



MACAU UNIVERSITY  
OF SCIENCE AND TECHNOLOGY  
澳門科技大學



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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

## 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

*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**

- 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 . 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*, 1-23. <https://doi.org/10.1108/ijchm-08-2022-1028>
- 2 . 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>
- 3 . 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>
- 4 . 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>
- 5 . 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.
- 6 . 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.

7. 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.
8. 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.
9. 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.
10. 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.
11. Zhao, X., Namasivayam, K., Beutell, N. J., Liu, J., & Wang, F. (2020). Chronic regulatory focus and work-family conflict among Chinese workers. *International Journal of Environmental Research and Public Health*, 17(12): 4526-4544.
12. 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.
13. Law, R., Chan, I. C. C., & Zhao, X. (2019). Ranking hospitality and tourism journals. *Journal of Hospitality & Tourism Research*, 43(5): 754-761.
14. Yang, C., Chen, Y., & Zhao, X. (2019). Emotional labor: Scale development and validation in the Chinese context. *Frontiers in Psychology*, 10: 2095-2110.
15. Wong, I. A., Law, R., Zhao, X. (2018). Time-Variant Pleasure Travel Motivations and Behaviors. *Journal of Travel Research*, 57(4): 437-452.
16. 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.
17. 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.
18. Li, J., Kim, W. G., & Zhao, X. (2017). Multilevel model of management support and casino employee turnover intention. *Tourism Management*, 59:193-204.

19. 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.
20. 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.
21. Zhao, X. (2016). Work-Family Studies in the Tourism and Hospitality Contexts. *International Journal of Contemporary Hospitality Management*, 28(11): 2422-2445.
22. 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.
23. 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.
24. 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.
25. Peng, J., Zhao, X., & Mattila, A. (2015). Improving service management in budget hotels. *International Journal of Hospitality Management*, 49: 139-148.
26. 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%**)
27. 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.
28. 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.
29. 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.
30. 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.

31. 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.
32. 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.
33. 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.
34. 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.
35. 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.
36. Qu, H., & Zhao, X. (2012). Employees' work-family conflict moderating life and job satisfaction. *Journal of Business Research*, 65: 22-28.
37. 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.
38. 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.
39. 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.
40. 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.
41. 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.
42. 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.

43. 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.
44. 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] 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.
- [2] 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.
- [3] 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.
- [4] 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.
- [5] 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.
- [6] 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.
- [7] 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.
- [8] 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.
- [9] 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.
- [10] 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.



- [11] 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.
- [12] 白东红,赵新元,范欣平.外资企业“玻璃天花板”与本土员工离职倾向:易变性职业生涯的调节效应[J].中国人力资源开发,2017(04):22-31.DOI:10.16471/j.cnki.11-2822/c.2017.04.005.
- [13] 赵新元,杨艳萍.家庭友好组织文化效果的多层次评估指标体系[J].软科学,2014,28(10):117-120.DOI:10.13956/j.ss.2014.10.057.
- [14] 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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- [16] 秦保立,赵新元.休闲动机研究的理论与方法透视[J].国外社会科学,2010(04):62-67.
- [17] 闭海霞,赵新元.我国中心城市无线商业模式建设探索[J].生产力研究,2010(03):148-149+188.DOI:10.19374/j.cnki.14-1145/f.2010.03.053.
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- [19] 赵新元.双语教学中的内容与语言——以酒店管理课程为例的探讨[J].教育理论与实践,2007,27(S1):106-107.
- [20] 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.
- [21] 詹俊川,邓桂枝,赵新元.信息技术和旅游营销所面临的挑战[J].旅游科学,2000(04):19-21.DOI:10.16323/j.cnki.lykx.2000.04.006.
- [22] 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.
- [23] 李秀斌,赵新元.发展朝阳旅游,迎接旅游朝阳——我国学生旅游概况及对策[J].社会科学家,2000(04):26-29.
- [24] 徐栖玲,赵新元.逆境时,酒店业怎么办?[J].旅游科学,2000(02):27-28.DOI:10.16323/j.cnki.lykx.2000.02.008.
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- [26] 赵新元.APTA 第五届年会的收获与启示[J].旅游学刊,1999(06):69-71.
- [27] 刘德谦,朱红,郭来人,张志军,秦宇,詹俊川,赵新元,石强.中国旅游发展笔谈[J].旅游学刊,1999(06):5-8+72.
- [28] 詹俊川,赵新元.旅游业与可持续发展[J].旅游科学,1999(04):27-30.
- [29] 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

- **Associate Editor:** *International Journal of Contemporary Hospitality Management* (SSCI/11.1/ Q1/2022);
- **Editorial Board:** *Journal of Hospitality & Tourism Research* (SSCI/4.2/Q2/2022);  
*Journal of Human Resources in Hospitality & Tourism*;
- **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*.