



# ILR School

**David Jinwoo Chung**

Ph.D. Candidate

Cornell University

ILR School

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July 23, 2023

University of Texas at Tyler  
Soules College of Business

Dear members of the faculty search committee,

I am pleased to apply for your school's Assistant Professor position in Human Resource (HR) Management. Enclosed with this cover letter are my curriculum vitae and a list of references. Letters of recommendation will be submitted by Professors Tae-Youn Park, John E. McCarthy, and Caitlin Ray at Cornell University. I am expected to be conferred a Ph.D. in Industrial and Labor Relations (*Major: Human Resource Studies [i.e., Human Resource Management], Minors: Labor Relations, Law, & History / Organizational Behavior*) in May 2024.

I am excited about the prospect of joining the Soules College of Business, a community that strives for academic excellence by offering high-quality teaching to students and conducting interesting research across various topics. I believe my experience and future research and teaching plans would greatly complement your school.

Inspired by my education and research experience at Cornell University and Sungkyunkwan University, my research aims to advance our knowledge regarding the impacts of HR practices and events on the functioning of organizations and the welfare of employees. In pursuit of this overarching research objective, I have delved into four areas in HR management: employee-organization relations, HR systems, turnover, and compensation. My recent first-authored work—which is currently undergoing a first-round revise and resubmit at the *Journal of Applied Psychology*—examines 936 firm-year observations from 287 South Korean firms and 1,722 establishments in the United Kingdom and identifies that unions complement organizations' usage of high-performance work systems by favorably shaping (from the perspectives of both organizations and workers) the HR systems' effect on workforce well-being without hurting, if not improving, their positive effect on organizational performance. This complementing effect of unions was found to occur by altering what work climates are formulated from high-performance work systems. Another first-authored paper—which was awarded the *Sungkyunkwan University Excellence in Research Award Research Fund* and published in the *Human Resource Management Journal*—tests a multi-source sample of 207 South Korean firms from 30 industries and reveals that communication practices safeguard organizations from collective voluntary turnovers' begetting of future voluntary turnovers that translate to long-term performance deficiencies. In addition, I am currently investigating how executive pay cuts alter layoffs' effect on organizational performance as my doctoral dissertation. Diverging from the two chiefly used theoretical perspectives in predicting layoffs' effect on organizational performance (i.e., the economic and HR management perspectives of layoffs), I draw on the fairness perspective and suggest that layoffs' effect on organizational performance is negative if executive pay cuts are not made during implementation and non-

negative if they are made during implementation. I plan to test this suggestion using a sample of publicly traded organizations in the United States between 2001 and 2020. On top of these three pieces of first-authored work, I am actively collaborating with various researchers in conducting a multitude of co-authored research projects.

Beyond the research endeavors made to this day, I plan to further pursue my overarching research objective through various future research projects. To highlight a few, I will examine how historical changes in employee-organization relations have shaped the relationship between high-performance work systems and organizational performance. The key mechanism through which high-performance work systems improve organizational performance is the formulation of a mutually reciprocating long-term relationship between employees and their employers. However, employee-organization relations have become ever more disruptive over the past decades. Thus, high-performance work systems may not be as compatible with the current workplace norms, where employees and employers no longer prioritize long-term social exchanges as much as they used to. I plan to test this argument using a German panel dataset sample from the 1990s to the 2010s. Also, I plan to investigate layoffs' effect on organizational performance and how the effect differs by various contingencies using a discontinuous growth model. Previous research on layoffs has a significant drawback: it fails to comprehensively clarify the time-based dynamics in the relationship between layoffs and organizational performance. I aim to provide a "temporally dynamic picture" of the layoff effect by investigating how organizations' performance trajectories are differently altered by the immediate and post-shock effects of layoffs depending on the contingencies of layoff type and organizational characteristics. I plan to conduct this research using quarterly data from publicly traded companies in the United States.

