

2021 Communication on Engagement
Industrial and Organizational Psychology
George Mason University



College of Humanities and Social Sciences

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June 28, 2021

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. L. Ardis".

Ann L. Ardis, PhD
Dean

About Us

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-masonvision/our-goal/>

The College of Humanities and Social Sciences (CHSS) is Mason's largest college, offering 19 undergraduate majors, 65 minors, 10 doctoral degrees, 18 master's (including a master of fine arts in creative writing and a master of arts in interdisciplinary studies), and 13 graduate certificates. In Fall 2017, it enrolled 25% of the University's undergraduates and 14% of its graduate students. Its faculty and students are highly active in research, with external research funding to the college averaging \$15-\$20 million annually. 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>

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

2019-2021

Human Rights

[Principle 1](#): Businesses should support and respect the protection of internationally proclaimed human rights; and

[Principle 2](#): make sure that they are not complicit in human rights abuses.

Labour

[Principle 3](#): Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

[Principle 4](#): the elimination of all forms of forced and compulsory labour;

[Principle 5](#): the effective abolition of child labour; and

[Principle 6](#): the elimination of discrimination in respect of employment and occupation.

Environment

[Principle 7](#): Businesses should support a precautionary approach to environmental challenges;

[Principle 8](#): undertake initiatives to promote greater environmental responsibility; and

[Principle 9](#): encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

[Principle 10](#): Businesses should work against corruption in all its forms, including extortion and bribery.

1. Relevant courses or workshops taught

Several courses within our curriculum cover topics pertaining to diversity & inclusion, organizational justice, fairness, discrimination, equal employment opportunity, gender, comparable worth, pay fairness, etc.

- Introduction to Science & Practice of I/O Psychology
- Survey of I/O Psychology
- Foundations of Organizational Psychology
- Foundations of Industrial Psychology
- Personnel Selection (Industrial and Personnel Testing and Evaluation)
- Survey of Social Psychology
- Well-Being
- Motivation and Well Being
- EEO Legal Issues
- Special Topics in Psychology: Job Performance
- Psychometrics
- Careers
- Leadership

2. Relevant presentations

Ahmad, A.S., & Goldberg, C. (2020, April). Improving the Measurement of Sexual Harassment Climate. In A. Shyamsunder & **A. Ahmad** (Co-Chairs), *Show and tell: Generating solutions in combating workplace sexual harassment* [Alternative session]. Society for Industrial Organizational Psychology, Austin, TX. (Virtual conference).

Ahmad, A., Sabat, I., Lindsey, A., King, K., & Phetmisy, C. (2021, April). The role of authenticity in interpersonal outcomes of religious identity management. In D. Arena. & C. Nitttrouer (Co-Chairs), *Identity Management Strategy Effectiveness and Theory Generation for a Virtual World* [Symposium]. Paper presented virtually at the 36th annual meeting of the Society for Industrial Organizational Psychology.

Ahmad, A.S. & Park, L. (2020, April). Co-Chair: Ye of Any and No Faith: Exploring Faith Identity Management in the Workplace [Symposium]. Society for Industrial Organizational Psychology, Austin, TX. (Virtual conference).

Ahmad, A.S. (2019, April). Co-chair; Panelist: The struggle is real: What it means to “have it all” in I-O psychology. Panel conducted at the annual conference for the Society for Industrial Organizational Psychology, National Harbor, MD.

Eib, C., Griep, Y., **Rupp, D. E.**, Trougakos, J., & Guo, J. (2021). Overall organizational justice trajectories among newcomers: How do justice perceptions develop and why does it matter? Paper presented at annual conference of the International Society for Justice Research. Virtual conference (COVID-19).

Foster, L., Olsen-Buchanan, J., **Rupp, D. E.**, Scott, J.C., Poteet, M.L. (2021). Ten years as an NGO: reflecting on SIOP’s partnership with the United Nations. Panel presented at the annual conference of the Society for Industrial and Organizational Psychology. Virtual conference (COVID-19).

Habib, A., & Wooten, C. A. (April, 2021). Combatting Raciolinguistic Discrimination in the Academy and Workplace. College of Humanities & Social Sciences Intellectual Life Committee Roundtable, Online. [Panelists: **Afra Ahmad**, Laura Greenfield, Jennifer Leeman, Sergio Loza, Christy Pichichero].

