

# I/O PENER



## Highlights From This Issue

### || Students

- New Students
- ABD Students
- Graduates
- Student Spotlight

### || Research

- Lab Updates
- TRT
- COVID-19
- Awards/Grants
- Publications

### || Consulting

- Perf. Solutions
- Challenge Comps.

### || Extras

- Working At Home
- Alumni Advice
- Program Pets
- SPIOP Officers
- Newsletter Team

## A Note From the Program Director

I would first like to express my thanks to all I/O UCF Alumni for their support of the program. As you well know, the past 9 months have been extremely challenging for everyone. Despite the challenges presented by COVID-19, UCF I/O training remains as strong as it has ever been, and we are optimistic for the future.

As you will see in this newsletter, the I/O faculty and students have been extremely productive over the past year. Our students have been very successful, both with conference presentations and publications in high-quality journals. We're also very excited to have a growing number of ABDs who are either on the job market or will be on the market soon. I am confident they will all represent the UCF I/O Program quite well.

Our faculty have also been very productive, both with publications and securing external funding. Our program has a very strong tradition of success in securing external funding, and our current faculty are certainly carrying on this tradition. I am especially excited about some of the work our faculty are doing on the effects of COVID-19.

In closing, I would again like to express my gratitude to all the alumni for the numerous ways that you support us. I sincerely hope that you will all keep in touch and continue to be a part of the UCF I/O Psychology program.

**Steve M. Jex, Ph.D.**  
**Directory, I/O Psychology Program**

# First Year Ph.D. Students



## Yeeun Choi

Yeeun is a first year doctoral student in the I/O Psychology program. She received her Master's in I/O psychology from Yonsei University, South Korea. Yeeun's research interests include work-family interfaces, callings, aging, helping, culture/climate, and psychometrics.

Junyoung received his master's degree in I/O Psychology from Korea University. His research interests include the work-life interface, personnel selection, and research methodology. He wrote his Master's thesis covering the moderation effect of work-life balance on the relationship between career management behavior and turnover intention. Junyoung's career goal is to continue studying IO psychology and conducting research in academia. In his free time, he usually enjoys playing with his dogs or watching sports highlights (soccer,

## Junyoung Hong



basketball, and volleyball).



## Alex Kandah

Alexandra (Alex) Kandah got her BA in Psychology with a minor in biology from Meredith College, a small liberal arts school in Raleigh, North Carolina. She grew up right down the road in Chapel Hill, NC. Broadly speaking, she is interested in topics related to Occupational Health, Leadership, and Organizational Culture and Climate. She is hoping to pursue an applied career, but that seems to change weekly! Prior to coming to UCF, Alex worked as a clinical research specialist at the Duke Center for Autism and Brain Development for 2 years.

Nina is a first year doctoral student in the I/O Psychology Program. She graduated from Rollins College in spring 2020, double-majoring in Psychology and Healthcare Services Management and Leadership. Nina feels very passionate about research in the field of occupational health psychology, particularly work stress, work-family balance, and the effects of health behaviors (quality sleep, healthy diet, physical exercise, mindfulness) on employee satisfaction, wellbeing, and performance. In her free time, Nina enjoys being active outdoors, practicing yoga, and exploring new restaurants and places.

## Nina Steigerwald



## Krisztina Szabo

Krisztina is a first year doctoral student in the I/O psychology program. She completed her undergraduate degree at the University of South Alabama and she attended the I/O Psychology master's program at UCF. Her research interests include team decision-making, cultural diversity, training, and personality. In her free time she likes hiking, running, and trying out local restaurants.

# First Year MSIOP Students



## Samantha Ballard

Samantha earned a B.A. in Psychology with a minor in Communication from the University of California, Davis after transferring from a California community college. Her research interests include diversity & inclusion, teams, and interventions. She hopes to become an external consultant in the future. One of her hobbies is watching people react to videos and play video games.

## Michael Bosser

Michael is originally from Brooklyn, New York. He graduated with a Bachelor's in Psychology from the University of Central Florida in 2017. His research interests include counterproductive work behaviors, automation, and work-life balance. In his free time, Michael enjoys running and exercise, collecting vinyl records, and fiction writing.



## Elyse Bressler

Elyse graduated from Florida State University with her Bachelor of Science in Psychology. Elyse works as a GTA in UCF's College of Business, works with UCF's Center for Entrepreneurial Leadership, and is a member of SPIOP and Performance Solutions. Her current areas of interest are work motivation, employee satisfaction, work-life balance, training, team performance, and organizational development. In her spare time, Elyse enjoys singing and playing guitar. After graduation, she hopes to apply psychological constructs to improving business structures and pursue human resources and consulting work.



## Lauren Flaxman

Lauren received her B.A. in Psychology with a minor in Sociology at Florida Atlantic University. Her work as a peer mentor at her undergraduate university inspired her goals to help others realize their full potential. She is interested in studying motivation, stress, and employee well-being. As a first year Master's student in the I/O Psychology program, Lauren hopes to build upon her prior knowledge and research experiences to help improve employee quality of life and optimize business. When she has the time (and money), she likes to travel, cook, and hang out with her dog.



## Kyle Hasak

Kyle graduated from the University of Central Florida with a Bachelor of Science. He majored in Psychology, following the I/O track, and obtained a minor in Business Administration. Kyle is excited to continue his education here at UCF, where he hopes to pursue his interests of employee health and wellbeing, organizational development, training, and motivation. From there, he wishes to apply the skills and knowledge he receives to a consulting firm, but is looking forward to keeping an open mind and seeing how he can make an impact in other related areas. When Kyle is not working, his favorite activities include hiking, eating, and he has recently taken up rock climbing.



