

Chang Po-Chien



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Teaching and Research Areas :

Organizational Theory and Design, Research
Methods, Business Survey Research,
International Organizational Behavior

Academic Qualifications

- 2005 – 2010 Ph.D. / Human Resource Management / National Sun Yat-sen University
- 2003 – 2005 Master / Human Resource Management / National Sun Yat-sen University
- 1996 – 1998 Bachelor / Mechanical Engineering / Chang Gung University
- 1992 – 1996 Bachelor / Mechanical Engineering / Tatung University

Teaching Experiences

- 2015 – Present Associate professor / School of Business / Macau University of Science and Technology
- 2011 – 2015 Assistant professor / School of Business / Macau University of Science and Technology
- 2014 – 2015 Training instructor / The on-the-job training program for Macau citizens / The application of SPSS software
- 2013 – 2015 Training instructor / The training program for Macau public servants / The application of SPSS software, Survey research methods
- 2010 – 2011 Postdoc / Institute of Human Resource Management / National Sun Yat-sen University
- 2008 – 2009 Visiting Scholar / Institute of Labor and Industrial Relations / University of Illinois at Urbana-Champaign

Representative Publications

Journal Articles:

1. Y. Tian, D. Lu, & P. C. Chang. 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* (forthcoming).
2. P. C. Chang, D. Lu, J. C. Chien, & T. M. Lin. 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.

3. J. J. Lawler, P. C. Chang, W. Hong, J. Bae, P. C. Wu, & S. J. Chen. 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.
4. S. H. Lin, L. C. Huang, P. F. Cheng, C. C. Chang, P. C. Chang, & C. S. Lin. 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.
5. P. C. Chang. 2013. A study of emotional labor's emotional labor loading and job satisfaction: emotional intelligence as a moderator. *Management Innovation and Business Innovation*, 16:385-390.
6. P. C. Chang, J. C. Chien, & T. M. Lin. 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.
7. P. C. Chang. 2012. Organizational political climate and employees' turnover intention : The cross-level mediation effect of psychological contract breach. *Journal of Macau University of Science and Technology*, 6(1):46-60.
8. P. C. Chang & S. J. Chen. 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.
9. I. C. Huang, C. M. Ho, J. F. Uen, L. S. Lin, & P. C. Chang. 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.
10. C. M. Ho & P. C. Chang. 2004. The content analysis of Journal of Human Resource Management and determinants of acceptance of an article. *Journal of Human Resource Management*, 4(4): 1-28 ◦

Conference Proceedings:

1. P. C. Chang & T. Wu. 2015. Do high-performance work systems really satisfy employees? Comparing two counteracting mediating mechanisms. 2015 Global Entrepreneurship and Innovation in Management Conference, July 30-31, 2015, Taiwan.
2. A. Y-P. Lee, I. H. Chen, & P.C. Chang. 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.
3. P. C. Chang. 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.
4. J. J. Lawler, P. C. Chang, W. Hong, J. Bae, P. C. Wu, & S. J. Chen. 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.

5. I. H. Chen, Y. P. Lee, H. C. Chen, & P. C. Chang. 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.
6. P. C. Chang & S. J. Chen. 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.
7. P. C. Chang & S. J. Chen. 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.
8. P. C. Chang, L. S. Lin, C. M. Ho, & T. M. Lin. 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.
9. B. C. Jan, P. C. Chang, & S. J. Chen. 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.
10. P. C. Chang, P. C. Huang, & S. J. Chen. 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.
11. P. C. Chang, L. S. Lin, C. M. Ho, & T. M. Lin. 2009. Contextualizing perceived organizational politics: A multi-level exploration. Paper presented at the Academy of Management Meeting. August 7-11, Chicago, USA.
12. J. S. Guo, P. C. Chang, S. J. Chen, & P. C. Huang. 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.
13. L. S. Lin, P. C. Chang, I. C. Huang, C. M. Ho, & J. F. Uen. 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.
14. I. C. Huang, C. M. Ho, J. F. Uen, L. S. Lin, & P. C. Chang. 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.
15. I. C. Huang, C. M. Ho, J. F. Uen, L. S. Lin, & P. C. Chang. 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.

16. L. S. Lin, P. C. Chang, J. F. Uen, C. M. Ho, & I. C. Huang. 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.
17. P. C. Chang, P. C. Hhang, S. J. Chen, & C. M. Lu. 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 I

Research Projects

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| 2012 - 2013 | A study of the corporate image on organizational attractiveness for Macau five-star hotels: Compensation and benefit program as a moderator |
| 2013 - 2014 | A study of the relationship among emotional labor, sense of humor and turnover intention of nurses |
| 2014 - 2015 | A study of the relationship between high-performance work systems and employee's attitudes and behaviors: based on the social exchange theoretical perspective (under review) |

Academic and Professional Membership

Membership of Academic Associations and community service

Reviewer of Asia Pacific Journal of Management

Reviewer of Organization and Management

Reviewer of Journal of Labor Studies

Reviewer of Journal of Macau University of Science and Technology

Professional Qualifications and Awards

1. The Best Dissertation Award (National Sun Yat-sen University, Taiwan)
2. The member of the Phi Tau Phi Scholastic Honor Society of the Republic of China
3. The full scholarship subsidy for study aboard (National Sun Yat-sen University, Taiwan)
4. President's Awards (Chang Gung University, Taiwan)