Management and Organization Review

SPECIAL ISSUE
Informal Networks: Dark Sides, Bright Sides, and Unexplored Dimensions

The leading voice on indigenous management and organization research in China and all other transforming economies

https://doi.org/10.1017/mor.2020.42 published online by Cambridge University Press
# SPONSORS OF MANAGEMENT AND ORGANIZATION REVIEW

## International Association for Chinese Management Research

### Officers

**Founding President**  
Anne S. Tsui  
*University of Notre Dame*  
*Peking University*

**Past President**  
Neng Liang  
*China Europe International Business School*

**President**  
Ray Friedman  
*Vanderbilt University*

**President Elect**  
Zhi-Xue Zhang  
*Peking University*

**Executive Director**  
Zhijun Yao  
*Peking University*

**Executive Secretary/Treasurer**  
Lerong He  
*State University of New York at Brockport*

**Vice-President and Program Chair for 2021 Conference**  
Runtian Jing  
*Shanghai Jiao Tong University*

**Program Co-Chairs and Chairs of Local Arrangements Committee for 2020 Conference**  
Wanjun Jiang  
*Peking University*  
Gengzhong Feng  
*Xian Jiaotong University*

**Representatives at Large**  
Jingjing Yao  
*IESEG School of Management*  
Xiaotao Yao  
*Xian Jiaotong University*  
Yi Tang  
*Hong Kong Baptist University*  
David Zhu  
*Arizona State University*

**Leadership of Peking University**

- **President**  
  Ping Hao

**Leadership of Guanghua School of Management**

- **Dean**  
  Qiao Liu
- **Vice Deans**  
  Lian Zhou  
  Liansheng Wu  
  Li Jin  
  Qi Li  
  Shengping Zhang  
  Ying Zhang

**Leadership of Fudan University**

- **President**  
  Ningsheng Xu

**Leadership of School of Management Fudan University**

- **Dean**  
  Xiongwen Lu
- **Executive Associate Dean**  
  Jian Zhou
- **Associate Deans**  
  Yimin Sun  
  Zhiwen Yin  
  Changjiang Lu  
  Ming Zheng  
  Yaohua Ye  
  Weitao Zhao
MANAGEMENT AND ORGANIZATION REVIEW

Volume 16 Issue 3 July 2020

SPECIAL ISSUE
Informal Networks: Dark Sides, Bright Sides, and Unexplored Dimensions

Letter from the Editor 465

Dialogue, Debate, and Discussion

LIISA VALIKANGAS AND ARIE Y. LEWIN
The Lingering New Normal 467

XUEGUANG ZHOU
Organizational Response to COVID-19 Crisis: Reflections on the Chinese Bureaucracy and Its Resilience 473

GORDON REDDING
Societal Resilience: China and Japan 485

ANNA GRANDORI
Black Swans and Generative Resilience 495

PETER PING LI
Organizational Resilience for a New Normal: Balancing the Paradox of Global Interdependence 503

Special Issue Articles

SVEN HORAK, FIDA AFIOUNI, YANJIE BIAN, ALENA LEDENEVA, MARAL MURATBEKOVA-TOURON, AND CARL F. FEY
Informal Networks: Dark Sides, Bright Sides, and Unexplored Dimensions 511

XI CHEN
The State-Owned Enterprise as an Identity: The Influence of Institutional Logics on Guanxi Behavior 543

SHUANG REN, DOREN CHADEE, AND ALFRED PRESBITERO
Influence of Informal Relationships on Expatriate Career Performance in China: The Moderating Role of Cultural Intelligence 569

KATARZYNA BURZYNSKA AND SONJA OPPER
Interbank Relations, Environmental Uncertainty, and Corporate Credit Access in China 595

MARINA APAYDIN, JON THORNBERRY, AND YUSUF M. SIDANI
Informal Social Networks as Intermediaries in Foreign Markets 629

SA’AD ALI AND DAVID WEIR
Wasta: Advancing a Holistic Model to Bridge the Micro-Macro Divide 657