As an educator, I am interested in teaching HR management and introductory research methodology courses. Specifically, I would like to develop three HR management courses that separately focus on 1) micro-level implications of HR practices and events on the welfare of employees, 2) their macro-level implications related to the effective functioning of organizations, and 3) delivering implications regarding various cross-national HR topics that are beyond the scopes of the two other HR courses. For the introductory research methodology courses, I would like to introduce students to various ways of examining a research question, such as surveys, archival data, experiments, and meta-analysis. I have experience leading discussion sessions of an undergraduate HR course, in which I received positive evaluations and feedback from enrolled students.

Thank you for considering my application, and please contact me if you have any questions.

Cordially,

*David Jinwoo Chung*

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# Curriculum Vitae

## David Jinwoo Chung

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### EDUCATION

School of Industrial and Labor Relations (ILR), Cornell University, Ithaca, NY, US

- Ph.D. in Industrial and Labor Relations May 2024 (Expected)  
*Major: Human Resource Studies*  
*Minors: Labor Relations, Law, & History / Organizational Behavior*
- M.S. in Industrial and Labor Relations August 2021  
*Major: Human Resource Studies*  
*Minor: Labor Relations, Law, & History*

School of Business, Sungkyunkwan (SKK) University, Seoul, South Korea

- M.S. in Management (*Concentration: Human Resource Management*)\* August 2019  
\* Nominated as the honor M.S. graduate
- B.B.A. in Business Administration February 2018

### RESEARCH INTERESTS

- Employee-organization relations
- Human resource (HR) systems
- Turnover
- Compensation

### TEACHING INTERESTS

- Micro-level human resource management (e.g., individual-level and group/team-level)
- Macro-level human resource management (e.g., organizational-level and industry-level)
- International human resource management
- Introductory research methodology courses

### PEER-REVIEWED JOURNAL ARTICLES

**Chung, D. J.**, Kim, A., & Kim, Y. (2022). The contagion effect of collective voluntary turnover on firm performance and moderation of communication practices. *Human Resource Management Journal*, 32, 19–39. <https://doi.org/10.1111/1748-8583.12346>

### RESEARCH SUBMITTED TO PEER-REVIEWED JOURNALS

**Chung, D. J.**, & Park, T.-Y. A study on the interaction of unions and high-performance work systems on organizational performance and employee well-being. *1<sup>st</sup> Round Revise & Resubmit at Journal of Applied Psychology*

### RESEARCH IN PROGRESS

**Chung, D. J.** (Collecting data & writing initial draft). The role of executive pay cuts during layoffs: An examination based on the fairness perspective. *Doctoral Dissertation*

Park, T.-Y., Shaw, J. D., **Chung, D. J.**, & Sung, L.-K. (Data analysis complete & finishing write-up). An alternative conceptualization of pay dispersion, contextualized theory, and meta-evidence.

Park, T.-Y., **Chung, D. J.**, Tenhiälä, A., & Eaglesham, R. (Data analysis complete for three studies). The effects of merit pay increases via organization-based self-esteem.

Tenhiälä, A., Park, T.-Y., & **Chung, D. J.\*** (Data analysis complete). A study on procedural pay transparency's effects on employee outcomes via work unit climate.

\* Authorship order is undetermined.

Hendricks, J., Ray, C., Hancock, J., Caldas M., & **Chung, D. J.\*** (Analyzing Data). A discontinuous growth model study of line-manager turnover.

\* Authorship order is undetermined.

## **PEER-REVIEWED CONFERENCE PRESENTATIONS**

Park, T.-Y., **Chung, D. J.**, & Tenhiälä, A. (August 2022). The effects of merit pay increases via organization-based self-esteem. *The 82<sup>nd</sup> Annual Meeting of the Academy of Management*, Seattle, US.

**Chung, D. J.** (August 2020). High-performance work systems' dual impact on workplace well-being and its boundary condition. *The 80th Annual Meeting of the Academy of Management*, Vancouver, Canada.

**Chung, D. J.**, Kim, A., & Kim, J. (June 2019). Indoctrinated to stay: Understanding how cultural values attenuate the permeation of voluntary turnover that stems from collective turnover. *The Academy of International Business 2019 Annual Meeting*, Copenhagen, Denmark.

Kim, A., Han, K., & **Chung, D. J.** (July 2018). A cross-cultural comparison of shared capitalism influences in the United States and South Korea. *18th International Labor and Employment Relations Association World Congress*, Seoul, South Korea.

