

ARI A. MALKA

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EDUCATION

Ph.D.	2012	University of Houston Industrial/Organizational Psychology Dissertation: <i>Cohesion and team performance: A top-down process</i>	Houston, TX
M.A.	2009	University of Houston Industrial/Organizational Psychology Thesis: <i>Negative affectivity and job satisfaction: The mediating role of social stressors</i>	Houston, TX
B.S.	2004	University of Texas Major: <i>Psychology</i> ; Minor: <i>Biological Sciences</i>	Austin, TX

RESEARCH AND SCHOLARSHIP

Applied Research Grants

- Principal Investigator: Customer Satisfaction Surveys. Applied research contract awarded by Los Angeles Economic and Workforce Development Department. (\$61,000; 2019-2020)
- Principal Investigator: Los Angeles Reconnections Career Academy 2.0 program evaluation. Applied research contract awarded by Los Angeles Economic and Workforce Development Department. (\$1,000,000; 2017-2020)
- Applied Research grant to investigate astronaut team performance and well-being during long-duration missions. Grant funded by Wyle Laboratories (co-located contractor of NASA). (\$10,500; 2010-2011)
- Applied research grant to investigate predictors of training transfer for engineering and geoscience employees. Grant funded by ExxonMobil Upstream Research Company. (\$25,000; 2008-2009)

Publications

Peer-Reviewed Journal Articles

- Avery, D., McKay, P., Volpone, S., & Malka, A. (2015). Are companies beholden to bias? The impact of leader race on consumer purchasing behavior. *Organizational Behavior & Human Decision Processes*, 127, 85-102.
- Perry, S., Witt, L.A., Callison, K., & Malka, A. (2013). Developing dedicated service employees: Psychological climate for service and internal service as service-oriented resources. *Journal of Psychological Issues in Organizational Culture*, 4, 35-52.
- Keeton, K.E., Slack, K.J., Schmidt, L.L., & Malka, A. (2012). The rocket science of teams. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 32-35.
- Borejdo, J., Shepard, A., Dumka, D., Akopova, I., Talent, J., Malka, A., & Burghardt, T.P. (2004). Changes in orientation of Actin during contraction of muscle. *Biophysical Journal*, 86, 2308-2317.

Book Chapters

- Rubino, C., Wilkin, C., & Malka, A. (2014). Under pressure: Examining the mediating role of discrete emotions between job conditions and well-being. In P. Perrewe, J. Halbansleben, & C. Rosen (eds.). *Research in Occupational Stress and Well Being*. Emerald Publishing.

Manuscripts in Preparation

- Rubino, C., Perry, S.J., Malka, A., Kudesia, R., & Nag, D. (in progress). Beyond Resources: An Examination of the Efficacy of a “Mindful Resourcing” Intervention
- Malka, A., Moore, R., Rubino, C., Bedi, A., & Falley, S. (in progress). A quasi-experimental investigation of the 2015 Los Angeles Summer Youth Employment Program.
- Perry, S.J., Rubino, C., Malka, A., & Nag, D. (in progress). Stress management in the 21st century workforce: Building personal resources to improve recognition and utilization of job resources.

