

EDITORIAL REVIEWING AND PROFESSIONAL SERVICE

- **Editor**
 - 2007 – present, Co-Editor
Research in Personnel and Human Resources Management
- **Editorial Board**
 - 2006 – present, *Academy of Management Journal*
 - 2008 – present, *Journal of Applied Psychology*
- **Ad Hoc Reviewer**
 - *Academy of management Journal*
 - *Annual meetings of the Academy of Management*
 - *Annual meetings of the Society of Industrial Organizational Psychology*
 - *Human Relations*
 - *Human Resource Management*
 - *Journal of Business Research*
 - *Journal of Business and Psychology*
 - *Journal of Occupational and Organizational Psychology*
 - *Organizational Behavior and Human Decision Processes*
 - *Personnel Psychology*
- 2008, Invited as a panelist for the *HR Division Doctoral Student Consortium*, Academy of Management Meeting.
- 2007, Member of the *OB Division Best Competitive Paper Award Committee*, Academy of Management.
- 2006, Member of the *HR Division Ralph Alexander Best Dissertation Committee*, Academy of Management.
- 2004, Speaker for the Professional Development Workshop of the *OB, HR, and Research Methods Divisions – Meeting Researchers in Multi-level Analysis*, Academy of Management Meeting.

PROFESSIONAL AFFILIATIONS

- Academy of Management
- American Psychological Association
- International Association for Chinese Management Research
- Society for Industrial/Organizational Psychology

AWARDS AND HONORS

- 2006, *OB Division Outstanding Reviewer*, Academy of Management.
- 2001-2002, *Carlson School of Management Dissertation Fellowship*, University of Minnesota.
- 1997-2001, *Carlson School of Management Fellowship*, University of Minnesota.
- 1997-2001, *Carlson School of Management Research/Teaching Assistantship*, University of Minnesota.
- 1993-1997, *University Fellowship*, Renmin University of China.

PAPER AWARDS AND HONORS

(* denotes doctoral students)

1. **Liao, H.**, Toya, K., Lepak, D., & Hong*, Y. (2007). Strategically-focused and employee-experienced work system: Service quality as an objective.
 - *Best Paper Proceedings*, Academy of Management Meeting, Philadelphia, 2007.
2. Kammeyer-Mueller, J., Livingston*, B. A., **Liao, H.** (2007). Odd man (or woman) out: Demographic dissimilarity and the socialization of newcomers.
 - *Best Paper Proceedings*, Academy of Management Meeting, Philadelphia, 2007.
3. **Liao, H.**, Chuang, A., & Joshi, A. (2006). Work outcomes and personality antecedents of perceived deep-level dissimilarity.
 - *Dorothy Harlow Distinguished Paper Award*, Gender and Diversity in Organizations Division, Academy of Management, Atlanta, 2006.
 - *Best Paper Proceedings*, Academy of Management Meeting, Atlanta, 2006.
4. Joshi, A., Lazarova, M. B., & **Liao, H.** (2006). A cross-level study of identification in geographically dispersed teams: The role of leadership.
 - *Best Paper Proceedings*, Academy of Management Meeting, Atlanta, 2006.
5. Joshi, A., **Liao, H.**, & Jackson, S. E. (2004). Do they practice what they preach? A cross-level investigation of pay inequity.
 - *Best Paper Proceedings*, Academy of Management Meeting, New Orleans, 2004
6. **Liao, H.**, & Chuang, A. (2002). A multilevel investigation of individual and contextual factors influencing employee service performance.
 - *Best Doctoral Student Paper Award*, OB/OT/OD Division, Southern Management Association, Atlanta, 2002.
7. **Liao, H.**, Arvey, R. D., Butler, R. J., & Nutting, S. M. (2001). Correlates of work injury frequency and duration among firefighters.
 - Featured in the *American Psychological Association (APA) Press Releases*: <http://www.apa.org/releases/occuphealth.html>

