

## *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)  
Special Topics in Human Resource Management (DBAB03)

### **Research Areas**

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

### **Selected Publications**

#### **Journal papers**

1. **Chang, P. C.**, Liu, S., Guo, Y., & Cai, Q. (2025). Coping with Job Resources of Female Employees' Thriving at Work: A Mediated Moderation Model of Benevolent Sexism and Self-efficacy, *Behavioral Sciences*, 15(5), 640. 【SSCI】
2. Song, S., & \***Chang, P. C.** (2025). The Impact of Benevolent Sexism on Women's Career Growth: A Moderated Serial Mediation Mode. *Behavioral Sciences*, 15(1), 59. 【SSCI】
3. Cai, Q., Wu, J., Wu, T., \***Chang, P. C.**, & Mardani, A. (2024). The impact of digital leadership on hidden champions' competitive advantage: A moderated mediation model of ambidextrous innovation and value co-creation. *Journal of Business Research*, 182, 114819. 【SSCI】
4. **Chang, P. C.**, Xu, X., Gao, X. X., & Lee, A. Y-P. (2024). Do good relationships contribute to innovative behavior? A study of relationship conflict affecting team innovative behavior. *Asian Journal of Social Psychology*, 27(3), 408-421 【SSCI】
5. **Chang, P. C.**, Geng, X. Q., & Cai, Q. H. (2024). The Impact of Career Plateaus on Job Performance: The Roles of Organizational Justice and Positive Psychological Capital. *Behavioral Sciences*, 14(2), 144. 【SSCI】
6. **Chang, P. C.**, Zhang, W. H., Cai, Q. H., & Guo, H. C. (2024). Does AI-driven technostress promote or hinder employees' artificial intelligence adoption intention? A moderated mediation model of affective reactions and technical self-efficacy. *Psychology Research and Behavior Management*, 17, 413-427. 【SSCI】
7. **Chang, P. C.**, Guo, Y. L., Cai, Q. H., & Guo, H. C. (2023). Proactive career orientation and subjective career success: A perspective of career construction theory. *Behavioral Sciences*, 13(6), 503. 【SSCI】
8. **Chang, P. C.**, Gao, X. X., Wu, T., & Lin, Y. Y. (2023). Workaholism and work-family conflict: A moderated mediation model of psychological detachment for work and family-supportive supervisor behavior. *Chinese Management Studies*, 17(4), 770-786. 【SSCI】
9. **Chang, P. C.**, Ma, G. Y., & Lin, Y. Y. (2022). Inclusive leadership and employee proactive behavior: A cross-level moderated mediation model. *Psychology Research and Behavior Management*, 15, 1797-1808. 【SSCI】
10. Lee, A. Y-P., \***Chang, P. C.**, & Chang, H. Y. (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】
11. Wu, Y., & \***Chang, P. C.** (2021). The development and prospect of traditional authoritative leadership in the process of moderation. *Gansu Social Sciences*, 5, 185-190. 【CSSCI】
12. **Chang, P. C.**, Sun, K. Y., & Wu, T. (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】
13. **Chang, P. C.**, Gao, X. X., & Wu, T. (2021). Sense of calling, job crafting, spiritual leadership, and work meaningfulness: A moderated mediation model. *Leadership & Organization Development Journal*, 42(5), 690-704. 【SSCI】
  14. **Chang, P. C.**, Zhang, M. J., & Wu, T. (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】
  15. Fang, M. Y., Fan, P., Nepal, S., & **Chang, P. C.** (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】
  16. **Chang, P. C.**, Rui, H. L., & Wu, T. (2021). Job autonomy and career commitment: A moderated mediation model of job crafting and sense of calling. *SAGE Open*. DOI 10.1177/215822440211004167 【SSCI】
  17. **Chang, P. C.**, Rui, H. L., & Lee, A. Y-P. (2020). How having a calling leads to job crafting: A moderated mediation model. *Frontiers in Psychology*. DOI 10.3389/fpsyg.2020.552828 【SSCI】
  18. **Chang, P. C.**, Wu, T., & Du, J. (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】
  19. Wu, T., & \***Chang, P. C.** (2020). The impact of work-family programs on work-family facilitation and role performance. *Asia Pacific Journal of Human Resources*, 58, 46-65 【SSCI】
  20. Sun, K. Y., & **Chang, P. C.** (2019). Subordinates' constructive voice and developmental feedbacks from leaders. *Journal of Technical Economics & Management*, 10, 69-74. 【CSSCI】
  21. Sun, K. Y., & **Chang, P. C.** (2019). The influencing mechanism of paradoxical leadership and reform-supportive behavior. *Journal of Technical Economics & Management*, 8, 45-50. 【CSSCI】
  22. Wu, Y., Wu, T., & \***Chang, P. C.** (2018). The misunderstanding of survivorship bias and the prevention for leaders. *Leadership Science*, 7, 30-32. 【CSSCI】
  23. **Chang, P. C.**, Wu, T., & Liu, C. L. (2018). Do high-performance work systems really satisfy employees? Evidence from China. *Sustainability*, 10(10):3360 【SSCI】
  24. Du, J., Niu, J. W., **Chang, P. C.**, & Guo, X. Y. (2018). Some thoughts on hospital social work in China well-being era. *Yixue Zhengming*, 9(3), 69-71. 【CSSCI】
  25. Lee, A. Y-P., Chen, I. H., & \***Chang, P. C.** (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】
  26. Liu. C. L., & **Chang, P. C.** (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】

