



# The 3<sup>rd</sup> International Human Resource Management Conference – 2021

## Conference Program

November  
18<sup>th</sup>–19<sup>th</sup>, 2021

Hybrid format at  
University of Macau





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# WELCOME MESSAGE







## Professor Jean Chen

Dean  
Faculty of Business Administration  
University of Macau

A very warm welcome to the 3<sup>rd</sup> International Human Resource Management Conference!

The issue of sustainability has gained increasing recognition among business academics and practitioners in recent years. In view of the unforeseeable challenges brought by climate changes, natural disasters, and environmental degradation, business leaders are expected to embrace management practices that benefit both the environment and society. The intriguing link between business enterprises and sustainability thus invites us to reflect upon how Human Resource Management (HRM) practices can support organizations to create a more sustainable society. And this is the underlying motivation for our faculty to organize this conference.

As a flagship business school in Macau, the Faculty of Business Administration (FBA) in University of Macau has dedicated ourselves to serve as a platform contributing to address the sustainability challenges faced by local business community. In particular, our four academic departments and three research institutes have played an important role by conducting cutting-edge research with strong societal impact in the Greater Bay Area and beyond.

On behalf of FBA, I would like to express our sincere gratitude to our co-host, ADVANCE-ISEG, for their excellent support in organizing the Conference. My appreciation also goes to the keynote speakers, business practitioners and presenters, including our colleagues and graduate students, for sharing their valuable insights on various pressing issues related to sustainability and HRM. I would also like to express my thanks to the Department of Management and Marketing in the faculty to organize this conference. Pandemic can stop travel but cannot stop our research development and collaboration.

I wish the conference a success. Enjoy the conference over these two days.

Thank you very much.



# KEYNOTE SPEAKER



**Professor Jie Wang**

University of Nottingham  
Ningbo, China

## **Biography:**

Prof. Jie Wang (Fifi) is a Professor in Organisational Behaviour at Nottingham University Business School China, University of Nottingham Ningbo China. She received her PhD in Management from City University of Hong Kong. Her current research is in the areas of interpersonal and team dynamics, social exchange, and creativity, with a particular interest in Chinese indigenous management issues. She has published academic articles in journals such as *Journal of Applied Psychology*, *Journal of Organizational Behavior*, *Human Relations*, *Human Resource Management*, and *Journal of Business Ethics*. She is a member of the editorial boards of *Human Relations*, *Journal of Organizational Behavior*, and *Work, Aging and Retirement*.

## **Title:**

**Sustainable Human Resource Management:  
Past, Present, and Future**

## **Abstract:**

As sustainability becomes an increasingly important element in global business, Sustainable Human Resource Management (S-HRM) has received attention from both researchers and practitioners. Key focuses of this area include how HRM systems can be sustainable and how HRM can promote organizational sustainability. However, the work on S-HRM is still in its early phase. There is no clear and consensual definition of S-HRM. The effectiveness of S-HRM practices is uncertain. Little is known about the antecedents of S-HRM. Therefore, this presentation aims to provide a brief review of the state-of-the-art and offer some future directions in this emerging area.





## Professor Jian Liang

Tongji University  
Tianjin, China

### Biography:

Jian Liang is a professor at Advanced Institute of Business at Tongji University. He obtained his Ph.D. from the Hong Kong University of Science and Technology. His research focuses on employee voice and proactivity, leadership behavior, job design, and cultural values. He had published his research on decent management journals, such as *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Management*, *Journal of Organizational Behavior*, and *Management and Organization Review* etc. He currently serves as a senior editor for *Management and Organization Review* and *Quarterly Journal of Management (in Chinese)*, and an editorial board member for *Journal of International Business Studies* and *Human Relations*.

