

Jane Lai Yee Terpstra Tong

Email: jane.tong@monash.edu

EDUCATION HISTORY

PhD	The University of Manchester, U.K. Dissertation: Organizational Transformation of China's State-owned Enterprises: A New Institutional Perspective	2007
MBA	The Chinese University of Hong Kong, Hong Kong	1996
PCEd	The University of Hong Kong, Hong Kong (Postgraduate Certificate in Education)	1989
BSocSc(Hons)	The Chinese University of Hong Kong, Hong Kong Major: Government and Public Administration	1985

EMPLOYMENT HISTORY (HIGHER EDUCATION)

Monash University, Kuala Lumpur, Malaysia Associate Professor Department of Management	Sept. 2008 - present
The University of Macau, Macau Lecturer/Assistant Professor	2000-2008
Teaching Assistant	1998-2000
The Chinese University of Hong Kong, Hong Kong Program Manager (Consulting and Executive Education) Asia Pacific Institute of Business	1990-1996

LEADERSHIP ROLE*/CONCURRENT APPOINTMENT

Head, Department of Management Monash University, Malaysia	Jan. 2016-present
Chair, University Gender Equity Taskforce Monash University, Malaysia	Jan. 2017-present
Program Coordinator, Master of International Business Monash University, Malaysia	Aug.2009-July 2012
Visiting Scholar Butler University, Indianapolis, USA Faculty of Business	Fall Semester, 2012

*See Appendix 1 for details of leadership roles

RECOGNITIONS

Pro Vice-Chancellor Commendation for Excellence in Teaching, Monash University Malaysia	2017
Deputy Vice-Chancellor & Vice President's (Learning and Teaching) commendation, Monash	2015

University Australia

[For unit ratings of International Management ranked top 7.5% (of a total of 1,550 eligible units across seven campuses) in Semester 1]

Dean's Commendation for Outstanding Teaching, Monash University Australia	2014
Deputy Vice-Chancellor & Vice President's (Education) Commendation [For Excellence in Teaching, Monash University Australia, for unit ratings of International Management ranked in the top 4.91% (of a total of 1,669 eligible courses offered in seven campuses) in Semester 1]	2012
Deputy Vice-Chancellor's (Education) Commendation for Excellence in Teaching, Monash University Australia [For unit teaching evaluation of International Management ranked in the top 3.3% (of a total of 3,179 courses offered in seven campuses) in Semester 1]	2010
Dean's Commendation for Outstanding Teaching, Monash University Australia	2010
Pro Vice-Chancellor's Award for Excellence in Administration, Monash University Malaysia	2010
Pro Vice-Chancellor's Award for Excellence in Teaching, Monash University Malaysia	2010

RESEARCH

Referreed journal articles

Notes: FT50: Financial Times top 50 business journals;
ABDC: Australian Business Deans' Council journal list;
ERA: Australian Research Council 2010 journals list

Terpstra-Tong, JLY and Ahmad, A. (Forthcoming). High school-university disconnect: A complex issue in Malaysia. *International Journal of Educational Management*. (B-rank, ERA)

Lau, P., Terpstra-Tong, JLY, Lien, YH, Hsu, YC & Chong, CL. (2017). Ethical work climate, employee commitment and proactive customer service performance: Test of the mediating effects of organizational politics. *Journal of Retailing and Consumer Services*, 35, 20-26. (A-rank, ABDC)

Terpstra-Tong, JLY. (2017). MNE subsidiaries' adoption of gender equality and women empowerment goal: A conceptual framework. *Transnational Corporations Journal UNCTD*, 24(3), 89-102. (B-rank, ERA)

Sakthi M., Terpstra-Tong, JLY, Terpstra R.H. and Rachagan, S. (2015). Impact of executive citizenship and organizational commitment on corporate social responsibility. *Social Responsibility Journal*, 11(2), 387-402. (B-rank, ABDC)

Terpstra-Tong, JLY., Terpstra, R.H. & Tee, D.D. (2014). Convergence and divergence of individual-level values: A study of Malaysian managers. *Asian Journal of Social Psychology*, 17(3), 236-243. (B-rank, ERA)

Rachagan, S., Terpstra-Tong, JLY, Terpstra, R., & Mahenthiran, S. (2014). CEOs' organizational commitment and firm performance: Malaysian evidence. *International Business and Management*, 8(2), 1-13.