REFEREED JOURNAL PUBLICATIONS

1. **Liao, H.**, Chuang, A., & Joshi, A. (in press). Perceived deep-level dissimilarity: Personality antecedents and impact on overall job attitude, helping, work withdrawal, and turnover. *Organizational Behavior and Human Decision Processes*.
2. **Liao, H.**, & Subramony, M. (in press). Employee customer orientation in manufacturing organizations: Joint influences of customer proximity and senior leadership team. *Journal of Applied Psychology*.
3. Joshi, A., Lazarova, M. B., & **Liao, H.** (in press). Getting everyone on board: The role of inspirational leadership in geographically dispersed service teams. *Organization Science*.
4. **Liao, H.**, & Chuang, A. (2007). Transforming service employees and climate: A multi-level multi-source examination of transformational leadership in building long-term service relationships. *Journal of Applied Psychology*, 92, 1006-1019.
5. **Liao, H.** (2007). Do it right this time: The role of employee service recovery performance in customer perceived justice and customer loyalty after service failures. *Journal of Applied Psychology*, 92, 475-489.
6. Kammeyer-Mueller, J. D., & **Liao, H.** (2006). Workforce reduction and organizational attractiveness: Examining job seekers' reactions to firm downsizing policies. *Human Resource Management*, 45, 585-603.
7. Joshi, A., **Liao, H.**, & Jackson, S. E. (2006). Cross-level effects of workplace diversity on sales performance and pay. *Academy of Management Journal*, 49, 459-481.
8. **Liao, H.**, & Rupp, D. E. (2005). The impact of justice climate and justice orientation on work outcomes: A cross-level multifoci framework. *Journal of Applied Psychology*, 90, 242-256.
9. **Liao, H.**, Joshi, A., & Chuang, A. (2004). Sticking out like a sore thumb: employee dissimilarity and deviance at work. *Personnel Psychology*, 57, 969-1000.
10. **Liao, H.**, & Chuang, A. (2004). A multilevel investigation of factors influencing employee service performance and customer outcomes. *Academy of Management Journal*, 47, 41-58.
11. Arvey, R. D., Harpaz, I., & **Liao, H.** (2004). Work centrality and post-award work behavior of lottery winners. *Journal of Psychology*, 138, 404-420.
12. Glomb, T. M., & **Liao, H.** (2003). Interpersonal aggression in work groups: Social influences, reciprocal and individual effects. *Academy of Management Journal*, 46,

- 486-496.
13. Butler, R. J., & Liao, H. (2002). Job performance failure and occupational carpal tunnel claims. *Journal of Occupational Rehabilitation*, 12, 1-12.
 14. Liao, H., Arvey, R. D., Butler, R. J., & Nutting, S. M. (2001). Correlates of work injury frequency and duration among firefighters. *Journal of Occupational Health Psychology*, 6, 229-242.

REFEREED CONFERENCE PROCEEDINGS

(* denotes doctoral students)

15. Liao, H., Toya, K., Lepak, D., & Hong*, Y. (2007). Strategically-focused and employee-experienced work system: Service quality as an objective. *Best Paper Proceedings of the 66th Annual Meeting of the Academy of Management*.
16. Kammeyer-Mueller, J., Livingston*, B. A., Liao, H. (2007). Odd man (or woman) out: Demographic dissimilarity and the socialization of newcomers. *Best Paper Proceedings of the 66th Annual Meeting of the Academy of Management*.
17. Liao, H., Chuang, A., & Joshi, A. (2006). In the eye of the beholder: Understanding perceived dissimilarity. *Best Paper Proceedings of the 65th Annual Meeting of the Academy of Management*.
18. Joshi, A., Lazarova, M. B., & Liao, H. (2006). A cross-level study of identification in geographically dispersed teams: The role of leadership. *Best Paper Proceedings of the 65th Annual Meeting of the Academy of Management*.
19. Joshi, A., Liao, H., & Jackson, S. E. (2004). Do they practice what they preach? A cross-level investigation of pay inequity. *Best Paper Proceedings of the 63rd Annual Meeting of the Academy of Management*.
20. Liao, H., & Chuang, A. (2002). A multilevel investigation of employee service performance. *Proceedings of the 2002 Annual Meeting of the Southern Management Association*.

BOOK CHAPTERS

21. Liao, H., & Chuang, A. (in press, in Chinese). Multilevel model building and analysis. In X. P. Chen, J. Farh, & A. Tsui (Eds.), *Handbook for Organizational Management Research Methods*. Peking University Press.

