

**2018 COMMUNICATION ON ENGAGEMENT
INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY
GEORGE MASON UNIVERSITY**



College of Humanities and Social Sciences

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September 20, 2018

António Guterres
Secretary-General
United Nations
New York, NY 10017
USA

Dear Mr. Secretary General,

As Dean of the College of Humanities and Social Sciences, I write to acknowledge my continued support of the George Mason University Industrial and Organizational (I/O) Psychology program's participation in the U.N. Global Compact, as well as the program's ongoing and continued commitment to the initiative and its principles.

Should you require any additional information, please contact me at aardis@gmu.edu.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Ardis".

Ann L. Ardis, PhD
Dean

About Us

George Mason University is a public, comprehensive, research university established by the Commonwealth of Virginia in the National Capital Region of the United States of America. We are an innovative and inclusive academic community committed to creating a more just, free, and prosperous world. The Mason Vision can be found here: <https://vision.gmu.edu/the-mason-vision/our-goal/>

The *College of Humanities and Social Sciences (CHSS)* is Mason's largest college, offering 27 undergraduate majors, 56 minors, 9 doctoral degrees, 26 master's (including a master of fine arts in creative writing and a master of arts in interdisciplinary studies), and 16 graduate certificates. In Fall 2017, it enrolled 25% of the University's undergraduates and 14% of its graduate students. More information about the college can be found here: <https://chss.gmu.edu/about-the-college>

The *Department of Psychology* at George Mason University strives to develop and apply scientific psychology in ways that enhance human potential through research-based practice and practice-informed research. More information about the department can be found here: <https://psychology.gmu.edu/about/overview>

The *Industrial and Organizational (I/O) Psychology* program (or concentration) within the psychology department focuses on multiple aspects of behavior in organizational settings, including personnel selection, quantitative analysis, teams, leadership, work and family issues, and organizational health issues. Mason's work in this area emphasizes research as the key to knowledge in both academic and applied settings. More information about the I/O psychology program, including its support for the U.N. Global Compact, can be found here: <https://psychology.gmu.edu/about/io>

Activities Aligning to the Global Compact 10 Principles

1. Relevant courses or workshops taught

Topic/Module Relevant to One or More of the 10 Principles	Course Number and Title of Undergraduate- or Graduate-Level Course, or else Title of Workshop, in Which the Topic/Module Was Taught
Research Integrity	GMU Workshop, Ethical Complexities in Research Multiteam Systems (hosted by Stephen Zaccaro, Richard Klimoski, Aurali Dade, Laura Fletcher, and Samantha Dubrow), funded by Office of Research Integrity
Fairness, Justice, & Diversity	PSYC 333 (Introduction to I/O Psychology, taught by Lauren Kuykendall and Reeshad Dalal)
Leadership (Gender Issues)	PSYC 333 (Introduction to I/O Psychology, taught by Lauren Kuykendall and Reeshad Dalal)
Legal Issues in Staffing Decisions	PSYC 333 (Introduction to I/O Psychology, taught by Lauren Kuykendall and Reeshad Dalal)
Employee Selection (Reducing Discrimination)	PSYC 333 (Introduction to I/O Psychology, taught by Lauren Kuykendall and Reeshad Dalal)
Job Analysis (Comparable Worth; Gender Discrimination in Pay)	PSYC 333 (Introduction to I/O Psychology, taught by Reeshad Dalal)
Social Biases	PSYC 703 (Survey of Social Psychology, taught by Lauren Kuykendall)
Circumstantial Causes & Correlates of Well-Being	PSYC 892 (Well-Being, taught by Lauren Kuykendall)
Societal Well-Being	PSYC 892 (Well-Being, taught by Lauren Kuykendall)
Well-Being	PSYC 417 (The Science of Well-Being, taught by Melissa Stikma)
Adverse Impact, Differential Validity, and Differential Prediction	PSYC 636 (Survey of Industrial Psychology, taught by Reeshad Dalal)
Adverse Impact, Differential Validity, and Differential Prediction	PSYC 631 (Industrial and Personnel Testing and Evaluation, taught by Reeshad Dalal)

Job Analysis (Comparable Worth; Gender Discrimination in Pay)	PSYC 636 (Survey of Industrial Psychology, taught by Reeshad Dalal)
Biases in Performance Appraisal (Rater, Ratee, and Rater-Ratee Interaction Demographic Effects)	PSYC 892 (Special Topics in Psychology: Job Performance, taught by Reeshad Dalal)

2. Relevant courses or workshops taken

- Title IX Overview and Sexual Harassment Prevention
 - Provides an overview of the Sexual and Gender-Based Harassment and Other Interpersonal Violence (University Policy 1202) as well as provides the reporting protocol for when students, faculty or staff disclose that they have been a victim of sexual violence
 - Required of all George Mason University employees (including graduate students who are serving as instructors or teaching assistants in courses)
- Human Rights:
 - Safe-Zone training put on by George Mason University
 - Training taken by Melissa Stiksmo

3. Relevant conference presentations and posters

Alaybek, B., Sheng, Z., & Dalal, R. S. (2018, April). *Extending situational strength theory to account for situation-outcome match*. Poster presented at the 33rd annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

Batz, C. L., Tay, L., Kuykendall, L. & Cheung, H. (2018). *Meta-analytical examination of the role of gender inequality in explaining gender differences in job satisfaction*. Poster Presented at the 33rd annual meeting of Society of Industrial-Organizational Psychology, Chicago, IL.

