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Academic Qualifications

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

Teaching Areas

- Business Ethics and Corporate Social Responsibility;
- Brand Management;
- Organizational Behavior;
- Resort Management;
- Consumer Behavior;
- Strategy Management.

Areas of Research Expertise

- Tourism & Hospitality Management;
- Organizational Behavior and Human Resource Management;
- Service Marketing and Management.

Working 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



<i>Program Coordinator – Business Administration Division</i> Department of Management Science National Natural Science Foundation of China	03/2019 – 02/2021
<i>Visiting Scholar</i> School of Hotel and Tourism Management Purdue University	07/2015 – 01/2016
<i>Assistant Professor</i> Department of Hospitality and Service Management School of Business, Sun Yat-Sen University	05/2010 – 06/2013
<i>Associate Professor</i> School of Economics and Commerce South China University of Technology	01/2008 – 04/2010
<i>Post-Doctoral Scholar & Visiting Faculty</i> School of Hotel and Restaurant Administration Oklahoma State University	02–12/2009
<i>Associate Professor & Department Head in Hospitality Management</i> School of Tourism and Hospitality Management South China University of Technology	08/2006–01/2008
<i>Assistant Professor</i> School of Economics and Management, Guangzhou University	07/2001– 07/2002

Publications

(Journal Articles/Books/Monographs/Book Chapter /Conference Proceedings)

REFEREED INTERNATIONAL JOURNAL PUBLICATIONS

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

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

1. Tan, H., Zhang, Y., Zhao, X., Mattila, A. S., & Yang, H. (2026). A meta-analytic model of the influence of customer mistreatment on employees' work outcomes. *Journal of Business Research*, 206, 115960. <https://doi.org/https://doi.org/10.1016/j.jbusres.2025.115960>
2. Zhao, X., Tan, H., Zhang, Y., Mattila, A. S., & Hua, N. (2025). Customer misbehavior in AI-enabled services. *International Journal of Contemporary Hospitality Management*, 37(12), 3965–3982. <https://doi.org/10.1108/IJCHM-04-2025-0520>
3. Luo, L., Zhao, X., Zhang, Y., So, K. K. F., & Hua, N. (2025). Crowding paradoxes in tourism: A meta-analysis of behavioral intentions, emotional responses, and boundary conditions. *Journal of Hospitality and Tourism Management*, 65, 101346.