### Title:

**Moving Voice Research to the Group Level: A Micro-dynamics Approach**

### Abstract:

As the business environment becomes increasingly uncertain and dynamic, employee voice is generally viewed as the first step for organizations to detect improvement opportunities and maintain sustainable growth. Therefore, recent voice research has switched the attention from the individual level to the group level. Considerable effort has been paid to examine how team member's voice facilitates team innovation and performance (i.e., Frazier & Bowler, 2015; Guzman & Espejo, 2019; Lam & Mayer, 2014; Li, Liao, Tangirala, & Firth, 2017; Liang, Shu, & Farh, 2019). However, most of those research have viewed team members as isomorphic and conceptualized voice as aggregated inputs, without searching below the surface of the collective and examining how the interactions among individual members influence the extent to which individual expertise can be translated into team outcomes. To address this issue, I will first summarize the current progress on team voice and promote a micro-dynamics approach (Humphrey & Aime, 2014) in this line of research. Two empirical studies will be presented to illustrate how this approach can be applied to team voice research.



# BUSINESS PRACTITIONER



## Mr. Keith Lei

Vice President (Human Resources)  
MGM Cotai  
Macau

### Biography:

Keith Lei, Vice President of Human Resources of MGM China Holdings Limited, has over 15 years of leadership experience in integrated resorts, currently overseeing Compensation & Benefits, Talent Acquisition, Relocations, HR Technology Solutions & Analytics, Employee Communications. In his early career role, Keith had the opportunity to plan and open one of the earliest Las Vegas-style resort in Macau and develop a data-driven HR management for Macau's burgeoning integrated resort industry. And together with his team in MGM China, Keith has continued to advocate for digital transformation and pioneer many award-winning digitalization projects which led to successful cost efficiency and paperless processes. More than 10,000 employees are currently using our apps to stay in touch with the Company and get the support they need.

Keith is also responsible for MGM's sustainability mission. Through successful partnership with operational teams to drive our ambitious goals for environmental management, MGM COTAI became the first IR in the Greater Bay Area to receive both Three-star China Green Building Operation Label and Three-star China Green Building Design Label. Demonstrating leadership in environmental care by taking actions to phase out single-use plastic containers and tableware and launching an incentive program to encourage hotel guests to go green.





## Ms. Jacinta Ho

Managing Director  
JC Human Resources Consulting  
Macau

### Biography:

Jacinta Ho, is the Founder and Managing Director of JC Human Resources Consulting awarded the “Best HR Consultancy Firm in Macau” by the Global Brands Magazine from UK, the “Family Friendly Policy” Employer and the “Breastfeeding Friendly” Employer by the Macau Women Association. She is also the Founder and Managing Director of JC Services Limited, JC Property Management and HRA Limited.

She has more than 20 years of expertise in Macau’s hospitality industry and retail sector in talent sourcing, expatriate services, HR administration, HRIS, and talent development. She is a regular speaker at local and overseas universities, NGOs and corporations on career matters and human resources policies and practices.

Jacinta holds a Master of Business Administration in Management & Finance from Chaminade University of Honolulu, and a Bachelor of Business Administration in Human Resources Management and Finance from the University of Hawaii.

She is currently the President of the Macau GBHR Association, Macau Representative of the Asia Pacific Career Development Association, the Vice President of the Association of Macau Philippines Employment Agencies, and the Chief Supervisor of China Macau & Portugal (Macau) Tourism and Commodity Exchange Promotion Association; and formerly the Chairman of the Human Resources Committee at the British Chamber of Commerce in Macao.