Conference Presentations

- Malka, A. and several other panel members (2018, April). Do’s and Don’ts of Graduate School: Thriving as PhD, Masters, and Undergraduate Students. Panel discussion accepted at the Society for Industrial & Organizational Psychology (SIOP) Conference, Chicago, IL.
- Moore, R., Rosado, E., Kim, C., Quadron, J., & Malka, A. (2018, January). Promising Practices for Disconnected Youth: Lessons Learned from the Performance Partnership Pilot. Symposium presented at the California Workforce Association’s Youth@Work Conference, Sacramento, CA.
- Malka, A. and several other panel members (2016, April). Do’s and Don’ts of Graduate School: Surviving and Thriving 2.0. Panel discussion at the SIOP Conference, Anaheim, CA.
- Malka, A. and several other panel members (2015, April). Do’s and Don’ts of Graduate School: Surviving and Thriving. Panel discussion at the SIOP Conference, Philadelphia, PA.
- Malka, A. & Stewart, R. (2014, April). Leveraging assessments to maximize experiential learning. Paper presented at the SIOP Conference, Honolulu, HI.
- Malka, A., Rubino, C., Avery, D., & Volpone, S. (2013, April). Examining the nationality diversity-team performance relationship. Poster presented at the SIOP Conference, Houston, TX.
- Avery, D., McKay, P., Volpone, S., & Malka, A. (2012, April). Do customers discriminate too? How stigmatized personnel influence patronage. Paper presented at the SIOP Conference, San Diego, CA.
- Keeton, K., Orr, M., Malka, A., & Arias, D. (2011, August). Ultra-high performing teams and long duration missions. Poster presented at the annual NASA Human Research Program Investigator’s Workshop, Clearlake, TX.
- Waite, E., Malka, A., Volpone, S., Avery, D., & McKay, P. (2010, August). Tracking customer discrimination over twenty-three years in the NBA. Poster presented at the American Psychological Association Annual Convention, San Diego, CA.
- Malka, A., Stewart, R., Spitzmüller, C. (2009, November). Situational constraints and organizational citizenship behavior: The mediating role of work satisfaction. Paper presented at the Work, Stress, & Health (WS&H) Conference, San Juan, Puerto Rico.
- Stewart, R., Malka, A., Spitzmüller, C. (2009, November). The buffering effect of job characteristics on the neuroticism-burnout relationship. Paper presented at the WS&H Conference, San Juan, Puerto Rico.
- Malka, A., Spitzmüller, C., Zapf, D. (2009, August). Negative affectivity and job satisfaction: The mediating role of social stressors. Paper presented at the Academy of Management Annual Meeting, Chicago, IL.
- Malka, A., David, E., Spitzmüller, C., Hoang, H., Rubino, C., & Milam, A. (2009, April). Motivation to learn and training transfer: The role of person-situation variables. Paper presented at the SIOP Conference, New Orleans, LA.
- Volpone, S., Rubino, C., Malka, A., Spitzmüller, C. & Brown L. (2009, April). Exploring personality variables as boundary conditions of the justice-satisfaction relationship. Poster presented at the SIOP Conference, New Orleans, LA.

- Malka, A., Nicely, D., & Witt, L. A. (2009, April). When do peers influence safety behavior? Paper presented at the SIOP Conference, New Orleans, LA.
- Milam, A., Volpone, S., Rubino, C., Malka, A., & Spitzmüller, C. (2009, April). Does instructor political skill influence training outcomes for organizational employees? Poster presented at the SIOP Conference, New Orleans, LA.
- Malka, A., David, E., Avery, D., Mehta, P., & Witt, L.A. (2008, November). Organizational politics and workplace safety. Paper presented at the European Association of Occupational Health Psychology (EAOHP) Conference, Valencia, Spain.
- Malka, A., Zapf, D., Rubino, C., Milam, A., & Spitzmüller, C. (2008, November). The interactive effects of burnout and personality on physical symptoms: A longitudinal analysis. Paper presented at the EAOHP Conference, Valencia, Spain.
- Rubino, C., Milam, A., Spitzmüller, C., Malka, A., & Zapf, D. (2008, November). The role of personality and the demand-control model in predicting job satisfaction: A longitudinal analysis. Paper presented at the EAOHP conference, Valencia, Spain.
- Malka, A., Milam, A., Sady, K., & Spitzmüller, C. (2008, August). Transfer of training: Effects of supervisor support and an organizational climate for training. Paper presented at the Academy of Management Annual Meeting, Anaheim, CA.
- Malka, A., Witt, L.A., David E., & Weinberger, E. (2008, April). Effects of GMA and LMX on task and contextual performance. Poster presented at the SIOP Conference, San Francisco, CA.
- Rubino, C., Milam, A., Malka, A., & Spitzmüller, C. (2008, April). Instructor effectiveness: In search of the technical instructor's performance domain. Poster presented at the SIOP Conference, San Francisco, CA.
- Weinberger, E., Witt, L., Malka, A., & David, E. (2008, April). Impression management by association: Beware the socially unskilled. Poster presented at the SIOP Conference, San Francisco, CA.
- Keeton, K., Milam, A., Rubino, C., McClure, A., Malka, A., & Spitzmüller, C. (2008, April). Investigating organizational and individual factors that impact training effectiveness. Poster presented at the SIOP Conference, San Francisco, CA.

Technical Reports

- Malka, A., Moore, R., Rubino, C., Bedi, A., & Falley, S. (2018). Hire LA: Summer Youth Employment Program Evaluation Report.
- Malka, A., & Moore, R. (2017). WorkSource Center Director Satisfaction with EWDD: Year 1.
- Malka, A., Kubisiak, C., Thornbury, E., Stewart, R., Yankelevich, M., Grossman, M., Moye, N., & Ungemah, J. (2012). Department of Veterans Affairs: Design and Development of Learning Agility Assessments.
- Evans, E., Moye, N., & Malka, A. (2012). Department of Veterans Affairs: Design and Development of the Key Leader Experience Inventory.
- Smith, K., Malka, A., Mueller-Hanson, R., & Knight, T. (2012). National Science Foundation: Training Needs Assessment Report.
- Keeton, K., Rubino, C., Reagan, M., Baskin, P., Malka, A., Leveton, L., & Shea, C. (2010). Assessing Team Performance in Autonomous Environments: NEEMO 14 Report.
- Spitzmüller, C., Malka, A., Rubino, C., Luksyte, A., & Volpone, S. (2008). Identifying Critical Areas for Effective Negotiation at ExxonMobil.
- Rubino, C. Milam, A., Malka, A., & Spitzmüller, C. (2007). Identifying Critical Aspects for Effective Negotiation at ExxonMobil. Technical report presented to ExxonMobil.

