Peer Reviewed Journal Articles


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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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-
fested 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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Abstract: Why would a country like Malaysia organize 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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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 low 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 how organizations cannot rely on their leaders to manage unethical employee behaviors.

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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
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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.

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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 compassion-fatigue, work uncertainty, and organizational commitment fostered coworker envy, whereas cooperative goal interdependence prevented it. Further, the experience of being envied by coworkers undermined the frontline hospitality employees’ social
examine the relationship with coworkers. This in turn prevented
them from engaging in organizational citizenship behavior di-
rected at their organizations (OCBO) and specific individuals
(OCBI) such as organization members. Indeed, envied em-
ployees’ 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
workers on OCBO and OCBI via coworker exchange.

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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 acci-
dent and workplace injury rates. High rates of construction work-
place injuries, including fatalities, occur worldwide in both devel-
oped 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 exam-
ined 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 be-
tween safety knowledge and outcomes. Furthermore, PPC
strengthens the relationship between safety knowledge and safe-

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卷”》". Business Review. 5.
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Books/monographs

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Cases

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APAC Spinoff". CC-121-004.
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The Preaching and Practice of Sustainability". CC-721-006.
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Contact: oliver@ceibs.edu

Rui, Meng and Zhu, Qiong. 2021. "亲和源：重定义养老的创业困境".
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Rui, Meng and Zhu, Qiong. 2021. "亲和源：改写养老定义". CI-721-
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Siciliano, Gianfranco and Cao, Zhijing. 2021. "Cifa: cross-cultural inte-
gration wit a Chinese company (B)". CC-321-003.
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Wu, Ho-Wei and Xue, Wenting. 2021. "KIC: Create Community via
Knowledge and Innovation". CE-121-010.
Contact: howeiwu@ceibs.edu

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.


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


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.