VOLUME 14 ISSUE 1 MARCH 2018 ISSN: 1740-8776





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



https://doi.org/10.1017/mor.2018.10

### SPONSORS OF MANAGEMENT AND ORGANIZATION REVIEW





# MANAGEMENT AND ORGANIZATION REVIEW

Volume 14 Issue 1	March 2018
Letter from the Editor	
Arie Y. Lewin	1
Regular Articles	
NANCY DITOMASO AND YANJIE BIAN The Structure of Labor Markets in the US and China: Social Capital and <i>Guan</i>	nxi 5
EVGENIYA BALABANOVA, ALEXEY REBROV, AND ALEXEI KOVESHNIKOV Managerial Styles in Privately Owned Domestic Organizations in Russia: Heterogeneity, Antecedents, and Organizational Implications	37
WUBIAO ZHOU Property Rights, Deregulation, and Entrepreneurial Development in a Transiti Economy	ion 73
WEI HE, RU-YI ZHOU, LI-RONG LONG, XU HUANG, AND PO HAO Self-Sacrificial Leadership and Followers' Affiliative and Challenging Citizensh Behaviors: A Relational Self-Concept Based Study in China	iip 105
WEN PAN AND LI-YUN SUN A Self-Regulation Model of Zhong Yong Thinking and Employee Adaptive Performance	135
RUNTIAN JING AND ANDREW H. VAN DE VEN Toward a Chance Management View of Organizational Change	161
DEBABRATA CHATTERJEE AND SREEVAS SAHASRANAMAM Technological Innovation Research in China and India: A Bibliometric Analys the Period 1991–2015	is for 179
Dialogue, Debate, and Discussion	
LIISA VÄLIKANGAS Introduction to 'A Scholar's Quest'	223
JAMES G. MARCH A Scholar's Quest	225
DEBORAH DOUGHERTY Managers Fail to Innovate and Academics Fail to Explain How	229

@ 2018 The International Association for Chinese Management Research ISSN 1740-8776

## Corrigendum

Call for Papers	
Heterogeneity, Antecedents, and Organizational Implications—CORRIGENDUM	241
Managerial Styles in Privately Owned Domestic Organizations in Russia:	
EVGENIYA BALABANOVA, ALEXEY REBROV, AND ALEXEI KOVESHNIKOV	

General Call for	'Engaged Indigenous So	cholarship' Papers	243

@ 2018 The International Association for Chinese Management Research ISSN 1740-8776

#### EDITOR-IN-CHIEF

Arie Y. Lewin, Duke University, USA

#### **DEPUTY EDITORS-IN-CHIEF**

Chi-Yue Chiu, Chinese University of Hong Kong, China Regional focus: China

**Carl F. Fey**, Aatlo University, Finland and Chinese University of Hong Kong, China Regional focus: Russia, Ex-Soviet Republics, Eastern Europe

Rishikesha T. Krishnan, Indian Institute of Management Indore, India Regional focus: India

Gerald McDermott, University of South Carolina, USA

Regional focus: Latin America

Johann Peter Murmann, University of New South Wales, Australia

Regional focus: China, Asia Pacific

Eric W. K. Tsang, University of Texas at Dallas, USA Focus: Rigor and Methods

#### SENIOR EDITORS

- Helena Barnard, University of Pretoria, South Africa Stretching and challenging theories developed in the West and in dominant transition countries like China across the full range of MOR focus areas
- Yang Cao, University of North Carolina at Charlotte, USA

Institutional change; economic development; HR management; work and employment, mobility, and inequality

Chao C. Chen, Rutgers University, USA, and Nanjing University, China

Indigenous management theories; organizational justice; Chinese *guanxi* and social networking; business ethics; cross-cultural management

(George) Zhen Xiong Chen, Australian National University, Australia

Leadership; voice; organizational commitment; organizational behavior in the Chinese context and cross-cultural concepts

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

**Ray Friedman**, Vanderbilt University, USA Negotiation; dispute resolution; Chinese culture and management; diversity in organizations; labor relations