EFFIEZAL ASWADI ABDEL WAHAB, MOHD FAIZAL JAMALUDIN, DIAN AGUSTIA, AND IMAN HARYMAWAN
Director Networks, Political Connections, and Earnings Quality in Malaysia 687

© 2020 The International Association for Chinese Management Research

https://doi.org/10.1017/mor.2020.42 Published online by Cambridge University Press
Call for Papers

Special Issue on ‘Responsible Leadership in China and Beyond: A Responsible Research Approach’

Research Frontiers Conference and Paper Development Workshop ‘China’s Outward Foreign Direct Investment to Africa’ Dates: July 15–18, 2021
EDITOR-IN-CHIEF
Arie Y. Lewin, Duke University, USA

DEPUTY EDITORS-IN-CHIEF
Helena Barnard, University of Pretoria, South Africa
Regional focus: Africa
Carl F. Fey, Aalto University, Finland
Regional focus: Russia, Ex-Soviet Republics, Eastern Europe
Xu Huang, Hong Kong Baptist University, Hong Kong
Focus: Organizational Behavior
Xiaowei Rose Luo, INSEAD, France
Focus: Family Business and SMEs
Gerald McDermott, University of South Carolina, USA
Regional focus: Latin America
Peter Ping Li, University of Nottingham Ningbo, China, Center for Creative Leadership, USA, and Copenhagen Business School, Denmark
Regional focus: China
Johann Peter Murmann, University of St. Gallen, Switzerland
Regional focus: China, Asia Pacific
Eric W. K. Tsang, University of Texas at Dallas, USA
Focus: Rigor and Methods

SENIOR EDITORS
Yanjie Bian, University of Minnesota, USA, and Xi’an Jiaotong University, China
Social networks; social stratification; Chinese society
Yang Cao, University of North Carolina at Charlotte, USA
Institutional change; economic development; HR management; work and employment, mobility, and inequality
Roy Chua, Singapore Management University, Singapore
Creativity; cross-cultural organizational behavior; diversity; trust
Lin Cui, Australian National University, Australia
International business; strategic management; comparative institutional analysis; Chinese outward FDI; state-owned enterprises
Jasmine Hu, Ohio State University, USA
Leadership; work teams; prosocial behavior; personality; gender
Can Huang, Zhejiang University, China
Innovation; intellectual property rights; science and technology policy
Thomas Hutzschenreuter, Technische Universität München, Germany
Internationalization strategy; foreign direct investment; panel data analysis
Rajiv Kozhikode, Simon Fraser University, Canada
Business-government relations; antecedents and consequences of various forms of corporate political activities; sociological foundations of organized misconduct; organizational innovation in emerging economies
Jing Li, Simon Fraser University, Canada
International investment strategies; emerging market multinational enterprises; international joint ventures; innovation in emerging markets
Ning Li, University of Iowa, USA
Big data and team collaboration; individual difference; OCB and proactive behavior; social network; team leadership
Andrew Van de Ven, University of Minnesota, USA
Focus: Engaged Indigenous Scholarship
Sai Yayavaram, Indian Institute of Management Bangalore, India
Regional focus: India

FOUNDING EDITOR-IN-CHIEF
Anne S. Tsui, University of Notre Dame, USA, and Peking University, China

DEPUTY EDITOR FOR DIALOGUE, DEBATE, AND DISCUSSION
Liisa Välikangas, DTU Management Denmark, and Hanken School of Economics, Finland

DEPUTY EDITOR FOR RESEARCH OUTREACH
Sheen S. Levine, University of Texas at Dallas, USA

DEPUTY EDITOR FOR ARTWORK
Tony Fang, Stockholm Business School, Sweden

DIRECTOR FOR MOR SOCIAL MEDIA - CHINA
Steven S. Zhou, University of Nottingham Ningbo, China

