

Xiangmin (Helen) Liu

School of Management & Labor Relations
Rutgers, The State University of New Jersey
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EDUCATION

Ph.D., Cornell University, School of Industrial and Labor Relations. 2009.
Major Field: Human Resource Studies
Minor Fields: Organizational Behavior, Economic and Social Statistics

M.S., Cornell University, School of Industrial and Labor Relations. 2005.

Graduate Student. University of Wisconsin, Industrial Relations Research Institute. 2002-2003.

M.A., Zhejiang University, Department of Economics. 2002.

B.A., Zhejiang University, Department of Economics. 2000.

ACADEMIC POSITIONS

Associate Professor, School of Management and Labor Relations,
Rutgers University. 01/2017 - present.

Associate Professor (with tenure), School of Labor and Employment Relations,
Pennsylvania State University. 07/2016 – 12/2016.

Assistant Professor, School of Labor and Employment Relations,
Pennsylvania State University. 07/2009 – 06/2016.

Affiliated Professor, Asian Studies,
Pennsylvania State University. 07/2009 – 12/2016.

PUBLISHED PAPERS (* student co-authors)

Liu, X., Greenbaum, R., Allen, D., & Zhang, Z. (Accepted for publication). A newcomer socialization perspective on the proliferation of unethical conduct in organizations: The influences of peer coaching practices and newcomers' goal orientations. Accepted for publication. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-020-04730-y>

Liu, X., Zhang, B.*, & Zhang, Z. (Accepted for publication). Leveraging organizational tenure to improve service performance: The role of relational coordination frontline service workers in China. Accepted for publication. *Asian Pacific Business Review*. doi: 10.1080/13602381.2020.1810910.

- Zhang, L., Ehrenberg, R. & **Liu, X.** (Accepted for publication). The increasing stratification in faculty employment at four-year colleges and universities. *Advances in Industrial & Labor Relations*.
- Raghuram, S., Gajendran, R.S., **Liu, X.** & Somaya, D. (2017). Boundaryless LMX: Examining LMX's impact on external career outcomes and alumni goodwill. *Personnel Psychology*, 70(2). 399-428.
- Farndale, E., Raghuram, S., Gully, S., **Liu, X.** & Phillips, J., & Vidovic, M. (2017). A vision of international human resource management research. *International Journal of Human Resource Management*, 28(12), 1625-1639.
- Liu, X.**, & Ouyang, C.* (2016). Contingent work in the Chinese call center sector. *Work and Employment in China: A Labor Process Perspective*. pp. 150-180. Edited by Mingwei Liu and Chris Smith. Palgrave Macmillan.
- Ouyang, C. *, **Liu, X.**, & Zhang, Z. (2016). The influence of organizational and regional characteristics on high involvement human resource systems: Evidence from service establishments in China. *International Journal of Human Resource Management*, 27(18), 2058-2074.
- Anner, M. S., & **Liu, X.** (2016). Harmonious unions and rebellious workers: A study of wildcat strikes in Vietnam. *Industrial & Labor Relations Review*, 69(1), 3-28.
- Liu, X.** (2015). How institutional and organizational characteristics explain the growth of contingent work in China. *Industrial & Labor Relations Review*, 68(2), 372-397.
- Liu, X.**, & Zhang, L. (2015). Explaining the relationship among part-time work arrangements, job satisfaction, and work effort. *Advances in Industrial and Labor Relations*, 21, 87-117.
- Liu, X.**, van Jaarsveld, D., Batt, R., & Frost, A. (2014). The influence of capital structure on strategic human capital: Evidence from US and Canadian Firms. *Journal of Management*, 40(2), 422-448.
- Liu, X.**, & Zhang, L. (2013). Flexibility at the core: Organizational and disciplinary variations in part-time faculty employment in academia. *Relations Industrielles/IR*, 68(2), 312-339.
- Liu, X.**, Thomas, S., & Zhang, L. (2010). College quality, earnings, and job satisfaction: Evidence from recent college graduates. *Journal of Labor Research*, 31(2), 183-201.
- Zhang, L., & **Liu, X.** (2010). Faculty employment at four-year colleges and universities. *Economics of Education Review*, 29(4), 543-552.