# First Year MSIOP Students



## Tisnue Jean-Baptiste

Tisnue Jean-Baptiste graduated from SUNY Binghamton with a double degree BA in Psychology and BS in Human Development. Her research interests are employee well-being and diversity within the workplace. She is currently a recipient of the McNair Fellowship at UCF. After graduating, she intends to continue on the academia path and pursue a PhD in Industrial-Organizational Psychology. In her free time, she enjoys painting, podcasts, and photography.

## Lindsey Lane

Lindsey received her B.S. in Psychology from the University of Central Florida. While pursuing her undergraduate degree she worked in the Performance Research Laboratory and held a position in Human Resources. After graduating, she decided to combine her academic and professional experience with her love of Psychology by working towards her Master's in I/O. Her research interests are still broad, but include team and individual performance, work-family conflict and employee health and well-being.



## Alexander Lewis

Alex graduated from UCF in 2020 with a B.S. in Psychology. He has assisted in research related to teams in Dr. Burke's lab and helping behaviors and leadership in Dr. Ehrhart's lab. He is interested in emotional intelligence, burnout, and empathy. He hopes to bring I/O psychology to new industries after graduation through research and consulting. He cannot play any instruments, can only juggle a little, and he thinks he's funny.

## Sebastian Murcia

Sebastian received his Bachelor's Degrees in Human Biology and Psychology from North Carolina State University while conducting undergraduate research on a vaccine for Salmonella infections. Sebastian has over 5 years of research experience in the fields of Biomedical Sciences including Microbiology and Pharmacology and has worked with various pathogens including Mycobacterium tuberculosis, Vibrio cholera, and Salmonella enterica. Sebastian is interested in leadership, workplace culture, stress, and employee health and well-being. In the future, he hopes to work as an external consultant.



## Alliana Pasquarello

Alliana graduated from Florida State University in 2019 with a Bachelor's degree in Psychology. During her time as an undergraduate, she was a research assistant for both the Florida Center for Reading Research and Prejudice and Discrimination Lab at Florida State. Her research interests include diversity and inclusion and work-life balance. In her free time, she enjoys singing, creative writing, and yoga.

# First Year MSIOP Students



## Haroon Pervez

Haroon is a first year MSIOP student and plans to be on the thesis track. He graduated from the University of Waterloo in Canada, where he obtained a Bachelor of Science in Psychology and minored in Biology. His research interests include leadership, team dynamics and technology in the workplace. In his free time, Haroon enjoys photography & videography, and physical activities.

## Julia Powell

Julia was born and raised in Orlando, Florida. She went to Rollins where she graduated Summa Cum Laude with an undergraduate degree in sociology. Her passion is understanding what makes people tick. She is utilizing that passion to improve organizational cultures and inspire the highest level of engagement and productivity. She enjoys spending time with her family and, in her free time, she plays MMORPGs.



## Jessica Savidakis

Originally from Palm Harbor, Florida, Jessica Savidakis attended the University of South Florida for her BA in Psychology, with a minor in Leadership Studies. Her research interests include Leadership and Team Performance. Jessica hopes to work for a consulting firm and hopes to travel as part of her career. Her hobbies include going to the beach, traveling, working out, and spending time with family and friends.

## Christopher Valentine

Chris Valentine, from Oviedo, Florida, graduated from Florida State University with a B.S. in Psychology, and a minor in communications. He is interested in research involving team dynamics and performance, as well as variations in leadership across job domains. After he graduates from the MSIOP program, he hopes to go into consulting. Chris enjoys sports, specifically watching and playing football, soccer and basketball. He also enjoys music and was in an a capella group where he sang tenor and vocal percussion.



## Natasha Wagner

Natasha grew up in South Florida and graduated from UCF with a Bachelor of Science degree in Psychology in August of 2020. She is interested in training and development and overall creating a healthy work environment. She hopes to become a consultant and have a major impact on the safety and wellbeing of employees within an organization. Outside of school, she enjoys cooking and spending time with friends and family.

## Carly Whitney

Carly Whitney is from Orlando and is a first-year MSIOP student. She graduated from the University of South Florida in 2019 with a bachelor's in psychology and a general business certificate. She completed an undergraduate honors thesis, and her research interests lie in Occupational Health, with an emphasis on work stress and employee well-being. Carly is a non-thesis student and after graduation, she hopes to work in consulting to help organizations solve problems related to human resources.



# All But Dissertation (ABDs)



## Wheeler Nakahara

My name is Wheeler Nakahara and I am a Ph.D. candidate in my fourth year in the I/O Psychology program. My research interests are centered around stress, such as the impact of experienced mistreatment on employee well-being. More recently, I have been interested in studying how individuals appraise stressors and stressful experiences. In particular, I am interested in investigating how employees react to organizational changes (e.g., changes in work processes, mergers, downsizings, etc.). I hope my future research, including my dissertation, can shed light on what contextual and individual differences influence whether employees appraise a change initiative as an opportunity for growth or threatening to their well-being. Although the recent restrictions on us as students due to COVID-19 have been challenging, it has provided a unique opportunity to study the changes that employees have faced in their respective organizations this year. In the future, I hope that I can take my passion for both organizational change and employee well-being into a consulting position (internal or external) upon graduation.

Comps were a great, albeit stressful, learning experience. COVID-19 definitely added to the stress, but we are lucky to have such caring faculty members who eased our comps related concerns last Summer. My advice to students who are preparing for comps is to view it as an opportunity to learn about areas of research you are not as familiar with. Of course, they are evaluative exams, and everyone wants to perform well, but it is not often that we get to dive into different areas of research beyond our own expertise. I have always been interested in a wide variety of topics, so comps provided a great opportunity to explore some different areas of literature. Since becoming a doctoral candidate, I have been happy to allocate more time to conducting research informed by what I read during comps.

