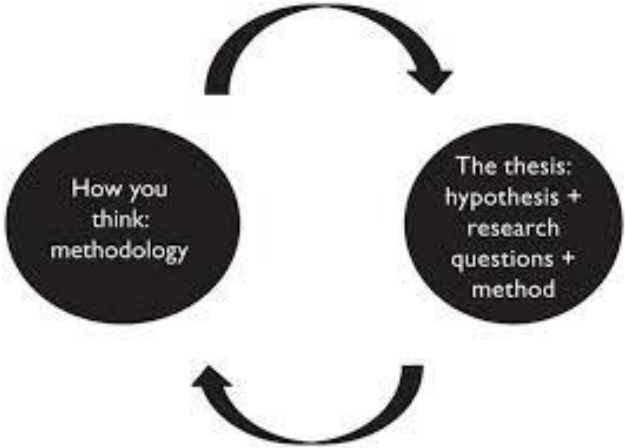


Recent Methodological Critiques of Strategy Research



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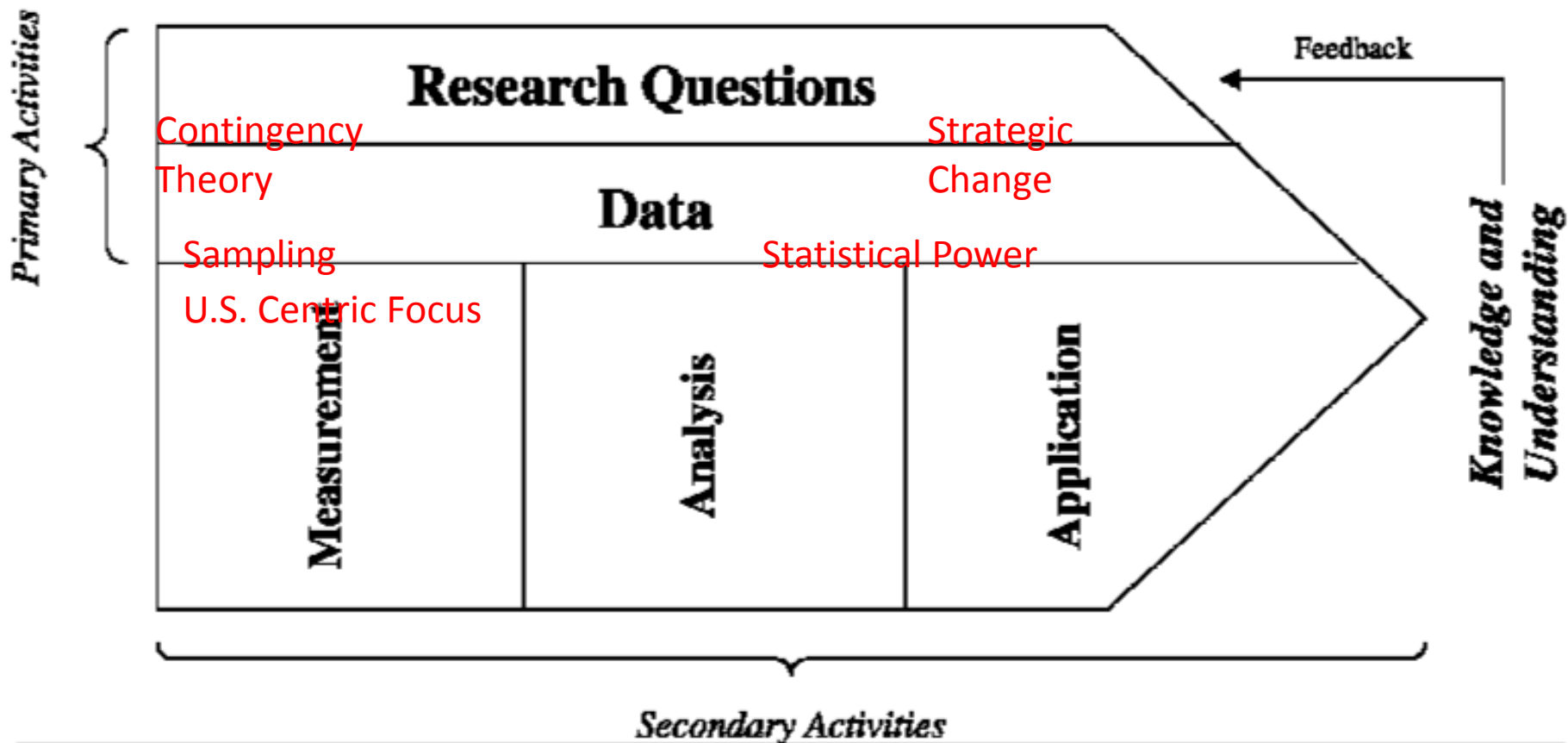
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The State of Strategic Management Research and A Vision of The Future