- Malka, A., Rubino, C., Hunter, E. M., & Campion, J. E. (2007). Development and Validation of a Numerical Skills Test: Technical Report.

ACADEMIC APPOINTMENTS

- Lecturer, Department of Management, *California State University, Northridge* (Aug. 2014 – Present)
- Lecturer, School of Management, *George Mason University* (Jan. 2013 – Dec. 2013)

SERVICE

Scholarly Reviews

- Reviewed journal submissions for *Industrial and Organizational Psychology: Perspectives on Science and Practice* (2014 – Present)
- Reviewed symposium, panel, and paper submissions (SIOP Conferences; 2012 – Present)

SIOP Committee Member

- Job Placement Committee member (SIOP Conference; 2012 – 2013)

CSUN Service

- Faculty advisor for Management student association (MACSUN; 2016-2017)
- Annual Faculty Retreat committee member (2019)

APPLIED EXPERIENCE

Senior Researcher, Northridge Consulting Group/Department of Management, Northridge, CA (Feb. 2016 – Present)

Co-Principal Investigator of \$1,000,000, four-year applied research evaluation project with Los Angeles Economic and Workforce Development Department. Write proposals to win additional funded applied research contracts. Develop methodologies for large-scale program evaluation projects. Collect and analyze large datasets; write technical reports, present results to clients. Help manage and mentor graduate research assistants.

- Lead and conduct large-scale quasi-experimental evaluation research studies
- Create detailed budgets for multi-year evaluation research studies
- Provide management consulting to clients
- Draft, edit, and review relevant technical and non-technical reports
- Conduct ethnographic field studies around Los Angeles
- Meet regularly with clients
- Develop and administer annual client satisfaction surveys
- Successfully recruit, hire, and train graduate research assistants

Director, Organizational Effectiveness, JNA Solar, Los Angeles, CA (Sept. 2014 – Sept. 2015)

Developed HR- and OD-related practices and processes. Designed assessments related to recruiting, hiring, training, and leadership development; aligned with business needs and organizational culture. Helped grow JNA from 29 to 47 full-time employees. Doubled OBIDA as a result of strategic recruiting, hiring, and planning. Successfully recruited, trained, and managed two HR specialists.

- Conducted in-depth job analyses (via focus groups, interviews, surveys) for key future positions
- Developed individual contributor and leadership competency models to identify key characteristics of effective job performance
- Assessed current employee and leader skills to identify competency and performance gaps
- Developed talent management framework, including performance management approach and practices, and leadership development initiatives to close performance gaps
- Developed and implemented HR/OD processes related to recruiting, hiring, and training
- Provide individual coaching to sales executives

Manager, Leadership & Organizational Development, DIRECTV, Los Angeles, CA (Jan. 2014 – Sept. 2014)

Organizational development and I/O expert at DIRECTV Corporate. Worked closely with executives, senior leadership, and HR business partners to build and support talent management initiatives for business leaders and employees in engineering, informational technology, revenue and marketing, human resources, finance, legal, and content.

- Successfully recruited, hired, and managed four HR interns
- Transformed and streamlined engineering hiring process by developing and validating job applicant assessments; standardized selection interview process
- Redesigned and facilitated company-wide training for new talent management initiatives
- Transformed employee and leadership development by designing, implementing, and overseeing 1st ever internal talent mobility framework and process aimed at moving talent within and between business units
- Coached leaders across organization using bi-monthly, one-on-one sessions
- Assisted in development and implementation of new company-wide performance management philosophy; analyzed pilot data, helped roll out new performance management process

Human Capital Consultant, PDRI, Arlington, VA (Sept. 2011 – Dec. 2013)

Developed and delivered custom assessments for selection and development. Conducted training needs analysis and training evaluation studies. Designed, revised, and implemented development solutions. Provided expert consulting support on training and development related initiatives. Designed and implemented performance management systems.

