

EYE ON IOHRM

Industrial-Organizational Psychology and Human Resource Management | Appalachian State University

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ABOUT THE IOHRM PROGRAM

The Industrial-Organizational Psychology and Human Resource Management (IOHRM) program at Appalachian State University is a nationally ranked, interdisciplinary Master of Arts degree program offered by the Departments of Psychology and Management. For more information, please visit our website or find us on social media.



STUDENT EDITOR: Erin Lally
FACULTY ADVISOR: Kemp Ellington



Let's Go Golfing!

For our IOHRM spring social event, the faculty and students went golfing at Tee2Green in Blowing Rock. Students and faculty had the chance to hang out and hit some golf balls. In addition to having loads of fun together, our students and faculty are working hard to accomplish great things! Check out this issue of Eye on IOHRM to see what we have been up to and what is on the horizon!

SUPPORT THE IOHRM PROGRAM

Thank you for considering financial support of the IOHRM program! Contributions can be made to the IOHRM Professional Foundation through our PayPal account. The mission of the IOHRM Professional Foundation is to enhance the development of IOHRM professionals across business, industry, non-profits, and government through mentorship, networking, continued professional development, and engagement. The foundation also advocates for students and alumni seeking employment within the field.



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IOHRM HIGHLIGHTS

Students Presenting at Conferences

Lane Perkinson and Cassidy Zekas presented at the Blacks in I/O Psychology conference this past February 2025. Their presentation, "Harnessing Technology and AI to Unleash Workplace Potential, Enhance Performance, and Elevate Employee Workplace Experience," explores AI's role in improving efficiency, workflow consistency, and decision-making. They discussed strategies to address the challenges that AI can present such as algorithm aversion. They concluded with a breakout discussion where attendees applied these insights to their own organizations, identifying ways to improve AI adoption. They are grateful for the opportunity to contribute to this important conversation.

This is the second time the Organization Cultural Insights HR Science Team had students attend and present at the Blacks in I/O Psychology (BIOP) conference. The IOHRM students that presented include Natalee Jamerson, presenting on how career website images influence applicant intentions and Cassidy Zekas presenting on AI in the workplace. Undergraduate Michaela Sutherland also had the opportunity to present on the DEI scale that was designed by the OCI team. During each of their presentations, they were able to garner valuable feedback and engagement to further their research. A huge thanks to BIOP and BIOP volunteers for planning such a phenomenal event!

Firzana Syazania, Drew Sipe, Madalyn Stephens and Erin Lally will be presenting a poster at the Society for Industrial-Organizational Psychology (SIOP) annual conference this April 2025. They will be presenting research that summarizes results from the HR Science Safety teams' examination of the impact of behavioral observations and process audits on incident probabilities of a large oil refinery.



CLASS OF 2026 INTERNSHIPS



Gabriella Gayoso | Premier, Inc. – Charlotte, NC

Gabriella will be working as an Organizational Development Intern. She will be working on designing and executing programs such as skill development and performance management. She is most excited to gain real-world HR experience and apply what she has learned in the IOHRM program.



Amy Hu | BNSF Railway– Fort Worth, TX

Amy will be working as a Human Resources Summer Intern. She will be working on projects across multiple areas such as talent acquisition, employee relations and organizational development. She is excited to work for a well-structured organization that has excellent career development.



Erin Lally | USConec – Hickory, NC

Erin will be working as a Human Resources Intern. She will be working on various projects across different HR and IO areas such as organizational development, compensation, people analytics and reporting. She is excited to be able to apply classroom knowledge to the office and learn more about different HR areas.



Brenna McNamara | Travelers Insurance – Hartford, CT

Brenna will be a part of the HR Leadership Development Program. She will be working on projects across different HR areas including talent acquisition, employee relations, people analytics, and compensation. She is most excited to gain real world experience in the field of HR, learn more about her areas of interest and grow her professional network.



Drew Sipe | Robinhood – Menlo Park, CA

Drew will be working as a People Partner Intern. He will be working for a business unit focusing on multinational mergers and acquisitions. He is most excited to be a part of the culture at Robinhood as it seems very fast paced.

