

Sample Journal Publications

Occupational Health Psychology

Note: Bolded Names Indicate a UCF I/O Graduate Student; Underlined Names Indicate a UCF I/O Faculty Member

Behrend, T. S., Shoss, M., Tracy, M., Stolle, D., Blachly, B., Chan, M., & Schwartz, B. (2026). Work precarity and workplace surveillance experiences. *Journal of Business and Psychology*. Advance online publication.

Abstract

Electronic performance monitoring (EPM) is increasingly used to track workers' behaviors, often without their input or consent. While prior research has documented mixed effects of EPM on stress and performance, these outcomes must be understood in the broader context of work precarity. Drawing on a nationally representative survey of US workers ($N = 2515$), we examine how structural and psychological precarity relate to both the presence and perceived intrusiveness of EPM. Results show that precarious workers are more likely to be subjected to EPM, to experience more intensive monitoring, and to report more negative psychological reactions to surveillance. Positive perceptions of EPM, such as beliefs that it improves safety or productivity, were more common among workers with greater security and control. These findings suggest that EPM functions not only as a technological intervention but also as a mechanism reflecting and reinforcing existing power imbalances in the workplace. The discussion considers implications for psychological theory, regulation, and policy, highlighting the need for equitable implementation of monitoring practices in an era of increasing workplace surveillance.

Bowling, N. A., Dye, K., Jex, S. M., Hong, J., Eid, M., Treadaway, C., & Wagner, S. H. (in progress). Measuring monotony: The development of the Job Boredom Index (JBI). Current Status: Five datasets collected and analyzed; we are currently writing the manuscript. Target Journal: *Journal of Business and Psychology*.

Abstract

Job boredom is a frequently experienced negative emotion that is related to many important outcomes, including negative job attitudes, psychological strain, and counterproductive work behavior. Existing job boredom scales, unfortunately, suffer from various limitations, the most serious of which is the inclusion of item content that appears to confound job boredom with other conceptually distinct constructs, such as perceptions of job characteristics (e.g., low skill variety) or other negative work-related emotions (e.g., job dissatisfaction). To address the limitations of existing scales, we used standard scale development procedures to create the 5-item *Job Boredom Index* (JBI) and the *Single-Item Job Boredom Index* (SIJBI). Across 5 studies (total $N = 973$), we found support for the 5-item JBI's (a) internal-consistency reliability, (b) test-retest reliability, (c) nomological validity, and (d) sensitivity to a randomized task complexity manipulation. We observed similar results for the SIJBI, although it yielded a lower test-retest reliability estimate and weaker correlations with some external variables from our nomological network than did the JBI. Given these findings, both the JBI and SIJBI appear to effectively assess job boredom.

Bowling, N. A., Michel, J. S., Islam, M. R., Rotch, M. A., Wagner, S. H., & Zelazny, L. (2024). What's holding you back? Development of the Multi-Facet Organizational Constraints Scale (MOCS). *Journal of Business and Psychology*, 39(6), 1211-1238. Of 1,633 JBP submissions, this article was one of 22 to receive an **Editor Commendation**.

Abstract

Organizational constraints—which include any workplace condition that undermines a worker's ability to perform his or her job tasks—are an important type of work stressor. Previous research has typically assessed organizational constraints as a *global* (i.e., unidimensional) construct. In the current paper, we argue that a *facet* (i.e., multidimensional) approach to assessing organizational constraints would complement the global approach in important ways. A facet approach, for instance, would provide researchers with new insights into the fundamental nature of the organizational constraints construct, and it would provide practitioners with specific, actionable information that they could use to inform organizational policies and interventions. With these potential benefits of the facet approach in mind, we developed the Multi-Facet Organizational Constraints Scale (MOCS)—a self-report measure that yields 16 separate facet-level scores. Across seven samples (total $N = 1,600$), we found that the MOCS had desirable psychometric properties: It yielded high levels of internal-consistency and test-retest reliability, it produced an interpretable factor structure, and we observed evidence supporting the MOCS's construct validity. By providing a means of assessing organizational constraints facets, the current research has both theoretical and practical implications for various research areas within applied psychology, including occupational stress, organizational culture, employee training, and leadership.

Corbin, C. M., Lyon, A. R., Collins, V. K., Ehrhart, M. G., Goosey, R., & Locke, J. (2024). The incremental association of implementation leadership and school personnel burnout beyond transformational leadership. *School Psychology*, 39, 269-279.

