scholars' perceptions of published work without respondents having any knowledge of the journals in which they appear. Results of such a study may or may not support the conventional wisdom concerning journal quality.

Future studies may focus on differences in perceptions among managers instead of examining them only as a group. The present study suggested some differences in perception between men and women, but gaps may also be found along age, industry, and other factors.

The consideration of additional journals may also provide greater insight into the evaluation anomalies. Modification of the items used to reflect the assignment of journal quality may provide an opportunity to consider additional dimensions of perceived journal quality. In addition, industrial comparisons by management level, area of expertise, and industry may produce significant differences. Likewise, scholar comparisons by research background, area of expertise, and institution may also contribute to a more thorough explanation of the phenomena.

Avenues for future research also exist from a conceptual perspective. First, the model in figure 1, though intuitively appealing, remains untested. Indeed, one of the keys to understanding the journal evaluation process is to investigate the research habits of scholars in the field. Likewise, investigations of the

effectiveness of the academic review process may support or challenge the quality of top tier journals. Issues of inter-reviewer reliability, reviewer bias, and the effectiveness of practitioner reviews need greater attention.

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