## Michael DiStaso

Passing candidacy exams was a huge relief, and I am super thankful for everyone that helped me prepare! Taking comps during the pandemic was convenient in one important way: I didn't feel pressured to socialize with friends and family! On the other hand, I also had to keep up with time-sensitive COVID-19 research, respond to R&Rs for my *Journal of Occupational Health Psychology* manuscript, and mentor my three undergraduate research assistants who won summer fellowships to conduct research under my direction.

Since the exams, I have been working on disseminating research on COVID-19 and employee well-being. Mindy, Kristin, Anthony, and I make an excellent team. We published a study about COVID-19 and helping in *Group & Organization Management*, and we submitted several COVID-19 presentation proposals for SIOP 2021. We recently finished our chapter about disruptive workload changes during COVID-19, so I will be getting started on my dissertation. My dissertation will extend the underappreciated literature on fear of future violence. It will compare ruminating about past mistreatment to worrying about future mistreatment, and examine emotions and behaviors associated with each.



# 2020 Graduates

## Spring 2020

### Master's Graduates

Mitchell Eid  
Charlotte Holden  
Michael DiStaso  
Isabela Caicedo  
Ryan Nguyen

Emily Broksch  
Kira Leach  
Laura Blank  
Breianna Engelson  
Brandon Kmetz

Tristin Halfman  
Justine Moavero  
Wheeler Nakahara  
Jacob Hollander  
Alfred Schaub

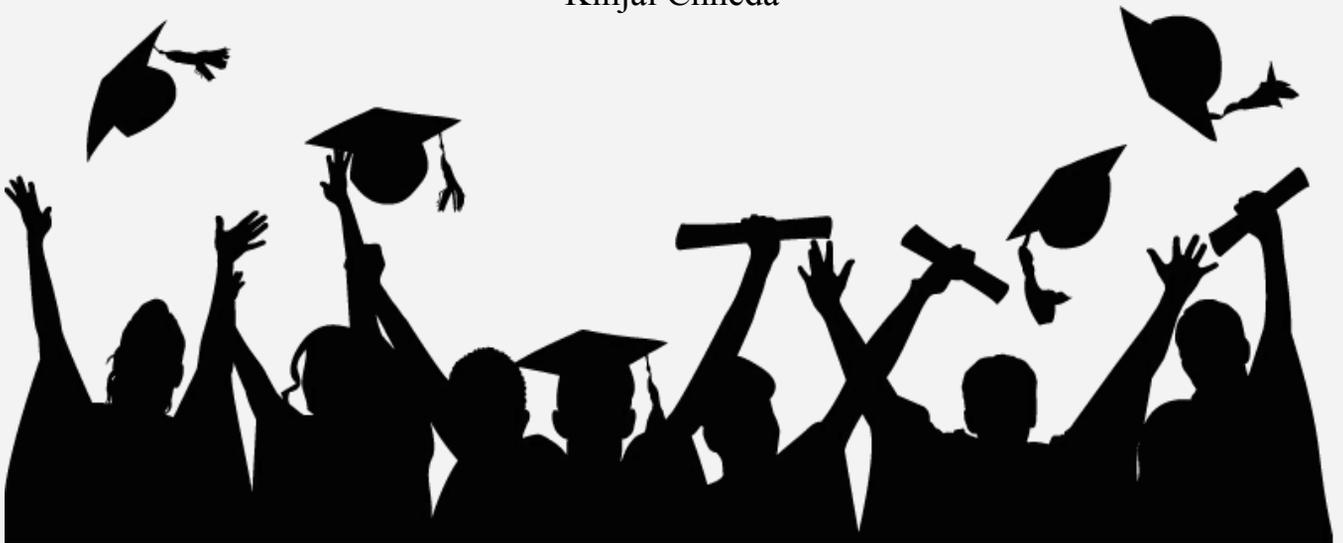
### Doctoral Graduates

Xin Peng  
Betsir Zemen

## Fall 2020

### Master's Graduates

Hillary Chandler  
Kinjal Chheda



# Student Spotlight

## Master's Thesis Defenses

### Emily Broksch

Thesis Title: Lego My Ego: The Puzzling Role of Self-Esteem and Goal Orientation on Appraisals of Unsolicited Help

### Hilary Chandler

Thesis Title: The Mediating Role of Leader-Member Exchange: Leader Personality and Information Sharing

### Kinjal Chheda

Thesis Title: Effects of Nurses' Workload on Creativity and Innovation: Examining the Role of Trait Mindfulness as a Moderator

### Mitch Eid

Thesis Title: What do you do when you are bored? Outcomes and moderators of job boredom.

### Charlotte Holden

Thesis Title: Move Your Body, Change Your Mind: Physical Activity in the Morning and its Implications for Work

### Justine Moavero

Thesis Title: Examining the Moderating Role of Coping Strategies in the Relationship Between Team Role Alignment and Employee Well-being Outcomes

### Wheeler Nakahara

Thesis Title: Workplace Stress and Sleep Quality: The Differential Moderating Effects of Problem- and Emotion-focused Coping

### Michael DiStaso

Thesis Title: Assessing Stress Outcomes of Interpersonal Helping: An Application of Hindrance Stress Appraisals

### Xinyue Zhao

Thesis Title: The Effect of Economic Conditions on the Prevalence of Abusive Supervisory Behaviors: A Cross-Temporal Meta-Analysis

## Dissertation Defenses

### Xin Peng

Dissertation title: Why Experienced Incivility Triggers Instigated Incivility: Combining the Affect-based and Resource-based Pathways

### Betsir Zemen

Dissertation title: Examining the Role of Item Scrolling in Mobile Cognitive Assessment



# Lab Updates

## Psychometrics

The Psychometrics Lab is led by Dr. Shiyang Su and Dr. Haylee Min. The research in the lab centers around psychometrics and measurement related topics as its own content area, as well as advanced quantitative methods and big data approaches. The current projects in the lab involve psychometric theory, latent profile analysis, item response theory, simulations, text analysis, and machine learning.

