

Tingting Chen
Department of Management
Faculty of Business
Lingnan University
Email: tingtingchen@ln.edu.hk

ACADEMIC EMPLOYMENT

Head Department of Management Lingnan University	2022 – Present
Associate Professor Department of Management Lingnan University	2019 – Present
Assistant Professor Department of Management Lingnan University	2012 – 2019
Associate Programme Director Master of Science in Human Resource Management and Organisational Behaviour (MScHRMOB) Programme, Lingnan University	2013 – 2016

EDUCATION

PhD (Management) City University of Hong Kong	2011
MA (Economics) Sun Yat-sen University, China	2007
BA (Economics) Sun Yat-sen University, China	2005

TEACHING AND RESEARCH INTERESTS

Teaching: Strategic Management; Leadership and Teamwork; Performance Management; Compensation Management

Research: Creativity and innovation at the individual and team levels, Leadership, and Proactivity and prosociality

RESEARCH

Refereed Journal Articles

1. Liao, Z., Wang, N., Zhu, J., **Chen, T.**, & Johnson, R. (in press). Disentangling the relational approach to organizational justice: Meta-analytic and field tests of distinct roles of social exchange and social identity. *Journal of Applied Psychology*.
2. **Chen, T.**, Kim, T. -Y., Gong, Y., & Liang, Y. (in press). Competence drives interest or

- vice versa? Untangling the bidirectional relationships between creative self-efficacy and intrinsic motivation for creativity in shaping employee creativity. *Journal of Management Studies*. <https://doi.org/10.1111/joms.13072>
3. Rodgers, M., Kim, T.-Y., **Chen, T.**, & David, E. (2024). Effects of leader group prototypicality on team performance through perceived leader identity threat: The moderating effects of perceived organizational support. *Journal of Management Studies*, 61(4), 1427–1456. <http://dx.doi.org/10.1111/joms.12927>
 4. Zhu, Y., Wang, J., **Chen, T.**, Crant, J. M., Yang, X., Li, C., Wang, Y. (2024). Can high performers take charge? The effects of role breadth self-efficacy and hostile interpersonal environment. *Journal of Business Research*, 179, 114709. <https://doi.org/10.1016/j.jbusres.2024.114709>
 5. Li, F., **Chen, T.**, Bai, Y., Liden, R. C., Wong, M.-N., Qiao, Y. (2023). Serving while being energized (strained)? A dual-path model linking servant leadership to leader psychological strain and job performance. *Journal of Applied Psychology*, 108(4), 660–675. <http://dx.doi.org/10.1037/apl0001041>
 6. Kim, T.-Y., David, E. M., **Chen T.**, & Liang Y. (2023). Authenticity or self-enhancement? Effects of self-presentation and authentic leadership on trust and performance. *Journal of Management*, 49(3), 944–973. <https://doi.org/10.1177/01492063211063807>
 7. Asante E.A., Liang Y., **Chen T.**, Mensah H. K., & Wang N. (2023). When the past is strongly involved in the present: Examining the transference effects of past psychological contract violation on present deviance. *Human Relations*, 76(1), 87–117. <https://doi.org/10.1177/00187267211045047>
 8. Li, C.-J., Li, F., **Chen, T.**, & Crant, J. M. (2022). Proactive personality and promotability: Mediating roles of promotive and prohibitive voice and moderating roles of organizational politics and leader-member exchange. *Journal of Business Research*, 145, 253–267. <https://doi.org/10.1016/j.jbusres.2022.03.002>
 9. David, E. M., Kim, T.-Y., Rodgers, M., & **Chen, T.** (2021). Helping while competing? The complex effects of competitive climates on the prosocial identity and performance relationship. *Journal of Management Studies*, 58(6), 1507–1531. <https://doi.org/10.1111/joms.12675>
 10. Zhu, Y., **Chen, T.**, Wang, J., Wang, M., Johnson, R. E., & Jin, Y. (2021). How critical activities within COVID-19 intensive care units increase nurses' daily occupational calling. *Journal of Applied Psychology*, 106(1), 4–14. <https://doi.org/10.1037/apl0000853>
 11. Wei, Z., Li, C., Li, F., & **Chen, T.** (2021). How proactive personality affects psychological strain and job performance: The moderating role of leader-member exchange. *Personality and Individual Differences*, 179, 110910. <https://doi.org/10.1016/j.paid.2021.110910>
 12. Li, F., **Chen, T.**, Chen, Y., Bai, Y., & Crant, J. M. (2020). Proactive yet reflective? Materializing proactive personality into creativity through reflective learning and