ANNUAL RESEARCH SERIES

(* denotes doctoral students)

22. Rupp, D. E., Bashshur, M. R., & **Liao, H.** (2007). Justice climate past, present, and future: Models of structure and emergence. In F. Dansereau & F.J. Yammarino (Eds.), *Research in Multi-Level Issues*, vol. 6, 357-396. Oxford, UK: Elsevier.
23. Rupp, D. E., Bashshur, M. R., & **Liao, H.** (2007). Justice climate: Consideration of the source, target, specificity, and emergence. In F. Dansereau & F.J. Yammarino (Eds.), *Research in Multi-Level Issues*, vol. 6, 439-459. Oxford, UK: Elsevier.
24. Lepak, D.P., **Liao, H.**, Chung*, Y., & Harden*, E. (2006). A conceptual review of human resource management systems in strategic human resource management research. In J. Martocchio (Ed.), *Research in Personnel and Human Resources Management*, Vol. 25, Oxford, UK: Elsevier.
25. Kammeyer-Mueller, J. D., **Liao, H.**, & Arvey, R. D. (2001). Downsizing and organizational performance: A review of the literature from a stakeholder perspective. In G. R. Ferris (Ed.), *Research in Personnel and Human Resources Management*, Vol. 20, Stamford CT: JAI Press.

CHAired/DISCUSSED CONFERENCE SYMPOSIA

1. Discussant. *HR in Small and Medium Size Firms*. Symposium chaired by Miguel Quinones at the Academy of Management Meeting, Philadelphia, August 2007.
2. Chairperson. *Service management around the globe*. Symposium presented at the 22nd Annual Conference of the Society of Industrial Organization Psychology, New York, New York, April 2007.
3. Chairperson. *Human resource management and performance: Challenging issues and new directions*. Symposium presented at the Academy of Management Meeting, Atlanta, August 2006.
4. Chairperson. *Linkage research in customer service: Connecting levels, stakeholders, and disciplines*. Symposium presented at the 21st Annual Conference of the Society of Industrial Organization Psychology, Dallas, Texas, May 2006.
5. Chairperson. *Customer service: Antecedents, processes, and impact on the bottom line*. Symposium presented at the Academy of Management Meeting, New Orleans, August 2004.
6. Chairperson. *Managing diversity in turbulent times: A "SWOT" analysis*. Symposium presented at the 19th Annual Conference of the Society of Industrial Organizational Psychology, Chicago, April 2004.

7. Chairperson. *Through a multilevel perspective: Understanding individual and team performance*. Symposium presented at the Academy of Management Meeting, Seattle, August 2003.

CONFERENCE PRESENTATIONS

(* denotes doctoral students)

1. Liao, H., & Subramony, M. *Employee customer-orientation in manufacturing organizations: Joint effects of customer proximity and senior leadership team's customer orientation*. Paper presented at the annual conference of the Frontiers in Service, San Francisco, October 2007.
2. Liao, H., Toya, K., Lepak, D., & Hong*, Y. *Strategically-focused and employee-experienced work system: Service quality as an objective*. Paper presented at the Academy of Management Meeting, Philadelphia, August 2007.
3. Kammeyer-Mueller, J., Livingston*, B. A., Liao, H. *Odd man (or woman) out: Demographic dissimilarity and the socialization of newcomers*. Paper presented at the Academy of Management Meeting, Philadelphia, August 2007.
4. Chuang*, C. H., & Liao, H. *Strategic human resource management in service context: Taking care of business by taking care of customer and employees*. Paper presented at the 22nd Annual Conference of the Society of Industrial Organization Psychology, New York City, April 2007.
5. Liao, H., Toya, K., Lepak, D. P., & Hong*, Y. *High performance work system for customer service*. Paper presented at the Academy of Management Meeting, Atlanta, August 2006.
6. Liao, H., Chuang, A., & Joshi, A. *Work outcomes and personality antecedents of perceived deep-level dissimilarity*. Paper presented at the Academy of Management Meeting, Atlanta, August 2006.
7. Joshi, A., Lazarova, M. B., & Liao, H. *A cross-level study of identification in geographically dispersed teams: The role of leadership*. Paper presented at the Academy of Management Meeting, Atlanta, August 2006.
8. Liao, H., & Chuang, A. *Serving customers and building relationships: A multi-level multi-source examination of the role of leadership*. Paper presented at the 21st Annual Conference of the Society of Industrial Organization Psychology, Dallas, Texas, May 2006.
9. Liao, H. *Service recovery performance: validation of a measure and test of a mediated-moderated model*. Paper presented at the Academy of Management Meeting, Hawaii, August 2005.

