

Xinyuan (Roy) Zhao



Professor
School of Liberal Arts
Macau University of Science and Technology
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EDUCATION

Ph.D. in Hospitality Management 12/2006

School of Hospitality Management, Pennsylvania State University

Minors: Psychology and Statistics

Master of Management in Hospitality, with Honors 07/2001

Business School, Zhongshan (Sun Yat-Sen) University

Bachelor of Economics in Hospitality 07/1998

Business School, Zhongshan (Sun Yat-Sen) University

PROFESSIONAL EXPERIENCE

Professor 08/2022 – present

School of Liberal Arts

Macau University of Science and Technology

Associate Professor with Tenure 06/2013 – 07/2022

Department of Hospitality and Service Management

School of Business, Sun Yat-Sen University

Program Coordinator – Business Administration Division 03/2019 – 02/2021

Department of Management Science

National Natural Science Foundation of China

Visiting Scholar 07/2015 – 01/2016

School of Hotel and Tourism Management

Purdue University

Assistant Professor 05/2010 – 06/2013
 Department of Hospitality and Service Management
 School of Business, Sun Yat-Sen University

Associate Professor 01/2008 – 04/2010
 School of Economics and Commerce
 South China University of Technology

Post-Doctoral Scholar & Visiting Faculty 02–12/2009
 School of Hotel and Restaurant Administration
 Oklahoma State University

Associate Professor & Department Head in Hospitality Management 08/2006–01/2008
 School of Tourism and Hospitality Management
 South China University of Technology

Assistant Professor 07/2001– 07/2002
 School of Economics and Management, Guangzhou University

AWARDS & HONORS

- World's Top 2% Scientists, Stanford University & Elsevier 2023
- Highly Cited Scholar in China, Elsevier 2023
- Highly Cited Scholar in China, Elsevier 2022
- Highly Cited Scholar in China, Elsevier 2021
- National Teaching Award (Second Prize) 2018
- Guangdong Teaching Award (First Prize) 2018
- Outstanding Teaching Award (Second Prize), SYSBS 2016
- Best Reviewer Award, International Journal of Contemporary Hospitality Management 2017
- Best Paper Award, Journal of Hospitality & Tourism Management 2017
- Outstanding Research Award (Second Prize), SYSBS 2016
- Outstanding Reviewer Award, Journal of Hospitality and Tourism Research 2016
- Best Paper Award, China National Tourism Administration 2016
- Yadong Excellence Award, SYSBS 2014
- Outstanding Research Award (First Prize), SYSBS 2013
- Award for Outstanding Undergraduate Advisor, SYSU 2013
- Excellent Academic Performance, SYSU 2012
- Award for Outstanding Undergraduate Advisor, SYSBS 2012

- Award for Outstanding Undergraduate Advisor, SYSBS 2012
- Award for Teaching Excellence, South China University of Technology 2008
- Best Paper Award, the Inaugural Academy Conference of Guangdong Social Science, Guangzhou, China 2007
- The Award of Penn State Spring 2006 Tuition Grant-in-Aid (campus wide competition), Fellowship Office of Penn State Graduate School 2005
- Scholarship, Organizational Behavior Teaching Society 2005

RESEARCH GRANTS

- **Principal Investigator.** *Tourist experience management in the context of integrated culture & tourism.* Funded by National Natural Science Foundation of China, 2023-present, RMB 1,650,000 (approximately USD 226,000).
- **Principal Investigator.** *Moral dilemma and sense of gain in work-family conflict.* Funded by National Natural Science Foundation of China, 2021-present, RMB 500,000 (approximately USD 69,000).
- **Principal Investigator.** *The cross-level influential mechanisms of a flexible employee-organization relationship on the perspectives of job crafting and employee identifications.* Funded by National Natural Science Foundation of China, 2018-present, RMB 480,000 (approximately USD 68,500).
- **Principal Investigator.** *Moral judgement and ostracism in a role dilemma.* Funded by Natural Science Foundation of Guangdong Province, 2020-present, RMB 100,000 (approximately USD 15,000).
- **Principal Investigator.** *How does a flexible employment contributes to organizations and employees: A cross-level study on the perspectives of job crafting and employee identity.* Funded by Ministry of Education in China, 2018-present, RMB 100,000 (approximately USD 15,000).
- **Principal Investigator.** *Employees' multiple identities in a sharing economy: A cross-level study on the antecedents, consequences and mechanisms.* Funded by Natural Science Foundation of Guangdong Province, 2018-2021, RMB 100,000 (approximately USD 15,000).
- **Principal Investigator.** *Stakeholder equilibrium of a life friendly organizational culture.* Funded by Natural Science Foundation of Guangdong Province, 2015-2017, RMB 100,000 (approximately USD 15,000).
- **Principal Investigator.** *New-generation employees' work-family expectations and family-friendly organizational culture.* Funded by National Natural Science Foundation of China, 2012-2014, RMB 185,000 (approximately USD 29,800).

