

CURICULUM VITAE

Jeffrey B. Arthur, Ph.D.
Associate Professor of Management
Department of Management (0233)
Virginia Tech University
880 West Campus Drive
Blacksburg, VA 24061
Phone: 540 231-5695 ; Fax: 540 231-3076
e-mail: jearthur@vt.edu

EDUCATION

Cornell University

Ph.D. in Industrial Relations, 1990

M.S. in Industrial Relations, 1987

University of California, Santa Cruz

B.A. in Politics, 1984

EMPLOYMENT

University

Virginia Polytechnic Institute and State University, Pamplin College of Business, Associate Professor, August, 2007-present

Virginia Polytechnic Institute and State University, Pamplin College of Business, Assistant Professor, August, 2000-August, 2007

Fairfield University, School of Business; Assistant Professor, September, 1997-August, 2000.

Purdue University, Krannert Graduate School of Management, Assistant Professor, August, 1990-May, 1997

Cornell University, Center for Advanced Human Resources Studies, Cornell University; Research Associate, July, 1989-August, 1990

Non-University

Organizational/Human Resources Consultant, Austeel Co., Auburn, NY; Town of Colony, NY. 1987/88

Supervisor, Distribution Center, GAP, Inc., San Francisco, CA. 1983-1985

TEACHING AREAS (COURSES TAUGHT)

- Compensation and Performance Management (Graduate and Undergraduate)
- Human Resource Management (Graduate and Undergraduate)
- Employee and Labor Relations (Graduate and Undergraduate)
- Strategic Human Resource Management (Ph.D. and Executive MBA)

PUBLICATIONS

Refereed Journals

- Arthur, J.B. 2022. Public announcements of employee recognitions from customers and customer satisfaction: Longitudinal effects in the healthcare context. Journal of Business Research, 157. Article first published online, December 29, 2022. doi:[10.1016/j.busres.2022.113568](https://doi.org/10.1016/j.busres.2022.113568)
- Zimmerman, R.D., Swider, B.W., & Arthur, J.B. 2020. Does Turnover Destination Matter? Differentiating Antecedents of Occupational versus Organizational Change. Journal of Vocational Behavior. Article first published online July 11, 2020 <https://doi.org/10.1016/j.jvb.2020.103470>
- Arthur, J.B., Herdman, A.O.*, & Yang, J.* 2019. Which Way to High Performance? Comparing Performance Effects of High-Performance Work System Components in Small- to Medium-Sized Establishments. Industrial & Labor Relations Review. Article first published online, December 17, 2019 <https://doi.org/10.1177/0019793919893668>
- Yang, J.* & Arthur, J.B. 2019. Implementing Commitment HR Practices: The Effect of Frontline Managers' Commitment HR Attributions on Employees' Commitment HR Perceptions and OCB. International Journal of Human Resource Management. Article first published online June 25, 2019 <https://doi.org/10.1080/09585192.2019.1629986>
- Herdman, A.O.*, Yang, J.*, & Arthur, J.B. 2017. How Does Leader-Member Exchange Disparity Affect Teamwork Behavior and Effectiveness in Work Groups? The Moderating Role of Leader-Leader Exchange. Journal of Management, 43 (5): 1498-1523. Article first published online October 27, 2014, doi: 10.1177/0149206314556315.
- Arthur, J.B. Herdman, A.O.*, & Yang, J.* 2016. How Top Management HR Beliefs and Values Affect High-Performance Work System Adoption and Implementation Effectiveness. Human Resource Management, 55(3): 413-435.
- Arthur, J.B. 2011. Do HR System Characteristics Affect the Frequency of Interpersonal Deviance in Organizations? The Role of Team Autonomy and Internal Labor Market Practices, Industrial Relations, 50(1): 30-56.
- Arthur, J.B. & Boyles, T.* 2007. Validating the Human Resource System Structure: A Levels-based Strategic HRM Approach. Human Resource Management Review, 17: 77-92.
- Arthur, J.B. & Huntley, C.L. 2005. Ramping up the Organizational Learning Curve: Assessing the Impact of Deliberate Learning on Plant Performance under Gainsharing. Academy of Management Journal, 48(6): 1159-1170.
- Arthur, J.B. & Kim, D-O. 2005. Gainsharing and Knowledge Sharing: The Effects of Labour-Management Cooperation. International Journal of Human Resource Management, 16: 1564-1582.

