

Xiangmin (Helen) Liu

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

Cornell University, Ithaca, NY
Ph.D. in Human Resource Studies, ILR School
M.S. in Industrial and Labor Relations, ILR School

Zhejiang University, Hangzhou, China
M.A. in Economics
B.A. in Economics

ACADEMIC POSITIONS

Associate Professor, School of Management and Labor Relations, Rutgers University January 2017 – Present

Faculty Affiliate, Rutgers Artificial Intelligence and Data Science Collaboratory 2024 – Present

Faculty Affiliate, Socially Cognizant Robotics for a Technology Enhanced Society (SOCRATES), NSF-funded National Research Traineeship in Robotics, Rutgers University

Associate Professor, School of Labor and Employment Relations, Pennsylvania State University July 2016 – December 2016

Assistant Professor, School of Labor and Employment Relations, Pennsylvania State University July 2009 – June 2016

PEER-REVIEWED PUBLICATIONS

(* Graduate student co-authors at the time the project began)

Liu, X., & Zhang, L. (In Press). The impact of undergraduate major choices on graduate education and long-term earnings: A descriptive study based on the American Community Survey 2009-2023. *Advances in Industrial and Labor Relations*.

Zhang, L. & **Liu, X.** (2025). Degrees of connection: Examining the relationships among college majors, marriage, and spouse selection. *Research in Higher Education*, 66.
<https://doi.org/10.1007/s11162-025-09857-3>

- Zhang, B.*, **Liu, X.**, & Zhang, Z. (2025). Warding off cognitive dissonance: How supervisor perspective taking shapes the responses of employees who engage in unethical behavior. *Journal of Business Ethics*, 199, 71-84.
- Zhang, L., & Liu, X. (2025). Beyond the STEM degree: Investigating relationships among STEM majors, occupations, and earnings. *Industry and Higher Education*, <https://doi.org/10.1177/09504222251388169>
- Zhang, L., **Liu, X.**, & Hu, Y.* (2024). Degrees of return: Estimating internal rates of return for college majors using quantile regression. *American Educational Research Journal*, 61(3), 577-609.
- Liu, X.**, van Jaarsveld, D. D., & Yanadori, Y. (2022). Customer aggression, employee voice and quit rates: Evidence from the frontline service workforce. *British Journal of Industrial Relations*, 60(2), 348-370.
- Liu, X.**, & Raghuram, S. (2022). The effects of latent withdrawal profiles on employee turnover, destinations and job performance. *Human Resource Management Journal*, 32(2), 384-405.
- Liu, X.**, Greenbaum, R., Allen, D., & Zhang, Z. (2022) A newcomer socialization perspective on the proliferation of unethical conduct in organizations: The influences of peer coaching practices and newcomers' goal orientations. *Journal of Business Ethics*, 176, 73-88.
- Liu, X.**, Zhang, B.*, & Zhang, Z. (2021). Leveraging organizational tenure to improve service performance: The role of relational coordination frontline service workers in China. *Asian Pacific Business Review*, 27(5), 690-709.
- Zhang, L., Ehrenberg, R. & **Liu, X.** (2021). The increasing stratification in faculty employment at four-year colleges and universities. *Advances in Industrial & Labor Relations*, 26, 73-97.
- 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.

MANUSCRIPTS UNDER REVIEW

- Rodgers, Y., **Liu, X.**, Yi, Ji., & Zhang, L. Manuscript on the impact of wearable assistive robots on gender employment and pay gaps. Status: Revised and resubmitted.
- Liu, X.**, Eaton, A., Vachon, T., Zhang, L. & Zhang, Y. Manuscript on employers' use of AI-driven hiring practices to identify, evaluate, and select qualified candidates. Status: Revised and resubmitted.
- Zhang, B.*, **Liu, X.**, Kraimer, M., & Feng, J. Manuscript on how digital platforms shape platform workers' earnings through indirect reciprocal relationships and value creation opportunities. Status: Under review.

Zhu, C.*, Huang, X.*, **Liu, X.**, Rodgers, Y., & Yi, J. Manuscript presenting an integrated framework that combines wearable knee exoskeleton assistance, immersive VR/AR tasks, and multi-sensor data to quantify safety and performance in construction settings. Status: Under review.