- **Principal Investigator.** *Migrant employees' work-family conflicts and coping strategies: An investigation at the Pearl River Delta.* Funded by Chinese Department of Education, 2008-2013, RMB 70, 000 (approximately USD 11,200).
- **Principal Investigator.** *Work-family interface of migrant employees at Guangdong: On the perspective of self-regulation.* Founded by Guangdong Social Science Foundation, 2008-2013, RMB 20, 000 (approximately USD 3,200).
- **Principal Investigator.** *Work-family interface of migrant employees in business organizations at Guangzhou City.* Founded by Guangzhou Social Science Foundation, 2008-2013, RMB 5,000 (approximately USD 800).

REFEREED INTERNATIONAL JOURNAL PUBLICATIONS

<https://scholar.google.com/citations?user=ApZkPCUAAAAJ&hl=en>

<https://www.researchgate.net/profile/Xinyuan-Zhao-2>

1. Chen, Y., Law, R. and Zhao, X. (2025). Digital well-being in hospitality: Epistemology, scope, aggregation, and specification. *International Journal of Contemporary Hospitality Management*, ahead-of-print (ahead-of-print). <https://doi-org.libezproxy.must.edu.mo/10.1108/IJCHM-05-2024-0785>
2. Yang, Y., Li, Y., Zhao, X., Law, R. and Song, H. (2025). Unraveling the mechanisms of AI system aversion among customer-contact employees: A perspective from advice response theory. *International Journal of Contemporary Hospitality Management*, ahead-of-print (ahead-of-print). <https://doi-org.libezproxy.must.edu.mo/10.1108/IJCHM-05-2024-0651>
3. Zhou, X., Wang, S. (Sure), Zhao, X. (Roy), & Namasivayam, K. (2025). How do organizational emotion resources enhance Gen Z person-job fit in hotels? Roles of career adaptability and diversity management. *International Journal of Hospitality Management*, 126, 104095. <https://doi.org/10.1016/j.ijhm.2025.104095>
4. Bai, J., Zhao, X., Huan, T.-C., & Leong, A. M. W. (2025). Overqualification in the socialization context: How being relatively qualified leads to leadership emergence. *International Journal of Contemporary Hospitality Management*, 37(3): 681-699. <https://doi.org/10.1108/IJCHM-03-2024-0367>
5. Cao, W., Chen, L., Tang, R., Zhao, X., Mattila, A. S., Liu, J., & Qin, Y. (2025). When customers become scapegoats: how negative gossip about organizational change can cause negative emotions and displaced aggression. *Personnel Review*, 54(1): 256-283. <https://doi.org/10.1108/PR-11-2023-0941>
6. Liu, J., Mai, H., Zhao, X., & Zhou, Z. (2024). Business tourism: a bibliometric visualization review (1994–2023). *Tourism Review*, ahead-of-print (ahead-of-print).

