

SONG CHANG

RM 720, WLB BLDG,
Department of Management, School of Business
Hong Kong Baptist University
Email: schang@hkbu.edu.hk
Tel: (00852)-3411-7572

ACADEMIC APPOINTMENTS

Associate Professor, 2015 – present
Department of Management, School of Business,
Hong Kong Baptist University
Visiting Assistant Professor, 2014
School of Labor and Employment Relations,
University of Illinois at Urbana-Champaign
Assistant Professor, 2008 –2014
School of Hotel and Tourism Management, CUHK Business School,
The Chinese University of Hong Kong

EDUCATION

Ph.D. The Hong Kong University of Science & Technology
School of Business and Management
Major: Organizational Behavior and Human Resource Management
M.A. Nanjing University, P. R. China
School of Business
B.A. Nanjing University, P. R. China
School of Business

RESEARCH INTERESTS

- Strategic human resource management/international human resource management;
- Firm absorptive capacity/dynamic capability/innovation;
- Employee creativity;
- Managerial attention/mindfulness;
- Institutional/cross-cultural research;
- Meso-level research

REFERRED JOURNAL PUBLICATIONS

1. Chang, S. *, Leung, W.K. *, Yao, K. *, & Gong, Y. *. Forthcoming. Firm employee relations system and financial performance: Unfolding the dual-causal relationship and the associated temporal and resource boundary conditions. International Journal of Human Resource Management.
2. Yao, K., Jiang, K. *, Combs, D. †*, & **Chang, S***. Forthcoming. Informal institutions and absorptive capacity: A cross-country meta-analytic study. Journal of International Business Studies. (Financial Times 50 research journals).
3. Mao, J. †, **Chang, S.**, Gong, Y., & Xie, J. (2021). Team job-related anxiety and creativity: Investigating team-level and cross-level moderated curvilinear relationships. Journal of Organizational Behavior. 42: 34-47.
4. Cheung, S.Y., Huang, E., **Chang, S.**, & Wei, LQ. 2020. Does being mindful make people more creative at work? The role of creative process engagement and perceived leader humility. Organizational Behavior and Human Decision Processes. 159: 39-48. (Financial Times 50 research journals).
5. **Chang, S.***, Way, S.A. *, & Cheng, D. † 2018. The elicitation of front-line, customer-contact, hotel employee innovative behavior: Illuminating the central roles of