Ralston, D.A., Egri C.P., Furrer, O., Kuo, M., Li, Y. Wangenheim, F., Dabic, M. et al. (2014). Societal-Level versus individual-level predictions of ethical behavior: A 48 society study of collectivism and individualism. *Journal of Business Ethics*, 122(2), 283-306. (FT50; A-rank, ABDC)

Terpstra-Tong, JLY. & Terpstra R.H. (2013). Differences in financial risk tolerance: A study of the United States, China, Hong Kong and Macao. *Euro-Asia Journal of Management*, 42, 43-65.

Terpstra-Tong, JLY., Terpstra, R.A. & Lam, N.C. (2012). Proton: Its rise, fall and future prospects. *Asian Case Research Journal*, 16(2), 347-377. (C-rank, ERA)

Ralston, D.A. Terpstra-Tong, JLY, Terpstra, R.H. & Wang, X. (2006; Reprint in 2012). Today's state-owned enterprises of China: Are they dying dinosaurs or dynamic dynamos? In W. Mitchell. & A. Tsui (Eds.) *Research in Emerging Economy Contexts*. Available at http://onlinelibrary.wiley.com/subject/code/000028/homepage/virtual_issue_research_in_emerging_economy_contexts.htm.

Ralston, D.A., Egri C.P., Reynaud E., Srinivasan N., Furrer, O., Brock D. et al. (2011). A 21st century assessment of values across global workforce. *Journal of Business Ethics*, 104(1), 1-31. (FT50; A-rank, ABDC)

Ralston, D.A., Egri, C.P., Carranza M., Ramburuth P. Terpstra Tong JLY et al. (2009). Ethical preferences for influencing superiors: A 41-society study. *Journal of International Business Studies*, 40, 1022-1045. (FT50; A* rank, ABDC)

Ralston, D.A., Terpstra-Tong, JLY., Maignan, I., Napier, N.K. & Thang, N.V. (2006). Vietnam: A cross-cultural comparison of influence behavior ethics. *Journal of International Management*, 12(1): 85-105. (A-rank, ABDC)

Terpstra-Tong, JLY & Ralston, D.A. (2002). Moving toward a multi-country understanding of upward influence strategies: An Asian perspective with directions for cross-cultural research. *Asia-Pacific Journal of Management*, 19:373-404. (A-rank, ABDC)

Book

Hassard, J., Sheehan, J., Zhou, R., Terpstra-Tong, JLY., & J. Morris. (2007). *China's State Enterprise Reform: From Marx to the Market*, London: Routledge.

Other publications

Terpstra-Tong, JLY., Rachagan, S., Terpstra, R.H. & Mahenthiran, S. (2013). *CEO Survey: The Climate of our Business – A Perspective from Malaysian Executive 2013*. Kuala Lumpur: Monash University.

Terpstra-Tong, JLY., Merchant-Vega, N. & Terpstra, R.H. (2012). *Malaysia Business Environment Index 2012: Challenges and Opportunities for Accelerating Local Business*. San Francisco: The Asia Foundation. (<http://asiafoundation.org/publications/pdf/1060>).

Rachagan, S., Terpstra-Tong, J.L.Y., Terpstra, R.H., Mahenthiran, S. (2012). *CEO Survey: The Climate of our Business – A Perspective from Malaysian Executive 2012*. Kuala Lumpur: Monash University.

Terpstra, R.H., Mahenthiran, S, Terpstra-Tong, JLY., & Rachagan, S. (2011). *CEO Survey: The Climate of our Business – A Perspective from Malaysian Executive 2012/2010*. Kuala Lumpur: Monash University.