27. Du, J., & **Chang, P. C.** (2017). Some thoughts on current social work in hospital. *Medicine & Philosophy*, 38(10A), 54-57. 【CSSCI】
28. Liu, C. L., & **Chang, P. C.** (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】
29. Lu, D., \***Chang, P. C.**, Wang, C., Tian, Y., & Powpaka, S. (2016). Would tourists experienced awe be more ethical? An explanatory research based on experimental method. *Tourism Tribune*, 31(12), 51-61. 【CSSCI】
30. **Chang, P. C.**, Wu, T., & Chien, J. C. (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.
31. Tian, Y., Lu, D., **Chang, P. C.**, & Chen, Y. (2016). Research on awe from organization members to promote the organizational citizenship behavior. *Soft Science*, 3(30), 77-80. 【CSSCI】
32. Tian, Y., Lu, D., & \***Chang, P. C.** (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】
33. **Chang, P. C.**, Chien, J. C. & Lin, T. M. (2014). Moderated mediation effect by group interaction in a political work environment. *Social Behavior and Personality : An international Journal*, 42(10), 1651-1660. 【SSCI】
34. **Chang, P. C.**, Lu, D., Chien, J. C., & Lin, T. M. (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】
35. Lawler, J. J., **Chang, P. C.**, Hong, W., Bae, J., Wu, P. C., & Chen, S. J. (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】
36. Lin, S. H., Huang, L. C., Cheng, P. F., Chang, C. C., **Chang, P. C.**, & Lin, C. S. (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】
37. **Chang, P. C.**, Chien, J. C., & Lin, T. M. (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.
38. **Chang, P. C.**, & Chen, S. J. (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】
39. Huang, I. C., Ho, C. M., Uen, J. F., Lin, L. S., & **Chang, P. C.** (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. **Chang, P. C.**, & Wu, T., & Chiang, C. C. (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. **Chang, P. C.**, & Wu, T. (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. Sun, K. Y., Li, Y. C., & **Chang, P. C.** (2019). The relationship between job stress and employee deviant behaviors: The moderating effects of emotional stability and conscientiousness. 4<sup>th</sup> International Conference on Humanities Science, Management and Education.
4. Sun, K. Y., & **Chang, P. C.** (2019). An analysis about relationships among strengths-based psychological climate, employee engagement, and employee innovation performance. 4<sup>th</sup> International Conference on Humanities Science, Management and Education.
5. Ma, G. Y., & **Chang, P. C.** (2019). The impact of the leader-member exchange on innovation behavior: Psychological empowerment as a mediator and emotional intelligence as a moderator. 4<sup>th</sup> International Conference on Humanities Science, Management and Education.
6. Gao, X. X., Wu, T., & **Chang, P. C.** (2019). Research on humble leadership and employee voice behavior. 4<sup>th</sup> International Conference on Humanities Science, Management and Education.
7. Wu, T., & **Chang, P. C.** (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. **Chang, P. C.**, & Wu, T. (2015). Do high-performance work systems really satisfy employees? Comparing two counteracting mediating mechanisms. 2015 Global Entrepreneurship and Innovation in Management Conference.
9. Lee, A. Y-P., Chen, I. H. ,& **Chang, P.C.** (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. **Chang P. C.** (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. Lawler, J. J., **Chang, P. C.**, Hong, W., Bae, J., Wu, P. C., & Chen, S. J. (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. Chen, I. H., Lee, Y. P., Chen, H. C., & **Chang P. C.**(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. **Chang, P. C.**, & Chen, S. J. (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. **Chang, P. C.**, & Chen, S. J. (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. **Chang, P. C.**, Lin, L. S., Ho, C. M., & Lin, T. M. (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. Jan, B. C., **Chang, P. C.**, & Chen, S. J. (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. **Chang, P. C.**, Huang, P. C., & Chen, S. J. (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. **Chang, P. C.**, Lin, L. S., Ho, C. M., & Lin, T. M. (2009). Contextualizing perceived organizational politics: A multi-level exploration. Paper presented at the Academy of Management Meeting. August 7-11, Chicago, USA.
  19. Guo, J. S., **Chang, P. C.**, Chen, S. J., & Huang, P. C. (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. Lin, L. S., **Chang, P. C.**, Huang, I. C., Ho, C. M., & Uen, J. F. (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. Huang, I. C., Ho, C. M., Uen, J. F., Lin, L. S., & **Chang, P. C.** (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. Huang, I. C., Ho, C. M., Uen, J. F., Lin, L. S., & **Chang P. C.** (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. Lin, L. S., **Chang, P. C.**, Uen, J. F., Ho, C. M., & Huang, I. C. (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. **Chang, P. C.**, Huang, P. C., Chen, S. J., & Lu, C. M. (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 (Kailuan Group Company Limited) /  
Topic: “ Organizational change and innovation”
2. Training instructor / The training program for managers (China Taiping Insurance Company Limited) /  
Topic: “ Organizational change and innovation”
3. Training instructor / The training program for managers (Air Macau) /  
Topic : “Organizational structure and design”, “Organizational culture”, “Organizational change and innovation”
4. Training instructor / The training program for Macau citizens /  
Topic : “The application of SPSS software”
5. Training instructor / The training program for Macau public servants /  
Topic : “The application of SPSS software”, “Survey research methods”
6. Training instructor/ The training programs for MUST teachers and PhD students/  
Topic : “Competencies in research design & use”
7. The editorial board members of Macao Journal of Social Sciences
8. Reviewer, Asia Pacific Journal of Management [SSCI]
9. Reviewer, International Journal of Manpower [SSCI]
10. Reviewer, Organization and Management [TSSCI]
11. Reviewer, Journal of Labor Studies
12. 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 abroad (National Sun Yat-sen University)