Abstract

Successful implementation of school-wide interventions (i.e., delivered to all students by a wide array of school personnel) is key to promoting students' academic achievement and psychosocial development. Yet, the implementation of school-wide interventions is complex and can be psychologically taxing for implementing personnel. If EBP implementation goes unsupported, implementation challenges might result in chronic stress among school personnel that leads to burnout. While generally effective leadership tends to decrease educator burnout, implementation-specific leadership may also decrease burnout through its strategic supports for EBP implementation. A series of linear regression and path models were used to examine the concurrent association between transformational (e.g., general) and implementation (e.g., strategic) leadership and burnout and its component parts (i.e., emotional exhaustion, depersonalization, personal accomplishment). In a sample of 338 school personnel, we found transformational and implementation leadership were each significantly associated with decreased burnout. However, transformational leadership was not significantly associated with any of the three burnout components, whereas implementation leadership was significantly associated with increased personal accomplishment. These results suggest both general and strategic forms of leadership are key supports for school personnel burnout and as such, leaders may benefit from training to improve each. Additional implications for schools and future directions to understand how best to support school personnel are discussed

Horan, K. A., & Su, S. (2025). Time-based conflict and trade-offs: Borrowing from health behaviors to pay for work, family, and school. *Applied Psychology: Health and Well-Being*, 17(4), e70041. <https://doi.org/10.1111/aphw.70041>

- *The authors contributed equally to this manuscript and are listed in alphabetical order.*

Abstract

Individuals face many barriers to healthy behaviors, including a lack of time. Some research finds that individuals “borrow” from time that could be spent on health to “pay” for demands in other domains of their lives. This study aims to further explore these trade-offs as they are motivated by a broader set of life domains (assessing conflict across work, family, and school domains) and as they relate to participation in multiple health behaviors (examining sleep, diet, and exercise behaviors). This study also aims to provide insights that could reduce trade-offs, identifying individual and organizational characteristics that moderate the work-family-school conflict and health behavior relationship. Finally, we aim to better understand the decisional and motivational processes influencing trade-offs by examining the value placed on each health behavior. Seventy-three employed students completed a daily diary study assessing daily levels of work-family-school conflict and behaviors related to sleep, diet, and exercise. Multi-level modeling revealed a curvilinear relationship between work-family-school conflict and exercise and a negative linear relationship between work-family-school conflict and sleep. Proactive personality and time management moderated the work-family-school conflict and exercise relationship. Coping moderated the relationship between work-school-family conflict and daily time spent sleeping. Family supportive supervisor behaviors and workplace health climate moderated the relationship between work-family-school conflict and exercise. A latent profile analysis revealed differences in value placed on various health behaviors, and these value profiles moderated the relationship between work-family-school conflict and exercise. These results shed light on the trade-offs that may take place for busy individuals when time is scarce and provide insights that could be useful in promoting valuable health behaviors.

Lehmann, M., Genzer, S., Kassem, N., Van Tongeren, D. R., & Perry, A. (2026). Intellectual Humility Predicts Empathic Accuracy and Empathic Resilience, *Personality and Social Psychology Bulletin*. <https://doi.org/10.1177/01461672241313427>

Abstract

Three pre-registered studies ($N = 533$) investigated the relationship between intellectual humility (IH) and cognitive and emotional empathy. Study 1 ($n = 212$) revealed a positive association between IH and empathic accuracy, especially towards the outgroup. Study 2 ($n = 112$) replicated the significant association between IH and empathic accuracy. Study 3 ($n = 209$) employed a manipulation to enhance IH to demonstrate causality. We found evidence for an indirect effect, wherein the manipulation increased state IH, which was associated with greater empathic accuracy. A mini meta-analysis revealed that, on average, individuals with higher levels of IH exhibit increased empathic accuracy, showing a greater understanding of others' emotional states. Moreover, IH predicts empathic resilience—buffering against personal distress while maintaining or increasing empathic concern for others. These findings highlight the positive influence of IH on empathy, emphasizing its potential for fostering deeper connections and better understanding in social interactions.

LeNoble, C., Naranjo, A., Shoss, M., & Horan, K. (2023). Navigating a context of severe uncertainty: The effect of industry unsafety signals on employee well-being during the COVID-19 crisis. *Occupational Health Science*, 7(4), 707-743.

