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Faculty Research Publications



China Essence, Global Significance

Peer Reviewed Journal Articles

Babalola, M. T., Kwan, H. K., Ren, S., Agyemang-Mintah, P., Chen, H., & Li, J. . 2021. "Being ignored by loved ones: Understanding when and why family ostracism inhibits creativity at work". *Journal of Organizational Behavior*. (A*) 42, 3, 349–364.

Abstract: This paper extends the understandings of the contextual antecedents of employee creativity at work by examining what can happen when employees are ostracized by loved ones at home, a phenomenon referred to as family ostracism. Drawing on insights from the conservation of resources (COR) theory, we examine the moderated multiple mediation relationships between family ostracism and an individual's creativity at work through strain-based family-to-work conflict (FWC) and creative process engagement (CPE), moderated by the need for affiliation. Using time-lagged data collected from working adults in the United Kingdom, our results demonstrate that the relationship between family ostracism and creativity is negatively and serially mediated by both strain-based FWC and CPE. These results hold even when controlling for the time- and behavior-based dimensions of FWC, workplace ostracism, family undermining, harmonious passion, and Time 1 creativity. Furthermore, individuals with a higher need for affiliation react more strongly to their experiences of family ostracism than those with a lower need. The implications for research and practice are also discussed.

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Chen, H., & Kwan, H. K.. 2021. "How does paradoxical leadership improve employees' work-family balance? 悖论式领导如何促进员工工作-家庭平衡? ". *Foreign Economics and Management 外国经济与管理*. 43, 1, 95–110. **Contact: kwanhokwong@ceibs.edu**

Huang Q., Zhao X., Yeung, K. H., Ma, L. and Yeung, J.H.. 2021 Feb. "Effects of information-processing mechanisms on Internet-based purchase order financing". *Transportation Research Part E Logistics and Transportation Review*. 146. **Contact: xiande@ceibs.edu**

Lian, H., Huai, M, Farh, J.L., Huang, J.C., Lee, C., & M.M. Chao. forthcoming. "Leader unethical pro-organizational behavior and employee unethical conduct: Social learn-

ing of moral disengagement as a behavioral principle". *Journal of Management*. (FT50).

Abstract: Unethical behavior in organizations has attracted much attention among researchers, yet we know little about when and why unethical behavior conducted by leaders that is intended to benefit the organization—or leader unethical pro-organizational behavior (UPB)—might translate into employee unethical behavior. Drawing on a social-learning-of-principle perspective, which proposes that people can learn the principles that govern observed behaviors, we propose that employees, especially those with a high power distance orientation, can abstract and learn a moral disengagement behavioral principle by observing leader UPB. This learned moral disengagement behavioral principle then enables them to engage in unethical behaviors that may be intended to benefit or harm their organizations. In two multiwave field studies with data collected from real estate agents, we found overall support for our theoretical model but the moderating effect of power distance orientation. We discuss some key theoretical and practical implications of these findings.

Paper: <https://doi.org/10.1177/0149206320959699>

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Kim, B., Oh, S., Kim, T.-Y., Park, S., & Kim, T.-H.. forthcoming. "Dual-focused Transformational Leadership and Employee Creativity: The Moderating Effects of Team Scout Activity and Individual Perspective Taking". *International Journal of Human Resource Management*.

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Lin, Chen, Chiang, Jeongwen, Chen, Yuxin and Zhang, Yufei. forthcoming. "Do 'Little Emperors' get more than 'Little Empresses'? : Boy-Girl Gender Discrimination as Evidenced by Consumption Behavior of Chinese Households". *Marketing Science*. (FT50).