10. Liao, H., & Chuang, A. *The role of leader behaviors and leader-member exchange in customer service*. Paper presented at the Academy of Management Meeting, Hawaii, August 2005.
11. Joshi, A., Lazarova, M. B., & Liao, H. *Leading multinational teams: Inspiring commitment across distance and time zones*. Paper presented at the Academy of Management Meeting, Hawaii, August 2005.
12. Liao, H., Rupp, D. E., Ko*, J., Nam., K., & Bashshur*, M. *How they are treated matters too, sometimes: Self-focused justice perceptions and individual differences as moderators of other-focused justice effects*. Paper presented at the 20th Annual Conference of the Society of Industrial Organizational Psychology, Los Angeles, April 2005.
13. Joshi, A., Liao, H., Jeong*, D., & Kell*, K. *Newcomers in academia: Does social capital matter?* Paper presented at the 20th Annual Conference of the Society of Industrial Organizational Psychology, Los Angeles, April 2005.
14. Chuang, A. & Liao, H. *Service climate and customer outcomes: An investigation of the mediating role of employee service-focused task and citizenship performance*. Paper presented at the Academy of Management Meeting, New Orleans, August 2004.
15. Joshi, A., Liao, H., & Jackson, S. E. *Do they practice what they preach? A cross-level investigation of pay inequity*. Paper presented at the Academy of Management Meeting, New Orleans, August 2004.
16. Joshi, A., Liao, H., & Jackson, S. E. *A cross-level investigation of the effects of workplace diversity on employee performance and rewards*. Paper presented at the 19th Annual Conference of the Society of Industrial Organizational Psychology, Chicago, April 2004.
17. Liao, H., & Rupp, D. E. *A multilevel-multifoci framework of justice*. Paper presented at the Academy of Management Meeting, Seattle, August 2003.
18. Liao, H., Joshi, A., & Chuang, A. *A cross-level examination of diversity and counterproductive behavior*. Paper presented at the Academy of Management Meeting, Seattle, August 2003.
19. Liao, H., & Chuang, A. *A multilevel investigation of individual and contextual factors influencing employee service performance*. Paper presented at the Southern Management Association (SMA) Meeting, Atlanta, November 2002.
20. Miner, A. G., Glomb, T. M., & Liao, H. *Assessing patterning of organizational behavior over time*. Paper presented at the Academy of Management Meeting, Denver, August 2002.

21. Glomb, T. M., & Liao, H. *Employee aggression in work groups: Social influences, reciprocal, and bullying effects*. Paper presented at the Academy of Management Meeting, Denver, August 2002
22. Liao, H., Arvey, R. D., Butler, R. J., & Nutting, S. M. *Predicting work injury frequency and duration among firefighters*. Presented at the Academy of Management Meeting, Toronto, August 2000.

INVITED WORKSHOPS, PRESENTATIONS, AND SEMINARS

- Fall 2007, *Do They See Eye to Eye: Manager and Employee Perspectives of High Performance Work Systems and Influence Process on Service quality*, presented for the Management Seminar Series at the School of Business, University of Kansas.
- Fall 2006, research seminar, *Transforming Service Employees and Climate: A multi-level and multi-source examination of the role of leadership*, presented at the (in the order of visit):
 - Eli Broad College of Business, Michigan State University
 - Jones Graduate School of Management, Rice University
 - School of Hotel Administration, Cornell University
 - Smeal College of Business, Pennsylvania State University
 - College of Management, Georgia Institute of Technology
- September 2006, Ph.D. workshops, *Hierarchical Linear Modeling (HLM) for Multilevel Organizational Research*, Department of Management and Organizations, Business School, Hong Kong University of Science and Technology.
- September 2006, Ph.D. seminar, *Organizational Justice Climate Research*, Department of Management and Organizations, Business School, Hong Kong University of Science and Technology.
- September 2006, research seminar, *Service Profit Chain: Linking Management, Employees, Customers, and Shareholder Interfaces*, presented at the:
 - Business School, Hong Kong University of Science and Technology
 - Faculty of Business, City University of Hong Kong
- November 2005, presentation, *Impact of Demographic Diversity on Employee Performance and Pay*, School of Management and Labor Relations' State Advisory Council Meeting, Rutgers University.