**Can Huang**, Zhejiang University, China Innovation; intellectual property rights; science and technology policy

# Thomas Hutzschenreuter, Technische Universitat Munchen, Germany

Internationalization strategy; foreign direct investment; panel data analysis

Runtian Jing, Shanghai Jiao Tong University Engaged indigenous scholarship

Jing Li, Simon Fraser University, Canada International investment strategies; emerging market multinational enterprises; international joint ventures; innovation in emerging markets

#### 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, Aalto University and Hanken School of Economics, Finland

# DEPUTY EDITOR FOR ENGAGED INDIGENOUS SCHOLARSHIP

Andrew Van de Ven, University of Minnesota, USA

#### DEPUTY EDITOR FOR RESEARCH OUTREACH

Sheen S. Levine, University of Texas at Dallas, USA

#### **DEPUTY EDITOR FOR ARTWORK**

Tony Fang, Stockholm Business School, Sweden

Peter Ping Li, Xian Jiaotong-Liverpool University, China

Emerging multinational firms; indigenous research on Chinese management; organizational and inter-cultural trust; disruptive innovation; entrepreneurial imagination

- Leigh Anne Liu, Georgia State University International business; cross-cultural negotiations and conflict; human resource management; comparative organizational behavior
- Jiangyong Lu, Peking University, China Entrepreneurship; innovation; venture capital investment; international business
- Xiaowei Rose Luo, INSEAD, France Institutional theory; family business; corporate governance; corporate social responsibility; cross-cultural variation in organizational practices

**Stephan Manning**, University of Massachusetts, Boston, USA

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

**Carine Peeters**, Vlerick Business School, Belgium International business; strategy; global sourcing; offshoring; outsourcing

Bent Petersen, Copenhagen Business School, Denmark Internationalization of firms; global sourcing; value creation logics; real options and entry modes; strategic management

Shameen Prashantham, CEIBS, China Born global; China-India comparison; innovation; internationalization; international entrepreneurship; international new venture; network relationships; social capital; strategy as practice Mooweon Rhee, Yonsei University, Korea Organizational learning; organizational status; corporate reputation; social networks; Asia-based theories of organization

Krishna Savani, Nanyang Technological University, Singapore

Cross-cultural management; managerial decision making; behavioral economics; experimental methods

Yeda Swirski de Souza, Unisinos Business School, Brazil

International business; strategic management; Brazil

- Andrew Spicer, University of South Carolina, USA Russian and CIS management; comparative institutional analysis; international business ethics; corporate social responsibility and sustainability; business and poverty
- **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

#### MANAGING EDITOR

Tina Minchella, Arizona State University, USA

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
- Jia Lin Xie, University of Toronto, Canada Job stress and employee well-being; organizational behavior in the Chinese context; cross-cultural management

Yijun Xing, Beijing Xiao Tong University, China Chinese indigenous leadership; Chinese traditional culture and philosophy; narrative/storytelling in organizations

- Sai Yayavaram, Indian Institute of Management Bangalore, India
  - Technology management; complexity and strategic rents
- **Zhi-Xue Zhang**, Peking University, China Team process; negotiation and conflict management; leadership

#### 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 Brødsgaard, 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, IMD, Switzerland 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 Khana, Harvard University, USA Bruce Kogut, Columbia University, USA Yadong Luo, University of Miami, USA Marjorie Lyles, Indiana University, USA James March, Stanford University, USA Marshall W. Meyer, University of Pennsylvania, USA