The Research in Employee Discrimination Issues (REDI) lab is led by Dr. Barbara Fritzsche. The research in the lab focuses on diversity and discrimination issues with a special interest in age-related discrimination and healthy aging at work. The current projects in the lab involve diversity-related leadership challenges and the role of age in the experience of job insecurity by individuals in precarious work conditions.

## REDI

## WSC

The Work Stress in Context (WSC) lab is directed by Dr. Mindy Shoss. The lab focuses on understanding determinants of employee well-being and does so while accounting for organizational, individual, and national contextual factors. The lab is currently conducting research on counterproductive work behavior, adaptive performance, the impact of COVID-19, anticipated change in stressors, and job insecurity.

The Developing Organizational Wellbeing (DO Well) Lab is co-led by Dr. Kristin Horan and Dr. Steve Jex and serves as an outlet to involve MSIOP students in occupational health psychology research. Current projects include a study on eldercare and work experiences.

## DO WELL

## OHPIP

Research in the Occupational Health Psychology in Practice (OHPIP) Lab, led by Dr. Kristin Horan, focuses on the design, implementation, and evaluation of interventions, OHP in vulnerable populations and occupations, and the relationship between work and health. Current projects include a review on theory use in OHP interventions, comparison of work experiences and intervention attitudes among high and low risk occupations, and a study on temporal processes associated with recovery.

The Employee Health and Wellbeing Lab (EHWB) is led by Dr. Steve Jex. The lab consists of four subgroups, which center around one of the following broad topic areas: age and retirement, incivility, recovery and resilience, or hazardous occupations. Current projects investigate the effects of Seasonal Affective Disorder, stigma in police officers, and how age influences the perception and enactment of incivility in the workplace.

## EHWB

## ROLE

Led by Dr. Mark Ehrhart, the Research on Organizational and Leadership Effectiveness (ROLE) lab focuses on a variety of topics related to leadership, organizational climate, organizational citizenship behavior, and innovation implementation, with a particular emphasis on applications in healthcare. Current projects in the lab include responses to unsolicited help, helping reciprocation, outcomes of ambivalent leader behavior, and the role of leadership and climate in the implementation of evidence-based practices.

# TRT Research

## Targeted Research Training Program

The Targeted Research Training (TRT) program is a collaboration between UCF's I/O Psychology and Hospitality Management programs, as well as graduate programs at University of South Florida, Embry-Riddle Aeronautical University, and the University of Puerto Rico. The program is funded by the National Institute for Occupational Safety and Health (NIOSH).

The goal of the TRT program is to produce research, education, and outreach activities aimed at promoting healthy and safe workplaces. It focuses on the underserved population of hospitality and tourism workers, who encounter a range of unique risks in their jobs. Research activities are carried out through its three interdisciplinary research sub-groups. Research sub-group members collaborate with students and faculty from other universities and disciplines to design and conduct relevant and high-quality research studies.

## Interdisciplinary Research Sub-Groups

### Injury and Illness Prevention and Treatment

The Injury and Illness Prevention and Treatment (IIPT) group is directed by Dr. Steve Jex and managed by Moses Rivera. The research group's goal is to eliminate or neutralize occupational hazards, including physical and psychosocial hazards. This group currently has projects focused on mitigating the consequences of physical hazards, including chemical exposures, musculoskeletal injuries, and excessive heat.

### Healthy Work Design

The Healthy Work Design research group is directed by Dr. Kristin Horan and managed by Kate Ciarlante. Its goal is to design a work environment that supports employee health and safety. The research group is currently working on projects related to the adaptation of occupational health and safety questionnaires, the relation between employee satisfaction and guest satisfaction, and the utility of general vs. specific occupational health and safety standards.

### Future of Hospitality Health and Safety

The Future of Hospitality Health and Safety research group is co-directed by Dr. Mindy Shoss and Dr. Cynthia Mejia of the Rosen College of Hospitality and managed by Michael DiStaso. The goal of the research group is to utilize CDC/NIOSH future of work initiative priorities to explore topics related to the future of work in hospitality. Current projects examine the adoption of wearable technologies, perceptions of service employees as heroes, and the effects of events and expectations on well-being.

# COVID-19 Research

## COVID-19 & Helping

This study examined helping interest at the macro-level using Google Search Trends as well as interpersonal helping behavior at the micro-level. An economic crises logic would suggest that people see resources as scarcer and would be less likely to help others. A disaster logic would suggest that people are motivated to help others in times of crisis. Results supported both of these logics at the macro- and micro-level. The manuscript has been published in *Group & Organization Management*.

## COVID-19 & Nurse Well-Being

The primary predictors & buffers of nurse burnout during COVID-19 were identified. The ROLE and OHPIP labs collected data using a cross-sectional survey, with responses from over 1300 nurses and nurse leaders. Both quantitative and qualitative data have been summarized in feedback reports to the organization.

## COVID-19 & Layoff and Furlough Disparities

This project examined race, gender, and socioeconomic status (SES) disparities in COVID-19 layoff and furlough decisions. The team found that gender minorities and employees of lower SES were more likely to be laid off and furloughed at the onset of COVID-19. Kinjal, Michael, Justin, and Kristin submitted this project as a poster proposal to SIOP 2021.

