

Chang Po-Chien



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Academic Qualification

2010/08-2010/12 Postdoctoral Scholar, National Sun Yat-sen University, Taiwan.
2005-2010 Ph.D. : National Sun Yat-sen University, Taiwan/Human Resource Management.
2008-2009 Visiting scholar, University of Illinois at Urbana-Champaign.
2003-2005 Master : National Sun Yat-sen University, Taiwan/Human Resource Management.
1996-1998 Master : Chang Gung University, Taiwan/Mechanical Engineering.
1992-1996 Bachelor : Tatung University, Taiwan/Mechanical Engineering.

Working Experiences

2022-Present Professor/Macau University of Science and Technology
2011-2022 Assistant Professor/Associate Professor/Macau University of Science and Technology

Teaching Activities

Undergraduate courses

Research Methods in Human Resource Management (BBAZ16307)

Postgraduate Courses

Research Methodology (MBMZ01)
Survey Research for Social Organizations (MBOZ08)
Research Methodology I (DBMZ07)
Special Topics in Research Methodology II (DBAZ21)

Research Areas

Sense of Calling, Job Crafting, Human Resources Management System, Leadership, Conflict Management

Selected Publications

Journal papers

1. **P. C. Chang**, X. X. Gao, T. Wu, & Y. Y. Lin. (2022). Workaholism and work-family conflict: A moderated mediation model of psychological detachment for work and family-supportive supervisor behavior. *Chinese Management Studies* 【SSCI】 (accepted)
2. **P. C. Chang**, G. Y. Ma, & Y. Y. Lin. (2022). Inclusive leadership and employee proactive behavior: A cross-level moderated mediation model. *Psychology Research and Behavior Management* 【SSCI】 (accepted)
3. A. Y-P. Lee, ***P. C. Chang**, H.Y. Chang. (2022). How workplace fun promotes informal learning among team members: A cross-level study of the relationship between workplace fun, team climate, workplace friendship, and informal learning. *Employee Relations*. 44(4), 870-889. 【SSCI】
4. Y. Wu & ***P. C. Chang**. (2021). The development and prospect of traditional authoritative leadership in the process of moderation. *Gansu Social Sciences*. 5, 185-190. 【CSSCI】
5. **P. C. Chang**, K. Y. Sun, & T. Wu. (2021). A study on the mechanisms of strengths-based psychological climate on employee innovation performance: A moderated mediation model. *Chinese Management Studies*, 16(2), 422-445. 【SSCI】
6. **P. C. Chang**, X. X. Gao, & T. Wu. (2021). Sense of calling, job crafting, spiritual leadership, and work meaningfulness: A moderated mediation model. *Leadership & Organization Development Journal*, 42(5), 690-704. 【SSCI】
7. **P. C. Chang**, M. J. Zhang, & T. Wu. (2021). Developmental human resource configuration, unique human capital and employee innovative work behaviour: A multilevel moderated mediation model. *SAGE Open*. DOI: 10.1177/21582440211027964. 【SSCI】
8. M. Y. Fang, P. Fan, S. Nepal, & **P. C. Chang**. (2021). Dual-Mediation paths linking corporate social responsibility to employee's job performance: A multilevel approach. *Frontiers in Psychology*. DOI 10.3389/fpsyg.2020.612565. 【SSCI】
9. **P. C. Chang**, H. L. Rui, & T. Wu. (2021). Job autonomy and career commitment: A moderated mediation model of job crafting and sense of calling. *SAGE Open*. DOI 10.1177/215822440211004167 【SSCI】
10. **P. C. Chang**, H. L. Rui, & A. Y-P. Lee. (2020). How having a calling leads to job crafting: A moderated mediation model. *Frontiers in Psychology*. DOI 10.3389/fpsyg.2020.552828 【SSCI】
11. **P. C. Chang**, T. Wu, & J. Du. (2020). Psychological contract violation and patient's antisocial behavior: A moderated mediation model of patient trust and doctor-patient communication. *International Journal of Conflict Management*. 31(4), 647-

