

Melody Jun ZHANG

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zhangjun.melody@gmail.com**ACADEMIC APPOINTMENT**

Hong Kong Polytechnic University	2022.1 – present
Assistant Professor, Department of Management and Marketing	
City University of Hong Kong	2018 – 2021.12
Assistant Professor, Department of Management	

ACADEMIC QUALIFICATION

Ph.D. in Management, Chinese University of Hong Kong	2018
B.A. in Human Resources Management, Zhejiang University	2012

PRIMARY RESEARCH INTERESTS

Team and Interpersonal Processes; Creativity and Innovation; Overqualification.

Melody Zhang's research interests lie within the broad domain of workplace dynamics, with two main research streams. She delves into the intricacies of team and interpersonal processes that foster and sustain proactivity, creativity, and innovation among employees and teams. Her recent interest has also been on understanding how to facilitate collaboration, inclusion, and creativity within the context of digital intelligence. Second, Melody studies overqualification, investigating how to enhance talent utilization for overqualified or underemployed employees and better integrate them with their supervisors, teams, and organizations.

REPRESENTATIVE PUBLICATIONS

(* denotes the coauthor as a PhD student at the time of paper acceptance. † denotes equal contribution.)

Ling, C. D. †, **Zhang, M. J.** †, Wang, M. †, Liu, W., & Xie, X. Y. (in press). Differential Implications of Team Promotive and Prohibitive Voice: Investigations from an Affective Perspective. *Journal of Business and Psychology*, DOI: 10.1007/s10869-025-10054-3

- *Zhang, M.J as the equal contribution first author*

Liao M.S. *, **Zhang, M. J.**, Carnevale, J. B., Huang, C.Q, & Wang, L. (2025). Capable Fish or Deficient Ponds? A Meta-Analysis of Consequences, Mechanisms, and Moderators of Perceived Overqualification. *Journal of Management*. 51(7), 2729-2771.

- Liu, F.[†], Duan, C.[†], & **Zhang, M. J.**[†] (2025). Tall Trees Catch much Wind? Investigating the Role of Supervisor Perceived Status Threat in Linking Employee Overqualification to Supervisor Undermining. *Journal of Business Ethics*, 200 (3), 509-527
- *Zhang, M.J as the equal contribution first author*
- Li, Y.N., Law, K.S., **Zhang, M. J.**, & Yan, N.M. (2024). The Mediating Roles of Supervisor Anger and Envy in Linking Subordinate Performance to Abusive Supervision: A Curvilinear Examination. *Journal of Applied Psychology*. 109(7), 1004–1021.
- Duan, C.G.* , **Zhang, M. J.**, Liu, X., Ling, C. D., & Xie, X.Y. (2023). Investigating the Curvilinear Relationship between Temporal Leadership and Team Creativity: The Moderation of Knowledge Complexity and the Mediation of Team Creative Process Engagement. *Journal of Organizational Behavior*. 44(4), 717-738.
- Zhang, M. J.**, Zhang, Y., & Law, K. S. (2022). Paradoxical Leadership and Innovation in Work Teams: The Multilevel Mediating Role of Ambidexterity and Leader Vision as a Boundary Condition. *Academy of Management Journal*. 65(5), 1652-1679.
- *Featured in China Business Knowledge, UNSW Businessthink, etc.*
- Zhang, M. J.**, Law, K. S., & Wang, L. (2021). The Risks and Benefits of Initiating Change at Work: Social Consequences for Proactive Employees who Take Charge. *Personnel Psychology*. 74(4), 721-750.
- Wang, L.[†], Law, K.S.[†], **Zhang, M.J.**^{†*}, Li, Y.N.[†], & Liang, Y.[†] (2019). It's Mine! Psychological Ownership of One's Job Explains Positive and Negative Workplace Outcomes of Job Engagement. *Journal of Applied Psychology*. 104(2), 229.
- *Zhang, M.J. as the equal contribution and correspondence author.*
 - *Featured in South China Morning Post, I/O at work, City Business Magazine, Human Resources Director Asia, sina.hk, etc.*
- Zhang, M.J.**, Law, K.S., & Lin, B. (2016). You Think you are Big Fish in a Small Pond? Perceived Overqualification, Goal Orientations, and Proactivity at Work. *Journal of Organizational Behavior*. 37: 61–84.
- *A runner-up of 2016 Best Paper in Journal of Organizational Behavior (top 3 papers)*