Kossek, E. E., Porter, C., Wilson, K., **Rupp, D. E.**, Law-Penrose, J. (2020). Does leader work-life training help subordinates? Integrating resources and job control perspectives. Paper accepted for presentation at the annual conference of the Academy of Management.

Lavelle, J. J., **Rupp, D. E.**, Herda, D., Pandey, A., & Lauck, J. (2019, July). Customer injustice and employee CWB toward customers: Mediating and moderating mechanisms. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 11588). Briarcliff Manor, NY 10510: Academy of Management.

Lavelle, J. J., **Rupp, D. E.**, Herda, D. N., Lee, J., & Lauck, J. R. (2021). Customer injustice and service employees' responses: A social exchange perspective. Paper presented at the annual conference of the Academy of Management. Virtual conference (COVID-19).

Mallory, D. B., Tay, L., & **Rupp, D. E.** (2019, April). Predicting pro/antisocial acts from proactive personality, felt responsibility. Poster presented at the annual conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.

Markell-Goldstein, H.M., **Kaplan, S.**, Cheung, H., & King, E.B. (April, 2021). *Shame and guilt as conduits of the effects of perceived self-discrepancies on key work and breastfeeding outcomes*. Paper presented at the 2021 annual meeting of the Society for Industrial and Organizational Psychology.

Santuzzi, A., Keating, R., Martinez, J., Finkelstein, L., & **Rupp, D.** & Shulz, N., (2019), April). Identity protection strategies reported by workers with concealable disabilities. Paper presented at annual conference of the Society for Industrial and Organizational Psychology, National Harbor, Maryland.

Schulz, N. & **Rupp, D. E.** (2019, April). Perceptions of justice across gender: Are our measures appropriate? Poster presented at the annual conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.

Schulz, N., **Rupp, D. E.**, Shao, R., & Skarlicki, D. (2019, July). Gendered reactions to organizational justice: A meta-analysis. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 16173). Briarcliff Manor, NY 10510: Academy of Management.

Strah, N., Morris, S., **Rupp, D. E.** (2021). Current issues in and novel methods to investigating pay inequity. Symposium chaired at the annual conference of the Society for Industrial and Organizational Psychology. Virtual conference (COVID-19).

Strah, N., **Rupp, D.E.**, & Morris, S. (2021). Adjusting our Methods: How Job Analysis can be Used to Mitigate Pay Injustice. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology. Virtual conference (COVID-19).

Thornton, G. C., **Rupp, D. E.**, Gibbons, A., & Vanhove, A. J. (2019). Same-gender and same-race bias in assessment center ratings: Statistical significance and practical importance. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

Zhu, Z., Baines, J., **Kuykendall, L.**, & Zhang, B. (2021 July 30-August 3). What leaders do matters: Supervisor support for recovery and employee recovery. Paper to be presented at the 81st Annual Meeting of the Academy of Management, virtual conference.

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

Kuykendall, L. (March 2020). Equal pay and parental leave: What can men do to help? Invited talk at the Equal Pay Day Virtual Conference. George Mason University. Fairfax, VA.

3. Relevant publications

Ahmad, A. S., Anderson, A. J., King, E. B., & Gilrane, V. (2019). Subtle and Overt Behaviors Toward Ethnic Minority Leaders and the Moderating Role of Competence. *Journal of Leadership & Organizational Studies*, 1548051819859289.