- activated positive affect. *Personnel Psychology*, 73(3), 459–489.
<https://doi.org/10.1111/peps.12370>
13. Bai, Y., Wang, J., **Chen, T.**, & Li, F. (2020). Learning from supervisor negative gossip: The reflective learning process and performance outcome of employee receivers. *Human Relations*, 73(12), 1689–1717. <https://doi.org/10.1177/0018726719866250>
 14. Zhu, Y., **Chen, T.**, Wang, M., Jin, Y., & Wang, Y. (2019). Rivals or allies: How performance-prove goal orientation influences knowledge hiding. *Journal of Organizational Behavior*, 40(7), 849–868. <https://doi.org/10.1002/job.2372>
 15. Wang, J., Cheng, G., H., -L., **Chen, T.**, & Leung, K. (2019). Cultural diversity and team creativity/innovation: A meta-analysis. *Journal of Organizational Behavior*, 40(6), 693–708. <https://doi.org/10.1002/job.2362>. (Top 10% most downloaded paper, 2018-19)
 16. Kim, T-, Y., Wang, J., **Chen, T.**, Zhu, Y., & Sun, R. (2019). Equal or equitable pay? Individual differences in pay fairness perceptions. *Human Resource Management*, 58(2), 169–186. <https://doi.org/10.1002/hrm.21944>
 17. **Chen, T.**, Li, F., Chen, X. -P., & Ou, Z. (2018). Innovate or die: How should knowledge-worker teams respond to technological turbulence? *Organizational Behavior and Human Decision Processes*, 149, 1–16. <https://doi.org/10.1016/j.obhdp.2018.08.008>
 18. **Chen, T.**, Snell, R. S., & Wu, X. C. (2018). Comparing the effects of service-learning versus non-service-learning project experiences on service leadership emergence and meaning schema transformation. *Academy of Management Learning & Education*, 17(4), 474–495. <https://doi.org/10.5465/amle.2016.0309>
 19. Li, H., Li, F., & **Chen, T.** (2018). A motivational-cognitive model of creativity and the role of autonomy. *Journal of Business Research*, 92, 179–188. <https://doi.org/10.1016/j.jbusres.2018.07.025>
 20. Li, F., **Chen, T.**, & Lai, X. (2018). How does a reward for creativity program benefit or frustrate employee creative performance? The perspective of transactional model of stress and coping. *Group & Organization Management*, 43(1), 138–175. <https://doi.org/10.1177/1059601116688612>
 21. Ou, Z., Wang, J., & **Chen, T.** (2018). Managing organizational entry in China: The roles of newcomer–supervisor exchange, incumbent support, and perceived insider status. *International Journal of Human Resource Management*, 29(3), 485–509. <https://doi.org/10.1080/09585192.2016.1216879>
 22. Ou, Z., **Chen, T.**, Li, F., & Tang, P. (2018). Constructive controversy and creative process engagement: The roles of positive conflict value, cognitive flexibility, and psychological safety. *Journal of Applied Social Psychology*, 48(2), 101–113. <https://doi.org/10.1111/jasp.12494>
 23. Li, H., Li, F., & **Chen, T.** (2018). Do performance approach-oriented individuals generate creative ideas? The roles of outcome instrumentality and task persistence. *Journal of Applied Social Psychology*, 48(3), 117–127.

<https://doi.org/10.1111/jasp.12495>

24. **Chen, T.**, Li, F., & Leung, K. (2017). Whipping into shape: Construct definition, measurement, and validation of directive-achieving leadership in Chinese culture. *Asia Pacific Journal of Management*, 34(3), 537–563. <https://doi.org/10.1007/s10490-017-9511-6>
25. **Chen, T.**, Li, F., & Leung, K. (2016). When supervisor support encourages innovative behavior? Opposite moderating effects of general self-efficacy and internal locus of control. *Personnel Psychology*, 69(1), 123–158. <https://doi.org/10.1111/peps.12104>
26. **Chen, T.**, Leung, K., Li, F., & Ou, Z. (2015). Interpersonal harmony and creativity in China. *Journal of Organizational Behavior*, 36(5), 648–672. <https://doi.org/10.1002/job.2001>
27. Leung, K., **Chen, T.**, & Chen, G. (2014). Learning goal orientation and creative performance: The differential mediating roles of challenge and enjoyment intrinsic motivations. *Asia Pacific Journal of Management*, 31(3), 811–834. <https://doi.org/10.1007/s10490-013-9367-3>
28. Wu, P., **Chen, T.**, & Leung, K. (2011). Toward performance-based compensation: A study of the gaps between organizational practices and employee preferences with regard to compensation criteria in the state-owned sector in China. *International Journal of Human Resource Management*, 22(9), 1986–2010. <https://doi.org/10.1080/09585192.2011.573974>
29. **Chen, T.**, Wu, P., & Leung, K. (2011). Individual Performance Appraisal and Appraisee Reactions to Workgroups: The Mediating Role of Goal Interdependence and the Moderating Role of Procedural Justice. *Personnel Review*, 40(1), 87–105. <https://doi.org/10.1108/00483481111095537>