- readiness for change and absorptive capacity. Cornell Hospitality Quarterly, 59(3): 228-238.
6. Yao, K.,* & **Chang, S.*** 2017. Do individual employees' learning goal orientation and civic virtue matter? A micro-foundations perspective on firm absorptive capacity. Strategic Management Journal, 38: 2041-2060. (Financial Times 50 research journals).
 7. Way, S., Tracey, B., Fay, C., Wright, P.W., Snell, S.A., **Chang, S.**, & Gong Y. 2015. Validation of a multi-dimensional HR flexibility measure. Journal of Management, 41(4): 1098-1131. (Financial Times 50 research journals).
 8. Walsh, K., **Chang, S.**, & Tse, E. 2015. Understanding students' intentions to join the hospitality industry: The role of emotional intelligence, service orientation, and industry satisfaction. Cornell Hospitality Quarterly, 56(4): 369-382.
 9. **Chang, S.**, & Tse, E. 2015. Understanding the initial career decisions of hospitality graduates in Hong Kong: The quantitative and qualitative evidence. Journal of Hospitality & Tourism Research, 39(1): 57-74.
 10. **Chang, S.**, Jia, L., Takeuchi, R., & Cai, Y.† 2014. Do high commitment work systems promote employee creativity? A multilevel combinational approach to employee creativity. Journal of Applied Psychology, 99: 665-680. (Financial Times 50 research journals).
 11. **Chang, S.**, Gong, Y., Way, S., & Jia, L. 2013. Flexibility-oriented HRM systems, absorptive capacity, market responsiveness and firm innovativeness. Journal of Management, 39: 1924-1951. (Financial Times 50 research journals).
 12. Gong, Y., Zhou, J., & **Chang, S.** 2013. Core knowledge employee creativity and firm performance: The moderating role of riskiness orientation, firm size, and realized absorptive capacity. Personnel Psychology, 66: 443-482.
 13. **Chang, S.**, Gong, Y., & Shum, C.† 2011. Promoting innovation in hospitality companies through human resource management practices. International Journal of Hospitality Management, 30(4): 812-818. (2011's top 25 most downloaded articles in IJHM).
 14. Gong, Y., **Chang, S.**, & Cheung, S.Y.† 2010. High performance work system and collective OCB: A collective social exchange perspective. Human Resource Management Journal, 20: 119-137.
 15. Gong, Y., Law, K.S., **Chang, S.**, & Xin, K.R. 2009. Human resource management and firm performance: The differential role of managerial affective and continuance commitment. Journal of Applied Psychology, 94: 263-275. (Financial Times 50 research journals).
 16. Gong, Y.*, & **Chang, S.*** 2008. Institutional antecedents and performance consequences of employment security and career advancement practices: Evidence from the People's Republic of China. Human Resource Management, 47: 33-48. (Financial Times 50 research journals).
 17. Gong, Y., & **Chang, S.** 2007. The relationships of cross-cultural adjustment with dispositional learning orientation and goal setting: A longitudinal analysis. Journal of Cross-Cultural Psychology, 38: 19-25.
- (* Denotes equal authorship; † Denotes doctoral student co-authors when the project was initiated); (Google Scholar Citations, 2,363, as of Aug 25, 2021)

BOOK CHAPTER

- Yang, J.Y., **Chang, S.**, & Yao, K. 2014. Why managers do what they do? A study on Chinese managers' time allocation. In *Research on the Impact of Global Economic Integration and Information Networking on Sustainable Corporate Development* (pp. 3-15). Ed. Shuming Zhao, Stephen Nicholas, Hong Liu & Chunlin Liu, Nanjing University Press, Nanjing, China.

MANUSCRIPTS UNDER REVIEW

- [Paper title removed to protect the double-blinded review process]. Under *1st Revise and Resubmit* at Strategic Management Journal.
- [Paper title removed to protect the double-blinded review process]. Under *Review* at Organization Science.

MANUSCRIPTS UNDER PREPARATION

- **Chang, S.**, Qi, L., & Way, A. Emotional intelligence, readiness for change, and employee creativity: The moderating role of human resource management practices. Stage: Revising for journal submission.
- Wong, M., **Chang, S.**, Huang, E., & Cheung, S. Examining a dynamic moderated mediation model that links employees' learning goal orientation, creative self-efficacy, perceived workplace support, and employee creativity. Stage: Revising for journal submission.
- **Chang, S.**, Yang, G., & Zhou, X. Mapping managerial behavior: An integrative analysis on managerial behavior content and coping strategies. Stage: Initial draft.
- Jia, L., Cai, Y., **Chang, S.**, & He, G. Be yourself: A self-verification explanation between leader humility and employee creativity. Stage: Data analysis completed.
- **Chang, S.**, Yang, G., & Yao, K. Does human resource management matter in multinational firms? The panel data evidence. Stage: Data analysis.
- **Chang, S.**, Yao, K., Chen, L. Linking individual mindfulness, team exploitative and exploratory learning, and team ambidexterity. Stage: Data collection.
- Yao, K., Jiang, K., Chang, S., & Wang, X. Antecedents and consequences of international entrepreneurship. Stage: Data collection.