# CONFERENCE SCHEDULE

Schedule	Main auditorium (E22-G015 Lecture Hall)
19:00-19:55 (Macau); 11:00-11:55 (Portugal)	<p><u>Opening session</u> Welcome remark Professor Jean Chen Dean Faculty of Business Administration University of Macau</p> <p><u>Keynote speech I</u> Professor Jie Wang University of Nottingham Ningbo, China <b>Title: Sustainable Human Resource Management: Past, Present, and Future</b></p>
20:00-21:00 (Macau); 12:00-13:00 (Portugal)	<p><u>Paper Session I:</u> Chair: Prof. Raymond Loi Discussant: Prof. Lida Zhang</p> <p><i>Paper 1.1 Addressing the Gender Pay Gap: The Role of Pay Gap Framing and Causal Attributions</i> S. Susie Lee, Hong Kong University of Science and Technology Melody M. Chao, Hong Kong University of Science and Technology Hongwei He, Hong Kong University of Science and Technology</p> <p><i>Paper 1.2 "What doesn't kill you, does not make you stronger": The adverse effect of job precariousness on career crafting behaviors among Chinese working students</i> Jingyi Wei, University of Macau Xiaoxia Lin, Guilin University of Aerospace Technology Fan Zhang, TsingYan Industrial Institute of Advanced Manufacturing</p>
21:00-21:15 (Macau); 13:00-13:15 (Portugal)	<u>BREAK</u>



# DAY 1

November 18<sup>th</sup>, 2021

Schedule	Main auditorium (E22-G015 Lecture Hall)
21:15-22:15 (Macau); 13:15-14:15 (Portugal)	<p><i>Paper Session II:</i> Chair: Prof. Lucy Lin Discussant: Prof. Joanne Chan</p> <p><i>Paper 2.1: Reverse knowledge transfer from developing countries to Chinese MNEs: The case of Haier</i> Yixin Sun, University of Macau Jacky Hong, University of Macau</p> <p><i>Paper 2.2: The Impact of Perceiving AI as a Threat on Prosocial Behavior</i> Xinyi Pan, Hong Kong University of Science and Technology Jungmin Choi, Hong Kong University of Science and Technology Melody Chao, Hong Kong University of Science and Technology</p>
22:15-23:00 (Macau); 14:15-15:00 (Portugal)	<p><i>Practitioner's Corner</i> Moderator: Prof. S. H. Kong</p> <p>Mr. Keith Lei Vice President (Human Resources) MGM Cotai Macau <b>Title: Driving Sustainability Strategy in HRM</b></p> <p>Ms. Jacinta Ho Managing Director JC Human Resources Consulting Macau <b>Title: Doing Small Things with Great Love: Environmental Stewardship in SMEs</b></p> <p>In collaboration with Macau Greater Bay Area Human Resources Association</p> <p> 澳門大灣區人力資源協會 MACAU GBA HR</p>

# CONFERENCE SCHEDULE

Schedule	Main auditorium (E22-G015 Lecture Hall)
19:00-19:55 (Macau); 11:00-11:55 (Portugal)	<i>Keynote speech II</i> Professor Jian Liang Tongji University Tianjin, China <b>Title: Moving Voice Research to the Group Level: A Micro-dynamics Approach</b>
20:00-21:00 (Macau); 12:00-13:00 (Portugal)	<i>Session III:</i> Chair: Prof. Jennifer Lai Discussant: Prof. Lucy Lin  <i>Paper 3.1: Perceived Corporate Social Responsibility and Workplace Pro-Environmental Behavior: The Roles of Intrinsic Motivation, Other-Orientedness, and Self-Concern</i> Huihui Tang, University of Macau Raymond Loi, University of Macau Vivian Si Weng Lai, University of Macau  <i>Paper 3.2: The Influence of Transformational Leadership on Work Engagement in the Greater Bay Area (GBA) in China: A Study of the Mediating Effect of Employees' Motivation</i> Si Chen, University of Macau Javier Cuervo, University of Macau
21:00-21:15 (Macau); 13:00-13:15 (Portugal)	<i>BREAK</i>