Study	Focus	Sample Size	Journal Reviewed	Time Frame	Journal Pool	General Findings
Short, Ketchen and Palmer (2002)	Sampling	437 studies	5	1980–1999	All	Less than 20% of studies used random sampling; only 40% of studies checked for sample representativeness.
Bergh and Fairbank (2002)	Measurement of change	126 studies	1	1985–1999	All	Strategy researchers tend not to recognize methodological requirements while measuring changes; the typical approach used is usually inappropriate and could lead to inaccurate findings and flawed conclusions
Bowen and Wiersma (1999)	Cross-sectional designs	90 studies	1	1993–1996	Not reported	Insufficient attention given to common issues associated with cross-sectional designs.
Ferguson and Ketchen (1999)	Power in configuration research	24 studies	6	1977–1996	All	92% of published papers in this research stream had insufficient power
Hubbard, Vetter, and Little (1998)	Replications	37 studies	9	1976–1999	Subset	Few replication studies published; replications more common in SMJ than AMJ or ASQ
Bergh and Holbein (1997)	Longitudinal designs	203 studies	1	1980–1993	All	More than 90% of studies had Type I bias due to insufficient attention to methodological assumptions.
Ketchen and Shook (1996)	Cluster analysis	45 studies	5	1977–1993	All	Implementation of cluster analysis methodology often less than ideal
Mone, Mueller and Mauland (1996)	Statistical power	210 studies	7	1992–1994	Subset	Average statistical power of management studies is low, especially for small and medium effect sizes

Source: Michael A. Hitt, Brian K. Boyd and Dan Li (2004)

A Framework for Exploring Methodology Issues in Strategic Management Research



Methodological Challenges in Strategic Management Research

	Methodological Challenges
Contingency theory	Ignorance of form moderation; Matching, gestalt, and profile deviation have seldom been used; Insufficiency of simple linear models
Strategic change	Lack of consistent measurement of strategic change; Lack of construct reliability and validity; Serious endogeneity problems.
Sampling	Only a small number of studies used a random sample; Lack of sample representativeness; Inadequate sample sizes for particular statistical tools; Inadequate sample sizes for multilevel analysis
U.S. centric focus	Barriers to international samples; Difficulties in reaching industry and firm level data in other countries; Necessary examination of international sample's representativeness and data's reliability; Attention needs to be paid to country idiosyncrasies; Rationales for selecting certain countries need to be reported

Source: Michael A. Hitt, Brian K. Boyd and Dan Li (2004), "The State of Strategic Management Research and A Vision of The Future"

Methodological Challenges in Strategic Management Research

	Methodological Challenges
Statistical power	Type II error was frequently ignored by authors and reviewers; Insufficient statistical power; Low statistical power caused by measurement errors; Low statistical power caused by insufficient sample sizes; Small effect sizes
Measurement	Proxies were assumedly selected without concern for their reliability and validity; Single indicators were used for constructs quite commonly; Cross validation between archival and survey data was rare
Endogeneity	Self selection problems; Non-recursive relations between I. V. and D. V.
Application	More research kaizen is necessary; Lack of replication analysis; Lack of consistency of measurement schemes

Source: Michael A. Hitt, Brian K. Boyd and Dan Li (2004), "The State of Strategic Management Research and A Vision of The Future"

The answer to many strategic management research questions is often summarized as

‘It depends.’