FACULTY SPOTLIGHT

Dr. Brooke Burrows

Where are you originally from?

Brevard, North Carolina

Where did you receive your education?

B.A., Psychology- Human Rights: Columbia University

PhD., Social Psychology- Psychology of Peace and Violence: UMass Amherst

What are your research interests/current projects?

I continue to work with the Center for Justice at Columbia University on community engaged research related to the criminal legal system and public safety interventions. In this work, my role has been part social psychologist and part monitor and evaluator of the program's implementation processes. Here at Appalachian State, I am starting to build up community conversations- maybe interventions down the road – around challenging local topics, for example understanding and navigating the different ways in which community members became involved around recovery efforts and disaster relief following Hurricane Helene.



Why did you choose your profession?

I have always been oriented towards people, social relations and group dynamics but with interests more focused at the macro level, - looking at institutions, policies, and cultures. After I finished my undergraduate degree, I knew that I wanted to continue my education, but I wanted it to be in an applied real-world context. The time I spent working in Peace Corp Armenia and AmeriCorps helped highlight my interests in research, programmatic evaluation, and policy development/assessment.

What do you like to do outside of work?

If I'm not out hiking or trail running, I'm probably sitting somewhere by a river reading a too thick book or out in the community considering local political organizing and engagement – all of which are better in the good company of friends and family.

What helped you choose to work at App State and with the IOHRM program?

When I was looking at App's program, I liked that there are four different psych programs that all seem mutually supportive and engaged. While I was initially hired within the Psych Sciences Program, the opportunity to also take part in the I/O Program was incredibly exciting! By having dual affiliation with IOHRM, I can grow in new areas of content knowledge and research opportunities that expand on my interests in areas like strategic planning and conflict resolution.

What words of wisdom would you give students interested in IO Psychology and HR?

If you want to spend time researching organizations and institutions, take the time to also get the applied knowledge to bring back into the classroom. Use the back-and-forth space of working externally while also being in school to reflect on what you learned in a way that goes beyond the textbook.

What is your favorite thing about living in Boone?

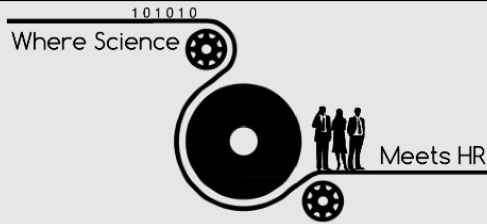
I actually live in West Jefferson, and I like that it is a walkable community tucked away in the mountains. Fun fact: From my house, you can actually walk to the cheese factory downtown before taking a free trolley to the Old Barn Winery, 10/10.

What is your favorite way to relax or destress?

Exploring the High Country, disconnecting from screens as much as possible, and maximizing time spent laughing in community.

RESEARCH SPOTLIGHT

AppState is a hub for innovation and the application of education. Beyond the classroom, students and professors act as collaborators on projects which vary in scope and function. From the HR Science Team to the endeavors of IOHRM faculty, it is clear how devoted members are to research and development. With this in mind, we humbly present some of the IOHRM's HR Science Team and faculty research!



The HR Science Research Team is an on-campus student organization composed of both graduate and undergraduate students. Very closely linked to the IOHRM Master's program, the mission of the team is to create and advance knowledge of human resources through the use of data, technology, and HR-best practices. The HR Science team is composed of three major sub-teams: Organizational Cultural Insights (OCI), Evidence-Based Practices (EBP), and Safety. These teams work with data provided by both internal and external partners to provide their HR expertise as consultants and work to develop value-added for all stakeholders.

ORGANIZATIONAL CULTURAL INSIGHTS

The OCI team is currently working on several projects, one which examines the effects that images on a company's "Careers Page" web page have on the application intentions of applicants of different race/ethnic and LGBTQ+ identities. The other two projects they are actively researching include developing a "Readiness for DEI Scale" and investigating the impact mattering has on employee well-being. We're always looking for passionate individuals to join our team and help shape positive cultural change in the workplace - plus, we have a lot of fun while doing it!