- Arthur, J.B. & Aiman-Smith, L.* 2001. Gainsharing and Organizational Learning: An Analysis of Employee Suggestions over Time. Academy of Management Journal, 44: 737-754.
- Arthur, J.B. & Jelf, G.S.* 1999. The Effects of Gainsharing on Grievances and Absenteeism over Time. Journal of Labor Research, 20: 133-145.
- Arthur, J.B. 1994. The Effect of Human Resource Systems on Manufacturing Performance and Turnover. Academy of Management Journal, 37: 670-687.
- Arthur, J.B. 1992. The Link Between Business Strategy and Industrial Relations Systems in American Steel Minimills. Industrial and Labor Relations Review, 45: 488-506.
- Arthur, J.B. & Dworkin, J.B. 1991. Current Topics in Industrial and Labor Relations Research and Practice. Journal of Management, 17: 515-551.
- Tolbert, P.S. & Arthur, J.B. 1990. Institutionalization of Negotiations in Organizations. In B. Sheppard, R. Lewicki, and M. Bazerman (Eds.), Research on Negotiations in Organizations, Vol.2. Greenwich, CT: JAI Press: 219-239.

*Authors are former Ph.D. students that I worked with as a faculty member.

Under Review

Working Papers

- Ho, H., Thompson, P-M., Kuvass, B, Dysvik, A., Arthur, J.B., Guest, D. "Human Resource (HR) Systems Implementation from Resource Orchestration Perspective: Do Top and Middle Managers' HR Philosophies Matter?"
- Arthur, J.B., Beal, D. "Social Exchange Breakdown: State-Level Income Inequality Weakens the Effectiveness of High Commitment Work Practices" Target: *Journal of Management*

Research in Progress

- Arthur, J.B. Do differentiated HR practices lead to better establishment performance? Data collected. Target: *Journal of Management*.

Refereed Proceedings

- Arthur, J.B., Herdman, A.O., & Yang, J. 2011. How a Climate for Incivility Affects Business Unit Performance: Testing a Linkage Model. Academy of Management Best Paper Proceedings. *Selected as the Best Convention Paper by the HR Division (out of 283 submissions)*.
- Arthur, J.B. & Boyles, T. 2006. Developing the Human Resource System Structure: A Levels-based Strategic HRM Framework. Academy of Management Best Paper Proceedings.
- Arthur, J.B. & Kim, D-O. 2002. Effect of Employee Suggestions and Union Support on Plant Performance under Gainsharing. Proceedings of the Fifty-Forth Annual Meeting, Champaign, IL: Industrial Relations Research Association: 16-24.

- Arthur, J.B & Aiman-Smith, L. 1996. Gainsharing as Organizational Learning: An Analysis of Employee Suggestions over Time. Proceedings of the Forty-Eighth Annual Meeting, Madison, WI: Industrial Relations Research Association: 270-277.
- Arthur, J.B. 1990. Industrial Relations Practices in Steel Minimills: Linking Business and Industrial Relations Strategies. Proceedings of the Forty-Second Annual Meeting, Madison, WI: Industrial Relations Research Association: 399-407.

Book Chapters

- Arthur, J.B. 1999. Explaining Variation in Human Resource Practices in U.S. Steel Minimills. In P. Cappelli (Ed.), Employment Practices and Business Strategy. Oxford University Press, pp. 11-41.
- Arthur, J.B & Smith, S.K. 1994. The Transformation of Industrial Relations in the American Steel Industry. In Paula B. Voos (Ed.), Contemporary Collective Bargaining in the Private Sector. Ithaca, NY: Cornell University/ ILR Press: 135-180. (Lead author is first.)