SENIO EDITORS
Jian Liang, Tongji University, China
Creativity; human resource management; cross-cultural management
Wu Liu, Hong Kong Polytechnic University, Hong Kong
Employee voice behavior; top management teams; leadership; negotiation; cross-cultural management; conflict management
Yipeng Liu, University of Reading, UK
Micro-foundation; social interaction; organizational solution; institutional solution; indigenous societal challenge
Mark Lorenzen, Copenhagen Business School, Denmark
Innovation studies; economic geography; organization studies; international business; strategy
Dali Ma, Drexel University, USA
Inequality and status hierarchy; innovation and entrepreneurship; organization theory; social networks; sociology of China
Li Ma, Peking University, China
International negotiation; participative management
Dalhia Mani, Indian Institute of Management Bangalore, India
Organizational theory; interorganizational and interpersonal networks
Stephan Manning, University of Sussex, UK
Global outsourcing; geographic cluster development in global value chains; social entrepreneurship in Africa; sustainability standards
Silvia Massini, University of Manchester, UK
Offshoring of innovation and knowledge intensive business services; economics and management of innovation; evolutionary and behavioral theories; adoption and diffusion in innovation; knowledge creation and management
Maral Muratbekova-Touron, ESCP Europe, France
International HRM; talent management; cross-cultural management; Russia; Kazakhstan; CIS

https://doi.org/10.1017/mor.2020.42 Published online by Cambridge University Press
Carine Peeters, Vlerick Business School, Belgium
International business; strategy; global sourcing; offshoring; outsourcing

Emmanuella Plakoyiannaki, University of Leeds, UK
Qualitative research; SME internationalization; family firm internationalization

Sheila M. Puffer, Northeastern University, USA
Emerging markets; Russia; BRICs; multinationals; global leadership

Mooweon Rhee, Yonsei University, Korea
Organizational learning; organizational status; corporate reputation; social networks; Asia-based theories of organization

Yeda Swirski de Souza, Unisinos Business School, Brazil
International business; strategic management; Brazil

Sunny Li Sun, University of Massachusetts Lowell, USA
Entrepreneurship; innovation; paradox; dialogue between East and West

Till Talaulicar, University of Erfurt, Germany
Board of directors; corporate social responsibility; top management teams; upper echelons theory

Roberto S. Vassolo, Universidad Austral, Argentina, and Pontificia Universidad Católica, Chile
Evolutionary economics; real options theory; dynamic capabilities; emerging markets; macroeconomic volatility; natural resource industries

Michael A. Witt, INSEAD, Singapore, and Harvard University, USA
Asia; business systems; varieties of capitalism; international business

Yijun Xing, Brunel University London, UK
Chinese indigenous leadership; Chinese traditional culture and philosophy; narrative/storytelling in organizations

Ann Yan Zhang, Peking University, China
Paradox; leadership; team dynamics; employee-organization relationship; cross cultural studies

Zhi-Xue Zhang, Peking University, China
Team process; negotiation and conflict management; leadership

Jane Zhao, The University of Kansas, USA
Innovation management; paradoxical management; RBV; dynamic capability; meta-organization, R&D consortia, industry associations, innovation ecosystems; co-optation; collaborative strategies

Abby Jingzi Zhou, University of Nottingham Ningbo, China
Cross-cultural management; social networks in China; emerging MNCs; Chinese innovation; HRM