<https://doi.org/10.1108/TR-11-2023-0813>

- 7 . Zhao, X., Wang, F., Mattila, A.S., Leong, A.M.W., Cui, Z., & Yang, H. (2024). The impact of customer misbehavior on frontline employees' work-family conflict and withdrawal behaviors. *International Journal of Contemporary Hospitality Management*, ahead-of-print. <https://doi.org/10.1108/IJCHM-07-2023-0942>
- 8 . Yang, H., Shi, J., Zhao, X., Pryor, C., Tian, M. (2024). Does attitudes toward own aging explain more variance in aging-related outcomes than chronological age and subjective age? A meta-analysis. *Work, Aging and Retirement*, 10(2):188–197.
- 9 . Zhou, X., Zhang, S., Zhao, X., Namasivayam, K., Zheng, H.. (2024). How mentors inspire affective commitment in newcomers: The roles of servant leadership, psychological capital, and feedback-seeking behavior. *International Journal of Hospitality Management*, 118, 103677.
- 10 . Yang, H., Zhao, X., Ma, E. (2024). A dual-path model of work-family conflict and hospitality employees' job and life satisfaction. *Journal of Hospitality and Tourism Management* 58, 154-163.
- 11 . Yang, C., Chen, Y., Zhao, X., Miao, L., Leong, A. M. W., & Cui, Z. (2023). An Integrated Investigation Into the Impact of Workplace Shocks on Employee Turnover. *Cornell Hospitality Quarterly*, 0(0). <https://doi.org/10.1177/19389655231214713>
- 12 . Zhao, X., Wang, J., Mattila, A. S., Leong, A. M. W., Cui, Z., Sun, Z., Yang, C., and Chen, Y. (2023). Examining the cross-level mechanisms of the influence of supervisors' job crafting on frontline employees' engagement and performance, *International Journal of Contemporary Hospitality Management*, 35(12): 4428-4450.
- 13 . Yang, C., Chen, Y., Zhao, X. and Cui, Z. (2023). Career identity and organizational identification among professionals with on-demand work. *Personnel Review*, 52(3): 470-491. <https://doi.org/10.1108/PR-04-2019-0193>
- 14 . Dong, Y., Zhao, X., Dong, H., & Jiang, J. (2023). What's wrong with different empowerment? The effect of differentiated empowering leadership on employee proactive service. *Journal of Hospitality & Tourism Research*, 47(7): 1187–1214. <https://doi.org/10.1177/10963480221074270>
- 15 . Mo, S., Song, Y., Fang, Y., Wang, M., Shi, J., Jin, W., & Zhao, X. (2022). Performance goal orientation and unethical pro-organizational behavior: a moderated mediation model. *International Journal of Human Resource Management*, 1-33. <https://doi.org/10.1080/09585192.2022.2125819>
- 16 . Zheng, C., Wu, J., & Zhao, X. (2022). How could hospitality employees survive? The individual costs, career decisions and autonomy support of furlough strategies in a crisis. *International Journal of Hospitality Management*, 106, 103279.
- 17 . Yang, Y., Yan, X., Zhao, X., Mattila, A. S., Cui, Z., & Liu, Z. (2022). A two-wave