(Boyd et al, 2012)

Contingency Theory

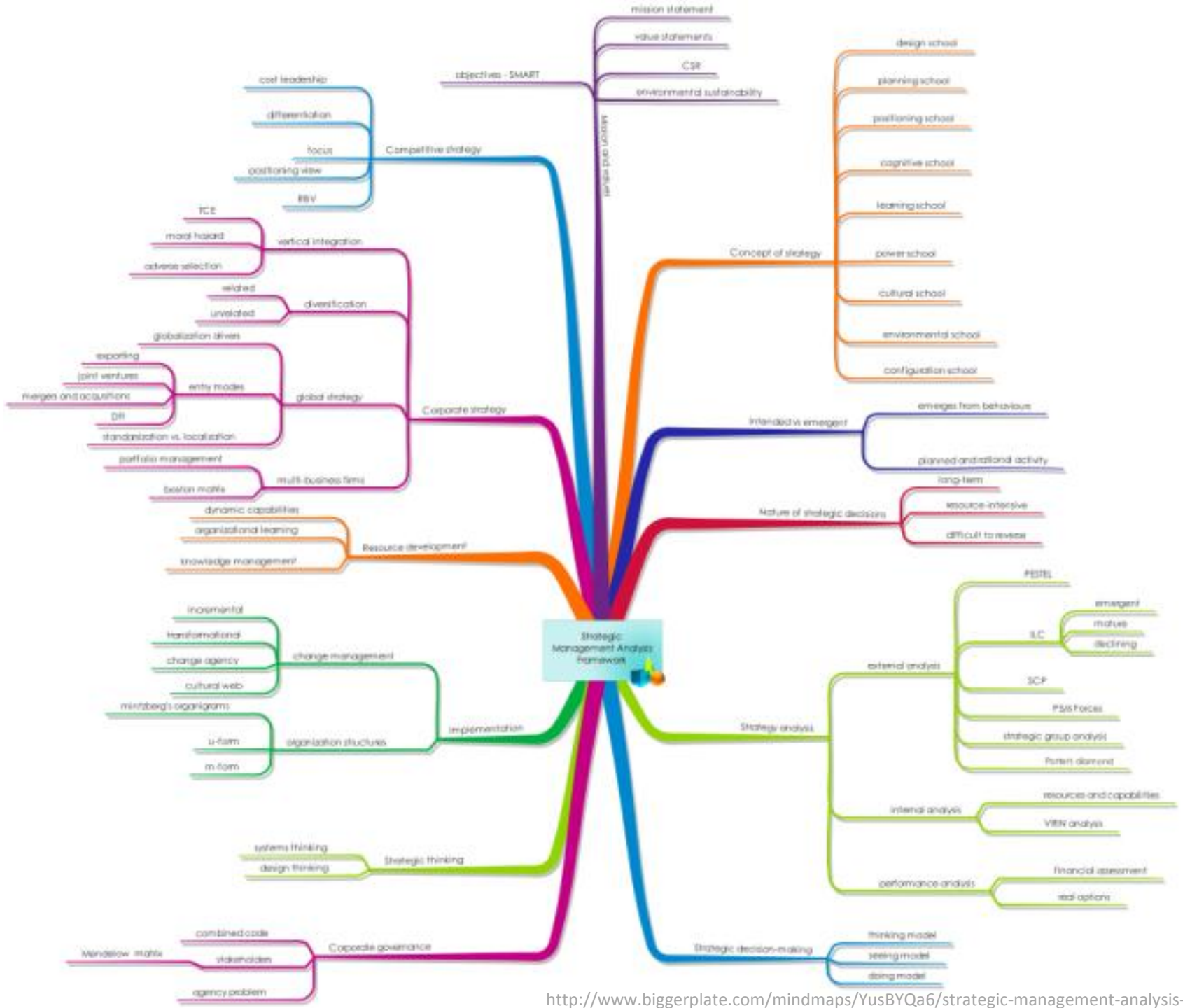
568 contingency-based studies

Data sources: 2/3 Data arsip, ¼ Survey, sisanya lain2, spt studi laboratorium

Sample size: rata-rata 4523, tertinggi 1 juta

“The world changed from having the determinism of a clock to having the contingency of a pinball machine.”