664. 【SSCI】

12. T. Wu & *P. C. Chang. (2020). The impact of work-family programs on work-family facilitation and role performance. *Asia Pacific Journal of Human Resources*. 58, 46-65 【SSCI】
13. K. Y. Sun & P. C. Chang, (2019). Subordinates' constructive voice and developmental feedbacks from leaders. *Journal of Technical Economics & Management*, 10, 69-74. 【CSSCI】
14. K. Y. Sun & P. C. Chang, (2019). The influencing mechanism of paradoxical leadership and reform-supportive behavior. *Journal of Technical Economics & Management*, 8, 45-50. 【CSSCI】
15. Y. Wu., T. Wu, & *P. C. Chang. (2018). The misunderstanding of survivorship bias and the prevention for leaders. *Leadership Science*, 7, 30-32. 【CSSCI】
16. P. C. Chang, Ting. Wu, & C. L. Liu. (2018). Do high-performance work systems really satisfy employees? Evidence from China. *Sustainability*, 10(10):3360 【SSCI】
17. D. Juan, J. W. Niu, P. C. Chang, & X. Y. Guo. (2018). Some thoughts on hospital social work in China well-being era. 9(3), 69-71. 【CSSCI】
18. A. Y-P. Lee, I. H. Chen, *P. C. Chang. (2018). Sense of calling in the workplace: The moderating effect of supportive organizational climate in Taiwanese organizations. *Journal of Management & Organization*, 24(1), 129-144. 【SSCI】
19. C. L. Liu. & P. C. Chang. (2017). An analysis about relationships among future work selves, job search clarity, and job search behavior: The moderating role of contextual support and contextual barrier. *Human Resources Development of China*, 378, 60-72. 【CSSCI】
20. J. Du. & P. C. Chang. (2017). Some thoughts on current social work in hospital. *Medicine & Philosophy*, 38(10A), 54-57. 【CSSCI】
21. C. L. Liu. & P. C. Chang. (2017). An analysis about relationships among core self-evaluations, career exploration, and career planning: Moderating role of proactive personality. *Human Resources Development of China*, 375, 58-69. 【CSSCI】
22. D. Lu, *P. C. Chang, C. Wang, Y. Tian, & Powpaka, S. (2016). Would tourists experienced awe be more ethical? An explanatory research based on experimental method. *Tourism Tribune*, 31(12), 51-61. 【CSSCI】
23. P. C. Chang, T. Wu., & J. C. Chien. (2016). Two HR systems and employees' responses to social and economic exchange mechanisms. *Journal of Macau University of Science and Technology*. 10(2), 60-69.
24. Y. Tian, D. Lu, P. C. Chang, & Y. Chen. (2016). Research on awe from organization members to promote the organizational citizenship behavior. *Soft Science*, 3(30), 77-80. 【CSSCI】
25. Y. Tian, D. Lu, & *P. C. Chang. (2015). The role of identity salience in the mechanisms of tourism destination image affecting on word-of-mouth: The explanation based on the cognitive-affective dual perspective. *Business Research*, 9,162-170. 【CSSCI】
26. P. C. Chang, J. C. Chien, & T. M. Lin. (2014). Moderated mediation effect by group interaction in a political work environment. *Social Behavior and Personality :An*

- international Journal*. 42(10), 1651-1660. 【SSCI】
27. **P. C. Chang**, D. Lu, J. C. Chien, & T. M. Lin. (2014). Job and organizational attributes, applicant personality traits, and organizational attractiveness: An example in Macau's gambling industry. *Economic Management Journal*, 36(Z1), 35-39. 【CSSCI】
 28. J. J. Lawler, **P. C. Chang**, W. Hong, J. Bae, P. C. Wu, & S. J. Chen. (2013). Going abroad: A multi-country study of HR policies, national IR systems, and union activity in foreign subsidiaries of American multinationals. *Industrial and Labor Relations Review*, 66(5), 1149-1171. 【SSCI】
 29. S. H. Lin, L. C. Huang, P. F. Cheng, C. C. Chang, **P. C. Chang**, & C. S. Lin. (2013). The role of person and organizational variables in the three component model of occupational commitment. *Canadian Journal of Administrative Sciences*, 30(2), 115-126. 【SSCI】
 30. **P. C. Chang**, J. C. Chien, & T. M. Lin. (2012). Perceptions of organizational politics and employees' turnover intention: The cross-level moderation effect of group interaction. *Journal of Macau University of Science and Technology*, 6(2), 67-81.
 31. **P. C. Chang** & S. J. Chen. (2011). Crossing the level of employee's performance: HPWS, affective commitment, human capital, and employee job performance in professional service organizations. *International Journal of Human Resource Management*, 22(4), 883-901. 【SSCI】
 32. I. C. Huang, C. M. Ho, J. F. Uen, L. S. Lin, & **P. C. Chang**. (2008). When volunteers don't help that much: The mediated moderation effect of volunteerism between high commitment human resource practices, organizational climate and strategic performance of temporary organizations. *International Journal of Strategic Management*, 8, 67-79.