Book Reviews

- Arthur, J.B. 2000. Review of Ravenswood: The Steelworkers' Victory and Revival of American Labor by Tom Juravich and Kate Bronfenbrenner. Industrial and Labor Relations Review, 53: 723-724.
- Arthur, J.B. 1995. Review of The Legal Future of Employee Representation by Matthew Finkin (Ed.). Administrative Science Quarterly, 40: 714-717.
- Arthur, J.B. 1995. Review of Collective Bargaining as an Instrument of Social Change by David Jacobs. Industrial and Labor Relations Review, 48: 580-81.
- Arthur, J.B. 1989. Review of Communicating Employee Responsibilities and Rights by C. Osigweh (Ed.). Industrial and Labor Relations Review, 42: 466.

PROFESSIONAL PRESENTATIONS

- Ho, H., Thompson, P-M., Anderson, I., Kuvass, B., Arthur, J., & Guest, D. 2023. Human resource (HR) system implementation from a resource orchestration perspective: Do top and middle managers' HR philosophies matter? 21st European Association of Work and Organizational Psychology (EAWOP) Congress, May 24-27, Katowice, Poland.
- Arthur, J.B. & Chan, B. 2022. The relationship between income inequality and front-line service employees' job satisfaction, perceived fairness, and teamwork perceptions in U.S. states. ServSig 12th, June 16-18, Glasgow, Scotland.
- Arthur, J.B. 2019. Recognizing employees' customer-oriented behaviors: The effects on customer satisfaction over time. QUIS16, The 16th International Research Symposium on Advancing Service Research and Practice, June 10-13, Karlstad, Sweden.
- Arthur, J.B. 2019. Services Management Research Forum: Innovations in the Management of Service Work. September 26-29, Chicago IL.
- Arthur, J.B. 2018. Employee Recognitions, Prosocial Organizational Behavior, and Customer Satisfaction over Time. Annual Meeting of the Academy of Management, Chicago, IL.

- Arthur, J.B. 2017. Firm Performance Effects of High-involvement versus High-commitment HR in the context hotel SMEs. Annual Meeting of the Academy of Management, Atlanta, GA.
- Zimmerman, R.D., Swider, B.W., Arthur, JB. 2017. Differentiating Occupational Change versus Organizational Change. Annual Meeting of the Academy of Management, Atlanta, GA.
- Arthur, J.B. 2016. Recognizing extraordinary service: Effect of an employee recognition plan on patient satisfaction over time. Cornell Symposium on Hospitality, Health, and Design, October 9-11, 2016, Cornell University, Ithaca, NY.
- Yang, J. & Arthur, J.B. 2015. Implementing commitment HR practices: Mediating effect of frontline managers' commitment to HR attributions. 2nd Global Conference of International Human Resource Management, May 14-15, Penn State University, University Park, PA.
- Flynn, J.P., Zimmerman, R.D., Swider, B.W., & Arthur, J.B. 2015. Extra work on- and off-the-job: Differentiating occupational versus organizational turnover. Annual Meeting of the Society for Human Resource Management (SIOP). Philadelphia, PA.
- Arthur, J.B., Herdman, A.O., & Yang, J. 2014. Involvement or Commitment? How High-Performance Work Practices Affect Firm Performance and Employee Outcomes in Hotel Franchises. Annual Meeting of Labor and Employee Relations Association (LERA), Portland, OR.
- Arthur, J.B. 2014. "How Top-Management Beliefs and Values Affect HPWS Adoption and Implementation Effectiveness". Invited Presentation, Virginia Commonwealth University, Richmond, VA, January 31st.
- Arthur, J.B. & Herdman, A.O. 2012. Valuing Human Resources: The Impact of Top-Management Values on High-Performance Work System Acquisition, Maintenance, and Implementation. People and Organizations Conference. The Wharton School, University of Pennsylvania. Philadelphia, PA.
- Herdman, A.O., Yang, J., & Arthur, J.B. 2012. The Role of Leader-Leader Exchange in Shaping the Consequences of LMX Differentiation in Work Groups. Annual Meeting of the Academy of Management, Boston, MA.
- Arthur, J.B., Herdman, A.O., & Yang, J. 2011. How a Climate for Incivility Affects Unit-level Performance: Testing a Linkage Model. Annual Meeting of the Academy of Management, San Antonio, TX.
- Yang, J., Arthur, J.B., & Herdman, A.O. 2011. A Multi-level Analysis of the Antecedents of Employee Engagement. Annual Meeting of the Academy of Management, San Antonio, TX.
- Arthur, J.B. & Herdman, A.O. 2009. The Imitability of HR Systems: Top-management Team Knowledge, Causal Ambiguity, and HR Philosophy. Annual Meeting of the Academy of Management, Chicago, IL.
- Braekkan, K. & Arthur, J.B. 2009. High Performance Work Systems and Psychological Contracts: The Role of Union Support. Annual Meeting of Labor and Employee Relations Association (LERA), San Francisco, CA.