- Selected to work with small team to develop the 1st ever simulation assessing learning agility
- Developed and validated competency-based assessments and resources to improve leader effectiveness
- Facilitated stakeholder engagement in new development initiatives by conducting post-assessment, virtual leadership debrief sessions with several hundred mid-level leaders
- Drafted and edited proposals to win federal government and private sector contracts
- Conducted holistic leadership program evaluation and provided actionable recommendations
- Improved training and development programs by conducting training needs and gap analyses to determine where training is needed and who needs the training
- Improved coaching skills of coaches by developing executive coaching playbook

Applied Research Intern, National Aeronautics and Space Administration: Human Research Program, Behavioral Health and Performance Element, Clearlake, TX (Aug. 2010 – Aug. 2011)

Designed and conducted research studies to explore factors related to astronaut crew team performance and potential risks for future long-duration missions. Worked closely with international academic researchers to conduct research in this area. Proposed framework and conducted job analysis to define current job of astronauts.

- Lead implementation of job analysis of long-duration mission astronauts
- Lead development of framework to help stakeholders understand long-duration missions and associated crew team risks and challenges
- Designed research studies to explore factors influencing team cohesion, performance, and well-being during spaceflight
- Analyzed data and created research reports summarizing findings; presented results to leadership
- Wrote detailed reports outlining team risks associated with long-duration missions

Applied Research Consultant/Intern, ExxonMobil: Global Professional Development, Houston, TX (July 2009 – Dec. 2009)

Conducted several training needs analyses to serve as foundation of new technical courses. Conducted large-scale job analysis to understand the role of technical training instructors. Using this data, developed assessments to link trainer tasks with effectiveness outcomes. Liaised between senior leadership and vendors to develop 1st ever approach to evaluating effectiveness of training curricula.

- Lead evaluation of training effectiveness and impact on organizational outcomes
- Conducted several training needs analyses to build content for new technical courses
- Validated measures to determine whether tasks and behaviors identified as important by SMEs translated to increased training transfer among trainees
- Developed individualized reports highlighting areas of strengths and further development for technical instructors
- Designed and conducted cultural and interpersonal training for mentors to help develop positive relationships with protégés

TEACHING EXPERIENCE

California State University, Northridge

- MGT 460 – Human Resource Management (Spring 2019)
- MGT 370 – Management Skills Development (Spring 2019)
- MGT 498C – Internship Management (Fall 2018)
- MGT 370 – Management Skills Development (Fall 2018)
- MGT 370 – Management Skills Development (Spring 2018)
- MGT 370 – Management Skills Development (Fall 2017)
- MGT 458 – Decision Making & Creativity (Spring 2017)
- MGT 458 – Decision Making & Creativity (Fall 2016)
- MGT 360BH – Management & Organizational Behavior, Business Honors (Fall 2016)
- MGT 360 – Management & Organizational Behavior (Spring 2016)
- MGT 370 – Management Skills Development (Spring 2016)
- MGT 360 – Management & Organizational Behavior (Fall 2015)
- MGT 380 – Employment Law (Summer 2014)

George Mason University

- MGMT 301 – People and Organizations (Spring 2013)
- MGMT 4013 – Organizational Development & Management Consulting (Summer 2013)
- MGMT 301 – People and Organizations (Fall 2013)

University of Houston

- PSYC 3301 – Statistics for Psychology (Summer 2013)
- PSYC 3301 – Statistics for Psychology (Spring 2013)
- PSYC 2301 – Research Methods (Summer 2011)
- PSYC 3310 – Industrial & Organizational Psychology (Spring 2011)
- PSYC 3301 – Statistics for Psychology (Fall 2010)
- PSYC 3301 – Statistics for Psychology (Summer 2010)
- PSYC 3301 – Statistics for Psychology (Spring 2010)
- PSYC 3301 – Statistics for Psychology (Fall 2009)

TEACHING ASSISTANTSHIPS

University of Houston

- Dr. Lynne Steinberg, Introduction to Psychological Statistics (Fall 2007)
- Dan Mortenson, M.A., Introduction to Psychological Statistics (Spring 2007)
- Dr. Richard Kasschau, Introduction to Psychology (Fall 2006)

RESEARCH ASSISTANTSHIPS

- Research Assistant, Dr. Chistine Spitzmüller (Spring 2007 to Summer 2009)
- Research Assistant, NASA (Fall 2010 to Fall 2011)

HONORS/AWARDS

- *Leslie W. Joyce and Paul W. Thayer Graduate Fellowship in I/O Psychology*
 - Awarded by the Society for Industrial and Organizational Psychology to the top doctoral student specializing in the areas of training and development and/or selection and placement
 - \$10,000 national fellowship (awarded April, 2008)
- *I/O Psychology Student Representative to the Faculty*

PROFESSIONAL MEMBERSHIPS

- Society for Industrial and Organization Psychology
- Academy of Management
- Personnel Testing Council, Southern California