(Heinz R. Pagels, 1982)



Most Common Theoretical Perspectives Over Time

Ranking	1980s	1990s	2000s
1	IO economics	IO economics	Resource-based view
2	Contingency	Resource-based view	Agency
3	Structure Conduct Performance Model	Agency	Knowledge
4	Organizational theory	Contingency	Networks
5	Upper echelons	Transaction cost economics	Transaction cost economics
6	Agency	Upper echelons	Contingency
7	Multinationals	Strategic choice	Upper echelons
8	Grand strategy	Population ecology	IO economics
9	Strategic choice	Resource dependence	Social capital
10	Behavioral theory	Diversification	Signaling

KEY CHARACTERISTICS OF INTERACTION STUDIES

		1980s	1990s	2000s
Interactions per Article	Mean	1.9	2.2	2.8
	Max	7	12	21
Analytic Tool	Regression	53.3	78.0	68.4
	SEM	13.3	1.2	3.0
	Logit/probit	0	9.7	17.3
	ANOVA	33.3	7.3	2.2
	Other	0	3.6	9.1
Rationale for Subgroups vs. Interactions	Not discussed	66.7	64.6	66.2
	Discussed, not analyzed	6.7	4.9	7.8
	Supplementary analyses	26.7	30.5	26.0
Framing	Moderating	53.3	6.1	7.4
	Strength	33.3	65.9	79.2
	Other	13.3	28.0	13.4
Hypothesis	Hypothesized	73.3	74.4	89.2
	Control	0	9.8	3.0
	Unspecified	26.7	15.9	7.8
Results	Strong	33.4	18.3	19.1
	Moderate	26.7	26.8	42.6
	Mixed	26.7	35.3	36.1
	Null	13.3	19.5	2.2
Power	Not addressed	80	86.6	81.4
	Addressed	20	14.4	18.7
Reliability	Not reported, or single-item measures	46.7	74.4	71.0
	Partial reported	13.3	7.3	12.1
	All reported	40.0	18.3	16.9
Mean Centered	Not mentioned	73.3	78.0	58.0
	Mentioned	0	22.0	37.7
	Used	26.7	0	4.3
Multicollinearity	Not addressed	60	59.8	37.7
	Addressed	40	40.2	62.3
Graph	No	86.7	91.4	66.7
	Yes	13.3	8.6	33.3