Conference Papers

1. **P. C. Chang** & T. Wu., & C. C. Chiang. (2020). Job autonomy and career commitment: Moderated mediation model of job crafting. Paper presented at the 2020 European Academy of Management Conference, December 6-8, 2020, Dublin, Ireland.
2. **P. C. Chang** & T. Wu. (2020). Developmental human resource configuration, unique human capital and employee innovative work behavior: A multilevel moderated mediation model. Paper presented at the 2020 European Academy of Management Conference, December 6-8, 2020, Dublin, Ireland.
3. K. Y. Sun, Y. C. Li, & **P. C. Chang**. (2019). The relationship between job stress and employee deviant behaviors: The moderating effects of emotional stability and conscientiousness. 4th International Conference on Humanities Science, Management and Education.
4. K. Y. Sun & **P. C. Chang**. (2019). An analysis about relationships among strengths-based psychological climate, employee engagement, and employee innovation

- performance. 4th International Conference on Humanities Science, Management and Education.
5. G. Y. Ma & **P. C. Chang**. (2019). The impact of the leader-member exchange on innovation behavior: Psychological empowerment as a mediator and emotional intelligence as a moderator. 4th International Conference on Humanities Science, Management and Education.
 6. X. X. Gao, T. Wu, & **P. C. Chang**. (2019). Research on humble leadership and employee voice behavior. 4th International Conference on Humanities Science, Management and Education.
 7. T. Wu & **P. C. Chang**. (2017). The Impact of work-family programs on work-family facilitation and role performance: The dual moderating effect of gender. Paper presented at 2017 European Academy of Management Conference, June 21-24, 2017, Glasgow, UK.
 8. **P. C. Chang** & T. Wu. (2015). Do high-performance work systems really satisfy employees? Comparing two counteracting mediating mechanisms. 2015 Global Entrepreneurship and Innovation in Management Conference.
 9. A. Y-P. Lee, I. H. Chen, & **P.C. Chang**. (2014). Sense of calling in the workplace: The moderating effect of organizational supportive climate. Paper presented at the 2014 Management Theory and Practice Conference, April 4-5, 2014, Japan.
 10. **P. C. Chang**. (2013). A study of emotional labor's emotional labor loading and job satisfaction: emotional intelligence as a moderator. Paper presented at the 2013 ICMIBI Conference, April 21-22, 2013, Singapore.
 11. J. J. Lawler, **P. C. Chang**, W. Hong, J. Bae, P. C. Wu, & S. J. Chen. (2012). Going abroad: A multi-country study of HR policies, national IR systems, and union activity in foreign subsidiaries of American multinationals. Paper presented at the 2012 IACMR Conference, June 20-24, 2012, Hong Kong, China.
 12. I. H. Chen, Y. P. Lee, H. C. Chen, & **P. C. Chang**. (2012). Where Does the Sense of Calling Come From? The examination of Individual and organizational Factors for Sources of Calling. Paper presented at the 2012 IACMR Conference, June 20-24, 2012, Hong Kong, China.
 13. **P. C. Chang** & S. J. Chen. (2011). Transformational leadership and organizational identification: The moderating effect of leadership and organization. Paper presented at the 7th Cross-Straits Conference on Organizational Behavior and Human Resource Development.
 14. **P. C. Chang** & S. J. Chen. (2011). Business strategy, HRM systems, and firm performance: A comparative study of Taiwan and China. Paper presented at the 2011 AIB Conference, June 24-28, 2011, Nagoya, Japan.
 15. **P. C. Chang**, L. S. Lin, C. M. Ho, & T. M. Lin. (2010). A multi-level exploration of group interaction, employees' perceptions of organizational politics, and turnover intention. Paper presented at the Asia Academy of Management conference. December 12-14, Macau.
 16. B. C. Jan, **P. C. Chang**, & S. J. Chen. (2010). The effect of transformational leadership, job satisfaction and organizational commitment: An example of the