Liu, X., & Batt, R. (2010). How supervisors influence performance: A multilevel study of coaching and group management in technology-mediated services. *Personnel Psychology*, 63(2), 265-298.

Liu, X., & Batt, R. (2007). The economic pay-offs to informal training: Evidence from routine service work. *Industrial & Labor Relations Review*, 61(1), 75-89.

PAPERS UNDER REVIEW (* indicates student co-authors)

Liu, X., Yanadori, Y., van Jaarsveld, D. Title removed for double blind review. Revised and Resubmitted at *British Journal of Industrial Relations*.

Liu, X. & Raghuram, S. Title removed for double blind review. Revised and Resubmitted at *Human Resource Management Journal*.

Zhang, B.*, **Liu, X.**, Greenbaum, R., & Zhang, Z. Title removed for double blind review. Under review at *Business Ethics Quarterly*.

NON-REFEREED ARTICLES AND REPORTS (* student co-authors)

Liu, X., Ding, Y.* (2019). Shenzhen Call Center Industry Report: Omni-channel Customer Service and Employee Experiences.

Liu, X., Song, X.*, & Ouyang, C.* (2013). Shenzhen Call Center Industry Report: Institutional Demands, Business Strategies, and Employment Practices.

Liu, X., Ouyang, C.*, & Ning, J.* (2012). Benchmarking Human Resource Practices: How to Retain and Develop Human Capital in Chinese Call Centers.

Liu, X., & Yu, B.* (2011). Market Competition, Institutional Pressures and Human Resource Challenges: A Global Report on Call Centers.

Liu, X. (2010). Review of the book *Competition, Strategy, and Management in China*. *British Journal of Industrial Relations*, 48(3). 630-631.

Zhang, L., & **Liu, X.** (2009). The changing landscape of faculty employment: Saving costs and expanding revenues. *Perspectives on Work*, 13(1), 33-35.

Liu, X., & F. X. (2008). Chinese Call Center Industry Report: Strategy, Human Resource Practices, and Performance.

PAPERS PRESENTED AT CONFERENCES (*student co-authors)

Liu, X., Greenbaum, R., Allen, D., & Zhang, Z.T. 79th Annual Conference of Academy of Management. "Why do newcomers break rules? A multi-wave investigation of peer

coaching, goal orientations, and newcomer unethical behavior during organizational socialization. " Boston, MA. (August, 2019)

Li, J.*, **Liu, X.**, & Zhang, Z. 71st Labor and Employment Relations Association Annual Meeting. "Links between work motivation and proactive service behaviors: Examining the moderating role of service-oriented leadership." Cleveland, OH. (June, 2019)

Liu, X., & van Jaarsveld, D. 78th Annual Conference of Academy of Management. "How firms combine internal and external HR practices? Implications for employee turnover and business outcomes. " Chicago, IL. (August, 2018)

Liu, X., Zhang, Z., & Zhang, B.* 78th Annual Conference of Academy of Management. "Leveraging strategic human capital to improve service performance: The role of coordination networks among frontline employees." Chicago, IL. (August, 2018)

Liu, X., Zhang, Z., & Li, J.* Best Papers Session on Human Resource Issues of 70th Labor and Employment Relations Association Annual Meeting. "Human resource practices, employee engagement, and sales performance: Evidence from retail stores in China. " Baltimore, MD. (June, 2018).

Liu, X. Rutgers University-Remin University of China Joint Conference on Sharing Economy "New forms of work relationships: How companies drive the changing nature of work," Beijing, China. (July, 2017).

Liu, X., van Jaarsveld, D., 75th Annual Conference of Academy of Management, "Workforce arrangement heterogeneity, human resource management, and organizational performance," Vancouver, British Columbia, Canada. (August 2015).

Raghuram, S., Gajendran, R., **Liu, X.**, & Somaya, D. 75th Annual Conference of Academy of Management, "The leadership legacy: Examining the enduring impact of LMX on alumni career outcomes and attitudes toward the former organization," Vancouver, British Columbia, Canada. (August 2015).

Ouyang, C., **Liu, X.**, & Zhang, Z. 2nd Global Conference of International Human Resource Management. The influence of organizational and regional characteristics on high involvement human resource systems: Evidence from service establishments in China. State College, PA. (May 2015).