# DAY 2

November 19<sup>th</sup>, 2021

Schedule	Main auditorium (E22-G015 Lecture Hall)
21:15-22:15 (Macau); 13:15-14:15 (Portugal)	<p><u>Session IV:</u> Chair: Prof. Kravin Chintakananda Discussant: Prof. Raymond Loi</p> <p><i>Paper 4.1: The Impact of Customer Incivility and Surface Acting on Organizational Commitment and Work-Family Conflict: The Case of Frontline Civil Servants in Macao</i> Kim Kuok, University of Macau Hera Kou, University of Macau</p> <p><i>Paper 4.2: Differing Effects of Social Exchange Relations on Employees' Promotive and Prohibitive Voice – An Investigation of Newcomers in Organizations</i> Xiaowan Lin, University of Macau Shanshan Gao, University of Macau</p> <p><i>Paper 4.3 Sustaining a positive professional life for teleworkers: Social isolation and work overload effects</i> Pilar Mosquera, Universidade de Lisboa Maria Eduarda Soares, Universidade de Lisboa Teresa Alvadia, Universidade de Lisboa</p>
22:15-22:30 (Macau); 14:15-14:30 (Portugal)	<p><u>Closing session</u> Best paper award ceremony</p>

# ORGANIZING INSTITUTIONS

ADVANCE – ISEG’s Research Center in Management from the University of Lisbon – conducts top research activities, combining a deep theoretical background with extensive empirical research. ADVANCE researchers produce work that is presented at top international conferences, alongside with highly cited papers published in top quality scientific journals and several books and reports. The researchers are mainly professors from ISEG’s department of management and are among the best academics in the world, having received various international awards for research achievements and knowledge dissemination. They serve in numerous editorial boards of top peer reviewed journals, several international conferences scientific committees, national and international scientific accreditation boards, etc. They have leaded national and international funded projects, supported by the very competent and dedicated ADVANCE staff. ADVANCE regularly promotes international conferences, summer schools and research seminars, allowing the interaction of its members with top international researchers in the several fields of management. ADVANCE hosts ISEG’s PhD program in Management – the single doctoral program in management from the Universidade de Lisboa. ISEG’s mission is to create, share and enhance the social and economic value of knowledge and culture in the fields of Economics, Finance and Business Sciences, in a context of plurality and assurance of intellectual and scientific freedom, and respect for ethics and social responsibility. ISEG offers 7 undergraduate degree programs (one run in conjunction with the Faculty of Human Kinetics), over 20 masters programs, various doctoral programs and the ISEG MBA. All degrees are fully recognized and accredited, and comply with European higher education requirements. ISEG is accredited by AACSB, AMBA and ranked at the Financial Times global rankings of Masters. Universidade de Lisboa is the major university in Portugal and a leading institution of higher education in Europe (<https://www.ulisboa.pt/en/inicio/international/rankings/>).

Faculty of Business Administration of University of Macau is a distinctive flagship business school with key responsibilities in business and management education and nurturing leadership talents for the development of Macau and beyond. With AACSB and AMBA accreditations, we provide student-centered education with strong real-world business element through innovative technology-enhanced teaching and learning. Our programmes cover both traditional and emerging subjects in business and management, ranging from Accounting, Finance, Business Economics, Information System Management, General Management, to specialised Integrated Resort Management. We further help our students develop a global mindset and build knowledge, skills and capabilities needed to succeed as global citizens.



# COMMITTEE

## Organizing Committee

Carla Curado  
Paulo Lopes Henriques  
Jacky Hong  
João Estevão

## Scientific Committee

Carla Curado  
Helena Jerónimo  
Jacky Hong  
Jennifer Lai  
Lucy Lin  
Mírian Oliveira  
Paulo Lopes Henriques  
Raymond Loi

## Conference Track Chairs

Joanne Chen  
Jacky Hong  
S.H. Kong  
Kraivin Chintakananda  
Raymond Loi  
Jennifer Lai  
Lucy Lin  
Anders Örténblad  
Robin Snell  
Lida Zhang

## Administration Team

Michelle Kuan  
Amy Ho  
Carla Leong  
Triss Liang  
Peggy Cheang  
Rex Chan















