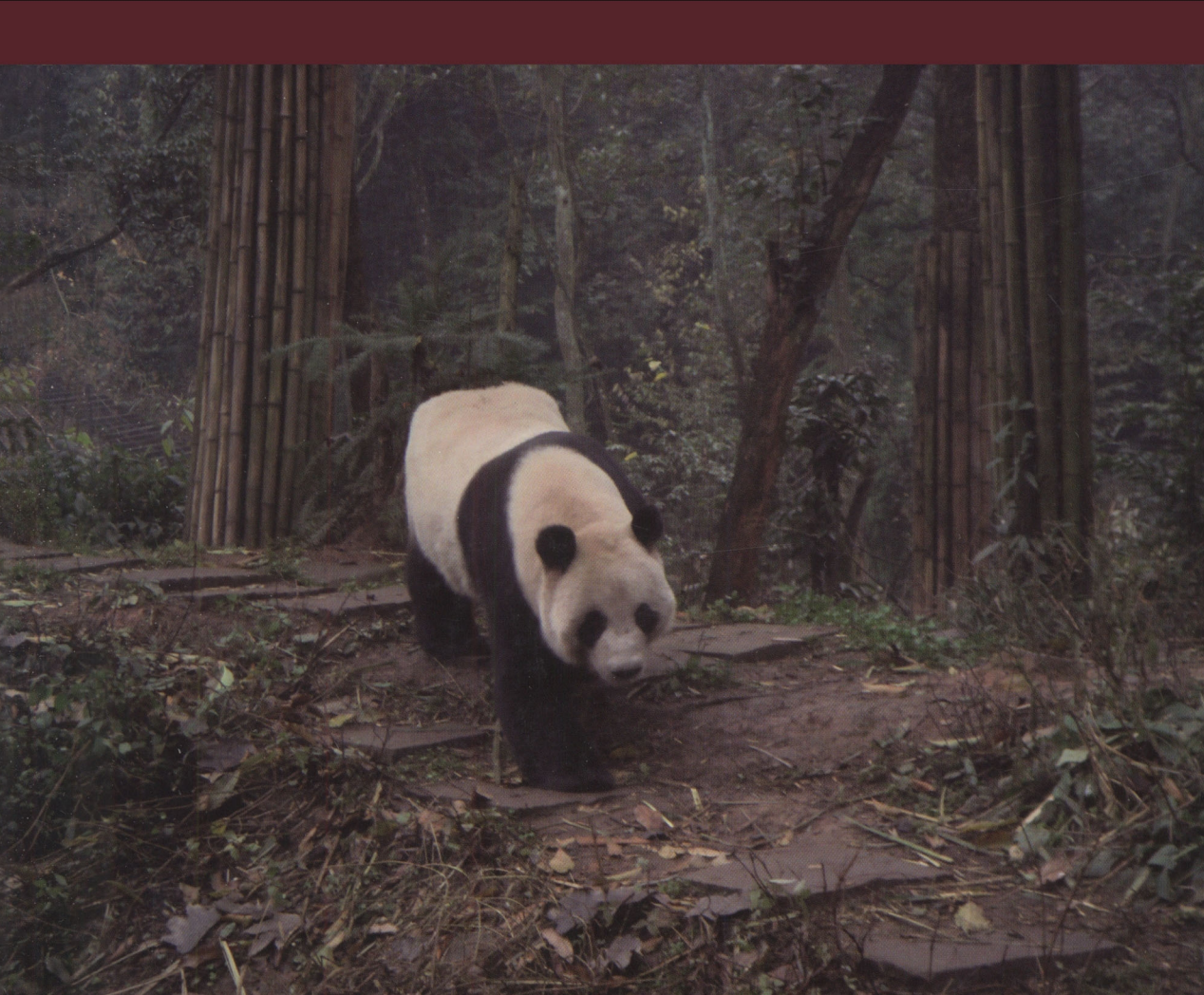


VOLUME 5 ISSUE 2 JULY 2009

組
織
管
理
研
究

Management and Organization Review



The Journal of the
International Association for Chinese Management Research

<https://www.cambridge.org/core>
<https://www.cambridge.org/core/terms> <https://doi.org/10.1017/S1740877600001716>