Abstract: This research aims to demonstrate that the abundant marketing data that companies are using to explore new business opportunities can be an equally fertile source for uncovering an undesirable social attitude or behavior that may be relevant to firms' business. Companies may benefit from this knowledge when developing innovative new programs that aim to benefit society such as CSR initiatives. In this study, we examine boy-girl gender discrimination in China as mani-

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festated in parents' purchase decisions on behalf of their children. Our study in itself is significant because it is the first large-scale empirical work to clearly verify the phenomenon of boy-girl discrimination, albeit taking advantage of e-commerce data. Specifically, we compare the clothing expenditures on boys versus girls. Using a rich, household-specific dataset obtained from two online retailers, we examined the relative spending on boys versus girls and showed how gender inequality varied systematically across different markets. We found that the favoritism level towards boys is closely tied with social-economic conditions, education levels, and birth rates. Managerial and social implications are discussed.

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Ramasamy, B. and Yeung, M. . 2020. "Does Formula-1 Grand Prix Attract Tourists?". *Tourism Analysis*. 25, 4, 473-79.

Abstract: Why would a country like Malaysia relinquish a glamorous spot in the Formula-1 Grand Prix calendar? Doesn't this popular sport attract tourists? Previous research has examined the impact of large sporting events like the Olympics and the football World Cup on tourism inflows, but research on whether international sporting events held annually in the same city/country also attract significant number of tourists is limited. In this article we examine the above questions empirically and find that the hosting of a Formula-1 event indeed attracts tourists, an increase of about 6%, on average. We also find that street races, on the margin, attract more tourists. Our findings call policy makers to be absolutely certain before they give up their spot in the F1 calendar.

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Schuh, S. C., Cai, Y., Kaluza, A. J., Steffens, N. K., David, E. M., Haslam, S. A. . forthcoming. "Do leaders condone unethical pro-organizational employee behavior? The complex interplay between leader organizational identification and moral disengagement". *Human Resource Management*. (FT50).

Abstract: Considering recent corporate scandals, organizations have increased their efforts to curb unethical employee behavior. However, little is known about whether leaders comply with these efforts and how they respond to unethical employee behavior, especially when unethical actions benefit the organization. By integrating arguments from social identity and moral disengagement theories, we develop and test a model to explain how leaders respond to unethical pro-organizational behavior (UPB) among employees. Results from one multi-wave, multi-source field study and one experiment showed that leader perceptions of employee UPB were positively related to leader trust in employees when leaders identified strongly with their organization or when they had a strong propensity to morally disengage. Moreover, the results revealed an important three-way interaction effect. Leaders put considerable trust into UPB-enacting employees when leaders both identified strongly with the organization and showed high levels of moral disengagement. In contrast, they put little trust into UPB-enacting employees when leaders identified weakly with the organization and reported low moral disengagement. Furthermore, results showed that leader trust ultimately translated into perceived leader justice toward employees. These findings provide new and important insights into when organizations can(not) rely on their leaders to manage unethical employee behaviors.

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Ullah, F., Wu, Y., Mehmood, K., Jabeen, F., Iftikhar, Y., Acevedo-Duque, A., & Kwan, H. K.. 2021. "Impact of spectators' perceptions of corporate social responsibility on regional attachment in sports: Three-wave indirect effects of spectators' pride and team identification". *Sustainability*. 13, 2, 597.

Abstract: The professional sports events industry is becoming immensely popular due to a global social shift toward larger numbers of spectators at sports events and an ever-increasing variety of such events. This study aimed to investigate the impact of spectators' perception of corporate social responsibility on regional attachment by applying social identity theory. The present study introduces two mediators, namely, spectators' pride and team identification, to enlighten the relationship between spectators' perception of corporate social responsibility and regional attachment, thus contributing to the literature on corporate social responsibility in sports. This quantitative study used a time-lagged approach to collect data in three waves at a time interval of one week and the final sample consisted of 511 respondents (i.e., spectators). Hierarchical regression analysis bootstrapping approach was utilized to analyze the hypothesis. We found that the spectators' perceptions of corporate social responsibility positively influenced their team identification, and this relationship was mediated by spectators' pride. In addition, spectators' pride positively influences regional attachment, and this relationship is mediated by team identification. These findings provide new directions for understanding corporate social responsibility, team identification, spectators' pride, and regional attachment in sports contexts. The practical and theoretical implications are discussed.