- banking industry. Paper presented at the 6th Cross-Straits Conference on Organizational Behavior and Human Resource Development.
17. **P. C. Chang**, P. C. Huang, & S. J. Chen. (2009). HRM practices, affective commitment, and job performance: A study of hair salon. Paper presented at the Academy of Management Meeting. August 7-11, Chicago, USA.
 18. **P. C. Chang**, L. S. Lin, C. M. Ho, & T. M. Lin. (2009). Contextualizing perceived organizational politics: A multi-level exploration. Paper presented at the Academy of Management Meeting. August 7-11, Chicago, USA.
 19. J. S. Guo, **P. C. Chang**, S. J. Chen, & P. C. Huang. (2009). Factors affecting family business succession: An empirical study of Taiwan's family businesses. Paper presented at the 5th Cross-Straits Conference on Organizational Behavior and Human Resource Development, Shandong.
 20. L. S. Lin, **P. C. Chang**, I. C. Huang, C. M. Ho, & J. F. Uen. (2009). Managing temporary organizations: Human resource practices and strategic performance. Paper presented at the 5th Cross-Straits Conference on Organizational Behavior and Human Resource Development, Shandong.
 21. I. C. Huang, C. M. Ho, J. F. Uen, L. S. Lin, & **P. C. Chang**. (2008). Contingent but Committed: HR Practices, Climate and Temporary Organizations Performance. Paper presented at the Academy of Management Meeting. August 8-13, Anaheim, California, USA.
 22. I. C. Huang, C. M. Ho, J. F. Uen, L. S. Lin, & **P. C. Chang**. (2008). When volunteers don't help that much: The moderated mediation effect of volunteerism between high commitment human resource practices, organizational climate and strategic performance of temporary organizations. Paper presented at the IABE-2008 Stockholm Summer Conference as well as for publication in International Journal of Strategic Management.
 23. L. S. Lin, **P. C. Chang**, J. F. Uen, C. M. Ho, & I. C. Huang. (2008). Temporally Competent: High Commitment Human Resource Practices, Human Capital and Strategic Performance of Temporary Organizations. Paper presented at the BAI-2008 International Conference on Business and Information at JW Marriott Hotel Seoul, South Korea, July 07-09, 2008.
 24. **P. C. Chang**, P. C. Hhang, S. J. Chen, & C. M. Lu. (2008). A multilevel approach on the relationship between HRM practices and employee job performance: A study on small-scale hairdressing organizations. Paper presented at the BAI-2008 International Conference on Business and Information at JW Marriott Hotel Seoul, South Korea, July 07-09, 2008.

Other Professional Activities

1. Training instructor / The training program for managers (Air Macau) /
Topic : "Organizational structure and design", "Organizational culture",
"Organizational change and innovation"
2. Training instructor / The training program for Macau citizens /

- Topic : “The application of SPSS software”
3. Training instructor / The training program for Macau public servants /
Topic : “The application of SPSS software”, “Survey research methods”
 4. Training instructor/ The training programs for MUST teachers and PhD students/
Topic : “Competencies in research design & use”
 5. The editorial board members of Macao Journal of Social Sciences
 6. Reviewer, Asia Pacific Journal of Management [SSCI]
 7. Reviewer, International Journal of Manpower [SSCI]
 8. Reviewer, Organization and Management [TSSCI]
 9. Reviewer, Journal of Labor Studies
 10. Reviewer, Journal of Macau University of Science and Technology

Honors/Awards

1. Teaching Excellence Awards during the COVID-19
2. The Best Dissertation Award (National Sun Yat-sen University, Taiwan)
3. The member of the Phi Tau Phi Scholastic Honor Society of the Republic of China
4. The full scholarship subsidy for study aboard (National Sun Yat-sen University)