Liu, X., Park, J.*, Rodgers, Y., & Yi, Ji. Integrative review of exoskeleton design, benefits, limitations, and the role of HRM systems in adoption and outcomes. Status: Under review.

Wilson, D.*, Schulze-Cleven, T., & **Liu, X.** Manuscript on how international geopolitics, industry policies, and employment systems shape Japan's semiconductor industry. Status: Under review.

RESEARCH GRANTS

Liu, X., Zhang, Y., Eaton, A., & Vachon, T. A human-AI collaboration approach to advancing fairness in job recommender systems. Future of Learning & Work. Rutgers University Office of the Vice Provost for Research. Award amount: \$43,837. 2024-2027.

Yi, J., Gong, J., Rodgers, Y. & **Liu, X.** Wearable safety sensing and assistive robot-work collaboration for an augmented workforce in construction. Funded by the U.S. National Science Foundation's the Future of Work at the Human-Technology Frontier Program (#2222880). Award amount: \$1,080,000. 2022 - 2026.

Rodgers, 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.

HONORS, AWARDS, AND RECOGNITION

Labor Studies and Employment Relations Teaching Award, 2025.

National Science Foundation Review Panelist, Directorate for Computer and Information Science and Engineering (CISE) and Directorate for Technology, Innovation and Partnerships (TIP). 2023, 2024.

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.

DISSERTATION AND MASTER'S THESIS COMMITTEE MEMBERSHIP

Rutgers University

Doctoral Committee Advisor: Andrew Wilson, Bulin Zhang

Doctoral Committee Member: Nazifa Zaman, Yan Pan, Su Chen

Master's Thesis Advisor: Junting Li

Undergraduate Honors Thesis: Sophia Yeh

Penn State University

Master's Thesis Committee Chair: Carla Marano, Can Ouyang, Samantha Krone, Valerie Smolter, Suwen Wu,

Master's Thesis Committee Member: Wonseok Kim, Justin Ogden, Dong Fang, Nicole Toldi

Graduate Advisor: Jennifer Lacock, Xiaoqing Song, Susan Kim, Karyn Bimber, Ri Ni, Anqi Wang, Bing Yu, Dan Zhao, Jingxi Ning, Elena Pesin, Qian Xing, Sarah Favero, Chuan-Chieh Jen, Niraj Naik

COURSES TAUGHT

Rutgers University

Department of Human Resource Management:

Workforce Analytics and Data – based Decisions. (38:533:705)

HR Decision – making: Data – based Decisions. (38:533:542)

HR Analytics: Applications and Issues. (38:533:613)

Department of Labor Studies and Employment Relations

Shaping the Future of Work (38:578:567)

New Technology and Work (37:575:313)

Introduction to Labor Studies (37:575:100)

Byrnes Seminar – Robotics, Automation, and the Future of Work (01:090:101)

Rutgers - East China University of Science and Technology Joint Program
Compensation, New Technology & Work

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.

SERVICE

Rutgers University (2017 – present)

Committee Member, School of Management and Labor Relations

Review Committee, Teaching Committee, LSER Awards Committee, Dean Search
Committee, Committee on Diversity, Equity, and Inclusion

Member, Chancellor's Strategic Initiative on the Future of Work (2021-2022)

Open and Affordable Textbooks Award Recipient, Rutgers University Libraries (2021)

Faculty Speaker, Society of Human Resource Management – RU Chapter (2018)

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, Graduate Curriculum Committee, Strategic Planning
Committee, Undergraduate Studies Committee

Professional Organizations

Editor-In-Chief, Labor and Employment Relations Association. 2024- present.

Associate Editor, Human Resource Management Journal. 06/2016 - present

Editorial Committee Member, Labor and Employment Relations Association. 2015- 2024.

Nominating Committee Member, Labor and Employment Relations Association. 2022-23.

Co-Chair, Work and Human Resources Network. Labor and Employment Relations
Association. 2016-2020.

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

Associate Editor. International Journal of Human Resource Management, Special Issue on International Human Resource Management.

Ad Hoc Reviewer

Academy of Management Journal, British Journal of Industrial Relations, Economics of Education Review, Human Relations, Human Resource Management Journal, ILR Review, Journal of Population Economics, Journal of Business Ethics, Management Science, Organization Science, Personnel Psychology, etc.