## COVID-19 & Disruptive Workload Changes

COVID-19 has instigated many types of workload changes. Some workers (e.g., many hospitality workers) have lost their jobs or experienced a reduction in work hours. Other workers (e.g., many healthcare workers) have experienced an increase in workload. This chapter discusses how these disruptive workload changes impact worker well-being. It will be published in the volume *Crisis and Chaos and Organizations: The Coronavirus and Lessons for Org. Theory*.

# Awards & Grants

## Awards

**Ann Schlotzhauer** | Phi Kappa Phi's Love of Learning Award: \$500

**Jamie Striler** | John Mattone Graduate Scholarship Fund for Executive Coaching and Leadership: \$1,000

**Saba Tavoosi** | 2020 Wharton People Analytics Conference Data Visualization Competition (3rd): \$2,000

## Grants

**Shawn Burke** (UCF PI). NASA. Project Title: *Dyads and Triads at 140 Million Miles: Factors Affecting Interpersonal Relations in Long Distance Spaceflight*. Funded 2020-2023 (tentative). Funding Amount: \$524,998 (UCF subaward only).

**Kristin Horan** (PI), **Mindy Shoss** (Co-I). National Science Foundation. Project title: *RAPID: Collaborative Proposal: Effects of COVID-19 Outbreak and Institution Responses on Undergraduate Faculty and Students Across Disciplines*. 1-year duration. Funded 2020-2021. Funding Amount: \$113,316.

**Mark Ehrhart** (Co-I; PI: Greg Aarons, University of California, San Diego). National Institute on Drug Abuse. Project Title: *Statewide System and Organizational Strategy for Evidence-Based Practice Implementation and Sustainment in Adolescent Substance Use Disorder Treatment*. Funded 2020-2025. Funding Amount: \$370,229 (UCF subaward only).

**Mark Ehrhart** (Co-I; PIs: Aaron Lyon and Jill Locke, University of Washington; Clay Cook, University of Minnesota). Institute of Education Sciences. Project Title: *Helping Educational Leaders Mobilize Evidence (HELM): An Organizational Intervention to Promote Strategic Implementation in Schools*. Funded 2020-2023. Funding Amount: \$59,309 (UCF subaward only).

**Mindy Shoss** (Co-PI; PI: Clay Posey). National Science Foundation. Project title: *RAPID: Exploring the Cyber Behaviors of Temporary Work-from-home (TWFH) Employees*. 1-year duration. Funded 2020-2021. Funding Amount: \$170,249.

**Mindy Shoss** (PI), **Haylee Min** (Co-I), **Kristin Horan** (Co-I). National Institute for Occupational Safety and Health. Project Title: *COVID-19 Outbreak, Precarious Work, and Employee Health and Safety*. 3-month duration. Funded 2020. Funding Amount: \$3,495

**Mindy Shoss** (PI). UCF Office of Faculty Excellence, Mid-Career Refresh Program. Project title: *Introducing computational modeling to occupational health psychology: A mid-career refresh proposal*. Funded 2020-2021. Funding Amount: \$28,822.

# Publications

- Aarons, G. A., Conover, K. L., **Ehrhart, M. G.**, Torres, E. M., & Reeder, K. (in press). Leader-member exchange and organizational climate effects on clinician turnover intentions. *Journal of Health Organization and Management*.
- Babaloa, M. T., Greenbaum, R. L., Amarnani, R. K., **Shoss, M. K.**, Deng, Y., Garba, O. A., & Guao, L. (2020). A business frame perspective on why perceptions of top management's bottom-line mentality results in employees' good and bad behaviors. *Personnel Psychology*, 73, 19-41.
- Baz, G.**, & **Fritzsche, B. A.** (2020). Pursuing eternal youth: The side effects of age-defying practices in business. *Organizational Dynamics*, 100797.
- Burke, C. S.**, Feitosa, J., & Moavero, J. (2020). Towards an understanding of training requirements for multicultural teams in long duration spaceflight. In Landon, L, Slack, K., & Salas, E. (Eds), *Psychology and Human Performance in Space Programs: Research at the Frontier (pp.171-193)*. Boca Raton, FL: CRC Press.
- David, E., **Shoss, M. K.**, Johnson, L., Witt, L. A. (In press). Emotions running high: Examining the effects of supervisor and subordinate emotional stability on emotional exhaustion. *Journal of Research in Personality*, 84, 1-10.
- DiStaso, M.**, & **Shoss, M. K.** (2020). Looking forward: How anticipated workload change influences the present workload-emotional strain relationship. *Journal of Occupational Health Psychology*. Advance online publication.
- DiStaso, M.**, **Horan, K.**, LeNoble, C., **Shoss, M. K.**, Politis, Z., Azcarate, I. (in press). The impact of workload and workload changes during COVID-19 on worker well-being. In Svyantek, D. *Crisis and Chaos and Organizations: The Coronavirus and Lessons for Organizational Theory*.
- Farahnak, L. R., **Ehrhart, M. G.**, Torres, E. M., & Aarons, G. A. (2020). The influence of transformational leadership and leader attitudes on subordinate attitudes and implementation success. *Journal of Leadership and Organizational Studies*, 27, 98-111.
- Fritzsche, B.A.**, & Murray, L.I. (in press). Empowerment through employment: Job satisfaction theories and research. In D.R. Strauser (Ed.), *Career Development, Employment, and Disability in Rehabilitation: From Theory to Practice (2<sup>nd</sup> edition)*. New York: Springer.
- Giorgi, G., Leon-Perez, J. M., Montani, F., & **Shoss, M. K.** (2020). Appraisal of economic crisis, psychological distress, and work-unit absenteeism: A 1-1-2 model. *Journal of Business and Psychology*, 35, 609-620.
- Glerum, D. R., Joseph, D. L., McKenny, A. F., & **Fritzsche, B. A.** (2020). The trainer matters: Cross-classified models of trainee reactions. *Journal of Applied Psychology*.
- Henderson, A. A., & **Horan, K.** (in press). A meta-analysis of sleep and work performance: An examination of moderators and mediators. *Journal of Organizational Behavior*.
- Horan, K. A.**, **Nakahara, W.**, **Distaso, M.**, & **Jex, S.** (2020). A review of the Challenge-Hindrance Stress Model: Recent advances, expanded paradigms, and recommendations for future research. *Frontiers in Psychology: Organizational Psychology*.
- Kueny, C. R., Francka, E. C. , **Shoss, M. K.**, Headrick, L., & Erb, K. (2020). Ripple effects of supervisor counterproductive work behavior directed at the organization: Using affective events theory to predict subordinates' decisions to enact CWB. *Human Performance*. Advance online publication.