Papers presented in refereed conferences

Terpstra Tong, JLY, Watabe, M. & Nobuhiko, G. (2017). Psychological capital, transformational leadership and employee innovative behaviour: A study of Japanese IT and communications professionals. Presented at the Academy of International Business Annual Meeting, Dubai, UAE. July 1-5.

Lau, P., Terpstra Tong, JLY, Lien, Y.H., Hsu, Y.C., & Chong, C.L. (2016). Mediating role of perceived

political reward system between ethical work climate and employee work outcomes in Malaysia. Presented at British Academy of Management, New Castle, U.K., September 6-8.

Terpstra Tong, JLY (2016). Teaching a multicultural class: Benefits, challenges and solutions. Presented at the Academy of International Business Annual Meeting, New Orleans, U.S. June 27-29.

Terpstra Tong, JLY & Ahmad, A. (2015). The secondary school - university disconnect: Evidence in Malaysia. Presented at Global Access to Secondary Education conference held in Kuala Lumpur on 5-8, Oct. 2015.

Terpstra-Tong, JLY & Terpstra, R.H. (2014). Local economic governance, entrepreneurial orientation and firms' intention to invest. Public Management Research Conference: When Policy Meets Administration: Eastern and Western Voices, Seoul, Korea in June 29 to July 1.

Chong, C.L, Lau, P.L.L. & Terpstra Tong, JLY. (2013). A Conceptual Framework on Proactive Customer Service Performance. The Asia Chapter of the Academy of Human Resource Development Conference, Taipei, Taiwan, November 5-8.

Rachagan, R., Terpstra Tong, JLY, Terpstra, RH & Mahenthiran, S., (2013). Intangible factors influencing firm performance in developing countries: Malaysian evidence. The Annual Meeting of the American Accounting Association (AAA), Anaheim, California, August 3 -7.

Mahenthiran, S., Terpstra Tong, J.L.Y., Terpstra, R.H. & Rachagan, S. (2012). Impact of executive citizenship and organizational commitment on corporate social responsibility: Evidence from Malaysia. Presented in the Third Global Accounting and Organizational Change Conference held in Kuala Lumpur in July.

Terpstra Tong, J.L.Y., Terpstra, R.H. & Tee, D.D. (2010). One country, two cultures and three heritages: Managerial values in Malaysia. Presented in the Academy of International Business Southeast Asia Chapter Conference held in Ho Chih Ming City, Vietnam in Dec.

Ralston, D.A., Terpstra Tong J.L.Y. & Terpstra, R.H. (2008). Is China, China? A Strategic Assessment on Regional Differences within the Middle Kingdom. Presented in the Academy of International Business Southeast Asia Chapter Conference held in Kuala Lumpur, Malaysia in Dec.

Terpstra Tong, J.L.Y. & Terpstra R.H. (2008). Financial risk tolerance: A comparison of the U.S., China, Hong Kong and Macao. Presented in the Academy of International Business Southeast Asia Chapter Conference held in Kuala Lumpur, Malaysia in Dec.

Thang N.V. & Terpstra-Tong J.L.Y. (2008). Beyond social obligations: Guanxi practices as a mechanism of trust. Presented in the 2008 biannual conference of IACMR (International Association of Chinese Management Research) held at Guangzhou, China, in June.

Terpstra Tong, J.L.Y., Ralston, R.A., Maignan, I., Napier N. & Thang N.V. (2002). A cross-cultural comparison of attitudes towards upward influence strategies. Asia Academy of Management Conference in Bangkok, Thailand.

Terpstra Tong, JLY & Ralston, D.A. (2001). Upward influence strategies: a review of literature. Presented in the Conference of Academy of International Business, Southeast Asia Region, Jakarta, Indonesia in July.

Invited speeches and other presentations

2017 "Maximise your power to achieve your research and education goals". Invited by Early Career Researcher Network, Monash Malaysia, October 13.