- longitudinal study on the impacts of job crafting and psychological resilience on emotional labor. *Journal of Hospitality and Tourism Management*, 52, 128-140.
18. Zhao, X., Wang, J., Law, R., & Fan, X. (2020). A meta-analytic model on the role of organizational support in work-family conflict and employee satisfaction, *International Journal of Contemporary Hospitality Management*, 32(12): 3767-3786.
 19. Zhao, X., Ghiselli, R., Wang, J., Law, R., Okumus, F., & Ma, J. (2020). A mixed-method review of work-family research in hospitality contexts. *Journal of Hospitality and Tourism Management*, 45: 213-225.
 20. Yang, C., Chen, Y., Zhao, X., & Mattila, A. S. (2020). Unfolding deconstructive effects of negative shocks on psychological contract violation, organizational cynicism, and turnover intention. *International Journal of Hospitality Management*, 89: 1-10.
 21. Yang, C., Chen, Y., Zhao, X., & Hua, N. (2020). Transformational leadership, proactive personality and service performance: The mediating role of organizational embeddedness. *International Journal of Contemporary Hospitality Management*, 32(1): 267-287.
 22. Hua, N., Hight, S., Wei, W., Ozturk, A. B., Zhao, X., Nusair, K., & DeFranco, A. (2019). The power of e-commerce: Does e-commerce enhance the impact of loyalty programs on hotel operating performance?. *International Journal of Contemporary Hospitality Management*, 31(4): 1906-1923.
 23. Law, R., Chan, I. C. C., & Zhao, X. (2019). Ranking hospitality and tourism journals. *Journal of Hospitality & Tourism Research*, 43(5): 754-761.
 24. Wong, I. A., Law, R., Zhao, X. (2018). Time-Variant Pleasure Travel Motivations and Behaviors. *Journal of Travel Research*, 57(4): 437-452.
 25. Okumus, F., Zhao, X., Niekerk, M., & Law, R. (2018). The importance of having a balanced rating index for ranking academic journals. *Journal of Hospitality & Tourism Research*, 42(7): 1170-1181.
 26. Shen, R., Li, M., Letho, X., & Zhao, X. (2018). Work or/and life? An exploratory study of respite experience of bed and breakfast innkeepers. *Journal of Hospitality & Tourism Research*, 42(1): 142-165.
 27. Li, J., Kim, W. G., & Zhao, X. (2017). Multilevel model of management support and casino employee turnover intention. *Tourism Management*, 59:193-204.
 28. Okumus, F., Bilgihan, A., Ozturk, A. B., & Zhao, X. (2017). Identifying and overcoming barriers to deployment of information technology projects in hotels. *Journal of Organizational Change Management*, 30(5): 744-766.
 29. Wong, I. A., Law, R., Zhao, X. (2016). When and where to travel? A longitudinal multilevel investigation on destination choice and demand. *Journal of Travel Research*, 56(7): 868-880.

30. Zhao, X. (2016). Work-Family Studies in the Tourism and Hospitality Contexts. *International Journal of Contemporary Hospitality Management*, 28(11): 2422-2445.
31. Zhao, X., & Ghiselli, R. (2016). Why do you feel stressed in a “smile factory”? : Hospitality job characteristics influence work–family conflict and job stress. *International Journal of Contemporary Hospitality Management*, 28(2): 305-326.
32. Zhao, X., Ghiselli, R., Law, R., Ma, J. (2016). Motivating frontline employees: Role of job characteristics in work and life satisfaction. *Journal of Hospitality and Tourism Management*, 27: 27-38.
33. Dai, W., Mao, Z., Zhao, X., & Mattila, A. (2015). How does social capital influence the hospitality firm's financial performance? The moderating role of entrepreneurial activities. *International Journal of Hospitality Management*, 51: 42-55.
34. Peng, J., Zhao, X., & Mattila, A. (2015). Improving service management in budget hotels. *International Journal of Hospitality Management*, 49: 139-148.
35. Zhao, X., Wang, L., Guo, X., & Law, R. (2015). The influence of online reviews to online hotel booking intentions. *International Journal of Contemporary Hospitality Management*, 27(6):1343-1364. (listed in **ESI Top 1%**)
36. Fan, A., Mattila, A. S., & Zhao, X. (2015). How does social distance impact customers' complaint intentions? A cross-cultural examination. *International Journal of Hospitality Management*, 47: 35-42.
37. Li, G., Law, R., Vu, H. Q., Rong, J., & Zhao, X. (2015). Identifying emerging hotel preference using emerging pattern mining technique. *Tourism Management*, 46: 311-321.
38. Zhao, X., Mattila, A. S., & Ngan, N. N. (2014). The impact of frontline employees' work-family conflict on customer satisfaction: The mediating role of exhaustion and emotional displays. *Cornell Hospitality Quarterly*, 55(4): 422-432.
39. Zhao, X., Qu, H., & Liu, J. (2014). To Be Relaxed or Social? An Investigation into the Relationship Between Hospitality Employees' Work-Family Conflicts and Their Leisure Intentions. *Cornell Hospitality Quarterly*, 55(4): 408-421.
40. Liu J., Qu H., Huang D., Chen G., Xiao Y., Zhao X., Liang Z. (2014). The role of social capital in encouraging residents' pro-environmental behaviors in community-based ecotourism. *Tourism Management*, 41: 190-201.
41. Zhao, X., Liu, Y., Bi, H., & Law R. (2014). Influence of coupons on online travel reservation service recovery. *Journal of Hospitality and Tourism Management*, 21: 18-26.
42. Li, Y., Miao, L., Zhao, X., & Lehto, X. (2013). When family rooms become guest lounges: Work-family balance of B&B innkeepers. *International Journal of Hospitality Management*, 34: 138-149.