- Ahmad, A.S.**, King, E.B., Lindsey, A. P., Sabat, I. E., Phetmisy, C., & Anderson, A. J. (in press). Interpersonal implications of religious identity management in the workplace. *Journal of Management Studies* (Special issue: Diversity Perspective on Management).
- Ahmad, A. S.**, Sabat, I., Trump-Steele, R., & King, E. (2019). Evidence-based strategies for improving diversity and inclusion in undergraduate research labs. *Frontiers in Psychology*, 10, 1305.
- Ahmad, A. S.**, Zhou, S., & Ayers, T. (2021). The future of learning: Teaching industrial and organizational psychology in all modalities. *Industrial and Organizational Psychology: Perspectives on Science & Practice*, 13(4), 540-543.
- Conley, J. M., Smeehuijzen, L., Williams, C. A., & **Rupp, D. E.** (2019). Can soft regulation prevent financial crises?: The Dutch Central Bank's supervision of behavior and culture *Cornell International Law Journal*, 51, 773-821.
- Goldberg, C., & **Ahmad, A.S.** (2019). Improving the measurement of sexual harassment climate. *Industrial and Organizational Psychology: Perspectives on Science & Practice*, 12, 64-67.
- Lanik, M., Brown, M., **Rupp, D. E.**, Strah, N., Kim, Y-J. (2020). Repairing the broken rung: Overcoming bias in the leadership pipeline. White paper available at <https://www.pinsight.com/lp/repairing-the-broken-rung-overcoming-bias-in-the-leadership-pipeline/>
- Lavelle, J., **Rupp, D.E.**, Pandey, A., McMahan, G.C. (2021). Customer injustice and employee performance: The mediating roles of emotional exhaustion and surface acting. *Journal of Management*, 47, 654-682.
- Lee, P.**, Joo, S., & Stark, S (2020). Detecting DIF in multidimensional forced-choice measures using the Thurstonian Item Response Theory model. *Organizational Research Methods*. 1-33, <https://doi.org/10.1177/1094428120959822>
- Lindsey, A., King, E., Amber, B., Sabat, I., & **Ahmad., A.** (2019). Examining why and for whom reflection diversity training works. *Personnel Assessment and Decisions*, 5(2), 10.
- Lindsey, A., King, E., Sabat, I., **Ahmad., A.** (2019). The benefits of identity integration across life domains. *Journal of Homosexuality*. <https://doi.org/10.1080/00918369.2019.1607683>
- Mallory, D., **Rupp, D. E.**, Pandey, N., & Tay, L. (2020). The effect of employee proactive personality and felt responsibility on individual corporate social responsibility behaviors: The CSR context matters. *Journal of Sustainability Research*, 3(1): e210002.

- McWilliams, A., **Rupp, D. E.**, Seigel, D. S., Stahl, G., & Waldman, D. A. (2019). *The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives*. Oxford, UK: Oxford University Press.
- McWilliams, A., **Rupp, D. E.**, Seigel, D. S., Stahl, G., & Waldman, D. A. (2019). New developments in the study of corporate social responsibility. In A. McWilliams, D. E. Rupp, D.S. Seigel, G. Stahl., & D. A. Waldman (Eds.), *The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives*. Oxford, UK: Oxford University Press.
- McWilliams, A., **Rupp, D. E.**, Seigel, D. S., Stahl, G., & Waldman, D. A. (2019). *The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives*. Oxford, UK: Oxford University Press.
- Opoku-Dakwa, A. & **Rupp, D. E.** (2019). Corporate social responsibility and meaningful work. In A. McWilliams, D. E. Rupp, D.S. Seigel, G. Stahl., & D. A. Waldman (Eds.), *The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives*. Oxford, UK: Oxford University Press.
- Pandey, N. & **Rupp, D.E.** (in press). Reconsidering assumptions about organizational justice through the lens of culture and moral philosophy. In M. Gelfand & M. Erez (Eds.), *The Oxford Handbook of Culture and Organizations*. New York, NY: Oxford University Press.
- Rockstuhl, T., Eisenberger, R., Shore, L.M., Kurtessis, J.N., Ford, M.T., **Buffardi, L.C.**, Mesdaghinia, S. (2020). Perceived organizational support (POS) across 54 nations: A cross-cultural meta-analysis of POS effects. *Journal of International Business Studies*, 51, 933-962. (won 2021 International HRM Scholarly Research Award).
- Rupp, D.E.**, Song, Q., Strah, N. (2020). Addressing the so-called validity-diversity trade-off: Exploring the practicalities and legal defensibility of pareto-optimization for reducing adverse impact within personnel selection. *Industrial and Organizational Psychology*, 13, 246-271.
- Santuzzi, A., Keating, R. T., Martinez, J., Finkelstein, L., **Rupp, D. E.**, Strah, N. (2019). Identity management strategies for workers with concealable disabilities: Antecedents and consequences. *Journal of Social Issues*, 75, 847-880.
- Sharma, S., Scafide, K., **Dalal, R. S.**, & Maughan, E. (in press). Individual and organizational characteristics associated with workplace bullying of school nurses in Virginia. In press at *Journal of School Nursing*.
- Sharma, S., Scafide, K., Maughan, E., & **Dalal, R. S.** (in press). Relationship between perceived supervisor support and workplace bullying in school nurses in Virginia. In press at *Journal of School Nursing*.