SELECTED CONFERENCE PRESENTATIONS

(* denotes denotes the collaborator as a PhD student at the start of the research project)

- Feng, W., **Zhang, M. J.**, Xie, X.Y., & Foo, M.D. (2025). The Influence of New Venture Team Power Hierarchy Mutability on Innovation. *Paper presented at the 85th Academy of Management conference, Copenhagen, Denmark.*
- Chen, L.M.* , Ling, C. D., **Zhang, M.J.**, & Wang, N. (2024). Team Formation Strategy and Entrepreneurial Effectiveness: A Dynamic Ambidexterity Perspective. *Paper presented at the 84th Academy of Management conference, Chicago, Illinois.*

- *Winner of the Best Student-led Paper with Entrepreneurship Implications Award, Organizational Behavior (OB) Division*
- Chen, X. Q. *, **Zhang, M.J.**, Law, K.S., Li, F. L., & Gan, L. W. (2024). Investigating the Benefit of Collaborating with Conversational AI from a Self-Expansion perspective. *Paper presented at the 84th Academy of Management conference, Chicago, Illinois.*
- Zhang, R. X., & **Zhang, M. J.**, (2023). The Joint Influence of Individual and Collective Psychological Ownership and its Social Consequences in Work Teams. *Paper presented at the 83rd Academy of Management conference, Boston, MA.*
- Feng, W., **Zhang, M. J.**, Wang, X., & Xie, X.Y. (2023). The Impact of COVID-19 on New Venture Teams: Role Ambiguity and Power Hierarchy. *Paper presented at the 83rd Academy of Management conference, Boston, MA.*
- Zhang, M. J.**, Ling, C. D., Lam, C. K., & Lam, C. F. (2022). How and When are Frequent Voicers Treated Badly? Employee Voice Behavior and Coworker Victimization. *Paper presented at the 82nd Academy of Management conference (hybrid).*
- Ling, C.D., **Zhang, M.J.**, Liu, W. & Xie, X.Y. (2019). Affective mechanisms linking team voice to performance in work teams: The moderating role of team reflexivity. *Paper presented at the 2019 Asia Academy of Management conference, Bali, Indonesia.*
- Li, Y. N., Law, K. S., Wang, L., & **Zhang, M. J.** (2019). Prosocial identity and participation in corporate volunteering: Unraveling their temporal relationships and considering the role of prosocial impact of the volunteering program. *Paper presented at the 2019 Asia Academy of Management conference, Bali, Indonesia.*
- Law, K.S., **Zhang, M.J.**, Li, Y. N., & Wang, L. (2018). I Identify with My Organization, I Volunteer, or vice versa: Employee Corporate Volunteering, Organizational Identification and Work Outcomes. *Paper presented at the 78th annual meeting of the Academy of Management, Chicago, IL.*
- Zhang, M.J.**, Ling, C.D., Xie, X.Y., & Liu, W. (2017). Different types of voice lead to different outcomes: An investigation of team-level voice. *Paper presented at the 77th annual meeting of the Academy of Management, Atlanta, GA.*
- Zhang, M.J.**, Wang, L., Li, Y. N., & Law, K.S. (2016). Empowering leadership behavior and proactive work behavior: A dual-tuning model. *Paper presented at the International Association for Chinese Management Research (IACMR), Hangzhou, China.*
- Zhang, M.J.**, Law, K.S., & Yan, M. (2015). Benefiting others at work as a drive: Job prosocial impact and employee proactive work behavior. *Paper presented at the 75th annual meeting of the Academy of Management, Vancouver, Canada.*
- *Selected for the Academy of Management Best Paper Proceedings (OB)*
- Li, Y.N., **Zhang, M. J.**, Law, K.S., & Yan, N.M. (2015). Subordinate performance and abusive supervision: The role of envy and anger. *Paper presented at the 75th annual meeting of the Academy of Management, Vancouver, Canada.*