Abstract

Complex disaster situations like the 2019 novel coronavirus (COVID-19) create macro-level contexts of severe uncertainty that disrupt industries across the globe in unprecedented ways. While occupational health research has made important advances in understanding the effects of occupational stressors on employee wellbeing, there is a need to better understand the employee well-being implications of severe uncertainty stemming from macro-level disruption. We draw from the Generalized Unsafety Theory of Stress (GUTS) to explain how a context of severe uncertainty can create signals of economic and health unsafety at the industry level, leading to emotional exhaustion through paths of economic and health anxiety. We integrate recent disaster scholarship that classifies COVID-19 as a transboundary disaster and use this interdisciplinary perspective to explain how COVID-19 created a context of severe uncertainty from which these effects unfold. To test our proposed model, we pair objective industry data with time-lagged quantitative and qualitative survey responses from 212 employees across industries collected during the height of the initial COVID-19 response in the United States. Structural equation modeling results indicate a significant indirect effect of industry COVID-19 unsafety signals on emotional exhaustion through the health, but not economic, unsafety path. Qualitative analyses provide further insights into these dynamics. Theoretical and practical implications for employee well-being in a context of severe uncertainty are discussed.

Mejia, C., **Crandell, H. A., Broker, E., & Shoss, M.** (2024). Working with service robots in the dining room: Employees' perspectives and realities. *Journal of Hospitality and Tourism Technology*, 15(5), 878-896.

Abstract

Purpose

The purpose of this study was to investigate restaurant and foodservice workers' perceptions of working with a service robot and the extent to which the workers' well-being was impacted by a mandated service robot adoption.

Design/methodology/approach

This study used a qualitative methodology where 42 US restaurant and foodservice workers from two organizations were interviewed. The data analyzed generated 1,302 coded segments that clustered into six overarching themes.

Findings

The findings from this research revealed that restaurant and foodservice workers who regularly use service robots in the dining room experience a complex set of issues and challenges related to robot reliability, management training and support, leveraging the robot to entertain the customer, feelings of dread, anger and frustration, and indications of decreased physical exertion as a proxy for well-being.

Research limitations/implications

As an initial qualitative investigation, the results of this study can be used as a starting point for quantitative investigations, as well as informing restaurant and foodservice industry stakeholders as to the best practices for a comprehensive and successful service robot adoption and integration.

Originality/value

This research presents an intersection between service robot technology acceptance with worker well-being using a broad range of frameworks including National Institute for Occupational Safety and Health's Future of Work, SERVQUAL and technology acceptance models to gain a deep and rich set of service worker perspective.

Probst, T., Shoss, M., Bankins, S., Behrend, T., Dragano, N., Jetha, A., ... & Vietas, J. (2026). Aligning artificial intelligence with worker health, well-being, and safety: An occupational health psychology agenda. *Occupational Health Science*, 10(2), 15. Advance online publication.

Abstract

Artificial Intelligence technologies (AI) are rapidly transforming the nature of jobs and work. While much of the discussion around AI concerns its capabilities, this set of compiled commentaries argues that AI also has profound implications for workers' health, safety, and well-being. The commentaries explore these implications across a range of topics, including technostress, human health, flourishing, job and occupational insecurity, algorithmic management, ethics, and training needs for future occupational safety and health professionals. Together, the commentaries suggest that AI's potential impacts are neither inherent nor inevitable. In a world where AI's effects are still a consequence of human decisions, the frameworks and values of occupational health psychology hold promise for understanding and shaping a future of work where worker health, safety, and well-being are paramount.

Schlotzhauer, A. E., Ehrhart, M. G., & Jex, S. M. (2025). Extraversion, workplace support, and burnout: The moderating role of neuroticism. *Personality and Individual Differences*, 232, 112845.

Abstract

Past research has demonstrated that the Big Five personality dimensions explain up to a third of the variance in burnout, with extraversion typically showing the strongest negative relationship. Guided by social exchange theory, the present study extends these findings by exploring how extraversion relates to burnout, specifically examining the mediating role of workplace support. Further, based on past research, neuroticism is hypothesized to limit the benefits of extraversion through support by moderating the relationship between workplace support and burnout. Based on a final sample of 227 U.S. working adults from a variety of occupations, the results suggest that neuroticism attenuates the indirect effect of extraversion on burnout through supervisor support. Neuroticism, however, does not weaken the indirect effect of extraversion through coworker support. Implications for research and practice are described.