Paper: <https://www.mdpi.com/2071-1050/13/2/597>

Contact: kwanhokwong@ceibs.edu

Wu, Howei and Xu, Bin. forthcoming. "Did state-owned enterprises do better during COVID-19? Evidence from a survey of company executives in China". *Journal of Business and Economics*.

Abstract: In a survey of 1,182 company executives in China, state-owned enterprises (SOEs) reported less business reductions under COVID-19. This paper examines if SOEs' superior performance was resulted from government support rather than innate ability of coping with the pandemic. We construct a proxy for firm-level government support using firm's human resources (HR) action taken during the outbreak with firm's 2019 China revenue share as an instrument for the HR action variable. After controlling for the proxy for firm-level government support as well as other observed firm characteristics, we find SOEs in the sample performing significantly worse in the pandemic period.

Paper: <https://doi.org/10.1016/j.jeconbus.2021.105991>

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Ye, Y., Lyu, Y., Kwan, H. K., Chen, X., & Cheng, X.-M.. 2021. "The antecedents and consequences of being envied by coworkers: An investigation from the victim perspective". *International Journal of Hospitality Management*. (A*) 94, 102751.

Abstract: This study focused on the victims of coworker envy and presented a comprehensive model of being envied by coworkers to explore its antecedents and consequences in the hospitality context. Based on a sample of 232 employee-supervisor dyads in five Chinese hotels, we found that competitive goal interdependence fostered coworker envy, whereas cooperative goal interdependence prevented it. Further, the experience of being envied by coworkers undermined the frontline hospitality employees' social

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exchange relationship with coworkers. This in turn prevented them from engaging in organizational citizenship behavior directed at their organizations (OCBO) and specific individuals (OCBI) such as organization members. In addition, envied employees' others' approval of the contingent self-esteem was found to strengthen (1) the direct effect of being envied by coworkers on coworker exchange and (2) the indirect effect of being envied by coworkers on OCBO and OCBI via coworker exchange.

Paper: <https://www.sciencedirect.com/science/article/pii/S0278431920303030?via%3Dihub>

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Yu, X., Mehmood, K., Paulsen, N., Ma, Z., & Kwan, H. K.. 2021 Jan. "Why safety knowledge cannot be transferred directly to expected safety outcomes in construction workers: The moderating effect of physiological perceived control and the mediating effect of safety behavior". *Journal of Construction Engineering and Management*. (A*) 147, 1.

Abstract: The construction industry is notorious for its high accident and workplace injury rates. High rates of construction workplace injuries, including fatalities, occur worldwide in both developed and developing nations. Our study examines the effects of safety behavior and physiological perceived control (PPC) on the relationship between safety knowledge and outcomes. We examined this relationship by focusing on the mediating role of safety behavior and the moderating role of PPC. We employed a time-lagged design to collect data. Field survey results from 385 site workers from construction sites in the Yangtze region of China show that safety behavior mediated the positive relationship between safety knowledge and outcomes. Furthermore, PPC strengthens the relationship between safety knowledge and safety behavior. The results indicate that workers' safety knowledge may not transform into expected safety behavior and performance if they experience low levels of PPC. These findings provide new insights into levels of PPC as a boundary condition for understanding the relationships among safety knowledge, safety behavior, and safety outcomes. We discuss the theoretical and practical implications of our findings.

Paper: <https://ascelibrary.org/doi/10.1061/%28ASCE%29CO.1943-7862.0001965>

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Trade Journal Articles

Xin, K. R. & Yan, J. 2021 Feb. "Who will win the future? 《谁能赢得未来》". *Business Review*. 5.

Contact: katherinexin@ceibs.edu

Xin, K. R. & Yan, J.. 2021 Jan. "Jump out of "Involute" 《跳出“内卷”》". *Business Review*. 5.

