

Review of: "A Conception of Yi (): Harmony, Fairness, and Justice in Management – A Prospective Inquiry Framework"

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Potential competing interests: No potential competing interests to declare.

The manuscript aims to contribute to the management literature by incorporating Chinese gongping zhengyi (fairness and justice). In addition, the manuscript aims to provide a new framework for exploring the relationship between Yi harmony, fairness, and justice in management scholarship.

While the manuscript aims to contribute to the management literature, it almost does not mention the relevant management literature; there are only a few references to papers and books published in the field of management. The manuscript mainly discusses Chinese, Confucian, and Aristotelian philosophy. I suggest that the links to management literature should be strengthened if the manuscript wishes to contribute to this.

The authors sometimes mention that following the Confucian principles mentioned in the analysed texts will lead to better management (e.g., "By adhering to the principles of balance and virtue, organisations can navigate through fluctuations towards equilibrium and achieve long-term success while maintaining a harmonious work environment."), but there is no empirical validation or relevant references behind these statements. I suggest some kind of empirical validation of the theoretical claims.

Finally, the manuscript mentions several terms that are difficult to follow for those who are not as deeply involved in this stream of literature as the authors. I suggest that the manuscript be supplemented with a glossary of the Confucian and Chinese (and Aristotelian) terms used.