Shoss, M. K., & Ciarlante, K.† (2022). Are robots/AI viewed as more of a workforce threat in unequal societies? Evidence from the Eurobarometer survey. *Technology, Mind, and Behavior: Special Issue in Work, Technology, and Inequality*.
<https://tmb.apaopen.org/pub/rv1x9zq4/release/2>

Abstract

Although advanced technologies (i.e., artificial intelligence [AI], robots) are often discussed as drivers of societal inequality, our research examines whether people living in more unequal societies tend to view technology as a greater threat to jobs in general. Building from research that societal inequality heightens concerns about status hierarchies and future resource attainment, we anticipated that workers in more unequal societies would tend to view AI/robots as greater threats (e.g., AI/robots as job destroyers). Utilizing the Eurobarometer 87.1 data set, we found that country inequality, as operationalized via the Gini index, was positively associated with perceptions that AI/robots pose threats of general job loss. These relationships occurred when controlling for people's perceptions of technological threat to their own personal job, technology skills and interests, and demographics. Moreover, these findings are robust across alternative operationalizations of inequality including the Human Inequality Index and people's subjective perceptions of current and future inequality in their country. These findings advance theory on inequality and suggest that the broader context—both objective and perceived—may play a role in how people view disruption associated with AI/robots at work.

Shoss, M. K., Ciarlante, K., Zhao, X., & Barber, L. (2025). Bad for what purpose? An investigation of motives for counterproductive work behavior. In R. Dalal, J. Jensen, & S. Lim (Eds.), *Handbook of Counterproductive Work Behavior*. Edward Elgar Publishing.

Abstract

Why do employees engage in such counterproductive work behaviors (CWB) as withholding effort, purposely failing to follow rules, and behaving rudely towards others? Researchers have proposed a range of motivations for CWB: retaliation, social regulation, emotion-focused coping, problem awareness, collective action, excitement, conserve effort, social conformity, achieve a task-related goal, helping, power, and a need/want-based goal. Yet, because these motives are discussed in separate studies and separate streams of the CWB literature, we do not know whether they are distinguishable, or differentially linked to targets of CWB (people vs. organization). These questions have important implications for promoting parsimony in CWB motive discussions and facilitating a motivational perspective on these behaviors. Using survey data from workers in a variety of industries, we found support for the distinctiveness of many CWB motives. Additionally, CWB motives had distinct patterns of relationships with interpersonal versus organizational CWB.

Shoss, M. K., Min, H., Horan, K., Schlotzhauer, A. E., Nigam, J. A., & Swanson, N. G. (2023).
Risking one's life to save one's livelihood: Precarious work, presenteeism, and worry
about disease exposure during the COVID-19 pandemic. *Journal of Occupational Health*
Psychology, 28(6), 363-379.

Abstract

The present study advances research on the negative consequences of precarious work experiences (PWE), which include perceptions of threats to one's job and financial security as well as a sense of powerlessness and inability to exercise rights in the workplace. Using the COVID-19 pandemic as a backdrop, we examine how PWE relate to sickness presenteeism and worry about work-related COVID-19 exposure. In a 12-week, four-wave study of workers working fully in-person, perceptions of powerlessness and job insecurity were associated with presenteeism (e.g., general presenteeism as well as attending work with known or possible COVID-19 infection) and concerns about disease exposure at work. Whereas powerlessness primarily operated at the between-person level of analysis, job insecurity's effects emerged at both levels of analysis. A sense of powerlessness at work also predicted sending children to school/daycare sick. In sum, the findings suggest that precarity related to being able to keep one's job and a sense of powerlessness at work contribute to concerns about the risk of COVID-19 exposure at work and, simultaneously, behaviors that may contribute to the health risks faced by others. This research provides added support to the argument that precarious work should be addressed in order to improve both worker well-being and public health.

Shoss, M. K., Su, S., Schlotzhauer, A. E., & Carusone, N. (2023). Working hard or hardly working? An examination of job preservation responses to job insecurity. *Journal of Management*, 49(7), 2387-2414.

Abstract

The question of how job insecurity affects workplace behaviors has been the source of debate in the academic literature as well as in the popular press. The current study leverages and expands ideas from the Conservation of Resources theory about resource investment to examine how and when job insecurity is associated with behaviors indicative of promotive or protective job preservation strategies aimed at social or task targets. We present two studies. The first study takes a longitudinal approach to examine the bidirectional relationships between job insecurity and job performance, counterproductive work behaviors, knowledge hiding, and self-presentation ingratiation behavior. The second study examines job preservation motivation as a mechanism linking job insecurity to these work behaviors, and it considers specific elements of threats as moderators (i.e., perceived threat controllability, perceived threat proximity). Together these studies suggest that job insecurity is associated with strategic behavior when employees are facing proximal threats to their jobs; however, these efforts are rarely in the best interest of organizations.