Liu, X., van Jaarsveld, D., People and Organization Conference at the Wharton School, University of Pennsylvania, "Workforce arrangement heterogeneity, human resource management, and organizational performance," Philadelphia, PA. (October 2014).

Liu, X., & Zhang, L., 74th Annual Conference of Academy of Management, "Examining the relationship among part-time work arrangements, job satisfaction, and work effort," Philadelphia, PA. (August 2014).

- Anner, M. S., & **Liu, X.**, 74th Annual Conference of Academy of Management, "Strikes without consent? Explaining the role of Unions in labor protests in Vietnam," Philadelphia, PA. (August 2014).
- Liu, X.** 66th annual meeting of Labor and Employment Relations Association, "The changing face of employment relationships in China: How institutional demands and organizational characteristics explain variation in contingent work," Labor and Employment Relations Association, Portland, OR. (May 2014).
- Liu, X.** , & van Jaarsveld, D., Annual Conference of Industry Studies Association, "Workforce arrangement heterogeneity, human resource management, and organizational performance," Portland, OR. (May 2014).
- Liu, X.** Structuring Work in and around Organizations, "Externalization of employment in China: A pursuit of market virtues or bureaucratic loopholes," SSHRC, Desautels Faculty of Management, the Desautels Centre for Strategy Studies in Organizations, University of Alberta School of Business, Montreal, Canada. (July 2013).
- Liu, X.** , Ning, J. , Ouyang, C., 65th annual meeting of Labor and Employment Relations Association, "Heterogeneity of work arrangements, workforce integration practices, and organizational performance," Labor and Employment Relations Association, St. Louis, MO. (June 2013).
- Liu, X.** , van Jaarsveld, D., Batt, R., Frost, A., 65th annual meeting of Labor and Employment Relations Association, "The influence of capital structure on human capital: Evidence from US and Canadian firms," Labor and Employment Relations Association, St. Louis, MO. (June 2013).
- Liu, X.** , van Jaarsveld, D., Batt, R., Frost, A., Global Conference on International Human Resource Management, "The influence of capital structure on human capital: Evidence from US and Canadian firms," State College, PA. (May 2013).
- Liu, X.** , van Jaarsveld, D., Batt, R., Frost, A., Global Conference on International Human Resource Management, "The influence of capital structure on human capital: Evidence from US and Canadian firms," Penn State University, State College, PA. (May 2013).
- Liu, X.** , Zhang, L., 72nd Annual Conference of Academy of Management, "One foot in the ivory tower: Effect of work arrangements on work effort and job satisfaction among part-time faculty," Boston, MA. (August 2012).
- Liu, X.** , 16th World Congress of the International Labor and Employment Relations Association, "Effects of stock markets on the adoption of temporary employment contracts: Evidence from China," International Labor and Employment Relations Association, Philadelphia, PA. (July 2012).

- Liu, X.** , Zhang, L., 16th World Congress of the International Labor and Employment Relations Association, "One foot in the ivory tower: Effect of work arrangements on job satisfaction and performance among part-time faculty," International Labor and Employment Relations Association, Philadelphia, PA. (July 2012).
- Liu, X.** , 64th Annual Meeting of Labor and Employment Relations Association, " Effect of stock markets on the adoption of temporary employment contracts: Evidence from China," Chicago, IL. (January 2012).
- Liu, X.** , Across Boundaries: An Interdisciplinary Conference on the Global Challenges Facing Workers & Employment Research, "Effect of stock markets on the adoption of temporary employment contracts: Evidence from China," London School of Economics, London, UK. (December 13, 2011).
- Liu, X.** , van Jaarsveld, D., Frost, A., ILR Review Conference – The Quality of Jobs, "Does the Structure of Ownership Affect the Quality of Jobs? Evidence from North America," The ILR School, Cornell University, Ithaca, NY. (November 3, 2011).
- Liu, X.** , Batt, R., 4th Annual People and Organizations Conference, "Equity ownership, board of directors, and employment practices," The Wharton School, University of Pennsylvania, Philadelphia, PA. (October 14, 2011).
- Liu, X.** , 63rd Annual Meeting of Labor and Employment Relations Association, "On the line, off the payroll: An exploratory analysis of temporary agency work in the service industry," Denver, CO. (January 2011).
- Liu, X.** , 70th Annual Conference of Academy of Management, "Diffusion of contingent workforce strategies: The impact of market and organizational characteristics," Montreal, Canada. (August 2010).
- Liu, X.** , 62nd Annual Meeting of Labor and Employment Relations Association, "Rising Temps? Organizational and environmental predictors of the adoption of alternative employment strategies in China," Atlanta, GA. (January 2010).
- Liu, X.** , Zhang, L., 61st Annual Meeting of Labor and Employment Relations Association, "Blending in the same pot: Interdependence between standard and non-standard employment at four-year colleges and universities," San Francisco, CA. (January 2009).
- Liu, X.** , Globalization and the Service Workplace, "Navigating between commitment and flexibility: Why do Chinese employers use agency temporaries in long-term assignments," Peter Wall Institute of Advanced Studies, University of British Columbia., Vancouver, Canada. (October 2008).
- Liu, X.** , Zhang, L. , 68th Annual Conference of Academy of Management, "Flexibility at the core: Organizational variation in part-time employment in academia," Anaheim, CA. (August 2008).