RESEARCH GRANTS

- 2007-2008, Center for Human Resources Strategy (CHRS) Research Grant (\$7600) to study organizational management issues for service sectors in Mainland China and Taiwan,

Rutgers University.

- 2006-2007, SMLR Small Research Grant (\$5500) to study employee-customer co-production of service, Rutgers University.
- 2006-2007, with Jane Yang, Faculty of Business Research Grant (HK\$80,000) to study service management in Hong Kong, City University of Hong Kong.
- 2006-2007, Center for Human Resources Strategy (CHRS) Research Grant (\$4600) to study leadership and diversity issues in service project teams, Rutgers University.
- 2005-2006, SMLR Small Research Grant (\$7000) to study customer service-focused Human Resource Management, Rutgers University.
- 2005-2006, SMLR Small Research Grant (\$3000) to study multi-foci commitment of customer loyalty, Rutgers University.
- 2004-2005, University Research Council Grant (\$4,559) to study measurements of employee service recovery performance and its role in achieving customer satisfaction and loyalty, Rutgers University.
- 2004-2005, SMLR Small Research Grant (\$2000) to study employee mentoring programs, Rutgers University.
- 2004-2005, SMLR Small Research Grant (\$2500) to study customer service, Rutgers University.
- 2001-2002, Grant (\$28,910) from the Sloan Foundation (via the Food Industry Center, University of Minnesota) to study the linkages between HR practices and various customer service related outcomes, University of Minnesota.

TEACHING INTERESTS

- Organizational Behavior
- Organizational Management for Service Excellence
- Organizational Research Methods
- Human Resource Management
- Leadership
- Multilevel Theory and Method
- Managing Workforce Diversity
- Teams in Organizations

TEACHING EXPERIENCE

PhD Level

- Spring 2007, Instructor, Ph.D. seminar – *Research in Organizational Behavior*. School of Management and Labor Relations, Rutgers University.

- Spring 2007, Instructor, Ph.D. workshops – *Hierarchical Linear Modeling (HLM) for Multilevel Organizational Research*. School of Management and Labor Relations, Rutgers University.

MA Level

- Spring 2008, Instructor, *Winning the Service Game: Linking Strategic HRM and Service Marketing*. School of Management and Labor Relations, Rutgers University.
- Fall 2003 – Fall 2007, Instructor, *HR Decision Making: Data Based Decisions*. School of Management and Labor Relations, Rutgers University.
- Fall 2002, Instructor, *Understanding and Managing Employee Performance*. Institute of Labor and Industrial Relations, University of Illinois at Urbana-Champaign.
- Fall 1999 – Spring 2000, Teaching Assistant, *Quantitative Method in Human Resources and Industrial Relations*. Led statistical lab sections for M.A. students in HRIR. Carlson School of Management, University of Minnesota.

Undergraduate Level

- Summer 2000, Instructor, *Introduction to Human Resource Management and Industrial Relations*. Carlson School of Management, University of Minnesota.

INDEPENDENT STUDIES SUPERVISED

- Fall 2007-Spring 2008, Sunanda Banerjee, MA student, independent study on *Evaluating Career Progression Plan for sales force at Bristol-Myers Squibb*.
- Summer 2006, Ying Hong, Ph.D. student, independent study on *Organizational management and service quality*.
- Spring 2006, Jianling Liu, MA student, independent study on *Assessing the effectiveness of the staffing and employee management practices at Avtech Institute of Technology*.