Major Research Grants

1. **Chen, T. (PI)**, Li, F., Liden, R. Servant leadership during leadership transition: Unveiling servant leadership development and its effects on exchange relationships and leader outcomes. *General Research Fund (GRF) 2019/20* (LU13500119/Total: HK\$471,007).
2. **Chen, T. (PI)**. The directive-achieving dimension of authoritarian leadership and employee learning-related processes and outcomes: A cross-cultural examination. (obtained the full mark of 5.0) *Early Career Scheme (ECS) 2013/14* (LU399913/Total: HK\$528,000).

Conference Proceedings and Presentations

1. **Chen, T.**, Kim, T.-Y., Gong, Y., & Liang, Y. Directional relationship between creative self-efficacy & intrinsic motivation in affecting creativity. *The 2023 Annual Meeting of the Academy of Management*, Boston, MA, USA, 4–8 August 2023. **(the Best Paper Proceedings)**

2. Qiao, Y., Li, F., Bai, J., **Chen, T.**, & Yan, Z. Emotional development of transformational leaders: Emotional regulation efficacy and engagement. *The 2022 Annual Meeting of the Academy of Management*, Seattle, Washington, USA, 5–9 August 2022.
3. Fan, P., Bai, Y., & **Chen, T.** How positive feedback seeking benefits promotability: Roles of RBSE and flexible role orientation. *The 2022 Annual Meeting of the Academy of Management*, Seattle, Washington, USA, 5–9 August 2022.
4. Kim, T- Y., David, E., **Chen, T.**, & Liang, Y. To self-verify or self-enhance? Effects of self-presentation and authentic leadership on felt trust. *The 2021 Annual Meeting of the Academy of Management*, Virtual Meeting, 29 Jul–4 August 2021.
5. Rodgers, M., **Chen, T.**, & David, E. Effects of leader group prototypicality on effectiveness & performance via leader identity threat. *The 2021 Annual Meeting of the Academy of Management*, Virtual Meeting, 29 July–4 August 2021.
6. Zhu, Y., Wang, J., **Chen, T.**, Wang, Y., & Jin, Y. How task performance translates into change-oriented behaviors: The role of role breadth self-efficacy and negative interpersonal environment. *The 2021 International Association for Chinese Management Research Conference*, Xi'an, China, 16–21 June 2021.
7. Li, F., **Chen, T.**, Bai, Y., & Liden, R. C. Serving while (not) being strained: Joint effects of servant leadership and leader–leader exchange on leader psychological strain and leader job performance. *The 2020 Academy of International Business Southeast Asia Regional Conference*, Hong Kong, 3–5 December 2020.
8. Bai, Y., Wang, J., **Chen, T.**, & Li, F. Learning from supervisor negative gossip: The reflective learning process. *The 2019 Annual Meeting of the Academy of Management*, Boston, MA, USA, 9–13 August 2019.
9. Li, C., Li, F. **Chen, T.**, and Crant, M. A dual-stage moderated model linking proactive personality to career success in adverse situation. *The 2019 Annual Meeting of the Academy of Management*, Boston, MA, USA, 9–13 August 2019.
10. Chen, Y. F., **Chen, T.**, Wang, H., Wang, J., & Tjosvold, D. Interactive effects of authoritarian leadership and leader conflict management approaches. *The 2018 Annual Meeting of the Academy of Management*, Chicago, Illinois, USA, 10–14 August 2018.
11. David, E., Kim, T- Y., Rodgers, M., & **Chen, T.** When helping others helps me: Competitive climate and expected reciprocity motives as moderators. *The 2018 Annual Meeting of the Academy of Management*, Chicago, Illinois, USA, 10–14 August 2018.
12. Rodgers, M., **Chen, T.**, & David, E. The effects of leader identity threat and perceived organizational support on leader behaviors. *The 2018 Annual Meeting of the Academy of Management*, Chicago, Illinois, USA, 10–14 August 2018.
13. Kim, T- Y., Wang, J., **Chen, T.**, Zhu, Y., & Rui, S. Cognitive appraisal and pay fairness perception: The Moderating effects of preference for consistency and the merit principle.