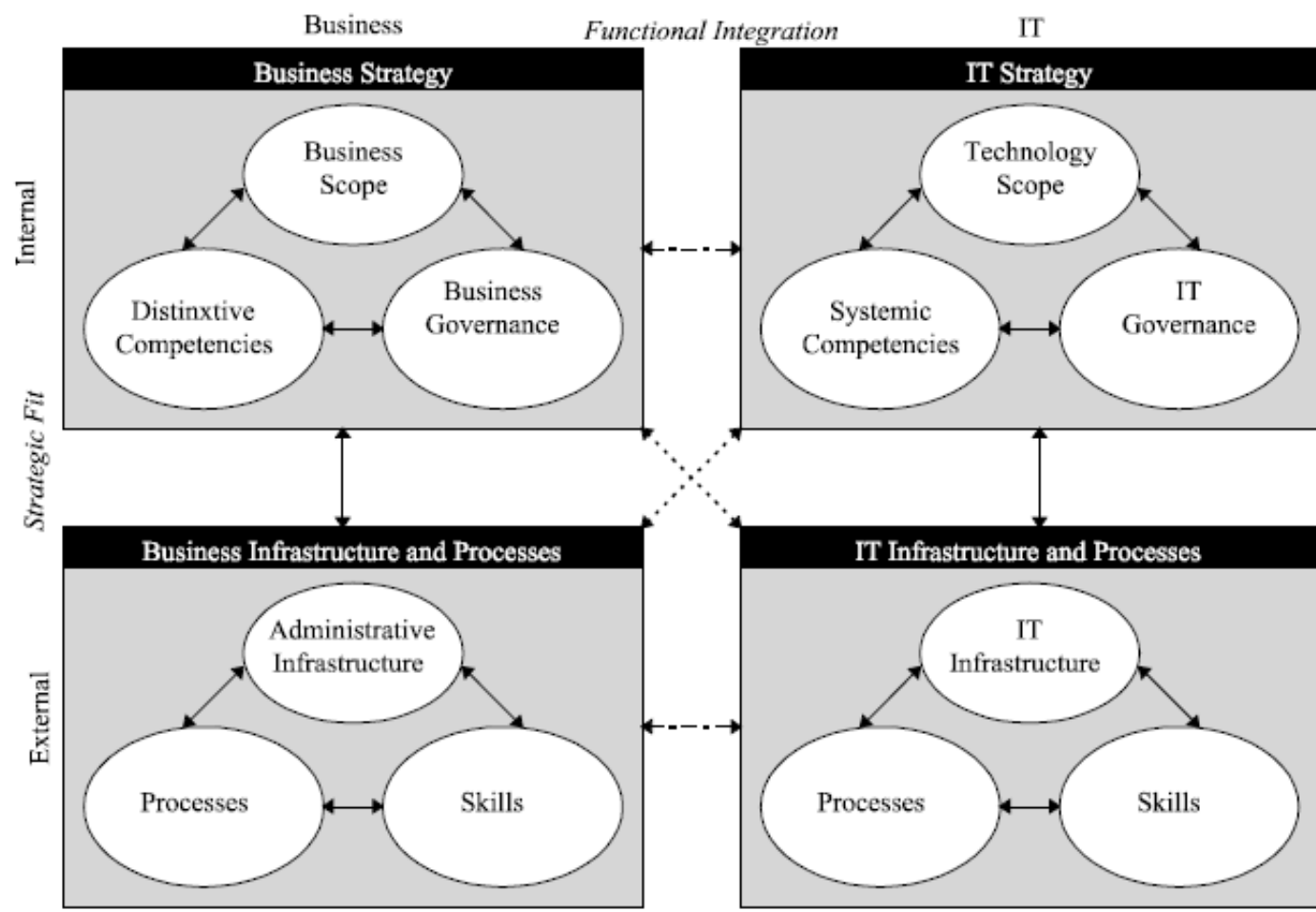
KEY CHARACTERISTICS OF SUBGROUP STUDIES

		1980s	1990s	2000s
Analytic Tool	Regression	50	55.1	60
	SEM	0	8.2	10
	Logit/probit	0	14.3	21.7
	Correlation	50	12.2	1.7
	Other	0	10.2	6.7
Rationale for Subgroups vs. Interactions	Not discussed	100	97.6	80.4
	Discussed, not analyzed	0	0	5.4
	Supplementary analyses	0	2.4	14.3
Framing	Moderating	11.1	0	30.8
	Strength	22.2	28.6	67.3
	Other	66.7	71.4	1.9
Hypothesis	Hypothesized	80	85.7	83.1
	Control	0	2	1.7
	Unspecified	20	12.2	15.3
Results	Strong	50	57.4	61.4
	Moderate	20	25.5	19.3
	Mixed	30	17	15.8
	Null	0	0	3.5
Power	Not addressed	100	98	98.3
	Addressed	0	2	1.7
Reliability	Not reported, or single-item measures	100	85.7	88.3
	Partial reported	0	8.2	6.7
	All reported	0	6.1	5.0
Grouping Variable	Nominal	60	49	58.3
	Ordinal	0	20.4	16.7
	Continuous	40	30.6	18.3
Groups	Mean	3.2	2.4	2.7
	Minimum	2	2	2
	Maximum	7	5	6
Significance Tests	No	70	71.4	81.7
	Yes	30	28.6	18.3