Kim, Y., Kim, A., **Chung, D. J.**, & Han, K. (July 2018). Revisiting the causality between high performance work system and firm performance: The moderating roles of unionized and female workforce ratio. *18th International Labor and Employment Relations Association World Congress*, Seoul, South Korea.

Kim, A., Kim, Y., **Chung, D. J.**, & Han, K. (July 2018). High-performance work systems and firm performance: The boundary conditions of unionization and minorities in the workforce. *19th Conference of the International Association for the Economics of Participation*, Ljubljana, Slovenia.

Han, K., Kim, Y., Kim, A., & **Chung, D. J.** (April 2018). The effects of human capital flows and age on the HPWS-performance link. *The 33rd Annual Conference of the Society for Industrial and Organizational Psychology*, Chicago, USA.

## **PROFESSIONAL EXPERIENCE**

### **Academic-Oriented Service**

- **Review for Academic Journals**

Human Resource Management Journal

- **Review for Academic Conferences**

The 82nd Annual Meeting of the Academy of Management

The 81st Annual Meeting of the Academy of Management

The 80th Annual Meeting of the Academy of Management

The 79th Annual Meeting of the Academy of Management

The Academy of International Business 2019 Annual Meeting

## **Practice-Oriented Service**

- Collaborated with the American Veterinary Medical Association, the Survey Research Institute at Cornell University, and faculty members of the Samuel Curtis Johnson College of Business and School of ILR at Cornell University to identify the root causes of veterinary technician underutilization in the United States, its consequences, and the interventions to help address the underutilization
- Collaborated with the Center for Advanced Human Resource Studies (CAHRS) at Cornell University in providing notes to companies (e.g., Samsung Electronics America, IBM, and Intel) on various HR topics (e.g., talent planning, recruitment and retention, diversity and inclusion initiatives, company culture, and management of hybrid workforce)  
*Sample note:* <https://est05.esalestrack.com//eSalesTrack/Content/Content.ashx?file=1d07f967-11c6-411d-9db3-4148745eafe7.pdf>

## **Teaching**

- Assisted Prof. Paul Davis (Cornell University) in teaching Human Resource Management by leading discussion sections about course topics

Student evaluation: 4.62 / 5.0

## **Research**

- Assisted Profs. Elizabeth McClean & Caitlin Ray (Cornell University) by conducting a validation study
- Assisted Prof. Caitlin Ray (Cornell University) by conducting a turnover study
- Assisted Prof. Tae-Youn Park (Cornell University) by conducting a merit pay study
- Assisted Prof. Devon Proudfoot (Cornell University) by coding data and administering experiments
- Assisted Prof. Hyung In Park (SKK University) with the translation of survey items
- Assisted several empirical studies of Prof. Andrea Kim (SKK University) by conducting an *experience sampling method (ESM)* survey, *backward translation* procedures (Brislin, 1986), the codifying process of raw survey data, and the development of online surveys using *Qualtrics*

## **University Administration**

- Worked as a task force member in SKK University's Association to Advance Collegiate Schools of Business (AACSB) accreditation project

## **Military**

- Served in the Republic of Korea Army (March 2013 – December 2014)

## **RESEARCH/TRAVEL GRANTS, SCHOLARSHIPS, AND FELLOWSHIPS**

- Cornell ILR doctoral consortium participation travel grant (Aug 2023)
- Cornell ILR research presentation travel grant (Aug 2022)
- Cornell Graduate School conference grant (Aug 2022)
- Cornell ILR CAHRS research and travel grant (July 2021)
- Cornell ILR research presentation travel grant (July 2020)
- Brain Korea research scholarship reward from SKK University (2018 winter and 2019 summer)
- Brain Korea research presentation travel grant from SKK University (April 2018 and July 2018)



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### References

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Cornell University  
163 Ives Hall, Ithaca, NY 14853  
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#### **John E. McCarthy**

Associate Professor  
Labor Relations, Law, and History  
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372 Ives Hall, Ithaca, NY 14853  
Phone: 609-937-4807  
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#### **Caitlin Ray**

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