- Liu, X.** , 68th Annual Conference of Academy of Management, "Navigating between commitment and flexibility: Why do Chinese employers use agency temporaries in long-term assignments," Anaheim, CA. (August 2008).
- Liu, X.** , Xu, F. , 60th Annual Meeting of Labor and Employment Relations Association, "Temporary workers in permanent jobs: A study of flexible staffing arrangements at call centers in China," New Orleans, LA. (January 2008).
- Liu, X.** , Zhang, L. , 60th Annual Meeting of Labor and Employment Relations Association, "What determines the use of part-time faculty in higher education institutions," New Orleans, LA. (January 2008).
- Nishii, L. , **Liu, X.** , 22nd Society of Industrial and Organizational Psychology Annual Conference, "HR "best practices" for service quality: Are they universal," New York City, NY. (April 2007).
- Bell, B. , Kanar, A. , **Liu, X.** , 66th Annual Conference of Academy of Management, "Adaptive Guidance: Effects on Self-Regulated Learning in Technology-Based Training," Atlanta, GA. (August 2006).
- Liu, X.** , Batt, R. , 66th Annual Conference of Academy of Management, "Putting Training into Context: A cross-level, longitudinal investigation of training effectiveness," Atlanta, GA. (August 2006).
- Liu, X.** , Batt, R. , 65th Annual Conference of Academy of Management, "Optimizing individual and team training effectiveness," Honolulu, HI. (August 2005).

RESEARCH GRANTS

- Zhang, Z. Liu, N., & **Liu, X.** The effects of horizontal and vertical HR differentiation on team cooperation and organizational performance: A multi-motive perspective. Funded by National Science Foundation of China. 2020-2023.
- Rogers, Y. & **Liu, X.** The end of China's one child policy: How have employer family-friendly practices changed? Funded by the Global Office Grant and the Research Council Award, Rutgers University. 2019-2021.
- van Jaarsveld, D., & **Liu, X.** The dynamics of temporary work in China. Funded by Hampton Research Fund, University of British Columbia. 2015 - 2017.
- Liu, X.** More than a temporary challenge: The characteristics and outcomes of contingent work in China. Funded by the Center for Global Studies, Pennsylvania State University. 2015-2016.
- Liu, X.** High performance work systems, employee engagement, and sales performance. Funded by School of Business, Nanjing University, China. 2014 - 2016.

Zhang, Z., Liu, N., & Liu, X. High performance work systems in the service sector: Content, measurement, and outcomes. Funded by China's Natural Science Foundation. 2012 - 2015.

Liu, X., & Zhang, L. Organizationally sensible versus legal-centric approaches to the China Labor Contract Law: An examination of employment contracts, human resource practices, and organizational performance. Funded by Social Science Research Institute, Pennsylvania State University. 2012 - 2014.

DISSERTATION/MASTERS THESIS COMMITTEE MEMBERSHIP

Rutgers University

2017-present, Doctoral Thesis Advisor. Bulin Zhang.
2020-present, Doctoral Committee Member. Yan Pan.
2021. Doctoral Qualifying Exam Committee Member. Su Chen.
2017-2019, Masters Thesis Advisor. Junting Li.