STUDENT EXAM AND THESES COMMITTEES

- Fall 2007 – present, Chair of Ying Hong's doctoral thesis committee
- Fall 2007 – present, member of Yuan Jiang's doctoral thesis committee
- Fall 2005 – present, member of Yunhyung Chung's doctoral thesis committee
- Fall 2006, member of Ying Hong's doctoral qualifying examination committee
- Fall 2006, member of Yuan Jiang's doctoral qualifying examination committee
- Fall 2005 – Spring 2007, member of Yuan Jiang's master's thesis committee

- Fall 2005, member of Erika Harden's doctoral qualifying examination committee
- Fall 2005, member of Ying Hong's master's oral examination committee
- Fall 2004, member of Yunhyung Chung's doctoral qualifying examination committee

DEPARTMENT/SCHOOL/UNIVERSITY COMMITTEE SERVICE

- Fall 2007 – present, *Ph.D. Policy Committee*. School of Management and Labor Relations, Rutgers University.
- Fall 2007 – present, *Reader for the Tenure and Promotion Committee*. School of Management and Labor Relations, Rutgers University.
- Fall 2007 – present, *Diversity Committee*. School of Management and Labor Relations, Rutgers University.
- Fall 2005 – present, *SMLR Rules, Nominations, and Review Committee*. School of Management and Labor Relations, Rutgers University.
- Fall 2003 – Spring 2005, *Assessing Data, DBD Curriculum Study Committee*. Human Resource Management Department, School of Management and Labor Relations, Rutgers University.
- Fall 2002 – Spring 2003, *Ph.D. Advisory Committee*. Institute of Labor and Industrial Relations, University of Illinois at Urbana Champaign.
- Fall 2002 – Spring 2003, *International Relations Committee*. Institute of Labor and Industrial Relations, University of Illinois at Urbana Champaign.

APPENDIX

Abstract of Selected Publications

1. **Liao, H.,** Chuang, A., & Joshi, A. (*in press*). Perceived deep-level dissimilarity: Personality antecedents and impact on overall job attitude, helping, work withdrawal, and turnover. *Organizational Behavior and Human Decision Processes*.

- **Dorothy Harlow Distinguished Paper Award**, Academy of Management, 2006.

The current research integrates and furthers three new areas of research in relational demography: incorporating both surface- and deep-level dissimilarity in theory building, directly assessing dissimilarity perceptions in theory testing, and understanding the antecedents of dissimilarity perceptions. The results based on a pilot study and two field studies using diverse samples demonstrated the construct validity of the perceived deep-level dissimilarity measure and the effects of perceived deep-level dissimilarity beyond the effects of perceived surface-level dissimilarity on an individual's overall job attitude, and behaviors of helping, work withdrawal, and actual voluntary turnover. These results support the applicability of the social identity and self categorization theories to deep-level characteristics, underscore the importance of assessing dissimilarity perceptions, extend the limited number of studies along this line from the team-level analysis of compositional diversity to the individual-level analysis of relational demography, and expand the criterion domain to include critical behavioral outcomes that have been implied by the theories but rarely assessed in prior studies. Further, we supplement the social identity perspective with insights derived from personality research to identify enduring personality traits that may influence dissimilarity perceptions. The two field studies showed that less extraverted, and less agreeable individuals perceived a higher level of deep-level dissimilarity from coworkers; these results add to the growing body of research on the role of personality in workplace diversity outcomes. This research makes several theoretical contributions, and offers some interesting implications for future research and management of workplace diversity.

2. **Liao, H.,** & Subramony, M. (*in press*). Employee customer orientation in manufacturing organizations: Joint influences of customer proximity and senior leadership team. *Journal of Applied Psychology*.

Pursuing a customer-focused strategy in manufacturing organizations requires employees across functional roles to embrace the importance of understanding and meeting customer needs and to align their everyday efforts with the ultimate goal of satisfying and retaining customers. Little prior research has examined what factors influence employee customer orientation in the manufacturing settings. Drawing on the Attraction-Selection-Attrition (ASA) model, upper-echelons theory, and contingency/situational theories of leadership, this study investigates the independent and interactive influences of different functional roles' proximity to the external customers and senior leadership team's customer orientation on employee customer orientation. Hierarchical Linear Modeling results based on survey and archival data obtained from 4299 employees and 403 senior leaders from 42 facilities operating in 16 countries of a global manufacturer of consumer durables revealed that employees occupying customer-contact roles had the highest level of customer orientation, followed by employees occupying production roles and then by employees occupying support roles. In addition, there was a positive relationship between senior leadership team's customer orientation and employee customer orientation for all three groups of employees. Further, consistent with the contingency perspective of leadership, the positive relationship between senior leadership team's customer orientation and employee customer orientation was the strongest for employees in support roles, suggesting that lower

levels of proximity to the external customers may create a greater need for customer-oriented leadership in helping employees develop customer-orientated attitudes.