43. Zhao, X., & Mattila, A. S. (2013). Examining the spillover effect of frontline employees' work-family conflict on their affective work attitudes and customer satisfaction. *International Journal of Hospitality Management*, 33: 310-315.
44. Zhao, X. & Namasivayam, K. (2012). The relationship of chronic regulatory focus to work-family conflict and job satisfaction. *International Journal of Hospitality Management*, 31: 458-467.
45. Qu, H., & Zhao, X. (2012). Employees' work-family conflict moderating life and job satisfaction. *Journal of Business Research*, 65: 22-28.
46. Zhao, X., Qu, H., & Ghiselli, R. (2011). Examining the relationship of work-family conflict to affective reaction, cognitive appraisal and life satisfaction. *International Journal of Hospitality Management*, 30: 46-54.
47. Harrison, M. M., Neff, N. L., Farr, J. L., Schwall, A. R., & Zhao, X. (2011). Predictors of individual level innovation at work: A meta-analysis. *Journal of Psychology of Aesthetics, Creativity, and the Arts*, 5: 90-105.
48. Zhao, X. & Namasivayam, K. (2009). Post-training self-efficacy, job-involvement, and training effectiveness in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 8: 137-152.
49. Zhao, X., Mattila, A. S., & Tao, L. –S. E. (2008). The role of post-training self-efficacy in customers' use of self service technologies. *International Journal of Service Industry Management*, 19: 492-505.
50. Namasivayam, K., & Zhao, X. (2007). An investigation of the moderating effects of organizational commitment on the relationships between work-family conflict and job satisfaction among hospitality employees in India. *Tourism Management*, 28: 1212-1223.
51. Namasivayam, K., Miao, L., & Zhao, X. (2007). An investigation of the relationships between compensation practices and firm performance in the US hotel industry. *International Journal of Hospitality Management*, 26: 574-587.
52. Namasivayam, K., Conklin, M. T., & Zhao, X. (2005). The influence of pretraining positive affect and training design on perceived training effectiveness. *Journal of Foodservice Business Research*, 8(2): 3-18.
53. Zhao, X., Zhan, J., & Namasivayam, K. (2004). Factors affecting training success in China. *Journal of Human Resources in Hospitality & Tourism*, 3(1): 89-105.

REFEREED CHINESE JOURNAL PUBLICATIONS

Searched in CNKI

- [1] 赵新元,孙早宁.何谓获得? 员工获得感的内涵与来源探索[J].中国人力资源开发, 2023, 40(2), 87-95.