Penn State University

2015, Committee Chair. Carla Marano.
2014, Committee Chair. Can Ouyang.
2014, Committee Chair. Samantha Krone.
2014, Advisor. Jennifer Lacock.
2014, Advisor. Xiaoqing Song.
2013, Committee Member. Adam Myer.
2013, Advisor. Susan Kim.
2013, Committee Member. Wonseok Kim.
2013, Advisor. Karyn Bimber.
2013, Advisor. Ri Ni.
2012, Advisor. Anqi Wang.
2012, Advisor. Bing Yu.
2012, Advisor. Dan Zhao.
2012, Advisor. Jingxi Ning.
2012, Committee Member. Justin Ogden.
2011, Committee Chair. Valerie Smolter.
2011, Advisor. Elena Pesin.
2011, Advisor. Qian Xing.
2011, Advisor. Sarah Favero.
2010, Committee Chair. Suwen Wu.
2010, Committee Member. Dong Fang.
2010, Committee Member. Nicole Toldi.
2010, Advisor. Chuan-Chieh Jen.
2010, Advisor. Niraj Naik.

COURSES TAUGHT

Rutgers University

Technological Changes & Work (37:575:313)
Intro to Labor Studies & Employment Relations (37:575:100)
Workforce Analytics (38:533:705:90)
HR Decision-Making: Data-based Decisions. (38:533:542)
HR Analytics: Applications and Issues. (38:533:613)

Rutgers - East China University of Science and Technology Joint Program

Strategic Compensation

Pennsylvania State University

LER 312 Research Methods in Labor and Employment Relations.
LER 424 Strategic Compensation.
HRER 512, Research Methods in Human Resource Management (II).
HRER 513, Research Methods in Human Resource Management (I).
HRER 596. Individual Studies.
HRER 600. Thesis Research.

HONORS, AWARDS, AND RECOGNITION

John T. Dunlop Scholar Award, Labor and Employment Relations Association. 2016.

Center for Global Studies Career Development Award, Pennsylvania State University. 2015.

Refereed Paper Awards, Labor and Employment Relations Association. 2012, 2014.

Finalist, Human Resource Scholarly Achievement Award, Academy of Management. 2011.

Honorable Mention Award, Thomas A. Kochan & Stephen R. Sleigh Best Dissertation,
Labor and Employment Relations Association. 2010.

Finalist, Best Dissertation Award, Industry Studies Association. 2010.

Lam Family Award for South China Research, Cornell University. 2006.

SERVICE

Services to Rutgers University (2017 -)

Committee Member. School of Management and Labor Relations.
Teaching committee (2018-)
Committee on Diversity, Equity, and Inclusion (2019-)
Faculty search committee (2017)

Faculty speaker. Society of Human Resource Management – RU Chapter. March, 2018.

Service to Penn State University (2009-2016)

Member. Academic Integrity Committee. College of Liberal Arts.

Organizing Committee Member. Center for International Human Resource Studies.

Committee Member. School of Labor and Employment Relations.

By-laws committee, Faculty search committee, Graduate curriculum revision committee, Strategic planning committee, Undergraduate studies committee

Associate Editor

Human Resource Management Journal. 06/2016 - present

International Journal of Human Resource Management, Special Issue on 2nd Global Conference on International Human Resource Management.

Professional organizations

Co-chair, Work and Human Resources Network. Labor and Employment Relations Association. 2016- present.

Member, Editorial Committee. Labor and Employment Relations Association. 2015- present.

Member, HR Division Ralph Alexander Best Dissertation Award committee. Academy of Management. 2016.

Ad hoc reviewer

British Journal of Industrial Relations

Economics of Education Review

Feminist Economics

Human Relations

Human Resource Management Journal

Industrial & Labor Relations Review

Journal of Population Economics

Organization Science

Personnel Psychology

Annual meetings of the Academy of Management

Annual meetings of Labor and Employment Relations Association

Special meeting of Strategic Management Society in Milan

PROFESSIONAL AFFILIATIONS

Academy of Management

International Association for Chinese Management Research

Labor and Employment Relations Association

Relational Coordination Collaborative Research