Michael Morris, Columbia University, USA Ram Mudambi, Temple University, USA Raineesh Narula, University of Reading, UK Victor Nee, Cornell University, USA Seung Ho Park, CEIBS, China Ravi Ramamurti, Northeastern University, USA Gordon Redding, INSEAD, France Debra L. Shapiro, University of Maryland, USA Oded Shenkar, Ohio State University, USA Jörg Sydow, Freie Universität Berlin, Germany Jose de la Torre, Florida International University, USA Sushil Vachani, IIM, India Henk Volberda, Erasmus University, The Netherlands Mary Ann Von Glinow, Florida International University, USA Andrew Walder, Stanford University, USA Gordon Walker, Southern Methodist University, USA Malcolm Warner, University of Cambridge, UK Axel V. Werder, Technische Universität Berlin, Germany Weiying Zhang, Peking University, China Shuming Zhao, Nanjing University, China Xueguang Zhou, Stanford University, USA Maurizio Zollo, Bocconi University, Italy

#### EDITORIAL REVIEW BOARD

Tatiana Andreeva, Maynooth University, Ireland Samuel Aryce, University of Surrey, UK Neal M. Ashkanasy, University of Queensland, Australia Preet S. Aulakh, York University, Canada Yuntao Bai, Xiamen University, China Ellie R. Banalieva, Northeastern University, USA William Barnett, Stanford University, USA Bat Batjargal, Oklahoma State University, USA Gabriel R. G. Benito, BI Norwegian Business School, Norway Olivier Bertrand, SKEMA Business School, France Suresh Bhagavatula, IIMB, India Brian K. Boyd, City University of Hong Kong, China Daniel J. Brass, University of Kentucky, USA Jeanne M. Brett, Northwestern University, USA Lance Eliot Brouthers, Kennesaw State University, USA Jean Chen, Xi'an Jiaotong-Liverpool University, China WeiRu Chen, INSEAD, Singapore

Wenhong Chen, University of Texas, Austin, USA

Chiving Cheng, Singapore Management University, Singapore Sally Siu-Yin Cheung, Hong Kong Baptist University, China Willie Chinyamurindi, University of Fort Hare, South Africa Jaee Cho, Hong Kong University of Science and Technology, China Aichia Chuang, National Taiwan University, Taiwan Chi-Nien Chung, National University of Singapore, Singapore Chris Chanwha Chung, Korea State University, South Korea Douglas Cumming, York University, UK Ping Deng, Cleveland State University, USA Nick Dew, Naval Postgraduate School, USA Desislava Dikova, Vienna University of Economics & Business, Austria Carolyn Egri, Simon Fraser University, Canada David Fan, University of Western Australia, Australia Grace Fan, University of British Columbia-Okanagan, Canada Tony Fang, Stockholm Business School, Sweden Jeanne Ho-Ying Fu, City University of Hong Kong, China Ping-Ping Fu, University of Nottingham, China Peter Gammeltoft, Copenhagen Business School, Denmark Barry Gerhart, University of Wisconsin, USA Elisa Giuliana, University of Pisa, Italy Yundan Gong, Aston University, UK Qian (Cecilia) Gu, Georgia State University, USA Jerry Guo, Carnegie Mellon University, USA Igor Gurkov, Higher School of Economics, Russia Jungpil Hahn, National University of Singapore, Singapore Xu Han, University of Pennsylvania, USA Yulan Han, Shanghai University of Finance & Economics, China Bhavna Hariharan, Stanford University, USA Niron Hashai, Hebrew University of Jerusalem, Israel Xiaoming He, Beijing Jiaotong University, China Ying Hong, Fordham University, USA Ying-yi Hong, Chinese University of Hong Kong, China Robert E. Hoskisson, Rice University, USA Xu Huang, The Hong Kong Polytechnic University, China Helen Wei Hu, University of Melbourne, Australia Chun Hui, University of Hong Kong, China Kwang-Kuo Hwang, National Taiwan University, Taiwan Andrew Inkpen, Thunderbird, USA Afam Ituma, Federal University Ndufu-Alike, Ikwo, Nigeria Peter D. Ørberg Jensen, Copenhagen Business School, Denmark Liangding Victor Jia, Nanjing University, China Hong Jiang, Renmin University, China Kaifeng Jiang, University of Notre Dame, USA Marshall Jiang, Brock University, Canada Eugene Kang, Nanyang Technological University, Singapore Sung-Choon Kang, Cornell University, USA Liena Kano, University of Calgary, Canada Amit Karna, IIMA, India Lisa Keister, Duke University, USA Fong Keng-Highberger, Nanyang Technological University, Singapore Scott Kennedy, Center for Strategic and International Studies, USA Minyoung Kim, University of Kansas, USA Sunghoon Kim, University of New South Wales, Australia