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Books/Monographs

Fernandez, J. A., David, E. M., Chen, S., & Puyuelo, M. J.. 2021. *CEIBS 2021 Innovation Survey*.

Contact: fjuanantonio@ceibs.edu
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Sheng, Songcheng, Song, Hongwei, Wang, Heng and Wang, Wei. 2021 Jan. *房地产与中国经济 (新版)*. 中信出版集团CITIC Publishing Group.

Contact: songcheng@ceibs.edu

Cases

Bai, Guo and Cao, Zhijing. 2021. "宇视科技：安防小巨头的攻防战". CI-321-012.

Contact: guobai@ceibs.edu

Bai, Guo and Qian, Wenying. 2021. "蔚来和理想：谁的理想更有未来?". CI-321-008.

Contact: guobai@ceibs.edu

Chen, Shimin, Erkens, David and Xue, Wenting. 2021. "Budweiser APAC Spinoff". CC-121-004.

Contact: cshimin@ceibs.edu
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Huang, Sheng, Meng, Yuan and Xu, Leiping. 2021. "美年 (B)". CI-121-011.

Contact: shenghuang@ceibs.edu

He, Jinyu and Chen, Bingliang. 2021. "CEIBS Beyond A Green Campus: The Preaching and Practice of Sustainability". CC-721-006.

Contact: jinyuhe@ceibs.edu

Hwang, Yuhchang, Qian, Wenying and Chen, Weiru. 2021. "步步高：连锁超市的数字化和合伙人制探索". CI-321-007.

Contact: hwangy@ceibs.edu
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Rui, Meng and Chen, Bingliang. 2021. "宏村：世界文化遗产的保护与开发". CI-721-002.

Contact: oliver@ceibs.edu

Rui, Meng and Zhu, Qioing. 2021. "亲和源：重定义养老的创业困境". CI-721-001.

Rui, Meng and Zhu, Qioing. 2021. "亲和源：改写养老定义". CI-721-005.

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Siciliano, Gianfranco and Cao, Zhijing. 2021. "Cifa: cross-cultural integration wit a Chinese company (B)". CC-321-003.

Contact: gianfranco.siciliano@ceibs.edu

Wu, Ho-Wei and Xue, Wenting. 2021. "KIC: Create Community via Knowledge and Innovation". CE-121-010.

Contact: howeiwu@ceibs.edu

Wu, Ho-Wei and Xue, Wenting. 2021. "Shui On Land: Create Mutuality

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with the Government". CE-121-009.

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Awards & Honors

Chng, Han Ming Daniel and Lee, Byron Yee Sing. 2021. The case "Daddy Lab: A Chinese Social Enterprise's Dilemma" won the Best Case Award of 2020 Global Contest for the Best China-Focused Cases.

David, Emily Michelle. 2021. The case "H&H Group: A Global Firm with Chinese Origins (A)" won the Second Prize Award of 2020 Global Contest for the Best China-Focused Cases .

Fang, Yue. 2021. The case "SAIC Maxus: The Pioneer in Automotive C2B in China's Digital Age" won the Second Prize Award of 2020 Global Contest for the Best China-Focused Cases.

Kim, Changhyun. 2020. First prize in the 3rd Shanghai MBA case teaching competition.

Lee, Siew Kim Jean. 2020. A case entitled "Navigating Etonhouse Through Crises: the Paradoxical of Ng Gim Choo" by Prof. Jean Lee, Huirong Ju and Leah Tan won the first place in the 2020 Emerald Publishing Case for Women competition.

Lee, Siew Kim Jean. 2021. The case "Navigating EtonHouse through Crises: The Paradoxical Leadership of Ng Gim Choo" won the First Prize Award of 2020 Global Contest for the Best China-Focused Cases.

Rui, Meng. 2021. The case "'Ant Forest: Starting from Environmental Protection" won the Second Prize Award of 2020 Global Contest for the Best China-Focused Cases .