Sklar, M., Ehrhart, M. G., & Aarons, G. A. (2021). COVID-related work changes, burnout, and turnover intentions in mental health providers: A moderated mediation analysis. *Psychiatric Rehabilitation Journal*, 44(3), 219–228.

Abstract

Objective: The novel coronavirus disease (COVID-19) has drastically impacted the provision of mental health services. Changes required of providers were substantial and could lead to increased burnout and, subsequently, increased turnover intentions. This study examined burnout experienced by mental health services providers in the context of COVID-19 and through the lens of the job demands-resources (JD-R) model. We examined the effects of work changes on burnout and subsequent turnover intentions, and how job and personal resources may have buffered the extent to which work changes due to COVID-19 impacted burnout.

Methods: Service providers (n=93) from 6 community mental health centers (CMHCs) in one Midwestern state in the United States completed surveys as part of service contracts to implement evidence-based practices. Path analysis tested the unconditional indirect relations between work changes and turnover intentions through burnout. Moderated mediation determined whether the indirect effect of work changes on turnover intentions via burnout varied in strength by job and personal resources.

Results: Work changes had a significant indirect effect on turnover intentions through burnout ($\beta=.140$, 95% CI=.072, .217). This indirect effect varied as a function of two job resources, organizational trust and perceived organizational support.

Conclusions and Implications for Practice: Burnout was relatively low only when work changes were low and job resources levels high. When work changes were high, burnout was similarly high across levels of job resources. To minimize burnout, organizations should limit task, setting, and team-related work changes to the extent possible.

Su, S., Bowling, N. A., & Shaffer, J. A. (in progress). On the many ways to be mean: Clarifying the dimensionality of workplace aggression. Current Status: Three datasets collected and analyzed; we are currently writing the manuscript. Target Journal: *Journal of Applied Psychology*.

Abstract

Research on workplace aggression from the target's perspective has appeared under various construct labels, including "bullying," "incivility," "ostracism," "sexual harassment," and "social undermining." Despite the scientific progress that researchers have made since the early 2000s, many questions remain about workplace aggression's dimensional structure. Is workplace aggression, for instance, unidimensional or is it multidimensional? And if it is multidimensional, then what dimensions best characterize it? Do existing construct labels each represent distinct dimensions of workplace aggression, or is the structure of workplace aggression best represented by an alternative set of dimensions? Addressing these questions would help organize a fragmented field. The current research, therefore, examined the dimensionality of workplace aggression. Across a series of six studies that used various methods (i.e., item-sorting tasks, factor analysis, tests of differential relationships with external variables), we found that workplace aggression is best characterized by a relatively simple four-dimensional structure consisting of (a) ostracism, (b) sexual harassment, (c) work-related mistreatment, and (d) person-related mistreatment. These findings help to address concerns about construct proliferation that is present within the workplace aggression literature, and they provide insights into the fundamental nature of workplace aggression.

Su, S., Taylor, S. G. & Jex, S. M. (2022). Change of heart or change of mind? Explaining the dynamic relationship between experienced and perpetrated incivility change. *Journal of Occupational Health Psychology*, 27(1), 22-36. <https://doi.org/10.1037/ocp0000299>

Abstract

As organizational scholarship increasingly recognizes the dynamic nature of interpersonal stressors like workplace incivility, the present study investigates workplace incivility change and the mechanisms through which it affects employees. Whereas prior research demonstrates that employees who experience workplace incivility are likely to engage in similar behavior because of depleted self-control, the current investigation draws on Metcalfe and Mischel's (1999) dual-process model to examine additional affective and cognitive mechanisms underlying this dynamic process. We propose that interceding changes in negative affect and cognitive rumination also mediate the dynamic relationship between experienced and perpetrated incivility change. We test our predictions using latent change score modeling with data from 481 employees surveyed four times across 3 months. Results show that the relationship between experienced and perpetrated incivility change is driven by a change in negative affect and that the dynamic indirect effect via negative affect change is moderated by individual differences in psychological detachment. Implications for science and practice are discussed.