Tae-Yeol Kim, CEIBS, China Tohyun Kim, Sungkyunkwan University, Korea Young-Choon Kim, National University of Singapore, Singapore Ingo Kleindienst, Aarhus University, Denmark Thorbjoern Knudsen, Syddansk Universitet, Denmark Konstantin Korotov, ESMT Berlin, Germany Alexei Koveshnikov, Aalto University, Finland Rajiv Kozhikode, Simon Fraser University, Canada K Kumar, IIMB, India Valentina Kuskova, Higher School of Economics, Russia Catherine K. Lam, City University of Hong Kong, China Marcus M. Larsen, Copenhagen Business School, Denmark Angela Leung, Singapore Management University, Singapore Bobai Li, Peking University, China Haiyang Li, Rice University, USA Julie Li, City University of Hong Kong, China Sali Li, University of South Carolina, USA Shaomin Li, Old Dominion University, USA Shu-Ping Li, Hong Kong Polytechnic University, China Weiwen Li, Sun Yat-Sen University, China Xu-Hong Li, Fudan University, China Neng Liang, CEIBS, China Jian Liang, Shanghai Jiao Tong University, China Katrina Lin, Hong Kong Polytechnic University, China Zhiang (John) Lin, University of Texas at Dallas, USA Jun Liu, Renmin University, China Wu Liu, Hong Kong Polytechnic University, China Yipeng Liu, University of Birmingham, UK Jane Lu, National University of Singapore, Singapore Steven Lui, University of New South Wales, Australia Jar-Der Luo, Tsinghua University, China Dali Ma, Drexel University, USA Li Ma, Peking University, China J. P. MacIntosh, University College London, UK Anoop Madhok, York University, Canada Mona Makhija, Ohio State University, USA Shige Makino, Chinese University of Hong Kong, China Melody Manchi Chao, Hong Kong University of Science and Technology, China Ruch C. May, University of Dallas, USA Robert M. McNab, Naval Postgraduate School, USA Hemant Merchant, University of South Florida- St. Petersburg, USA Michael J. Mol, Copenhagen Business School, Denmark Guido Möllering, Jacobs University Bremen, Germany Felipe Monteiro, INSEAD, France Janet Y. Murray, University of Missouri-St. Louis, USA Aldo Musacchio, Brandeis University, USA Herman Ndofor, Indiana University, USA Kok Yee Ng, Nanyang Technological University, Singapore Quyen Nguyen, University of Reading, UK Na Ni, Hong Kong Polytechnic University, China Ilya Okmatovskiy, McGill University, Canada Sanjana Brijball Parumasur, University of KwaZulu-Natal, South Africa Paola Perez-Aleman, McGill University, Canada Wai-Ching Poon, Monash University, Malaysia K. Skylar Powell, Western Washington University, USA Gavin Price, University of Pretoria, South Africa Sheila Puffer, Northeastern University, USA Pushyarag Puthusserry, Queen's University Belfast, UK Cuili Qian, City University of Hong Kong, China David A. Ralston, University of Oklahoma, USA Abdul Rasheed, University of Texas, Arlington, USA Thomas Rockstuhl, Nanyang Technological University, Singapore