WILEY-
BLACKWELL

SPONSORS OF MANAGEMENT AND ORGANIZATION REVIEW



**International Association for Chinese Management Research
Officers**

Founding President

Anne S. Tsui *Arizona State University*
Peking University

Past President

Xiao-Ping Chen *University of Washington*

President

Shuming Zhao *Nanjing University*

Senior Vice-Presidents and Presidents Elect

Jia Lin Xie *University of Toronto*
Jing Zhou *Rice University*

Vice-President and Program Chair for 2010

Conference
Chao Chen *Rutgers University*

Program Co-Chair and Chair of Local Arrangements Committee for 2010 Conference

Xiongwen Lu *Fudan University*

Executive Secretary/Treasurer

Eva Xin Yao *University of Colorado at Boulder*

Representatives at Large

Carl Fey *Stockholm School of Economics*
Baiyin Yang *Tsinghua University*
Xiaohua Yang *Queensland University of Technology*
Anthea Yan Zhang *Rice University*



Leadership of Hong Kong University of Science and Technology

President Paul Ching-Wu Chu
Vice President for Academic Affairs Roland T. Chin

Leadership of HKUST Business School

Acting Dean Leonard K. Cheng
Senior Associate Dean Steven J. DeKrey
Associate Deans Kate Chan
Angela Ng
Rami Zwick

北京大學



光華管理學院

Guanghua School of Management

Leadership of Peking University

Presidents Qifeng Zhou
Weifang Min
Vice Presidents Wen Hai
Chuanjin Ju
Yang Ke
Jianhua Lin
Limei Wang
Zhipan Wu
He Yang
Sulan Yue
Guoyou Zhang
Yan Zhang

Leadership of Guanghua School of Management

Dean Weiying Zhang
Vice Deans Hongbin Cai
Zhengfei Lu
Changqi Wu
Xinzhong Gary Xu
Jiali Zhang
Yichi Zhang



MANAGEMENT AND ORGANIZATION REVIEW

Volume 5 Issue 2

July 2009

Articles

- MICHAEL CARNEY, DANIEL SHAPIRO, and YAO TANG
Business Group Performance in China: Ownership and Temporal Considerations 167
- YINGYING ZHANG, SIMON DOLAN, TONY LINGHAM, and YOCHANAN ALTMAN
International Strategic Human Resource Management: A Comparative Case Analysis of Spanish Firms in China 195
- KATHRYN M. BARTOL, WEI LIU, XIANGQUAN ZENG, and KELU WU
Social Exchange and Knowledge Sharing among Knowledge Workers: The Moderating Role of Perceived Job Security 223

Perspectives

- BARRY GERHART
How Much Does National Culture Constrain Organizational Culture? 241
- IAN J. WALSH, MAMTA BHATT, and JEAN M. BARTUNEK
Organizational Knowledge Creation in the Chinese Context 261

Chinese Abstracts 279

Information for Contributors and Submission Guidelines 283

Call for Papers

- MOR Special Issue: Innovations in Public and Non-profit Sector Organizations in China 285
- MOR Special Issue: Indigenous Management Research in China 287

EDITOR-IN-CHIEF

Anne S. Tsui, Arizona State University, USA,
and Peking University, China

MANAGING EDITOR

Karin A. Heffel Steele, Arizona State University,
USA
W. P. Carey School of Business, Department of
Management

SENIOR EDITORS

Yanjie Bian, University of Minnesota, USA
Economic sociology; social stratification and
mobility; social networks and social capital;
Chinese society

John Child, University of Birmingham, UK
Management and economic reform in China;
organization and performance of strategic
alliances; internationalization of firms;
evolution of new organizational forms

Joseph Galaskiewicz, University of Arizona,
USA
Formal organizations; social networks; urban
community; comparative economic analysis;
and philanthropic institutions

Doug Guthrie, New York University, USA
Economic sociology; corporations; sociology
of China; organizational learning; guanxi;
corporate social responsibility

Kwok Leung, City University of Hong Kong,
China
Justice and conflict; cross-cultural research
methodology; cross-cultural psychology;
international business

Marshall Meyer, University of Pennsylvania,
USA
Management in China; measurement of
organizational performance; organizational
design; organizational change

Michael Morris, Columbia University, USA
Social judgment; conflict resolution; cultural
differences in social judgment and interaction
patterns