- Arthur, J.B., Herdman, A.O., & Ji, F.X. 2008. Valuing Human Resources as a Source of Customer Value Creation in Services. Annual Meeting of the Strategic Management Society, Cologne, Germany.
- Arthur, J.B. & Boyles, T. 2007. Organizational-level Influences on Interpersonal Workplace Agression. Annual Meeting of the Academy of Management, Philadelphia, PA.
- Arthur, J.B. & Boyles, T. 2006. Developing the Human Resource System Structure: A Levels-based Strategic HRM Framework. Annual Meeting of the Academy of Management, Atlanta, GA.
- Arthur, J.B. & Currall, S.C. 2005. Who to Believe? Systematic Rater Error Across Labor and Management Key Informants in Organizational IR / HRM Research. Annual Meeting of the Industrial Relations Research Association, Philadelphia, PA.
- Arthur, J.B., Currall, S.C. & Krishnan, V.T. 2004. Structural Empowerment and Academic Performance of Public School Districts. Annual Meeting of the Academy of Management, New Orleans, LA
- Arthur, J.B. and Huntley, C. 2003. Ramping Up the Organizational Learning Curve: The Impact of Gainsharing Suggestions on Plant Performance. Annual Meeting of the Industrial Relations Research Association, Washington, D.C.
- Arthur, J.B. 2002. The Role of People in the Strategic Implementation of Information Technology. Annual Meeting of the Academy of Management, Denver, CO
- Arthur, J.B. & Kim, D-O. 2001. The Effect of Employee Suggestions and Union Support on Plant Performance under Gainsharing. Annual Meeting of the Industrial Relations Research Association, New Orleans, LA
- Arthur, J.B. 2001. The Impact of Employee Participation on Plant Performance over Time: Motivational and Information Sharing Effects. Annual Meeting of the Academy of Management, Washington D.C.
- Huntley, C. & Arthur, J.B. 2000. A Birth-Death Model for Organizational Learning. Annual Meeting of Institute for Operations Research and Management Sciences [INFORMS], San Antonio, TX
- Arthur, J.B. & Jelf, G. 1998. Effects of a Gainsharing Intervention on Labor-Management Relations: A Longitudinal Analysis of Turnover and Absenteeism. Annual Meeting of the Industrial Relations Research Association, Chicago, IL
- Arthur, J.B. 1996. Putting the Pieces Together: Making Sense of the Evidence on External Fit in Strategic HRM Research. American Society for Training and Development and the National Center for the Workplace, Alexandria, VA
- Arthur, J.B. & Aiman-Smith, L. 1996. Gainsharing as Organizational Learning: An Analysis of Employee Suggestions Over Time. Annual Meeting of the Industrial Relations Research Association, San Francisco, CA
- Arthur, J.B. 1995. Testing the Strategic Human Resource Perspective: Contingency and Configurational Approaches. Annual Meeting of the Academy of Management, Vancouver, B.C.

