

Information for authors and readers

Manuscript submission: Please submit manuscripts online through the MOR ScholarOne Manuscripts site at <http://mc.manuscriptcentral.com/mor>. For more information and style instructions see <https://www.cambridge.org/core/journals/management-and-organization-review/information/instructions-contributors>.

Subscriptions: *Management and Organization Review* is published in February, May, July, October, and December. The 2020 price for an online subscription for institutions is \$834 in the USA, Canada, and Mexico; UK £457 + VAT elsewhere. Individuals are encouraged to join the International Association for Chinese Management Research to obtain a subscription. Subscription correspondence and address changes should be sent to: Cambridge University Press, One Liberty Plaza, Floor 20, New York, NY 10006, USA, email subscriptions_newyork@cambridge.org, for customers in the USA, Canada, or Mexico. Customers elsewhere should contact: Cambridge University Press, Journals Fulfillment Department, UPH, Shaftesbury Road, Cambridge CB2 8BS, UK, email journals@cambridge.org. Single issues and individual articles to be purchased and rented are also available through Cambridge University Press.

International Association for Chinese Management Research members: *Management and Organization Review* is the journal of the International Association for Chinese Management Research, an academic organization that serves scholars, students, managers, and consultants who are interested in advancing their knowledge about organizational management in the Chinese context. IACMR membership includes online access to all issues of the journal with the option of print copies. Individuals can become members at <http://www.iacmr.org>.

Permissions information: All rights reserved. No part of this publication may be reproduced, in any form or by any means, electronic, photocopying, or otherwise, without permission in writing from Cambridge University Press. Policies, request forms and contacts are available at: <http://www.cambridge.org/about-us/rights-permissions>. Permission to copy (for users in the USA) is available from Copyright Clearance Center <http://www.copyright.com>, email info@copyright.com.

Advertising: To advertise in the journal email advertising@cambridge.org.

Abstracts and indexing: Indexed in ABI/INFORM Database (ProQuest), ABI/INFORM Global (ProQuest), Academic OneFile (GALE Cengage), ArticleFirst (OCLC), Business Source Complete (EBSCO Publishing), Business Source Corporate (EBSCO Publishing), Current Contents: Social & Behavioral Sciences (Thomson Reuters), Environmental Sciences & Pollution Management (ProQuest), Journal Citation Reports/Social Science Edition (Thomson Reuters), ProQuest Central (ProQuest), ProQuest Central: Professional Edition (ProQuest), ProQuest Discovery (ProQuest), PsycINFO/Psychological Abstracts (APA), RePEc: Research Papers in Economics, SCOPUS (Elsevier), Social Sciences Citation Index (Thomson Reuters), Web of Science (Thomson Reuters)

Management and Organization Review is published by Cambridge Journals on behalf of the International Association for Chinese Management Research. The journal is included in the Cambridge Journals Online service and can be found at <https://www.cambridge.org/core/journals/management-and-organization-review>.

ISSN: 1740-8776

E-ISSN: 1740-8784

© International Association for Chinese Management Research

Management and Organization Review

Sponsored By
Peking University and Fudan University



CONTENTS

Volume 16 Issue 3

SPECIAL ISSUE

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

Letter from the Editor	465
------------------------	-----

Dialogue, Debate, and Discussion

LIISA VÄLIKANGAS AND ARIE Y. LEWIN	467
------------------------------------	-----

The Lingering New Normal

XUEGUANG ZHOU	473
---------------	-----

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

GORDON REDDING	485
----------------	-----

Societal Resilience: China and Japan

ANNA GRANDORI	495
---------------	-----

Black Swans and Generative Resilience

PETER PING LI	503
---------------	-----

Organizational Resilience for a New Normal: Balancing the Paradox of Global Interdependence

Special Issue Articles

SVEN HORAK, FIDA AFIOUNI, YANJIE BIAN, ALENA LEDENEVA, MARAL MURATBEKOVA-TOURON, AND CARL F. FEY	511
--	-----

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

XI CHEN	543
---------	-----

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

SHUANG REN, DOREN CHADEE, AND ALFRED PRESBITERO	569
---	-----

Influence of Informal Relationships on Expatriate Career Performance in China: The Moderating Role of Cultural Intelligence

KATARZYNA BURZYNSKA AND SONIA OPPER	595
-------------------------------------	-----

Interbank Relations, Environmental Uncertainty, and Corporate Credit Access in China

MARINA APAYDIN, JON THORNBERRY, AND YUSUF M. SIDANI	629
---	-----

Informal Social Networks as Intermediaries in Foreign Markets

SA'AD ALI AND DAVID WEIR	657
--------------------------	-----

Wasta: Advancing a Holistic Model to Bridge the Micro-Macro Divide

EFFIEZAL ASWADI ABDUL WAHAB, MOHD FAIZAL JAMALUDIN, DIAN AGUSTIA, AND IMAN HARYMAWAN	687
--	-----

Director Networks, Political Connections, and Earnings Quality in Malaysia

Call for Papers

Special Issue on 'Responsible Leadership in China and Beyond: A Responsible Research Approach'	725
--	-----

Research Frontiers Conference and Paper Development Workshop 'China's Outward Foreign Direct Investment to Africa' Dates: July 15–18, 2021

731



Cover image: Guest House at East Lake, Wuhan, China, the site of the 2018 IACMR Conference, by Anita Lewin. Printed with artist's permission.

© International Association for
Chinese Management Research



CAMBRIDGE
UNIVERSITY PRESS