CONFERENCE PROCEEDINGS

- **Chang, S.**, Leung, W.K., & Yao, K. The dual-causal and temporal relationships between firm employee relations systems and performance. *Academy of Management Best Paper Proceedings* in the HR Division, Vancouver, CA, 2015.
- **Chang, S.**, & Tse, E. Accounting for Hong Kong hospitality students' intention to join the industry: The role of service orientation, emotional intelligence, and satisfaction with the hospitality industry. *International CHRIE Conference Proceedings*, Denver, US, 2011.
- Gong, Y., & **Chang, S.** How do high performance work systems affect collective organizational citizenship behaviour? A collective social exchange perspective. *Academy of Management Best Paper Proceedings* in the OB division, Anaheim, US, 2008.

CONFERENCE PRESENTATIONS

- Liu, B., Li, F., **Chang, S.**, & Qi, L. Give a plum in return for a peach: linking employee caring practice to employee voice behavior. Presented at *Academy of Management Meetings*, Virtual Meetings, 2021.
- Qi, L., **Chang, S.**, & Liu, B. Customer-Contacted Employees' Emotional Intelligence, Attitude toward Change and Service Creative Performance. Presented at *IACMR conference*, Xi'an, China, 2021.
- Gong, Y., Hon, A., Wong, Y., & **Chang, S.** Team-directed empowering leadership and individual creativity: Creative role identity, power distance, and conformity. Presented at *Asia Academy of Management Meetings*, Bali, Indonesia, 2019.
- Huo, Y., Wei, L., **Chang, S.**, & Qiao, K. When and how CEO procedural fairness matter to firm ambidexterity: Roles of TMT advice seeking and environmental dynamism. Presented at *Asia Academy of Management Meetings*, Bali, Indonesia, 2019.
- Wong, M., **Chang, S.**, Huang, E., & Cheung, S. To buy or to grow learning goal-oriented employees? Examining a dynamic moderated mediation model that links employees' learning goal orientation, creative self-efficacy, perceived workplace support, and

employee creativity. Presented at *Asia Academy of Management Meetings*, Bali, Indonesia, 2019.

- Mao, J., & **Chang, S.** Team job-related anxiety and creativity: Investigating a moderated curvilinear relationship. Presented at the *Academy of Management Meetings*, Chicago, US, 2018.
- Qi, L., Cai, D., Liu, B., & **Chang, S.** A stumble may prevent a fall: The relationship between workplace ostracism and unethical decision making. Presented at the *IACMR conference*, Wuhan, China, 2018.
- Wei, L.Q., Cheung, S., & **Chang, S.** TMT Advice seeking and decision quality: The moderating role of CEO procedural fairness and environmental dynamism. Presented at the *EURAM Conference*, Reykjavik, Iceland, 2018. *Best Conference Paper in SIG Strategic Management Micro-Foundations Track*.
- Yao, K., Yang, G., & **Chang, S.** Host country threats, global integration, and subsidiary executive staffing. Presented at the *Academy of Management Meetings*, Atlanta, US, 2017.
- **Chang, S.**, Way, S., Tian, J., & Cheng, D. Does high commitment work system predict front-line employees' innovative behavior? Testing the mediating effect of readiness for change. Presented at the *International CHRIE Conference*, Baltimore, US, 2017.
- Wei, L., **Chang, S.**, Hou, Y., & Sun, W. TMT Advice seeking and decision quality: The moderating role of CEO procedural fairness and environmental dynamism. Presented at the *Asia Academy of Management Conference*, Fukuoka, Japan, 2017.
- Cheung, S., **Chang, S.**, Wei, L., & Chan, C. Leader humility and employee creativity: testing on a moderated mediation model. Presented at the *Asia Academy of Management Conference*, Fukuoka, Japan, 2017.
- Huang, G., **Chang, S.**, Wei, L., & Wang, H. Mindfulness and creativity: The role of competitive orientation and creative self-efficacy. Presented at the *Asia Academy of Management Conference*, Fukuoka, Japan, 2017.
- Yao, K., Yang, G., **Chang, S.**, & Delios, A. Executive staffing strategies of Japanese multinational enterprises' in China. Presented at the *IACMR conference*, Hangzhou, China, 2016.
- Cai, Y., Jia, L., & **Chang, S.** Dual-level transformational leadership and team information elaboration. Presented at the *Academy of Management Meetings*, Philadelphia, US, 2014.
- Yao, K., Yang, G., **Chang, S.**, & Delios, A. Opportunity, threat, and asymmetric moderating effects on multinational firms' staffing strategies. Presented at the *Academy of Management Meetings*, Philadelphia, US, 2014.
- Yao, K., Yang, G., **Chang, S.**, & Delios, A. Decomposing environmental effects: A study of Japanese multinational enterprises' executive staffing strategies in China. Presented at the *Academy of International Business Annual Meeting AIB*, Vancouver, Canada, 2014.
- **Chang, S.**, Jia, L., & Cai, Y. Do High-Commitment Work Systems Affect Creativity? A Three-Level, Two-Wave Investigation. Presented at *Academy of Management Meetings*, Lake Buena Vista (Orlando), Florida, 2013.
- **Chang, S.**, & Yao, K. When and how people make the place? Understanding the micro-foundation of firm absorptive capacity. Presented at *Academy of Management Meetings*, Lake Buena Vista (Orlando), Florida, 2013.
- Yang, G., **Chang, S.**, & Yao, K. Semi-regularity, discontinuity, and variety: Why do managers do what they do? Presented at *Academy of International Business Annual Meeting AIB – “Bridging the Divide: Linking IB to Complementary Disciplines and Practice”*, Istanbul, Turkey, 2013.
- **Chang, S.**, & Shum, C. High performance work system, goal orientations, and creativity: A firm-level analysis. Presented at *Academy of Management Meetings*, San Antonio, Texas, US, 2011.