KEY CHARACTERISTICS OF MEDIATION STUDIES

		1980s	1990s	2000s
Analytic Tool	Regression	25	16.5	21.7
	SEM	75	76.9	63
	Correlation	0	3.8	2.2
	Faux mediation	0	7.7	13
Mediation Type	Simple	0	3.8	13
	Complex	100	96.2	87
Temporal Sequencing	Cross-sectional	75	61.5	60.9
	Mixed	25	3.8	15.2
	All different	0	26.9	17.4
	Unclear	0	7.7	6.5
Results	Strong	75	53.8	56.5
	Moderate	25	26.9	28.3
	Mixed	0	15.4	13
	Null	0	3.8	2.2
Power	Not addressed	100	100	100
	Addressed	0	0	0
Reliability	Not reported, or single-item measures	100	69.2	45.7
	Partial reported	0	11.5	15.2
	All reported	0	19.2	39.1
Alternate Models	Not addressed	100	61.5	73.9
	Mentioned, not reported	0	7.7	4.3
	Results reported	0	30.8	21.7
Moderators	No	75	96.2	73.9
	Yes	25	3.8	26.1
Correlation Matrix	None	75	23.1	8.7
	Complete	25	61.5	76.1
	Partial	0	15.4	15.2
Diagram	None	0	7.7	28.3
	Conceptual	100	38.5	45.7
	Results	0	53.8	26.1

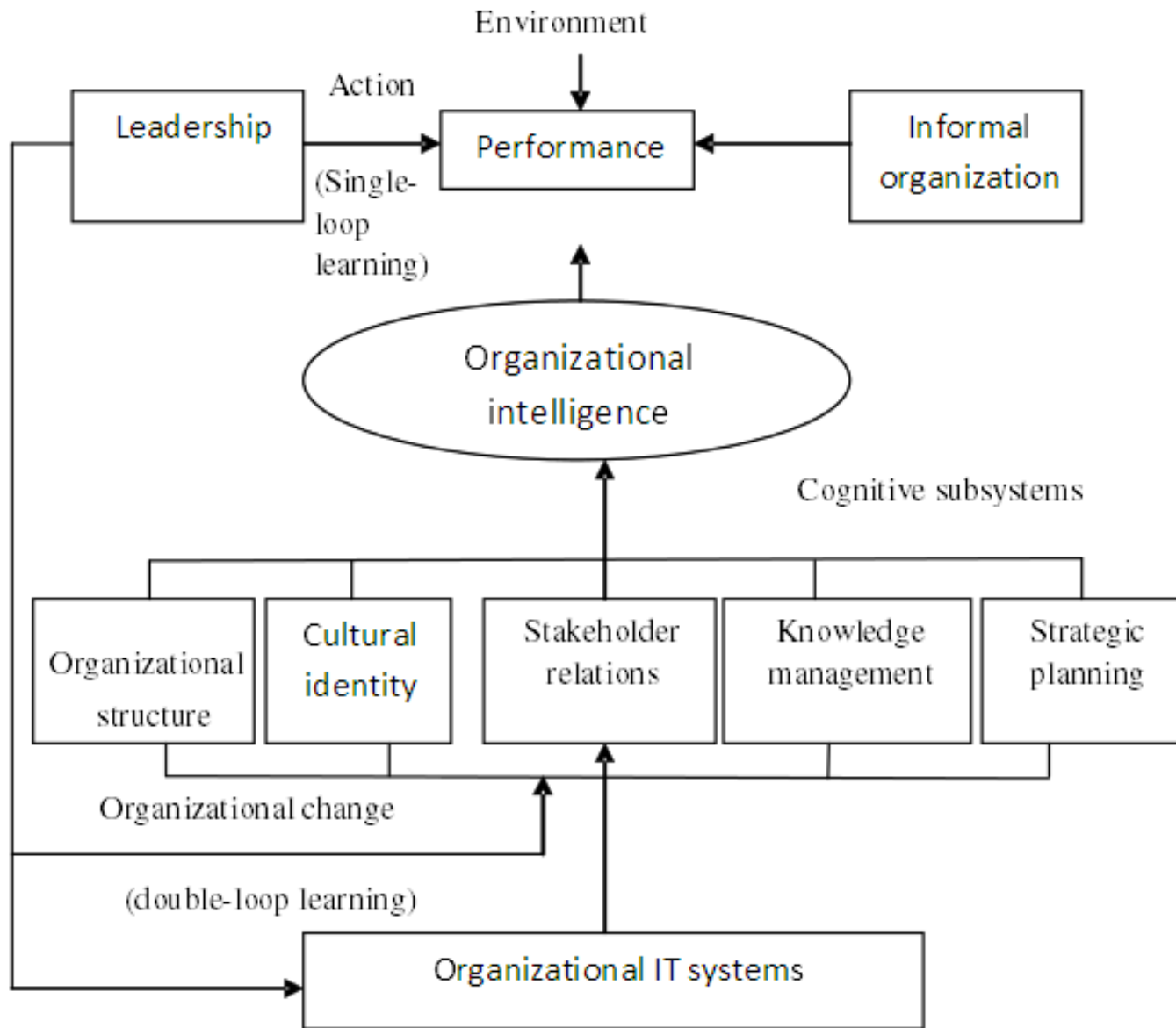
J. Henderson & N. Venkatraman, "Strategic Alignment: A model for organisational transformation through information technology,"