- Strah, N., Batz, C., & **Rupp, D. E.** (in press). Intersections between corporate social responsibility and gender. In D. Haski-Leventhal, L. Roza, & Stephen Brammer (Eds.), *Employee Engagement in Corporate Social Responsibility*. Thousand Oaks, CA: Sage.
- Strah, N., Cropanzano, R., **Rupp, D.E.** (forthcoming). Organizational justice: Revisiting Greenberg's pay inequity study. In N.K. Steffens, F.A. Rink, & M.K. Ryan (Eds.), *Organizational Psychology: Revisiting the Classic Studies*.
- Strah, N., **Rupp, D. E.**, & Morris, S. (in press). Job analysis and job classification for addressing pay inequality in organizations: Adjusting our methods within a shifting legal landscape. *Industrial and Organizational Psychology: Perspectives in Science and Practice*.
- Thornton, G. C., **Rupp, D. E.**, Gibbons, A., & Vanhove, A. J. (2019). Same-gender and same-race bias in assessment center ratings: Statistical significance and practical importance. *International Journal of Selection and Assessment*, 27, 54-71.
- Vodanovich, S. J. & **Rupp, D. E.** (2021). *Employment Discrimination: A Concise Review of the Legal Landscape*. Oxford University Press.
- Vodanovich, S. J. & **Rupp, D. E.** (2021). *Workplace Discrimination: A Concise Review of Equal Employment Law*. Oxford University Press.
- Waldman, D., Balven, R., Vaulont, M, Siegel, D., **Rupp, D. E.** (in press). The role of justice perceptions in formal and informal university technology transfer. *Journal of Applied Psychology*.
- Willness, C., Strah, N., **Rupp, D. E.**, Jones, D. A. (2020). Corporate social responsibility at the individual level of analysis: Research findings that inform responsible management “in the wild”. In O. Laasch, D. Jamali, E. Freeman, & R. Suddaby (Eds.), *Research Handbook of Responsible Management* (pp. 375-391). Cheltenham, UK: Edward Elgar.
- Zhou, S., & **Ahmad, A. S.** (2021). Who's your audience? Expanding I-O teaching to non I-O students. *Industrial and Organizational Psychology: Perspectives on Science & Practice*, 13(4), 585-589.
- Craig, L., & **Kuykendall, L.** (2020). Fostering an inclusive classroom environment with evidence-based approaches. *Industrial and Organizational Psychology*, 13(4), 482-486.
- Kuykendall, L.**, Zhu, Z., & Craig, L. (2020). How work constrains leisure: New ideas and directions for interdisciplinary research. *Journal of Leisure Research*, 51(5), 635-642.

4. Relevant service or consulting work

Afra Ahmad

- *Training Chair*, SIOP Committee on Ethnic Minority Affairs (CEMA)
- *Mentor*, SIOP Committee on Ethnic Minority Affairs (CEMA)

- *Committee Member*, SIOP LGBT Committee
- *Committee Member*, SIOP Women Inclusion Network Committee
- *Global Ambassador*, Academy of Management (AOM) Gender & Diversity in Organizations
- *Mentor*, Blacks in I/O Psychology

Reeshad Dalal

- *Member*, SIOP International Affairs Committee (IAC)

Seth Kaplan

- served as Trainer/Facilitator on Unconscious Bias for the Fairfax County Department of Juvenile and Domestic Relations
- served as a Reviewer for the *Journal of Business Ethics*
- served on the University Quality of Work Life task force

Deborah Rupp

- served as Bias Reduction Specialist to the United Nations, Summer 2021
- served as editorial board member for journals *Business & Society* and *Society and Business Review*
- served on George Mason University Department of Psychology's Diversity, Equity, and Inclusion Committee

Philseok Lee

- served as editorial board member for journals *Organizational Research Methods*
- served as editorial board member for journals *Journal of Personnel Assessment and Decisions*

Lauren Kuykendall

- served as editorial board member for *Journal of Business & Psychology*
- served on the University Quality of Work Life task force

Stephen Zaccaro

- Served as associate editor for *Journal of Business & Psychology*
- Served as associate editor for *Military Psychology*
- Served on following editorial boards
 - *Leadership Quarterly*
 - *Advances in Global Leadership*
 - *Journal of Leadership and Organizational Studies*
 - *Journal of Character and Leadership Development*

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

Deborah Rupp conducts research on legal issues surrounding human resource management and equal employment opportunity; organizational justice, behavioral ethics, and corporate social responsibility; as well as issues (e.g., fairness, bias) surrounding testing and assessment by organizations.