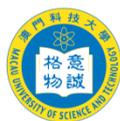


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4. Liu, J., Mai, H., Zhao, X., & Zhou, Z. (2025). Business tourism: a bibliometric visualization review (1994–2023). *Tourism Review*, 80(5), 989–1016. <https://doi.org/10.1108/TR-11-2023-0813>
5. Yang, Y., Li, Y., Zhao, X., Law, R., & Song, H. (2025). Unraveling the mechanisms of AI system aversion among customer-contact employees: a perspective from advice response theory. *International Journal of Contemporary Hospitality Management*, 37(5), 1703–1724. <https://doi.org/10.1108/IJCHM-05-2024-0651>
6. Chen, Y., Law, R. and Zhao, X. (2025). Digital well-being in hospitality: Epistemology, scope, aggregation, and specification. *International Journal of Contemporary Hospitality Management*, 37(5). <https://doi-org.libezproxy.must.edu.mo/10.1108/IJCHM-05-2024-0785>
7. 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>
8. Yang, H., Zhao, X., Huang, G., Zhang, L., & Zhang, Y. (2025). The double-edged sword of leader-member exchange: when and why leader-member exchange promotes versus inhibits workplace deviant behavior. *Chinese Management Studies*, 19(6), 1785–1807. <https://doi.org/10.1108/CMS-11-2023-0597>
9. 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>
10. 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>
11. 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*, 36(12). <https://doi.org/10.1108/IJCHM-07-2023-0942>
12. Yang, C., Chen, Y., Zhao, X., Miao, L., Leong, A. M. W., & Cui, Z. (2024). An Integrated Investigation Into the Impact of Workplace Shocks on Employee Turnover. *Cornell Hospitality Quarterly*, 65(2), 200–216. <https://doi.org/10.1177/19389655231214713>
13. 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. <https://doi.org/10.1108/CMS-11-2023-0597>
14. 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. <https://doi.org/10.1016/j.ijhm.2023.103677>
15. 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. <https://doi.org/10.1016/j.jhtm.2023.12.008>
 16. 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.
 17. 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>
 18. 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>
 19. 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>
 20. 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.
 21. 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.
 22. 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.
 23. 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.
 24. 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.
 25. 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.
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- hotel operating performance?. *International Journal of Contemporary Hospitality Management*, 31(4): 1906-1923.
27. Law, R., Chan, I. C. C., & Zhao, X. (2019). Ranking hospitality and tourism journals. *Journal of Hospitality & Tourism Research*, 43(5): 754-761.
 28. Wong, I. A., Law, R., Zhao, X. (2018). Time-Variant Pleasure Travel Motivations and Behaviors. *Journal of Travel Research*, 57(4): 437-452.
 29. 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.
 30. 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.
 31. Li, J., Kim, W. G., & Zhao, X. (2017). Multilevel model of management support and casino employee turnover intention. *Tourism Management*, 59:193-204.
 32. 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.
 33. 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.
 34. Zhao, X. (2016). Work-Family Studies in the Tourism and Hospitality Contexts. *International Journal of Contemporary Hospitality Management*, 28(11): 2422-2445.
 35. 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.
 36. 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.
 37. 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.
 38. Peng, J., Zhao, X., & Mattila, A. (2015). Improving service management in budget hotels. *International Journal of Hospitality Management*, 49: 139-148.
 39. 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%**)
 40. 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.
 41. 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.



42. 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.
43. 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.
44. 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.
45. 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.
46. 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.
47. 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.
48. 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.
49. Qu, H., & Zhao, X. (2012). Employees' work-family conflict moderating life and job satisfaction. *Journal of Business Research*, 65: 22-28.
50. 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.
51. 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.
52. 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.
53. 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.
54. 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.



55. Namasisvayam, 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.
56. Namasisvayam, 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.
57. Zhao, X., Zhan, J., & Namasisvayam, 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] 李朋波, 陈涛, 黄子欣, 敖霞, 高静, 赵新元. 不合规任务对酒店员工退缩行为的影响机制: 一个被调节的链式中介模型[J]. *旅游科学*, 2024, 38(4), 99-118.
- [2] 郭强, 陈小兰, 赵新元. 酒店官网和 OTA 渠道博弈研究[J]. *中国管理科学*, 2024, 32(1): 242-250.
- [3] 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[J]. *中国人力资源开发*, 2023, 40(6), 90-104.
- [4] 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.
- [5] 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.
- [6] 崔珍珍, 杨焕, 赵新元. 家政教育高质量发展的国际探索与启示[J]. *武汉理工大学学报(信息与管理工程版)*, 2022, 44(06): 987-992+998.
- [7] 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.
- [8] 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.
- [9] 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.
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- [11] 赵新元, 田梦玮. 基于道德许可理论视角的企业社会责任对员工亲社会行为的影响机制研究[J]. *南大商学评论*, 2021(04): 186-209.
- [12] 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.
- [13] 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.



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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.* Funded 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.* Funded by Guangzhou Social Science Foundation, 2008-2013, RMB 5,000 (approximately USD 800).

Awards and Honors

- World's Top 2% Scientists, Stanford University & Elsevier 2024
- 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

Editorial and Academic Service (If Any)
(Associate Editor / Editorial Board / Guest Editor / Ad Hoc Reviewer)

- **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)。
 - 《中国科学基金》;
 - 《旅游学刊》.
- **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.*

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