Valerie Rosenblatt, San Francisco State University, USA Roger Schweizer, University of Gothenburg, Sweden Wei Shen, Arizona State University, USA Yongjiang Shi, Cambridge University, UK Shung Jae Shin, Portland State University, USA Arjen Slangen, Eramus University Rotterdam, Netherlands Zahra (Ayeh) Solouki, ESADE, Spain Lynda Jiwen Song, Renmin University, China Weichieh Su, National Chengchi University, Taiwan Yu-Shan Su, National Taiwan Normal University, Taiwan Sunny Li Sun, University of Massachusetts Lowell, USA Florian Täube, Solvay Brussels School of Economics and Management, Belgium Danchi Tan, National Chengchi University, Taiwan Justin Tan, York University, Canada Yi Tang, Hong Kong Polytechnic University, China Sverre Tomassen, BI Norwegian Business School, Norway Wei-Chi Tsai, National Chengchi University, Taiwan

Herman Tse, Griffith University, Australia Ari Van Assche, HEC Montréal, Canada Ramakrishna Velamuri, CEIBS, China Hinrich Voss, University of Leeds, UK Catherine Wang, University of London, UK Chengang Wang, Bradford University, UK Danqing Wang, INSEAD, France Hui Wang, Peking University, China Xiao-Hua (Frank) Wang, Renmin University, China Yingqi Wei, University of Leeds, UK Steven White, Tsinghua University, China Peter Williamson, Cambridge University, UK Jie Wu, University of Macau, Macau Torsten Wulf, Phillips-University Marburg, Germany Qin Xin, Sun Yat-Sen University, China Dean Xu, University of Melbourne, Australia Juelin (Lynn) Yin, Xi'an Jiaotong-Liverpool University, China Michael Young, Hong Kong Baptist University, China B. Burcin Yurtoglu, WHU Otto Beisheim School of Management, Germany Ann Yan Zhang, Peking University, China Cyndi Man Zhang, Singapore Management University, Singapore Jianjun Zhang, Peking University, China Xiaomeng Zhang, Cheung Kong Graduate School of Business, China Ying Zhang, Erasmus University, The Netherlands Yingying Zhang, CUNEF Madrid, Spain Jane Zhao, University of Kansas, USA Wei Zhao, University of North Carolina at Charlotte, USA Lu Zheng, University of California, Irvine, USA Weiting Zheng, Hong Kong Polytechnic University, China Hongjin Zhu, McMaster University, Canada Yunxia Zhu, University of Queensland, Australia

Xi Zou, Nanyang Technological University, Singapore

# Management and Organization Review

## **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.

## 2017 Best Senior Editor Award Winners

Bor-Shiuan Cheng, National Taiwan University Carl F. Fey, Aalto University and Chinese University of Hong Kong Peter Ping Li, Xian Jiaotong, Liverpool University

## 2016 Best Senior Editor Award Winners

Thomas Hutzschenreuter, Technische Universitat Munchen Jia Lin Xie, University of Toronto

## **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.

## **2017 Reviewer Award Winners**

Desislava Dikova, Vienna University of Economics & Business Runtian Jing, Shanghai Jiao Tong University Jian Liang, Shanghai Jiao Tong University Li Ma, Peking University Andrew Spicer, University of South Carolina

## 2016 Best Reviewer Award Winners

Niron Hashai, Hebrew University of Jerusalem Liena Kano, University of Calgary Shige Makino, Chinese University of Hong Kong

## Peking University Press-Management and Organization Review

## **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!

## 2016 PUP-MOR Award Winner

Jing, R., & Van de Ven, A. H. 2015. A yin-yang model of organizational change: The case of Chendu Bus Group. *Management and Organization Review*, 10(1): 29–54.

## 2014 PUP-MOR Award Winner

Nee, V., & Yang, C. 2005. Market transition and the firm: Institutional change and income inequality in urban China. *Management and Organization Review*, 1(1): 23–56.

# Inaugural Hermann and Marianne Straniak Stiftung – MOR Best Paper Award

The aspiration of the Hermann and Marianne Straniak Stiftung – MOR Best Paper Award is to advance original indigenous, high impact, management scholarship in business and economic philosophy in the context of 'East informs West'.

Please join us in congratulating the authors of the winning paper for 2016!

Xing, Y., & Liu, Y. 2015. Poetry and leadership in light of ambiguity and logic of appropriateness. *Management and Organization Review*, 11(4): 795–805.