3. Joshi, A., Lazarova, M. B., & Liao, H. (in press). Getting everyone on board: The role of inspirational leadership in geographically dispersed service teams. *Organization Science*.

A rich body of research in the area of leadership has examined the influence of transformational/charismatic forms of leadership on employees' motivation, attitudes and behaviors. This research is based on the assumption that leaders are able to influence followers based on close, sustained, and personalized contact with them. However, new organizational realities are challenging this assumption. Drawing on the intersections between social identity theory and leadership research this study highlights the importance of inspirational leaders who, by developing socialized relationships with team members, can foster attitudes that are critical for team effectiveness in geographically dispersed settings. Findings support the role of this form of leadership in dispersed settings. Inspirational leadership emerged as a significant predictor of individuals' trust in team members and commitment to the team. Further, the positive relationship between inspirational leadership and individuals' commitment to the team and trust in team members was strengthened in teams that were more dispersed suggesting that inspirational leaders are important in all contexts but that their importance is underscored in highly dispersed contexts. Finally, shared perceptions of trust and commitment predicted performance at the team level.

4. Liao, H., & Chuang, A. (2007). Transforming service employees and climate: A multi-level multi-source examination of transformational leadership in building long-term service relationships. *Journal of Applied Psychology*, 92, 1006-1019.

This longitudinal field study integrates the theories of transformational leadership and relationship marketing to examine how transformational leadership (TFL) influences employee service performance and customer relationship outcomes by transforming both at the micro level the service employees' attitudes and at the macro level the work unit's service climate. Results revealed that at the individual level, managers' TFL was positively related to employee service performance, which in turn positively predicted customers' expressed intention of maintaining a long-term service relationship with the service employee and manager-reported number of the employee's long-term customers measured nine months later. In addition, the relationship between TFL and employee service performance was partially mediated by employee self-efficacy. Further, store-level TFL was positively associated with store-level service climate; and service climate further enhanced the relationship between individual-level TFL and employee service performance.

5. Liao, H. (2007). Do it right this time: The role of employee service recovery performance in customer perceived justice and customer loyalty after service failures. *Journal of Applied Psychology*, 92, 475-489.

Integrating justice and customer service literatures, this research examines the role of customer service employees' behaviors of handling customer complaints, or service recovery performance (SRP), in conveying a just image of service organizations and achieving desirable customer outcomes. Results from a field study and a laboratory study demonstrated that the Making an Apology, Problem Solving, Being Courteous, and Prompt Handling dimensions of SRP positively influenced customer satisfaction and then customer repurchase intent via the mediation of customer perceived justice. In addition, service failure severity and repeated failures reduced the positive impact of some dimensions of SRP on customer satisfaction, and customer perceived

justice again mediated these moderated effects.

6. Joshi, A., **Liao, H.**, & Jackson, S. E. (2006). Cross-level effects of workplace diversity on sales performance and pay. *Academy of Management Journal*, 49, 459-481.

Drawing on social identity theory and related status-based perspectives, we describe how in-group—out-group dynamics can lead to performance differences and earnings inequalities between members of higher-status majorities (whites, males) versus lower-status minorities (people of color, women). A three-level analysis of data for 3,318 sales employees working in 437 teams across 46 sales units of a Fortune 500 company shows that the relationship between individual demographic attributes (gender and ethnicity) and pay is moderated by the demographic composition of work teams and the management composition of larger work units. Ethnicity-based earnings inequalities were smaller in teams with proportionately more people of color, and gender- and ethnicity-based inequalities were smaller in work units that had proportionately more women and people of color in the managerial ranks. Performance partially mediated the relationships between individual attributes, team composition, management composition, and pay.

7. Lepak, D.P., **Liao, H.**, Chung, Y., & Harden, E. (2006). A conceptual review of human resource management systems in strategic human resource management research. In J. Martocchio (Ed.), *Research in Personnel and Human Resources Management*, Vol. 25, Oxford, UK: Elsevier.

