

## **Xiangmin (Helen) Liu**

School of Management & Labor Relations  
Rutgers, The State University of New Jersey  
50 Labor Center Way, NJ 08901-8553  
Email: [xiangmin.liu@rutgers.edu](mailto:xiangmin.liu@rutgers.edu) Phone: 848-252-9265

### **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**

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

Pennsylvania State University, School of Labor and Employment Relations,  
Associate Professor, 07/2016 – 12/2016.  
Assistant Professor, 07/2009 – 06/2016.

### **PUBLISHED PAPERS** (\* student co-authors)

Zhang, L., **Liu, X.** & Hu, Y. (Forthcoming). Degrees of Return: Estimating Internal Rates of Return for College Majors Using Quantile Regression. *American Educational Research Journal*. <https://doi.org/10.3102/00028312241231512>

**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.

## **WORKING MANUSCRIPTS**

Zhang, B., **Liu, X.**, & Zhang, Z. A manuscript on when and how employees repeatedly violate organizational norms. Status: revised and resubmitted.

**Liu, X.** & Zhang, L. A manuscript on how college education, especially the selection of STEM majors, significantly shapes long-term earnings trajectories not only through its direct impact but also via its influence on graduate education. Status: under review.

Zhang, B., **Liu, X.**, Kraimer, M., & Feng, J. A manuscript on how digital platforms fundamentally shape platform workers' earnings by creating indirect reciprocal relationships and opportunities for value capture at work.

## **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. 2024-2026.

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 - 2025.

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.

## **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.

## **DISSERTATION/MASTERS THESIS COMMITTEE MEMBERSHIP**

### Rutgers University

2020- Doctoral Committee Member. Nazifa Zaman. Yan Pan.  
2023. Doctoral Dissertation Advisor. Bulin Zhang.  
Doctoral Committee Member. Su Chen.  
2019. Masters Thesis Advisor. Junting Li.  
  
2017-2023, Doctoral Dissertation Advisor. Bulin Zhang.  
2020-present, Doctoral Committee Member. Yan Pan.  
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

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

New Technology and Work (37:575:313)

Introduction to Labor Studies (37:575:100)

Byrnes Seminars – Robotics, Automation, and the Future of Work (01:090:101 section 14)

### Rutgers - East China University of Science and Technology Joint Program

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.

## **SERVICE**

### *Services to Rutgers University (2017 - )*

Committee Member. School of Management and Labor Relations.

Review committee (2024-)

Teaching committee (2018-)

Dean search committee (2024)

Committee on Diversity, Equity, and Inclusion (2019-2021)

Faculty search committee (2017-2019)

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. March, 2018.

*Service to Penn State University (2009-2016)*

Member. Academic Integrity Committee. College of Liberal Arts. Pennsylvania State University.

Organizing Committee Member. Center for International Human Resource Studies. Pennsylvania State University.

Committee Member. School of Labor and Employment Relations. Pennsylvania State University

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 2<sup>nd</sup> Global Conference on International Human Resource Management.

*Professional organizations*

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

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

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

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, Human Relations, Human Resource Management Journal, ILR Review, Journal of Population Economics, Journal of Business Ethics, Management Science, Organization Science, Personnel Psychology, etc.*