- 2017 “Value change and challenges facing human resource (HR) managers”. Presented at the HR Forum, Monash Malaysia, September 26.
- 2017 “Managing ethnic diversity in Malaysia: Business vs Government perspectives”. Invited by MBA students of University of Management and Technology, Lahore, Pakistan, April 17.
- 2017 “Career challenges faced by women academics”. Invited by Monash Malaysia Human Resource Office, March.
- 2017 “Why don't we like change? A neuroscience explanation”. Invited by Eagleburgmann, a Japanese-Germany international joint venture based in Kuala Lumpur, Malaysia, Jan. 14.
- 2016 “Avoid self-sabotage in your academic career”. Invited by Early Career Researcher network, School of Business, Monash Malaysia, Dec. 1.
- 2016 “Talent Needs of Tomorrow: Insight into the Malaysian Market”. Invited by Monash Business Alumni as a panel speaker, Nov. 5.
- 2016 “What do we know from our unit evaluation scores?” For School of Business, Monash Malaysia, Oct. 12.
- 2016 “Lighting the fire of learning”. Invited by Monash University Postgraduate Students Association for Graduate Research Week, Aug. 22.
- 2016 “Workplace diversity and inclusion”. Invited by Linde Malaysia Sdn Bhd., a listed MNC headquartered in Germany, Aug. 16.
- 2016 “Helping your children excel at university: Understanding students' first year experience”. For Monash Malaysia Open Day, March 19.
- 2015 “Women in leadership”. Presented at a promotional information session for female academics at Monash Malaysia.
- 2013 “An integrated model of career and professional development for university students”. Presented at Employability Symposium organized by Monash University, Caulfield Campus.
- 2012 “Management education against corruption: Developing guidelines for curriculum change”. The Academy of Management Annual Conference, held in Boston, MA, USA.
- 2011 “Challenges in collecting firm level data: The example of The Asia Foundation's Economic Governance Index in Malaysia”. Presented in the workshop of Unleashing MSMEs as an Engine of Inclusive Growth: Governance, Financing and Evidence from Rigorous Data, organized by The Asia Foundation, Asia Development Bank and Asia Institute of Management Policy Center, held in Manila, Philippines in November.

External (government or NGO) grants

Awarded a total of RM132,000 external research grant at Monash. See Appendix 2 for details.

Research supervision

Completed supervising three (Hons, master, and PhD) students, and currently supervise one PhD student. See Appendix 2 for details.

Letters

“Ruler doing what's right for people” in The Star

Nov. 30, 2015

Radio Podcast

- Race in the workplace, Business FM(BFM89.8), Kuala Lumpur
(<http://www.bfm.my/jane-tong-race-in-the-workplace.html>) Sep. 3, 2015
- Mass Open Online Courses, Business FM (BFM89.8), Kuala Lumpur
(<http://www.bfm.my/18732.html>) Oct. 7, 2012
- Socio-cultural crossover of ASEAN and China, Business FM (BFM89.8), Kuala Lumpur
(<http://www.bfm.my/sociocultural-china-asean-janetong.html>) Dec. 1, 2011
- CEO report 2011; Business FM (BFM89.8), Kuala Lumpur (with Robert Terpstra)
(http://media.bfm.my/assets/files/Resource_centre/2011-03-31_RC_Robert_Terpstra_Jane%20Tong.mp3) April 1, 2011

Others

- Member PRME Working Group on Anti-corruption, United Nations Principles for Responsible Management Education (www.unprme.org)
- Elected chairman Impian Bukit Tunku Joint Management Body, Kuala Lumpur, Malaysia (Since May 1, 2009 till present for eight terms)

PERSONAL

Languages

Fluent in English; Native in Chinese (Cantonese); Conversant in Mandarin

Personal

Married with two adult children; Enjoy golfing and travelling

Appendix 1 Leadership Roles

Head, Department of Management 2016

since Jan.