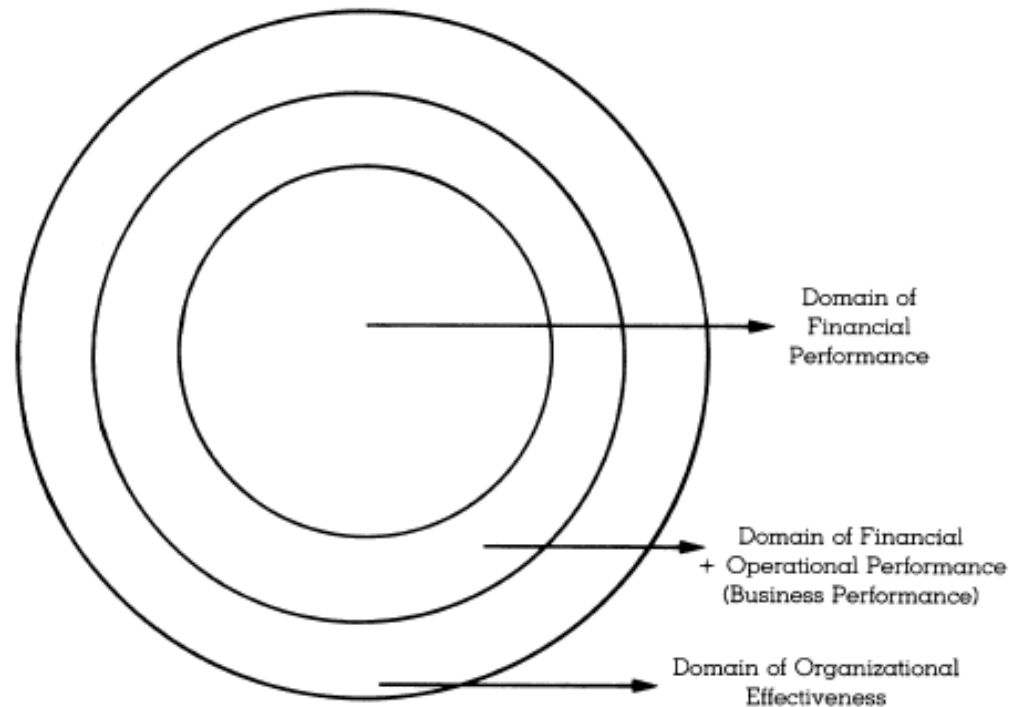
- Key**
- ↔ Strategic Fit
 - ⋯ Functional Integration
 - ⋯ Cross-Dimension Alignments

Organizational intelligence model

Halal (1998) in Yaghoubi (2011)



Measurement of Business Performance by Venkatraman and Ramanujam



- | | |
|-------------------------------------|---|
| Financial Performance | — The domain of performance construct in most strategy research. |
| Financial + Operational Performance | — The enlarged domain reflected in recent strategy research. |
| Organizational Effectiveness | — The broader domain reflected in most conceptual literature in strategic management and organization theory. |