Oded Shenkar, Ohio State University, USA
International business and management;
Chinese and Japanese management systems;
international strategic alliances; organization
theory and design

**SENIOR EDITOR AND CHINESE ABSTRACT
EDITOR**

Jiing-Lih Farh, Hong Kong University of Science
and Technology, China
Indigenous study of Chinese organizational
behavior; leadership; employee values and
change; work attitudes; in-role and extra-role
performance; research methods

CONSULTING EDITORS

Soon Ang, Nanyang Technological University,
Singapore
Cultural intelligence; individual differences;
global leadership; managing global talent;
outsourcing

Xiao-Ping Chen, University of Washington,
USA
Organizational behavior; industrial and
organizational psychology; cross-cultural
management; Chinese *guanxi*

Justin Tan, York University, Canada, and Peking
University, China
Strategic management; entrepreneurship;
innovation

Patrick Wright, Cornell University, USA
Human resource management; human capital
measurement; strategic human resource
management; leadership and management
development; governance, ethics, and
corporate social responsibility; competitive
advantage; employee motivation; personnel
selection

Shuming Zhao, Nanjing University, China
Human resource management; multinational
business management

EDITORIAL ADVISORY BOARD

Paul Beamish, University of Western Ontario, Canada
Leonard Cheng, Hong Kong University of Science and Technology, China
Siwei Cheng, Chinese Academy of Sciences, China
Angelo DeNisi, Tulane University, USA
Michael Hitt, Texas A&M University, USA
Chung-Ming Lau, Chinese University of Hong Kong, China
Thomas Lee, University of Washington, USA
Arie Lewin, Duke University, USA
Nan Lin, Duke University, USA
Fred Luthans, University of Nebraska, USA
George Milkovich, Cornell University, USA
Richard Mowday, University of Oregon, USA
Victor Nee, Cornell University, USA
Lyman W. Porter, University of California, Irvine, USA
Gordon Redding, INSEAD, France

Denise Rousseau, Carnegie Mellon University, USA
Sara L. Rynes, University of Iowa, USA
Claudia Bird Schoonhoven, University of California, Irvine, USA
W. Richard Scott, Stanford University, USA
Peter Smith, University of Sussex, UK
Barry Staw, University of California, Berkeley, USA
Mary Ann Von Glinow, Florida International University, USA
Andrew Walder, Stanford University, USA
Malcolm Warner, University of Cambridge, UK
David A. Whetten, Brigham Young University, USA
Kuo-Shu Yang, National Taiwan University, Taiwan
Sheldon Zedeck, University of California, Berkeley, USA
Weiying Zhang, Peking University, China

EDITORIAL REVIEW BOARD

David Ahlstrom, Chinese University of Hong Kong, China
Sam Aryee, Aston University, UK
Neal Ashkanasy, University of Queensland, Australia
Winton Au, Chinese University of Hong Kong, China
Ingmar Bjorkman, Swedish School of Economics, Finland
Max Boisot, University of Birmingham, UK
Brian Boyd, Arizona State University, USA
Daniel Brass, University of Kentucky, USA
Jeanne Brett, Northwestern University, USA
Lance Brouthers, Kennesaw State University, USA
Yang Cao, University of North Carolina, Charlotte, USA
Chao Chen, Rutgers University, USA
George Chen, Australian National University, Australia
Bor-shiuan Cheng, National Taiwan University, Taiwan
Andrew Delios, National University of Singapore, Singapore
Gregory Dess, University of Texas, Dallas, USA
Charles Dhanaraj, Indiana University, USA
Carolyn Egri, Simon Fraser University, Canada
Robert Hoskisson, Arizona State University, USA
Christopher Hsee, University of Chicago, USA
Kwang-Kuo Hwang, National Taiwan University, Taiwan
Andrew Inkpen, Thunderbird, USA
Lisa Keister, Duke University, USA
Simon Lam, University of Hong Kong, China
Gary Latham, University of Toronto, Rotman, Canada