MANAGING EDITOR
Tina Minchella, Arizona State University, USA

SPECIAL PROJECTS COORDINATOR
Stefanie McAdoo, Duke University, USA

EDITORIAL ADVISORY BOARD
Herman Aguinis, George Washington University, USA
Paul Beamish, University of Western Ontario, Canada
Kjeld Erik Brodsgaard, Copenhagen Business School, Denmark
Peter Buckley, University of Leeds, UK
Ming-Jer Chen, University of Virginia, USA
John Child, University of Birmingham, UK
Stewart Clegg, University of Technology, Sydney, Australia
Timothy M. Devinney, University of Leeds, UK
Charles Dhanaraj, Temple University, USA
Giovanni Dosi, Sant’Anna School of Advanced Studies, Italy
Yves Doz, INSEAD, France
Jiing-Lih (Larry) Farh, Hong Kong University of Science and Technology, China
Nikolay B. Filinov, Higher School of Economics, Russia
Mauro F. Guillen, University of Pennsylvania, USA
Michael Hitt, Texas A&M University, USA
Martin Kenney, University of California, Davis, USA
Tarun Khanna, Harvard University, USA
Bruce Kogut, Columbia University, USA
Yadong Lao, University of Miami, USA
Marjorie Lyles, Indiana University, USA
Marshall W. Meyer, University of Pennsylvania, USA
Michael Morris, Columbia University, USA
Ram Mudambi, Temple University, USA
Rajneesh Narula, University of Reading, UK
Victor Nee, Cornell University, USA
Stella M. Nkomo, University of Pretoria, South Africa
Seung Ho Park, CEIBS, China
Ravi Ramamurti, Northeastern University, USA
Gordon Redding, INSEAD, France
Debra L. Shapiro, University of Maryland, USA
Jörg Sydow, Freie Universität Berlin, Germany
José de la Torre, Florida International University, USA
Sushil Vachani, Indian Institute of Management Bangalore, India
Henk Volberda, University of Amsterdam, The Netherlands
Mary Ann Von Glinow, Florida International University, USA
Andrew Walder, Stanford University, USA
Gordon Walker, Southern Methodist University, USA
Axel V. Werder, Technische Universität Berlin, Germany
Jia Lin Xie, University of Toronto, Canada
Weijing Zhang, Peking University, China
Shuming Zhao, Nanjing University, China
Xueguang Zhou, Stanford University, USA
Maurizio Zollo, Bocconi University, Italy

https://doi.org/10.1017/mor.2020.42 Published online by Cambridge University Press
Best Senior Editor Award
Starting in 2015, MOR recognizes Senior Editors for their exceptional and noteworthy performance in helping authors realize the ‘jewel’ in their papers. The recent winners are listed below. The winners receive a certificate and public recognition at the annual MOR reception.

2019 Best Senior Editors Award Winners
Yang Cao, University of North Carolina at Charlotte
Maral Muratbekova-Touron, ESCP Europe
Shameen Prashantham, CEIBS

2018 Best Senior Editor Award Winners
Lin Cui, Australian National University
Xiaowei Rose Luo, INSEAD
Till Talaulicar, University of Erfurt

Best Reviewer Award
Every year MOR recognizes members of the Editorial Review Board who have exemplified the spirit and mission of MOR by providing developmental, conscientious, and timely reviews. The recent winners are listed below. The winners receive a certificate and public recognition at the annual MOR reception.

2019 Reviewer Award Winners
Tatiana Andreeva, Maynooth University
Qian (Cecilia) Gu, Georgia State University
Eugene Kang, Nanyang Technological University
Minyoung Kim, University of Kansas
Ingo Kleindienst, Aarhus University

2018 Reviewer Award Winners
Ping Deng, Cleveland State University
Dali M, Drexel University
Yi Tang, Hong Kong Polytechnic University
Cyndi Zhang, Singapore Management University
Abby Jingzi Zhou, University of Nottingham Ningbo, China
Best Paper in Chinese Theory of Management Award

The ‘theory of Chinese management’ approach (adapting imported theories for the Chinese context) and the ‘Chinese theory of management’ approach (developing original theories for the Chinese context) are both necessary and valuable. To promote original theorizing to account for management phenomena that are particularly salient or unique in China, Peking University Press (PUP) has set up the PUP-MOR Best Paper in Chinese Theory of Management Award. The award aims to recognize the best paper published in MOR that addresses new research questions, identifies new concepts, and/or develop new theories from the ‘Chinese theory of management’ perspective. The Awards Committee identifies three finalists among the papers published in MOR over the previous two years and which are deemed as exemplary of the spirit of this award. Congratulations to the winning authors and all finalists!

2018 PUP-MOR Award Winner

2016 PUP-MOR Award Winner

2014 PUP-MOR Award Winner