# Publications

Lavigne, K., Whitaker, V., Jundt, D., & **Shoss, M. K.** (2019). When do job insecure employees adapt to change? *Career Development International*, 29, 271-286. Special issue on the impact of job insecurity on job performance.

Mottarella, K., **Fritzsche, B. A.**, Turner, D., & Whitten, S. (in press). Validity of *The Party Exercise* for Determining Holland Codes. *The Career Development Quarterly*.

**Ng, M. A., & Horan, K. A.** (accepted). Practice What You Preach, Think What You Teach. *Industrial and Organizational Psychology*

**Ng, M. A., & Horan, K. A.** (accepted). The creation and validation of active cooperative behavior scales for nurses. *Journal of Nursing Measurement*.

Rudolph, C. W., Allan, B., Clark, M., Hertel, G., Hirschi, A., Kunze, F., Shockley, K., **Shoss, M.**, Sonnentag, S., & Zacher, H. (2020). COVID-19: Implications for research and practice in industrial and organizational psychology. *Industrial and Organizational Psychology: Perspectives on Research and Practice*. \*shared authorship Advance online publication.

Sachau, D., & **Fritzsche, B.A.** (in press). Issues faced by faculty in an I-O master's program. In E. Shoenfelt (Ed.), *Mastering Industrial-Organizational Psychology: Training Issues for Master's Level I-O Psychologists*, SIOP Professional Practice Series. New York: Oxford University Press.

**Shoss, M. K.**, Brummel, B., Probst, T., & Jiang, L. (2020). The joint importance of secure and satisfying work: Insights from three studies. *Journal of Business and Psychology*, 35, 297-316.

**Shoss, M. K., Horan, K. A., DiStaso, M., LeNoble, C., & Naranjo, A.** (2020). The conflicting impact of COVID-19's health and economic crises on helping. *Group & Organization Management*.

Kueny, C. R. & **Shoss, M. K.** (2020). Sensemaking and negative emotion-sharing: Perceived listener reactions as interpersonal cues driving workplace outcomes. *Journal of Business and Psychology*. Advance online publication.

Shuman, C. J., **Ehrhart, M. G.**, Torres, E. M., Veliz, P., Kath, L. M., Powers, K., Banaszak-Holl, J., Titler, M. G., & Aarons, G. A. (2020). EBP implementation leadership of frontline nurse managers: Validation of the Implementation Leadership Scale in acute care. *Worldviews on Evidence-Based Nursing*, 17, 82-91.

**Striler, J., Shoss, M. K., & Jex, S.** (2020). The Relationship Between Stressors of Temporary Work and Counterproductive Work Behavior. *Stress and Health*. Advance online publication.

Torres, E. M., Seijo, C., **Ehrhart, M. G.**, & Aarons, G. A. (2020). Validation of a pragmatic measure of implementation citizenship behavior in substance use disorder treatment agencies. *Journal of Substance Abuse Treatment*, 111, 47-53.

## Journals

Frontiers in Psychology: Org. Psychology  
Group and Organization Management  
Human Performance  
Industrial and Organizational Psychology  
Journal of Applied Psychology  
Journal of Business and Psychology  
Journal of Health and Organization Management  
Journal of Nursing Measurement  
Journal of Leadership and Organizational Studies  
Journal of Occupational Health Psychology  
Journal of Organizational Behavior  
Journal of Research in Personality  
Journal of Substance and Abuse Treatment  
Organizational Dynamics  
Personnel Psychology  
Stress and Health

# Performance Solutions

Performance Solutions is the University of Central Florida's applied research group which seeks to improve productivity and performance for organizations and strengthen the quality of work life for employees. Performance Solutions accomplishes this with the latest technology and research, providing a fresh perspective on business procedures with UCF's faculty and graduate students in the Industrial and Organizational Psychology program leading the way. By providing students with an opportunity to experience what work is like in the “real world” in their own field, these same students will leave graduation with a foot already in the door. This project’s reach goes further than just its own student preparation however. The mission of Performance Solutions is to deliver evidence-based organizational solutions that enhance the workplace, including the organization and its employees. This mission is accomplished by incorporating a range of diverse perspectives from fledgling graduate students to veteran industry experience from our esteemed faculty.

## EHS Team

The Employee Health Services team created a training module that included training videos and reading materials for organizations in order to improve the health and well-being of their leaders and employees.

## EHS Assessment Team

The Employee Health Services Assessment Team was primarily responsible for the development and validation of a questionnaire that could be used to measure employee health in organizational settings.

## BDS Delivery

A Business Development Seminar was delivered on the topic of work-life balance in organizations. The seminar highlighted best practices to help maintain a healthy work-life balance for employees.

## BDS Development

The Business Development Seminar team helped with the preparation of the webinar on work-life balance. The team also provided a recommended outline of training content for next semester’s BDS Delivery Team.