Kenneth Law, Chinese University of Hong Kong, China
Mingfang Li, California State University, Northridge, USA
Peter Ping Li, California State University, Stanislaus, USA
Jar-Der Luo, Tsinghua University, China
Shige Makino, Chinese University of Hong Kong, China
Klaus Meyer, University of Bath, UK
Guido Moellering, Max Planck Institute for the Study of Societies, Germany
Keith Murnighan, Northwestern University, USA
Mike W. Peng, University of Texas, Dallas, USA
David Ralston, University of Oklahoma, USA
Kan Shi, Chinese Academy of Science, China
Andrew Spicer, University of South Carolina, USA
Lois Tetrick, George Mason University, USA
Dean Tjosvold, Lingnan University, China
Eric Tsang, University of Texas, Dallas, USA
Linn Van Dyne, Michigan State University, USA
William Wan, Texas Tech University, USA
Yijiang Wang, Tsinghua University, China
Elke Weber, Columbia University, USA
Robert Wood, University of New South Wales, Australia
Jia Lin Xie, University of Toronto, Canada
Aimin Yan, Boston University, USA
Michael Young, Hong Kong Baptist University, China
Zhi-Xue Zhang, Peking University, China
Jing Zhou, Rice University, USA
Xueguang Zhou, Stanford University, USA

AD HOC REVIEWERS

The *MOR* editorial team wishes to acknowledge and thank the following ad hoc reviewers who contributed to the review process during the calendar year of 2008.

Andac Arian, Florida Atlantic University, USA
Kwaku Atuahene-Gima, CEIBS, China
Kevin Au, Chinese University of Hong Kong, China
Jay B. Barney, Ohio State University, USA
Bat Batjargal, Harvard University, USA
Ronald Breiger, University of Arizona, USA
Felix Brodbeck, Ludwig Maximilians University, Germany
Garry Bruton, Texas Christian University, USA
Jose Carretero-Gomez, University of Balearic Islands, Spain
Georgia Chao, Michigan State University, USA
Wenhong Chen, Duke University, USA
Yaru Chen, Rutgers University, USA
Thomas Choi, Arizona State University, USA
Young Rok Choi, Singapore Management University, Singapore
Chi-Nien Chung, National University of Singapore, Singapore
Benjamin Cole, Fordham University, USA
Jacqueline Coyle-Shapiro, London School of Economics, UK
Neil Fligstein, University of California, Berkeley, USA
Yasheng Huang, Massachusetts Institute of Technology, USA
Hean Tat Keh, Peking University, China
Sunghoon Kim, University of New South Wales, Australia
Andreas Klosssek, Freiberg University of Mining and Technology, Germany
Hui Liao, University of Maryland, USA
Robert Liden, University of Illinois at Chicago, USA

Lin Lu, Shanghai Jiao Tong University, China
Xiaowei Luo, University of Illinois, Urbana-Champaign, USA
Mona Makhija, Ohio State University, USA
Peter V. Marsden, Harvard University, USA
Brian Massey, University College Dublin, Ireland
Kok Yee Ng, Nanyang Technological University, Singapore
Michael Nippa, Freiberg University of Mining and Technology, Germany
Sonja Opper, Lund University, Sweden
Rory O'Shea, University College Dublin, Ireland
Laura Poppo, University of Kansas, USA
Suzana Rodrigues, University of Birmingham, UK
Huaichuan Rui, Royal Holloway University of London, UK
David Schaefer, Arizona State University, USA
Riki Takeuchi, Hong Kong University of Science and Technology, China
Stoyan Tenev, International Finance Corporation, USA
Laszlo Tihanyi, Texas A&M University, USA
David Waldman, Arizona State University, USA
C.S. Wong, Chinese University of Hong Kong, China
Song Yang, University of Arkansas, USA
Jianjun Zhang, Peking University, China
Yanlong Zhang, Duke University, USA
Hongxin John Zhao, St. Louis University, USA

The *MOR* editorial team wishes to acknowledge and thank the following ad hoc reviewers who have contributed to the review process since January 1, 2009.

Chi-Nien Chung, National University of Singapore, Singapore
Jacqueline Coyle-Shapiro, London School of Economics, UK
Terence Fan, Singapore Management University, Singapore
Ho-fung Hung, Indiana University, USA
Lin Lu, Shanghai Jiao Tong University, China
Rory O'Shea, University College Dublin, Ireland

Jon Pierce, University of Minnesota, Duluth, USA
Riki Takeuchi, Hong Kong University of Science and Technology, China
Martin Whyte, Harvard University, USA
C. S. Wong, Chinese University of Hong Kong, China
Jianjun Zhang, Peking University, China
Yanlong Zhang, Duke University, USA