Batz, C. L., Tay, L., Kuykendall, L. & Cheung, H. (2016). *Meta-analytical examination of the role of gender inequality in explaining gender differences in subjective well-being*. Poster presented at the 29th annual convention of American Psychological Science, Boston, MA.

Biskup, M., Kaplan, S., Bradley-Geist, J., & Membere, A. (2017, April). Just how miserable is work? A meta-analysis of the evidence. In M. Ford (Chair), *New within person perspectives on affect across work and home*. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.

Cheung, H., Lindsey, A. P., Sabat, I. E., King, E. B., & Ahmad, A. S. (2017). *Timing matters: When gay men and lesbian women disclose their sexual orientation influences salary*. Paper presented at 77th annual meeting of Academy of Management, Atlanta, GA.

Fletcher, L., Tetrick, L. E., & Niu, Q. (2016, April). *Job-demands and family-demands resources model: The relation of couple crossover*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Hargrove, A. K., Kaplan, S. A., Winslow, C. J., Green, J. P., & Kong, W. (2017, August). Differentiating the Role of Frustration and Anger in the Within-person Stressor-CWB Relationship. In Gonzalez, M. F., Larson, E., & Cohen-Charash, Y. (Chairs), *Emotions at the social interface: How emotions link people and their social environments*. Symposium conducted at the Annual Meeting of the Academy of Management, Atlanta, GA.

Hersch, G., & Kuykendall, L. (2018, August). *Can workplace well-being policies be wrong?* Paper presented at the Society for Business Ethics Annual Meeting 2018, Chicago, IL.

Keeler, K. R., Wong, C. M., Tetrick, L. E., & Fletcher, L. S. (2017) *Measurement development of organizational health climate*. Paper presented at the Work, Stress and Health Conference. Minneapolis, MN.

Shore, D. B (2016, April). *Pro bono-I/O: Putting I/O psychology to good work for nonprofits: Volunteer program assessment*. Part of a symposium presented at the 2016 Annual Meeting of the Society of Industrial Organizational Psychology, Anaheim, CA.

Tetrick, L. E. (2017) *Psychologically healthy workplace*. 2017 Annual Award Event, American Psychological Association, Washington, DC.

Windscheild, L., Bowes-Sperry, L., Kidder, D., Cheung, H., & Morner, M. (2016). *Actions speak louder than words: Outsiders' perceptions of diversity mixed messages*. Paper presented at 78th annual meeting of Academy of Management, Anaheim, CA.

4. Relevant peer-reviewed journal articles

Batz, C. L., Tay, L., Kuykendall, L. & Cheung, H. (2018). The role of gender inequality in explaining gender differences in subjective well-being. *Psychological Science*. In press.

Cheung, H., Goldberg, C. B., King, E. B., & Magley, V. J. (2017). Are you true to the cause? Beliefs about Organizational and Unit's Commitment to Sexual Harassment Training. *Groups & Organization Management*, 43 (4), 531-560.

Cheung, H., Lindsey, A. P., King, E. B., & Hebl, M. R. (2016). Beyond sex: Exploring the influence of sex role identity on women's influence tactics. *Gender in Management*, 31(1), 43-69.

Fisher, G. G., Chaffee, D. S., Tetrick, L. E., Davalos, D. B., & Potter, G. G. (2017). Cognitive functioning, aging, and work: A review and recommendations for research and practice. *Journal of Occupational Health Psychology*, 22(3), 314-336. <http://dx.doi.org/10.1037/ocp0000086>

Tetrick, L. E., & Peiró, J. M. (2016). Health and safety: Prevention and promotion. In M. J. Grawitch & D. W. Ballard (Eds.), *The psychologically healthy workplace: Building a win-win environment for organizations and employees* (pp. 199-229). <http://dx.doi.org/10.1037/14731-010>

Parker, S. K., Winslow, C. J., & Tetrick, L. E. (2016). Designing meaningful, healthy, and high performing work in cyber security. In Zaccaro, Dalal, Tetrick, & Steinke (Eds.), *The Psychosocial Dynamics of Cyber Security*. New York: Routledge/Taylor & Francis Group.