EXTERNAL COMPETITIVE RESEARCH GRANTS

As Principal Investigator:

“Exploring the Dual Impact of Human-AI Collaboration on Creativity and Thriving at Work Among Creative Professionals,” General Research Fund - Research Grants Council (RGC) of Hong Kong, Amount: HKD 613,600 (2026-2028)

“The bright and dark sides of temporal leadership on innovation in work teams: Based on the dialectic perspective of innovation,” Young Scientists Fund of National Natural Science Foundation of China, Amount: RMB 300,000 (2024-2026)

“Being an extra miler when feeling overqualified? Overqualification, extra-role behavior, career development, and the moderation of leader humility,” Early Career Scheme - Research Grants Council (RGC) of Hong Kong, Amount: HKD 534,600 (2019-2022)

As Co-Investigator:

“The impact of leaders’ AI-use communication styles on team innovation,” Fund by Zhejiang University - The Hong Kong Polytechnic University Joint Center, Amount: RMB 200,000 (2025-2027)

“Research on the Impact Mechanism of Management Control Features of Digital Work Platforms on Organizational Members,” Funded by National Natural Science Foundation of China, Amount: RMB 420,000 (2025-2027)

“The micro mechanisms of the impact of experimental learning based on A/B testing on digital innovation of enterprises,” Fund by Zhejiang University - The Hong Kong Polytechnic University Joint Center, Amount: RMB 180,000 (2024-2026)

“Paradoxical leadership and Creativity: the Individual-level and Team-level Mechanisms,” Funded by National Natural Science Foundation of China, Amount: RMB 460,000 (2019-2022)

TEACHING EXPERIENCES

The Hong Kong Polytechnic University

M.Sc.	Instructor	MM5112 Organization and Management Latest Rating: 4.7/5	2022-2025
Ph.D.	Co-Instructor	MM6121 Meso Organizational Behavior Latest Rating: 5.0/5	2023-2025
DBA	Co-Instructor	MM6415 AI for business leaders Latest Rating: 5.0/5	2024-2025

City University of Hong Kong

M.Sc.	Instructor	MGT6209 High Perf Collaborations Latest Rating: 6.6/7	2018-2021
B.A.	Instructor	MGT4308 Staffing Latest Rating: 6.2/7	2019-2021
B.A.	Instructor	GE1216 Loving work, working to love Latest Rating: 5.9/7	2018-2021

Chinese University of Hong Kong

B.A.	Instructor	MGNT1020 Principles of Management Latest rating: 5.8/6	2015-2016
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PROFESSIONAL SERVICES

- Editorial Board Member
 - o *Personal Psychology, Quarterly Journal of Management (管理学季刊)*
- Ad-hoc reviewer for Journals
 - o *Organization Science, Information System Research, Journal of Management Studies, Journal of Organizational Behavior, Human Relations, Management and Organization Review, Asia Pacific Journal of Management, International Journal of Human Resource Management, Acta Psychologica Sinica (心理學報)*
- o Conference reviewer
 - o *Academy of Management Annual Meeting*
 - o *International Association for Chinese Management Research Biennial Meeting*

SELECTED HONOURS, AWARDS, AND SCHOLARSHIPS

- MM Research Reward, The Polytechnic University of Hong Kong, 2024
- Best Student-led Paper with Entrepreneurship Implications Award, *AOM meeting*, 2024
- Best Reviewer Award, *Management and Organization Review*, 2022
- Runner-up (top 3 papers) of Best Paper, *Journal of Organizational Behavior*, 2016
- Golden Jubilee Postgraduate Scholarship, *The Chinese University of Hong Kong*, 2015
- Postgraduate Research Output Award, *The Chinese University of Hong Kong*, 2015
- Best Reviewer Award, *AOM Meeting (OB division)*, 2014
- National Scholarship Award of China, *Zhejiang University*, 2012