- Report to Head, School of Business, Monash Malaysia
- Primary responsibilities:
 1. Manage performance of department members
 2. Build teams
 3. Shape departmental culture in research and teaching
- Specific tasks:
 - Mentor and motivate
 - Garner and distribute resources equitably
 - Implement School and University policies
 - Recruit new faculty
 - Represent the Department and the School in official functions
 - Give speeches and presentations on behalf of the Department or the School

Chair, University Gender Equity Taskforce

since Jan. 2017

- Report directly to the President and Pro Vice-Chancellor, Monash Malaysia
- Lead a cross-campus team of 12 members comprising senior academics, heads of administrative units, and student representatives
- Primary responsibilities:
 1. Advise the President on matters related to diversity and inclusion
 2. Lead the team to develop a proposal of activities that aim to build an inclusive university
- Specific tasks:
 - Facilitate open discussion at taskforce meetings
 - Assess progress and performance of gender equity and related programs
 - Conducted a University-wide gender equity survey

Coordinator, Master of International Business (MiB)

Aug. 2019-July 2012

- Report to Director, Graduate Programs, Monash Malaysia
- Primary responsibilities:
 - Ensured quality delivery of teaching units
 1. Ensured smooth program logistics
 2. Assisted in program promotion
 - Specific tasks completed:
 - Worked with Department heads on staffing various units
 - Communicated with students to understand their needs and challenge
 - Addressed students' complaints and implemented improvement plans
 - Gave presentations at promotion activities
 - Ensured timely delivery of student records and marks
 - Participated in curriculum reviews and implemented review decisions
 - Worked with Department heads to manage unit teaching performance
 - Initiated new units to suit program needs

Appendix 2 Research Grants and Research Supervision

External Research Grant

Funding Body	Project Title	Role	Grant Amount (MYR)	Year Granted
The Sumitomo Foundation, Japan	Innovative behaviour of ITC professionals in Japan	Chief investigator	24,000	2014
Butler University, US	Entrepreneurial orientation of small businesses in Malaysia	Co-investigator	3,000	2014
The Asia Foundation, US	Malaysia Business Environment Index	Chief investigator	105,000	2010

Research Supervision

Student Name	Thesis Title/Topic	Program	Role	Status	Completion Year
E.A. Duncan	Leadership	PhD	M	To commence	2021
Melody Ang	Innovative behaviour	PhD	M	Ongoing	2020
J.J. Leow	The impact of psychological capital on students' first year experience	Masters	M	Ongoing	2018
Melody Ang	Innovative behavior of university lecturers: Students' and lecturers' perspectives	Masters	M	Completed	2016
Mazvitta Makwembere	Proactive customer service behaviour	PG Diploma in Business	M	Completed	2015
Gu Ma-li	Cross-cultural differences on religious and political values	PhD	A	Completed	2014

Note: M (Main supervisor); A(Associate Supervisor)

Appendix 3
Student Evaluations of Unit and Teaching (SETU) at Monash University Malaysia
2014-present

2016 (revised questionnaire)

Year, Semester	Unit Name	Lecturer	Overall Unit Satisfaction (median out of 5)	Average median in teaching report (out of 5)	Response Rate
2017, S1	Managing people (MBA)	Yes	4.63	4.85	47%
2017, S1	Introduction to Management Research Methods (MiB*)	Yes	3.92	4.27	79%
2016, S1	International management (MiB)	Yes	4.40	4.80	45.5%
2016, S1	Managing people (MBA)	Yes	4.56	4.86	83.3%
AVERAGE			4.38	4.70	

*MiB: Master of International Business

2014-2015

Year (Semester)	Unit Name	Lecturer	Overall Unit Satisfaction (median out of 5)	Overall Teaching Evaluation (out of 5)	Response Rate
2015, S2	International management (MiB)	Yes	4.90	4.90	30%
2015, S1	Managing people (MBA)	Yes	4.75	4.60	45%
2015, S1	International management (MiB)	Yes	4.79	4.84	58.5%
2014/5, Summer	International study program in international business (MiB)	Yes	4.88	4.82	68.2%
2014, S2	International Management (MiB)	Yes	4.25	4.4	47.4%
2014, S1	International Management (MiB)	Yes	4.79	4.82	73.9%
2014, S1	Intro to Mgt. (Undergrad, tutor)	Tutor only	N/A	4.54	59.5%
AVERAGE			4.73	4.70	