Tetrick, L. E. (2017). Current thinking on occupational health disparities in the global economy. In F. T. Leong, D. E. Eggerth, C.-H. (D.) Chang, M. A. Flynn, J. K. Ford, & R. O. Martinez (Eds.), *APA/MSU series on multicultural psychology. Occupational health disparities: Improving the well-being of ethnic and racial minority workers* (pp. 75-87). <http://dx.doi.org/10.1037/0000021-004>

Tetrick, L. E., Perrewé, P. L., & Griffin, M. (2017). Employee work-related health, stress, and safety. In J. L. Farr & N. T. Tippins (Eds.), *Handbook of employee selection*, 2nd Edition. New York: Routledge/Taylor & Francis Group.

Kaplan, S., DeShon, R., & Tetrick, L. E. (2017). The bigger picture of employee well-being: The role for individuals, families and society. SHRM-SIOP Science of HR Series.

Hu, X., Gilmore, P. L., Tetrick, L. E., Wei, F., & White, A. (2016). On the functioning of reciprocity in organizations: The moderating effects of relationship orientation and power distance. *The Psychologist-Manager Journal*, 19(3-4), 123-147. <http://dx.doi.org/10.1037/mgr0000040>

Jiang, L., & Tetrick, L. E. (2016). Mapping the nomological network of employee self-determined safety motivation: A preliminary measure in China. *Accident Analysis and Prevention*, 94, 1-7. <http://dx.doi.org/10.1016/j.aap.2016.05.009>

Main, C. J., Nicholas, M. K., Shaw, W. S., Tetrick, L. E., Ehrhart, M. G., & Pransky, G. (2016). Implementation science and employer disability practices: Embedding implementation factors in research designs. *Journal of Occupational Rehabilitation*, DOI 10.1007/s10926-016-9677-7

Tetrick, L. E. (2017). Trends in Measurement Models and Methods in Understanding Occupational Health Psychology. *Journal of Occupational Health Psychology*. Advance online publication. <http://dx.doi.org/10.1037/ocp0000076>

Windscheild, L., Bowes-Sperry, L., Kidder, D., Cheung, H., Morner, M., & Lievens, F. (2016). Actions speak louder than words: Job seekers' perceptions of diversity mixed messages. *Journal of Applied Psychology*, 101 (9), 1329- 1241.

Winslow, C.J., Kaplan, S. A., Bradley-Geist, J. C., Lindsey, A.P., Ahmad, A.S., & Hargrove, A.K. (2017). An examination of two positive organizational interventions: For whom do these interventions work? *Journal of Occupational Health Psychology*, 22, 129-137.

Wong, C. M., & Tetrick, L. E. (2017). Job crafting: Older workers' mechanism for maintaining person-job fit. *Frontiers in Psychology*, 8, Article ID 1548.
<http://dx.doi.org/10.3389/fpsyg.2017.01548>

Zheng, D., Wu, H., Eisenberger, R., Shore, L. M., Tetrick, L. E., & Buffardi, L. C. (2016). Newcomer leader-member exchange: The contribution of anticipated organizational support. *Journal of Occupational and Organizational Psychology*, 89(4), 834-855.
<http://dx.doi.org/10.1111/joop.12157>

5. Relevant service work

Service on GMU Quality of Work Life Task Force (Seth Kaplan, Lauren Kuykendall, & Lou Buffardi)

The Mason chapter of the Volunteer Program Assessment (<https://io.gmu.edu/vpa/overview>) works with nonprofit organizations of all types, including those devoted to human rights, the environment, and so forth.

6. Relevant ongoing research (1-paragraph narrative from each faculty member)

Lauren Kuykendall is currently working on an interdisciplinary collaboration focused on explaining whether and when company efforts to improve employee well-being are ethically inappropriate. This research was presented at the Society for Business Ethics Annual Meeting in August 2018.

Reeshad Dalal is currently working on an investigation of trends over time in workplace sexual harassment experienced by female employees.

7. Relevant invited colloquia

Colloquium Title Relevant to One or More of the 10 Principles	Date (MM/DD/YYYY) on Which Colloquium Was Presented	Name(s) and Affiliation(s) of Colloquium Presenter(s)
Fulbright Work: Team Reflexivity and Emotional Wellbeing in Manufacturing Teams: The Mediating Effects of Job Demands Control and Support, and the Moderating Effects of Team Membership Stability	11/01/2016	Claire Chen Visiting Scholar-- Shanghai Jiao Tong University
UN Global Compact	02/15/2017	Eden King George Mason University
Political Affiliation and Employment Screening Decisions: The Role of Similarity and Disidentification Processes	09/20/2017	Caren Goldberg Bowie State University
Generations? What Do You Mean They Don't Vary?	03/07/2018	David Constanza The George Washington University

8. Relevant grants or contracts awarded

\$1000 Grant-in-aid awarded to Ho Kwan Cheung by The Society of Psychological Study of Social Issues. "Effects of pregnancy disclosure on leader-member exchange over time."

\$3000 Hebl Grant for Reducing Gender Inequities in the Workplace awarded to Ashley
Membere by the Society for Industrial and Organizational Psychology for dissertation: “The
Effects of Stereotype Threat on the Performance of Black Female Leaders.”