A distinguishing feature of strategic human resource management research is an emphasis on human resource (HR) systems, rather than individual HR practices, as a driver of individual and organizational performance. Yet, there remains a lack of agreement regarding what these systems are, which practices comprise these systems, how these systems operate, and how they should be studied. Our goal in this chapter is to take a step toward identifying and addressing several conceptual and methodological issues regarding HR systems. Conceptually, we argue that HR systems should be targeted toward some strategic objective and operate by influencing: (1) employee knowledge, skills, and abilities, (2) employee motivation and effort, and (3) opportunities for employees to contribute. Methodologically, we explore issues related to the relationships among policies and practices, sampling issues, identifying the appropriate referent group(s), and who should serve as key informants for HR system studies.

8. **Liao, H.**, & Rupp, D. E. (2005). The impact of justice climate and justice orientation on work outcomes: A cross-level multifoci framework. (Equal contribution.) *Journal of Applied Psychology*, 90, 242-256.

This paper, which takes a person-situation approach, proposes and tests a cross-level multifoci model of workplace justice. We crossed three types of justice (procedural, informational, and interpersonal) with two foci (organization and supervisor) and aggregated to the group level to create six distinct justice climate variables. We then tested for the effects of these variables on either organization-directed or supervisor-directed commitment, satisfaction, and citizenship behavior. We also tested justice orientation as a moderator of these relationships. The results, based on 231 employees comprising 44 work groups representing multiple organizations and occupations, revealed that four forms of justice climate (organization-focused procedural and informational justice climate, and supervisor-focused procedural and interpersonal justice climate) were significantly related to various work outcomes after controlling for corresponding individual-level justice perceptions. In addition, some moderation effects were found. Implications for organizations and future research are discussed.

9. **Liao, H., Joshi, A., & Chuang, A.** (2004). Sticking out like a sore thumb: employee dissimilarity and deviance at work. *Personnel Psychology*, 57, 969-1000.

This study examined demographic- and personality-based employee dissimilarities in relation to organizational and interpersonal deviant behaviors. Perceived organizational support (POS), organizational commitment, perceived coworker support, and coworker satisfaction were proposed as mediators. The results revealed that dissimilarities in ethnicity, Agreeableness, and Openness to Experience were significantly related to organizational deviance; dissimilarities in gender, Conscientiousness, and Extraversion were significantly related to interpersonal deviance. In addition, ethnic dissimilarity negatively predicted POS and organizational commitment, age dissimilarity positively predicted perceived coworker support, Extraversion dissimilarity positively predicted coworker satisfaction, Agreeableness dissimilarity negatively predicted POS, and Openness to Experience dissimilarity negatively predicted POS, organizational commitment, perceived coworker support and coworker satisfaction. Finally, POS partially mediated the relationship between Agreeableness dissimilarity and organizational deviance. Interpretations of results, implications for management and future research are discussed.

10. **Liao, H., & Chuang, A.** (2004). A multilevel investigation of factors influencing employee service performance and customer outcomes. *Academy of Management Journal*, 47, 41-58.

- **Best Doctoral Student Paper Award**, OB/OT/OD division, Southern Management Association, 2002.

Previous work on service performance focused on either organization- or individual-level of analysis. This multilevel study of 257 employees, 44 managers, and 1993 customers from 25 restaurants demonstrated that both individual- and store-level factors were significantly associated with employee service performance: Conscientiousness and Extraversion explained within-store variances, and service climate and employee involvement explained between-store variances. Further, employee service performance aggregated to the store level explained between-store variances in customer satisfaction and loyalty.

11. **Glomb, T. M., & Liao, H.** (2003). Interpersonal aggression in work groups: Social influences, reciprocal and individual effects. *Academy of Management Journal*, 46, 486-496.

This cross-level study of 149 employees from 25 groups demonstrates the impact of group social context on individual interpersonal aggression. Extending Robinson & O'Leary-Kelly (1998), results suggest that both being the target of aggression and the mean level of aggression in a workgroup (absent the target individual) predict employees' reports of engaging in aggression. Effects persist after controlling for individual differences related to aggression, demographics, and situational variables. Results suggest individual, reciprocal, and group influences.