## Marketing Team

The Marketing Team created a flyer as well as a promotional schedule for social media posts for the BDS webinar. In addition, they were responsible for updating the Performance Solutions website, LinkedIn, and Facebook page

# Consulting Challenges

## Proctor and Gamble Consulting Challenge

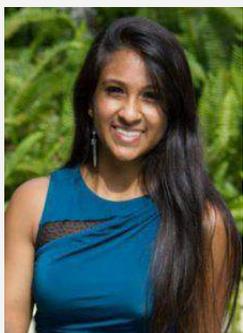
In past years, some of our PhD students have had the opportunity to participate in the Procter and Gamble Consulting challenge, or the I/O Business Challenge (IOBC). The challenge is a competitive, week long program that allows doctoral students to gain real-world consulting experience with a large-scale, multi-level company. Let's hear from past students about what they've gained from participating.



**Colleen Cui**

Colleen Cui | "I participated this year (mine was completely virtual, because of Covid, so no travelling to Cincy for me). They change the task every year. It's usually a business problem that is relevant to their company at the moment. This year it was basically about evaluating training effectiveness for their People Manager training. I learned a lot! The other students I worked with were a wealth of knowledge and I got to see different perspectives on how each one of us would approach the problem. Got to try my hand at tackling a real-life consulting task, which was amazing."

**Richard Currie** | "My consulting challenge was hosted by Procter & Gamble in September 2019 and it was at their corporate headquarters in Cincinnati, OH. There were a total of 6 PhD students from various I/O programs around the US (the IOBC was only open to PhD students). One thing that I liked was that everyone worked together on one team (rather than working on competing teams) to work on a project handed to us from P&G employees of their internal group of I/O professionals. Without providing more detail than I should, we were assigned to use our understanding of relevant theoretical and empirical literature to evaluate and offer suggestions for improvement of one of P&G's existing performance management tools. Throughout the week, we were taken to nice local bars and restaurants, watched a Cincinnati Reds game in P&G's corporate box, and did other fun & engaging activities. Importantly, the costs of the entire trip were covered by P&G. Also, during their IOBC, each participant usually has the opportunity to interview for an internship (which often turns into a full-time position at P&G)."



**Krystyn Ramdial** | "There's about 5 or 6 students that come every year, and you work with a team, which is probably my favorite part about it. You get a real business challenge, which is also really cool because the intention is to leverage I/O students with fresh eyes and nothing but time for that week to focus on a consulting project that is actually useful for P&G. The year that I participated, my topic was on causes of turnover. At the end of the week, students present their findings and recommendations for practice to leadership within HR. Within the week, there are also a lot of social activities. For example, when I participated, we did an escape room. It's a really long and exhausting week, but it's also very rewarding. As a student, one of the things that

I valued the most about [it] is that it gives you another layer of practice that you can get exposure to. Getting experience as an internal consultant is not as common for graduate students. The application process is lengthy and detailed, but as a result of the week, one or two participants typically get internships. And in turn, those internships are a pipeline into being an internal I/O at P&G full time."

# Working From Home

## Working From Home: The Right Way

During the Spring 2020 semester, our I/O program was moved to a completely online setting. Working from home has both benefits and challenges, but it is essential to our safety and health in the current world. We asked our students and faculty to provide their tips and tricks for remotely working.

PhD student **Moses Rivera** suggests effective time management skills, stating “I plan my week ahead of time (every Sunday evening), and log my time using Toggl, a free time-logging app.” Rivera further explains, I often enable “Do Not Disturb” on my phone and laptop to help me focus.” Second year MSIOP student, **Alexis Rodriguez**, points out the necessity of balance when saying, “it’s really important to have your own space and connect to the outside world.” Continuing on, Rodriguez explains, “I try my best to not bring my work to my bed, so I can separate myself during my downtime.”

When speaking with professor **Dr. Mark Ehrhart**, he offers insight about working from home, explaining, “to combat lack of structure, individuals can think through the different aspects of their work and how they can add more structure.” Ehrhart suggests how “setting up a consistent, organized workspace that is quiet and free from distraction is critical for working from home.” Additionally, the vitality of sleep is important in working remotely, as another student in our MSIOP program, who would rather not have their name mentioned, explains: “I took the MEQ (Morningness-Eveningness Questionnaire) to figure out my chronotype (morning, evening, or night person), and I adjusted my sleep schedule.”

“Working from home has a number of benefits in terms of flexibility and decreased commute time,” Ehrhart also mentions. Elaborating further on this point, our program currently encompasses students working in a variety of areas in Florida and beyond, such as New York and Canada, while simultaneously caring for the safety, health, and wellness of all our students through remote classes. Even through a remote setting, first-year MSIOP students have commented that “through the multiplicity of mentoring phone calls, happy hours on Zoom, and online Q&A sessions,” they have still been able to feel extremely well connected to the program as a whole. Looking to the future, our program is feeling strong, hopeful, and excited about continuing to work from home next semester, until face-to-face safety is fully ensured with an eventual vaccine. We are grateful for the technology that UCF provides, such as platforms like Zoom, Webcourses, and SPSS, that easily allow us to continue to make remarkable strides forward in our studies.



# Alumni Advice



**Chris Mulligan (c/o 1998)** | I'm a national speaker, CEO, author, and coach to senior leadership teams within hundreds of organizations. I co-founded TalentKeepers in 2000, an organization dedicated to researching and improving employee engagement and retention.

My "ah-ha" moment in graduate school was realizing that any idea, conclusion, recommendation or research finding has to be presented in a compelling way in order to be effective. Communication skills, especially the ability to communicate the business impact of the work I/O Psychologists perform, will heavily influence your success. Invest in your presentation and verbal communication skills.

Additionally, understanding an organization's readiness for a solution, project, or initiative is more important than implementing the "best approach" based on research or theory. Ask as many questions as possible to determine what solution is most suitable for an organization and be sure to discuss implementation options. A less than ideal solution that is well executed will often yield better results than the "textbook" solution that is not implemented well.