- Arthur, J.B. 1994. Strategic Human Resources: The Case for a Configuration Approach.
Presented at the conference on Human Resources and the Resource-Based View of the Firm. The Wharton School, University of Pennsylvania, Philadelphia, PA
- Arthur, J.B. 1993. Determinants of the Use of Part-Time Workers by Firms: The Case of Bank Tellers. Annual Meeting of the Industrial Relations Research Association, Anaheim, CA

MANAGEMENT DOCTORAL DISSERTATION COMMITTEES AT VIRGINIA TECH

- Jaewan Yang, 2013 (chair)
Gretchen Schaupp, 2012 (member)
Andrew Herdman, 2008 (chair)
Trish Boyles, 2008 (member)
Manisha Singal, 2007 (member)
Evan Offstein 2004 (member)

PROFESSIONAL SERVICE

- Associate Editor, International Journal of Human Resource Management (2013-2016)
Member of Editorial Board of Human Resource Management Review (2020-present)
Member of Editorial Board of Human Resource Management (2019-present)
Member of Editorial Board of Strategic Management Journal (2001-2016)
Member of Editorial Board of Group and Organization Management (2002-2014)
Ad-hoc reviewer for Academy of Management Journal (1994-present)
Ad-hoc reviewer for British Journal of Industrial Relations (2002)
Ad-hoc reviewer for Human Resource Management (2004-present)
Ad-hoc reviewer for Industrial and Labor Relations Review (1995-present)
Ad-hoc reviewer for Journal of Management Studies (1996-1999)
Ad-hoc reviewer for Labor Studies Journal (2003)
Ad-hoc reviewer for Organization Science (2002, 2008-2011)
Ad-hoc reviewer for Organization Studies (2006)
Ad-hoc reviewer for Strategic Management Journal (1995-2000)
Member, Academy of Management Best Conference Paper Award Committee, Human Resources Division (2013)
Chair, Academy of Management Best Conference Paper Award Committee, Human Resources Division (2012)
Member of Academy of Management, Emerging Scholar Awards in Employee Participation and Ownership, Human Resources Division (2013)
Member of Academy of Management, Scholarly Achievement Award Committee, Human Resources Division (2004-2006)

DEPARTMENTAL/COLLEGE/UNIVERSITY SERVICE (2016-2022 ACADEMIC YEARS)

- Member, Dean Robert Sumichrast Review Committee
Member, Management HRM Search Committee
Member, Management Personnel Committee

Member, Management Department Undergraduate Curriculum Committee
Member, Pamplin College Undergraduate Curriculum Committee
Area Coordinator, Human Resources
Faculty Advisor, SHRM Student Chapter
Chair, Faculty / Advisory Board Task Force for HR Concentration
Chair, Undergraduate Curriculum Committee
College Representative, University Commission on Undergraduate Programs (CUSP)
College Representative, University Committee on Undergraduate Curriculum (CUC)

PROFESSIONAL SOCIETIES

Academy of Management
Labor and Employee Relations Association (LERA)

AWARDS AND GRANTS

Holzman Research Award, 2021
Certificate of Teaching Excellence, Pamplin College of Business, Virginia Tech, 2016
Best Conference Paper, Human Resources Division, Academy of Management Annual Meeting, 2011
Faculty Research Leave, Virginia Tech, 2010 (Fall), 2017 (Fall)
Pamplin Summer Research Grant, Virginia Tech, 2003, 2004, 2005, 2007, 2012

REFERENCES

Upon request