

組
織
管
理
研
究

Management and Organization Review



Cover: Rainbow Bridge Tongxiang

The premier journal for ground-breaking insights
about management and organizations in China and
global comparative contexts



CAMBRIDGE
UNIVERSITY PRESS

SPONSORS OF MANAGEMENT AND ORGANIZATION REVIEW



International Association for Chinese Management Research
Officers

Founding President

Anne S. Tsui
Arizona State University
Peking University

Executive Secretary/Treasurer

Lerong He
State University of New York at Geneseo

Past President

Zhi-Xue Zhang
Peking University

Representatives at Large

Jia (Jasmine) Hu
Tsinghua University

President

Runtian Jing
Shanghai Jiao Tong University

Helen H. Zhao
University of Hong Kong

Yuntao Dong
Peking University

President Elect

Wei Shen
Arizona State University

Pei Sun
University of Manchester

Executive Director

Wei Zhang
Peking University

PhD Student Representatives

Jinkai Cheng
Sichuan University

Yue Wang
Rice University

北京大学



光华管理学院
Guanghua School of Management



復旦大學 管理学院
SCHOOL OF MANAGEMENT
FUDAN UNIVERSITY



THE HONG KONG
POLYTECHNIC UNIVERSITY
香港理工大學



浙江大學 管理学院
SCHOOL OF MANAGEMENT
ZHEJIANG UNIVERSITY



CUHK Business School
The Chinese University of Hong Kong



MANAGEMENT AND ORGANIZATION REVIEW

Volume 20 Issue 3

June 2024

Letter from the Editor

XIAO-PING CHEN 337

Dialogue, Debate, and Discussion

STEPHEN X. ZHANG AND JIYAO CHEN

Responsible Research: Reflections of Two Business Scholars Doing Mental Health Research During COVID-19 339

Articles

SIHONG WU, DI FAN, AND CHRISTINE SOO

Do It Right the First Time? Exploring the First Cross-border Acquisition and Expansion Frequency of Emerging Market Multinationals 354

JULIUS NYIAWUNG, JOHN GEARY, AND MANDIEFE PIABUO

Exploring the Neo-Colonial Influence of Chinese FDI and Western Power on the Evolution of Labor Market Policies in a Developing Country 381

XUANJIN CHEN, MAJID GHORBANI, AND ZHENZHEN XIE

Follow the Giver: Is Chinese MNEs' Investment in Africa Linked to Official Aid? 405

JING ZHAO, LIMIN ZHU, WENLONG HE, AND TONY W. TONG

Isolating the Effect of Social Risk on MNEs' CSR Reporting: A New Approach Based on China's Belt & Road Initiative 425

XI ZHONG, CAN HUANG, AND GE REN

Local Gambling Culture and Enterprise Bribery: A Social Norms Theory Perspective 466

ANNI CHEN, YUE WANG, AND JIAYIN ZHANG

CEO Cross-Sector Work Experience and Public-Private Partnership Formation of Private Firms in China 487

XIAOTONG (JANEY) ZHENG, MICHELE WILLIAMS, XIAOYU (CHRISTINA) WANG, AND JIAN LIANG

It's More About 'We' Than 'I': Employee-Supervisor Fit in Achievement Striving, Organizational Identification, and Employee Voice 517