EVIDENCE-BASED PRACTICES

The EBP Team has multiple projects underway. First, the team is expanding on previous research regarding senior psychology students' perceptions of undergraduate resources. They plan on conducting a second needs assessment survey, which will gather information about students' plans after graduation, the level of knowledge, skills, and abilities they feel they have gained in courses and the resources utilized while at App. The goal of this survey is to support the Psychology Career Advisor position by proactively identifying the needs of the current senior class and anticipating how best to respond to them. A second survey will also be administered regarding the team's Eugene website project. Eugene is designed to assist undergraduate psychology majors at App in discovering career opportunities available to them upon graduation. The team intends to gauge student perceptions of the site and gather feedback for improvements.

SAFETY

The Safety Team is continuing their collaboration on a multi-year data analytics project with the cooperation of Marathon Petroleum Corporation. This semester, the team will continue refining their analytics results to account for the effects of shift patterns, unscheduled overtime work, and operations-related variables in influencing injury probabilities. The results of this project will provide more insight to the operational contexts that can increase the efficacy of previous recommendations. This refined approach will help the client organization better address specific risk factors, improve overall workplace safety, and implement more effective injury prevention measures.

STUDENT SPOTLIGHT

This academic year marks the launch of the Psychology Career Advisor position, created in response to research and student feedback gathered by the Evidence-Based Practices (EBP) research team. The findings highlighted the need for dedicated career support tailored specifically to psychology students, helping them navigate the many paths their degree can lead.

Cassidy Zekas, second year in the IOHRM program, is currently in the Psychology Career Advisor position. Cassidy's role is to bridge the gap between academic learning and career success by providing students with the guidance and resources they need to explore career options, secure internships, and prepare for graduate school or employment. Through one-on-one advising, Cassidy helps students understand the diverse opportunities available in mental health, business, research, social services, and beyond. Services include resume and cover letter development, interview preparation, networking and professional development support, assistance with graduate school applications, and utilizing the Eugene website tool.

Cassidy's favorite part of this role? Getting to know students—hearing about their aspirations, understanding their unique goals, and working together to turn them into reality. Whether a student is just beginning to explore career options or actively preparing for their next step, he enjoys coaching them through the process, providing guidance, encouragement, and the tools they need to succeed.

Cassidy is a second-year dual-degree master's student in the Industrial-Organizational Psychology/Human Resource Management and MBA programs.



IOHRM PUBLICATIONS

There have been many publications by IOHRM alumni and faculty. Congratulations! Here are a few references for those publications:

(* denotes IOHRM alumni and ^ denotes IOHRM faculty)

^Acikgoz, Y. (2024). Dialogues on Culture and Psychology: Interviews with Psychologists from Around the World. Ethics Press.

^Carson, J., Mackey, J., Alexander, K., McAllister, C., & Phillipich, M. (2024). Within-and between-person effects of causal attributions on relationship improvement following perceived incivility. *Journal of Occupational and Organizational Psychology*, 97(4), 1736-1761.

Dierdorff, E. C., ^Ellington, J. K., & Morgeson, F. P. (2025). Contexts, people, and work designs: Developing and testing a multilevel theory for understanding variability in work design consequences. *Journal of Applied Psychology*. Advance online publication. <https://doi.org/10.1037/a00001267>

Foreman, A.M., Friedel, J.E., Ezerins, M.E.*, Matthews, R.*, Nicholson, R.E.*, Wellersdick, L.*, ^Bergman, S., ^Acikgoz, Y., ^Ludwig, T.D., Wirth, O. (2024). Establishment-Level Safety Analytics: A Scoping Review. *International Journal of Occupational Safety and Ergonomics*, 30(2), 559-570. <https://doi.org/10.1080/10803548.2024.2325301>

Williams, J., Stewart, S. M., & ^Davison, H. K. (in press). Contextual Cues Matter: Advancing Personality Research Through the Interactions of Implicit and Explicit Personality with Situations. *Journal of Managerial Psychology*.