Establishing relationships is key to a successful career; meet everyone and network. SIOP is full of fellow practitioners who could be future employers, partners and colleagues. At my first SIOP conference, I had the pleasure of meeting B.F. Skinner who asked me how to get to the Expo Hall from our hotel...of course I escorted him to where he wanted to go!



**Dr. Rebecca Grossman (c/o 2014)** | I'm an assistant professor of I/O Psychology at Hofstra University. I conduct research on teams and training, and supervise students doing research in those areas. Currently, I teach Research Methods, a Teams seminar, and an Internship class in our Master's and PhD programs. I'm also the Internship Director for our Master's program, which means I help get our Master's students placed into paid I/O internships.

I can't really remember one "ah-ha" moment per se, but I do remember hearing prominent researchers give talks and coming to the realization that even at their level, they too face struggles and rejections throughout the publishing and grant submission processes. It was nice to realize that it's all just part of the scientific process, and even the most accomplished scholars encounter it.

With regard to SIOP, you can't do everything! I've learned to be more intentional and focused in what I attend and to make sure to budget time for networking and even a little downtime throughout each day. We always hear about networking, but it's actually as important as people say it is. Your social network and your professional reputation are everything!

# Alumni Advice



**Amy Legge (c/o 2010)** | I currently work as a Performance Consultant. Prior to this, I was a Senior Analyst in Customer Experience at JetBlue, helping create a consistent, award-winning experience for customers across their network of destinations.

During graduate school, I worked in direct care with adolescents at a long-term behavioral therapy center. I took a strong interest in the company practices for selecting, training, and motivating employees. This further confirmed my decision to study Industrial Organizational (I/O) Psychology, and make a difference for employees within a company. Recognizing that relevant experiences would be key to getting future posit-

ions in the field, I worked with the experiential learning department at UCF to find an internship for ten hours per week over the summer months. This gave me valuable exposure to real-life projects while working alongside professionals with a similar background in I/O Psychology. Spend time with professionals who can offer a valuable perspective related to your goals and interests. Focus on setting up meetings with those who can share their experiences in the fields you're interested in exploring for your own career or research.

The ability to effectively lead people is invaluable. Take advantage of every opportunity you can to gain leadership experience as part of your formal role within an organization, also consider creating these opportunities for yourself both inside and outside the organization. This can be in the form of stretch assignments, leadership positions within extracurricular organizations, or projects with friends and colleagues that you head up on your own. Leadership experiences are critical to development in any field, and can make all the difference when competing for future roles.



**Devin Sapp (c/o 2018)** | I am currently working full time as an IO psychologist with Publix on the selection and performance measurement team. I also work part time as an IO consultant for Black Fish Federal.

My advice to graduate students is to not stress it. Learn as much as you can, network with folks in the field, and get as much applied experience as you can. Attend SIOP and network, absorb, and make yourself uncomfortable. Be willing to talk to people you wouldn't necessarily talk to and place yourself in places you wouldn't typically go. Getting my first full time job the first semester of the first year made me realize that IOs are in demand and everything was worth it.

**Thank you to our alumni for continuously pouring into the UCF I/O program. Your experiences as both graduate students and I/O psychologists are invaluable, and we truly appreciate your willingness to share them with us and help shape the next generation of I/Os!**

# Program Pets



**Slim Shady**



**Pebbles**



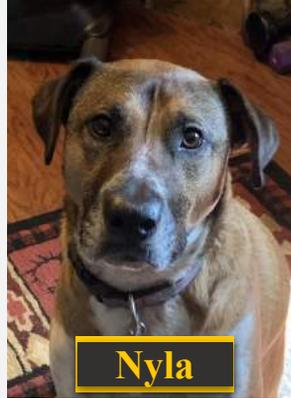
**Stella**



**Nico**



**Bodhi**



**Nyla**



**Lychee**



**Bosko**



**Maisie**



**Poka**



**Marcel**

# SPIOP Officers



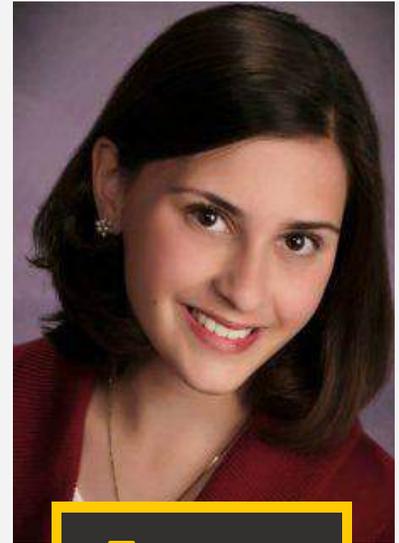
**President**

**Matthew Ng**  
2nd Year Ph.D. Student



**Vice President**

**Moses Rivera**  
2nd Year Ph.D. Student



**Treasurer**

**Jenna Beltramo**  
3rd Year Ph.D. Student



**Secretary**

**Emily Macias**  
2nd Year Ph.D. Student



**Master's Rep.**

**Kira Schneider**  
2nd Year Master's Student



**Undergrad Rep.**

**Divya Doshi**  
Undergraduate Senior

# Newsletter Team



**Emily Macias**

2nd Year Ph.D. Student



**Michael DiStaso**

4th Year Ph.D. Student



**Ann Schlotzhauer**

2nd Year Ph.D. Student



**Saba Tavoosi**

2nd Year Ph.D. Student



**Alex Kandah**

1st Year Ph.D. Student



**Krisztina Szabo**

1st Year Ph.D. Student



**Elyse Bressler**

1st Year Master's Student