Afra Ahmad's research focuses on diversity, equity and inclusion in the workplace. She focuses on understanding the work experiences of different demographic groups (e.g., religious employees, women and ethnic leaders, LGBT individuals, older workers, individuals with disabilities, expatriates) while utilizing various methodologies (e.g., field experiments, lab experiments, meta-analyses, surveys). Her research aims to generate effective remediation strategies that diverse employees can use to improve their work experiences and offer guidance to organizations striving to achieve a tolerant and equitable workforce.

Reeshad Dalal's research interests are in the areas of judgment and decision making, policy-capturing, job performance, job attitudes, personality, job situations, and organizational science approaches to cybersecurity.

Seth Kaplan's research focuses on employee well-being, including topics such as job stress, workplace emotion, job satisfaction and engagement. Part of his research involves developing and evaluating interventions intended to improve well-being. He has worked with both private and public organizations to examine and try to improve their well-being practices.

Philseok Lee's research interests focus on developments and applications of modern psychometric modeling (e.g., measurement invariance), application of big data and machine learning techniques to work settings, faking issues in personnel selection, development of noncognitive personnel assessment, and personality and individual differences.

Lauren Kuykendall's research focuses on employee well-being, with an emphasis on leisure, work-nonwork balance, paid leave policies and utilization, and supervisor and organizational influences on employee burnout.

Stephen Zaccaro's research focused on topics related to leadership effectiveness, leader and leadership development, team performance, and multiteam systems.

6. Relevant invited colloquia

Presented by GMU IO faculty:

Aiken, J., **Ahmad, A.**, Edwards, D., & Sanders, C. (2021, April). Anti-Racist I-O Interactive Break. [Special Event]. Annual Conference of the Society for Industrial and Organizational Psychology, Online.

Ahmad, A.S. (2019, April). Keynote Speaker: Diversity in human resource management. Talk given at the symposium on Tolerance and Diversity in the Workplace, Dubai, UAE.

Ahmad, A., & Horvath, M. (2021, April). Religion in I-O. [Community of Interest]. Annual Conference of the Society for Industrial and Organizational Psychology, Online.

Kaplan, S. Delivered a webinar in 2019 titled, “*Employee well-being interventions: What does the science show actually works (and doesn’t?)*” to workplace health and safety professionals for the Work Wellness and Disability Prevention Institute.

Hosted by GMU IO Program

18 Nov 2019 Meredith Burnett, Professor at American University, *Persistent Injustice Effects in HR Management*.

27 Apr 2020 Juliet Aiken, Professor at University of Maryland, *IO for Change | Change for IO*.

22 Sept 2020 Patrick McKay, Professor of HR, Former Chair of AoM Gender and Diversity Division, *Diversity in I-O and HR Science and Practice*.

13 Oct 2020 Daniel Bauer, Professor of Quantitative Psychology, University of North Carolina, *New Ways of Evaluating Measurement Invariance and Differential Item Functioning*.

20 Oct 2020, Louis Tay, Associate Professor of I-O, Purdue University, *Machine Learning Measurement Bias: A Conceptual Framework*.

24 Nov 2020, Alexander Alonso, Chief Knowledge Officer, SHRM; Chair SIOP GREAT Committee, *How I-O Can Impact Government and Public Policy*.

1 Mar 2021, Chiff Haimann, Senior Consultant at DCI Consulting Group, *Using Negligence Theory to Evaluate the Magnitude of Validity Coefficients*.

15 Mar 2021, Rong Su, Assistant Professor of Management, Tippie College of Business, University of Iowa, *Vocational Interest and Adverse Impact*.

29 Mar 2021, Stephen Stark, Professor and Chair of Psychology, University of South Florida, *MFC Methods for High-Stakes Noncognitive Testing*.