The 2018 International Association for Chinese Management Research Conference, Wuhan, China, 13–17 June 2018.

14. Li, F., **Chen, T.**, & Chen, Y. F. Proactive yet reflective? Materializing proactive personality into creative performance. *The 2017 Annual Meeting of the Academy of Management*, Atlanta, Georgia, USA, 4–8 August 2017. **(The Best Paper Proceedings)**
15. Ou, Z., **Chen, T.**, Li, F., & Tang, P. Constructive controversy and creative process engagement. *The 2017 Annual Meeting of the Academy of Management*, Atlanta, Georgia, USA, 4–8 August 2017.
16. **Chen, T.**, Li, F., Chen, X. P., & Ou, Z. Innovate or die: How do new product development teams adapt to environmental technological turbulence? *The 2016 Annual Meeting of the Academy of Management*, Anaheim, CA, USA, 5–9 August 2016.
17. Wang, J., & **Chen, T.** How to communicate critique to subordinates? Effects of negative gossip and negative feedback from supervisors. *The 2016 International Association for Chinese Management Research Conference*, Hangzhou, China, 15–19 June 2016.
18. **Chen, T.**, Li, F., & Ou, Z. Integrating indigenous and Western leadership styles in China: Directive-achieving leadership and transformational leadership. *The 29th Australian and New Zealand Academy of Management Conference*, Queenstown, New Zealand, 2–4 December 2015.
19. **Chen, T.**, Li, F., & Zhao, Y. Reaping the benefits of innovation through supervisor support from a motivational perspective. *The 2014 Annual Meeting of the Academy of Management*, Philadelphia, PA, USA, 1–5 August 2014. **(The Best Paper Proceedings)**
20. Wang, J., & **Chen, T.** How to make Chinese newcomers feel included? *The 2014 International Association for Chinese Management Research Conference*, Beijing, China, 18–22 June 2014.
21. Leung, K., **Chen, T.**, & Chen, G. Learning goal orientation and creative performance: The mediating roles of intrinsic motivations. *The 2012 Annual Meeting of the Academy of Management*, Boston, USA, 3–7 August 2012. **(the Best Paper Proceedings)**
22. **Chen, T.**, & Leung, K. Structuring versus autocraticness: A comprehensive model of authoritarian leadership. A. -C. Wang (Symposium coordinator), Indigenous or universal? New progress in research on Chinese leadership. *The 2012 International Association for Chinese Management Research Conference*, Hong Kong, 20–24 June 2012.
23. **Chen, T.** Team diversity, shared mental models, and team performance: The moderating role of team perspective-taking. *The 2010 International Association for Chinese Management Research Conference*, Shanghai, China, 16–20 June 2010.
24. **Chen, T.**, Wu, P., & Leung, K. Effects of performance appraisal on attitudinal reactions to workgroups: The mediating role of goal interdependence. *The 2009 Australian and New Zealand Academy of Management Conference*, Melbourne, Australia, 1–4 December 2009.

ACADEMIC AWARDS

- Research Output Excellence Award, Lingnan University, 2021
- Early Career Award 2013–14, University Grants Committee, Hong Kong, 2013
- Education for Service Faculty Award, Lingnan University, Hong Kong, 2013
- Li Ning Dissertation Award, International Association for Chinese Management Research (IACMR), 2011

PROFESSIONAL SERVICE

- Editorial Board Member, *Personnel Psychology*
- Editorial Board Member, *Human Relations*
- Editorial Board Member, *Work, Aging and Retirement*
- Committee Chair and Program Host, *the SIOP (Society for Industrial and Organizational Psychology) Virtual Program for Great China Region*
- Peer Reviewer, including the journals of *Personnel Psychology*, *Human Relations*, *Journal of Management Studies*, *Journal of Organizational Behavior*, *Journal of Occupational and Organizational Psychology*, *Journal of Cross-Cultural Psychology*, *Asia Pacific Journal of Management*, and *Journal of Business Research*.
- External Examiner, Hang Seng University
- External Examiner, Hong Kong Metropolitan University
- External Examiner, Macao Polytechnic University
- Subject Leader, Hong Kong Management Association (HKMA)/Lingnan University Joint Advanced Diploma in Management Studies (ADMS) and Advanced Diploma in Business Management (ADBM)