- **Chang, S.**, & Gong, Y. High performance work systems, creative self-efficacy, intrinsic motivation, and employee creativity: An investigation of alternative mediating mechanism. Presented at *Asia Academy of Management Meetings*, Macau, 2010.
- **Chang, S.**, & Gong, Y. Flexibility-focused HRM systems, innovativeness, and responsiveness: The role of absorptive capacity. Presented at *Academy of Management Meetings*, Chicago, US, 2009.
- **Chang, S.**, Zhou, X., & Yang, G. Toward an attention-based view of managerial behavior. Presented at *Academy of Management Meetings*, Philadelphia, US, 2007.
- **Chang, S.** Cultural values' direct and moderating impact on goal orientation & performance: A longitudinal study. Presented at *Academy of Management Meetings*, Atlanta, US, 2006.
- Gong, Y., Law, K.S., **Chang, S.** & Xin, K. HRM and firm performance: Role of commitment, citizenship behaviors and job satisfaction. Presented at *Academy of Management Meetings*, Atlanta, US, 2006.
- **Chang, S.**, Yang, G., & Zhou, X. Mapping managerial behavior: An integrative analysis on managerial behavior content and coping strategies. Presented at *IACMR Conference*, Nanjing, China, 2006.
- Yang, G., **Chang, S.**, & Zhou, X. Heterogeneity in managerial behavior pattern: The effects of organizational mechanisms. Presented at *IACMR Conference*, Nanjing, China, 2006.
- Gong, Y., & **Chang, S.** A longitudinal examination of goal setting and learning orientation in cross-cultural adjustment. Presented at *Academy of Management Meetings*, Honolulu, US, 2005.
- Gong, Y., Wong, K.F.E, Farh, J.L., & **Chang, S.** Linking goal setting and goal orientation: Overriding, moderation, and mediation approaches. Presented at *Academy of Management Meetings*, Honolulu, US, 2005.