- [2] 杨焕, 赵新元, 黄桂, 崔珍珍.(2023). 年长员工主观年龄对利他行为的影响: 控制感的中介作用和组织支持的调节作用何谓获得? [J]. 中国人力资源开发, 2023, 40(6), 90-104.
- [3] 杨春江, 陈亚硕, 赵新元, 陈奥博. 中国情境下一项关于工作嵌入效应的元分析研究[J]. 管理评论, 2022, 34(07): 255-267. DOI: 10.14120/j.cnki.cn11-5057/f.2022.07.006.
- [4] 赵新元, 吴刚, 伍之昂, 黄宾, 王宇. 从跟跑到并跑——中国工商管理研究国际影响力的回顾与展望[J]. 管理评论, 2021, 33(11): 13-27. DOI: 10.14120/j.cnki.cn11-5057/f.2021.11.006.
- [5] 张志学, 赵曙明, 施俊琦, 秦昕, 贺伟, 赵新元, 王宇, 吴刚. 数字经济下组织管理研究的关键科学问题——第 254 期“双清论坛”学术综述[J]. 中国科学基金, 2021, 35(05): 774-781. DOI: 10.16262/j.cnki.1000-8217.2021.05.020.
- [6] 赵新元, 王甲乐, 范欣平. 旅游业一线员工工作-家庭冲突的前因后果模型——基于荟萃分析的结构方程模型[J]. 旅游学刊, 2021, 36(09): 88-102. DOI: 10.19765/j.cnki.1002-5006.2021.09.010.
- [7] 伍之昂, 赵新元, 黄宾, 吴刚. 基于文献计量的大数据管理决策研究热点分析[J]. 管理科学学报, 2021, 24(06): 117-126. DOI: 10.19920/j.cnki.jmsc.2021.06.008.
- [8] 崔珍珍, 陈海明, 王伏瑾, 赵新元. 供给侧改革视域下社区教育课程供给现状与优化策略[J]. 当代职业教育, 2021(03): 50-57. DOI: 10.16851/j.cnki.51-1728/g4.2021.03.006.
- [9] 杨俊, 赵新元, 冉伦. 如何提升工商管理研究科学问题的需求属性?——以工商管理学科发展战略及十四五发展规划研究为例[J]. 管理评论, 2021, 33(04): 12-23. DOI: 10.14120/j.cnki.cn11-5057/f.2021.04.002.
- [10] 崔珍珍, 王甲乐, 赵新元. 我国社区教育研究热点的文献可视化分析[J]. 中国远程教育, 2021(01): 66-75. DOI: 10.13541/j.cnki.chinade.2021.01.008.
- [11] 赵新元, 王甲乐, Melisa Santjoko, 林彩虹. 医院家长式领导对医护人员离职意愿影响机制的跨层次研究[J]. 管理评论, 2020, 32(09): 193-204. DOI: 10.14120/j.cnki.cn11-5057/f.2020.09.016.
- [12] 陈晓红, 蔡莉, 王重鸣, 李新春, 路江涌, 杨俊, 葛宝山, 赵新元, 吴刚. 创新驱动的重大创业理论与关键科学问题[J]. 中国科学基金, 2020, 34(02): 228-236. DOI: 10.16262/j.cnki.1000-8217.2020.02.024.
- [13] 杨春江, 杨彤, 赵新元, 李朋波. 生活何以幸福? 基于中国城乡居民劳动力动态调查的多路径解读[J]. 中国人力资源开发, 2019, 36(02): 118-133. DOI: 10.16471/j.cnki.11-2822/c.2019.02.010.
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- [16] Fevzi Okumus, 刘静艳, 赵新元. 酒店与服务管理研究领域学术期刊的发展综述[J]. 中大管理研究, 2013, 8(03): 30-42+183-199.

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- [22] 詹俊川,赵新元,邓桂枝,齐雪青.影响饭店培训效果因素的实证分析[J].旅游学刊,2001(04):39-43.
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- [24] 徐栖玲,赵新元.餐厅收益管理新策略[J].商业经济文荟,2000(06):61-63+42.
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- [30] 詹俊川,赵新元.旅游业与可持续发展[J].旅游科学,1999(04):27-30.
- [31] 詹俊川,赵新元.酒店如何留住优秀员工[J].旅游学刊,1999(03):20-23.

ACADEMIC SERVICE

➤ Editorial Board:

- International Journal of Contemporary Hospitality Management (SSCI/9.0/ Q1/2024)
- Journal of Hospitality Marketing & Management (SSCI/11.0/Q1/2024);
- Journal of Hospitality & Tourism Research (SSCI/5.3/Q1/2024);
- Journal of Human Resources in Hospitality & Tourism;
- 《中国科学基金》.

➤ Guest Editor: Special Issue of “Ethical and Sustainable Practices in the Tourism and Hospitality Industry in China”, *International Journal of Contemporary Hospitality Management*;

➤ Ad Hoc Reviewer: *Journal of Occupational and Health Psychology; Annals of Tourism Research; Tourism Management; International Journal of Hospitality Management; Journal of Hospitality & Tourism Research; Cornell Hospitality Quarterly; Journal of Foodservice*

Business Research; Journal of Human Resources in Hospitality & Tourism; Journal of Hospitality Marketing and Management; Journal of Quality Assurance in Hospitality & Tourism; Journal of China Tourism Research.