TEACHING EXPERIENCES

2015 –present The Hong Kong Baptist University

BUSI 2005 & BUSI 2025: Organizational Behavior (UG)

HRM 7600: Global Human Resource Management (PG)

HRM 7610: Human Resources Research Methods and Analytics (PG)

MGNT 7760: Philosophy of Management Research (PHD)

2014 The University of Illinois at Urbana-Champaign

LER 597: Motivation and Performance Management (PG)

2008 - 2014 The Chinese University of Hong Kong

HTMG 3020: Hospitality Organizational Behavior (UG)

HTMG 4010: Human Resources Planning and Staffing for Hospitality Business (UG)

2005 The Hong Kong University of Science and Technology

MGTO 120: Introduction to Management (UG)

(UG=undergraduate level course; PG=postgraduate/master level course;

PHD=doctoral level course)

GRANT SUPPORT

China NSFC. *Co-investigator*. “The multiple-level effects of leader emotion unpredictability: An uncertainty management perspective”. 2019.1-2021.12. Amount: RMB 190,000.

HKBU Competitive Faculty Research Grant. *Principal Investigator*. “How and when does leader humility influence employee creativity? The mediating role of employee creative self-efficacy and the moderating role of high-commitment work systems”. 2017.6-2019.6. Amount: HKD 132,750.

HKBU Competitive Faculty Research Grant. *Principal Investigator*. “The impact of collective

- job strain on firm performance". 2016.6-2018.6. Amount: HKD 142,500.
- HKBU Direct Research Grant. *Principal Investigator*. "Understanding the role of human resource management in Multinational companies". 2015.1-2017.1. Amount: HKD 100,000.
- HK GRF Competitive Grant. *Principal Investigator*. "Enhancing the competitiveness of the Hong Kong hotel industry through human resource management practices: The intra-organizational fit and adoption perspectives". 2014.1-2016.1. Amount: HKD 245,000.
- CUHK Research Grant. *Principal Investigator*. "Human resource management and employee creativity: A test of mechanisms". 2012-2014. Amount: HKD 50,000.
- CUHK Research Grant. *Principal Investigator*. "Expatriate's adjustment and firm performance: The moderating role of work-family support HRM practices". 2011-2013. Amount: HKD 45,000.
- CUHK Research Grant. *Principal Investigator*. "Understanding the impact of core knowledge employees' job stress in organizations: The moderating role of human resource management practices". 2009-2011. Amount: HKD 20,000.
- CUHK Research Grant. *Principal Investigator*. "The impact of flexibility-enhancing human resource management practices on firm adaptability: The mediating role of absorptive capacity". 2008-2010. Amount: HKD 30,000.

AWARDS

Research

- AOM Best Conference Paper, 2008, 2015;
 EURAM Best Conference paper, 2018;
 IACMR Best Conference Reviewer Award, Hangzhou, China, 2016;
 Finalist of Best Reviewer Award at Journal of Management Studies, 2018

Teaching

- CUHK Business Administration Faculty Teaching Awards (HTMG 3020: Hospitality Organizational Behavior, 2008-2013; HTMG 4010: Human Resources Planning and Staffing for Hospitality Business, 2008, 2010-2012)

PROFESSIONAL ACTIVITIES AND SERVICES

Editorial board member:

Journal of Management Studies (2017-present)

Reviewer

Journals: Academy of Management Journal; Journal of Management Studies; Human Relations; British Journal of Management; International Journal of Human Resource Management; International Journal of Manpower; Journal of Managerial Psychology; Asia Pacific Journal of Management; Management and Organization Review; Journal of Hospitality & Tourism Research; International Journal of Hospitality Management; Journal of Production and Management

Concernes: Academy of Management Conference; IACMR conference; Asia Academy of Management Conference

Conference chair, panel member, and/or discussant:

IACMR conference: 2021, Xi'an; 2018, Wuhan; 2016, Hangzhou
 CMSC doctoral consortium: 2019, Shanghai University of Finance and Economics, Shanghai; 2016, Zhejiang University, Hangzhou

Member

Academy of Management; Asia Academy of Management; Beta Gamma Sigma, HKUST