

Nicholas A. Moon

ACADEMIC APPOINTMENTS

Assistant Professor August 2023 - Present
PI: Self-regulation, Technology, and Assessment Research (STAR) Lab
Industrial-Organizational Psychology
California State University, San Bernardino
Department of Psychology

EDUCATION

Florida Institute of Technology, Melbourne, FL June 2023
Doctor of Philosophy, Industrial-Organizational Psychology

Florida Institute of Technology, Melbourne, FL July 2018
Master of Science, Industrial-Organizational Psychology

Georgia College & State University, Milledgeville, GA May 2012
Bachelor of Science, Psychology, Minor: Sociology, Magna Cum Laude

RESEARCH INTERESTS

Self-regulation, Technology at Work, Psychological Assessment and Measurement

TEACHING INTERESTS (UNDERGRADUATE)

Research Methods and Statistics, Industrial Psychology, Organizational Psychology

TEACHING INTERESTS (GRADUATE)

Psychological Measurement, Multivariate Statistics, Talent Acquisition and Legal Issues, Work Motivation

PEER REVIEWED PUBLICATIONS

1. Milosevic, M., Converse, P. D., **Moon, N. A.**, Fedele, D., McFerran, M. W., & al-Qallawi, S. (2025). The process model of self-control: Developing a measure of self-control strategies. *Applied Psychology: An International Review*.
<https://doi.org/10.1111/apps.12566>
2. Merlini, K. P., **Moon, N. A.**, Caylor, J., Redmond, A., McKenzie-James, A., & Nguyen, D. M. (2025). An unmet goal? A scale development and model test of the role of inclusive leadership. *Journal of Business and Psychology*.
<https://doi.org/10.1007/s10869-024-09955-6>
3. **Moon, N. A.**, Milosevic, M., Lor, K., Clubb, A. R., Converse, P. D., Griffith, R. L., Pitts, K., Graves, R., Gomes, K., Kirshenbaum, J., & Moore, B. (2024). Soldier self-regulation: Applying self-regulatory concepts to the US Army Context. *Military Behavioral Health*, 1-18. <https://doi.org/10.1080/21635781.2023.2246897>
4. Griffith, R. L., Dostal, C., **Moon, N. A.**, & Fedele, D. (2023). The COVID-19 pandemic and the military: Lessons learned for readiness and resilience. *Military Psychology*, 35(5), 377-382. <https://doi.org/10.1080/08995605.2023.2237392>

5. Chen, X., **Moon, N. A.**, Davy, A., Hong, J., & Gabrenya, W. K. (2022). Expatriate effectiveness: From conceptualization to operationalization. *International Journal of Cross Cultural Management*, 22(3), 459-485. <https://doi.org/10.1177/14705958221137757>
6. Shin, J., **Moon, N. A.**, Caylor, J., Converse, P. D., Park, O., & Yeo, K. (2022). Economic Individualism and Job Engagement: Examining the roles of work motivation and growth need strength. *Sustainability*, 14(2), 591. <https://doi.org/10.3390/su14020591>
7. Vaghef, K., Converse, P. D., Merlini, K. P., & **Moon, N. A.** (2021). Ya gotta wanna: Shifting motivational priorities in the self-control process. *Journal of Theoretical Social Psychology*. <https://doi.org/10.1002/jts5.119>
8. **Moon, N. A.**, Converse, P. D., Merlini, K. P., & Vaghef, K. (2020). The role of off-task thoughts and behaviors in linking self-control with achievement-related and well-being outcomes. *Journal of Research in Personality*, 103935. <https://doi.org/10.1016/j.jrp.2020.103935>
9. Pomerance, M., Converse, P. D., **Moon, N. A.** (2020). Self-concept content and structure: Motivation and performance implications. *Personnel Review*. <https://doi.org/10.1108/PR-07-2019-0403>
10. Tocci, M. C., Converse, P. D., & **Moon, N. A.** (2020). Core self-evaluations over time: Predicting within-person variability. *Journal of Individual Differences*, 41(1), 1-7. DOI: 10.1027/1614-0001/a000314
11. Edkins, V., & **Moon, N.** (2018). Looking across the globe, where do retail jobs lead to a middle-class life? *Analyses of Social Issues and Public Policy*, 00, 1-4. DOI: 10.1111/asap.12162.

GRANTS

“Cross-domain self-regulation for junior leaders in multi-domain operations” (08/2022-08/2023). U.S. Army Research Institute for the Behavioral and Social Sciences (ARI). Prime Contractor: Institute for Culture, Collaboration, & Management. Griffith, R. (PI). Budget: \$898,720. Role: Graduate Research Assistant.

“Guided Mindfulness: Participant Data Collection” (01/1/2019-05/30/2019). Naval Air Warfare Center Training Systems Division (NAWCTSD). Prime: Institute for Cross-Cultural Management. Griffith, R. (PI). Budget: \$50,417. Role: Graduate Research Assistant.

“Multilevel Cognitive Task Analysis and Performance Measure Development For a Multi-Team Electronic Warfare System” (07/1/2019-12/30/2019). Prime: ASEC Incorporated. Sub: Institute for Cross-Cultural Management. Griffith, R. (PI). Budget: \$49,941. Role: Graduate Research Assistant.

PEER-REVIEWED CONFERENCE PROCEEDINGS

1. Ampo, C., **Moon, N. A.**, Hesson, Z., Robbins-Roth, V., Wallace, B., & Griffith, R. L. (2022, July). Human-centered augmentation of xR training technologies with a self-regulatory cognitive process. In *International Conference on Human-Computer Interaction* (pp. 325-332). Springer, Cham. DOI: 10.1007/978-3-031-05457-0_25

2. Milosevic, M., Rau, K., Ponce, L. P., **Moon, N. A.**, Quraishi, N., Webber, A., & Griffith, R. L. (2020, July). Guided mindfulness: Using expert schemas to evaluate complex skill acquisition. In *International Conference on Human-Computer Interaction* (pp. 233-256). Springer, Cham. DOI: 10.1007/978-3-030-50439-7_16
3. Quraishi, N., **Moon, N. A.**, Rau, K., Ponce, L. P., Milosevic, M., Merlini, K., & Griffith, R. L. (2019, July). Guided mindfulness: New frontier to augmented learning. In *International Conference on Human-Computer Interaction* (pp. 586-596). Springer, Cham. DOI: 10.1007/978-3-030-22419-6_42
4. Milosevic, M., **Moon, N. A.**, McFerran, M. W., al-Qallawi, S., Ponce, L. P., Juszczak, C., & Converse, P. D. (2019, July). Self-control strategies: Interpreting and enhancing augmented cognition from a self-regulatory perspective. In *International Conference on Human-Computer Interaction* (pp. 573-585). Springer, Cham. DOI: 10.1007/978-3-030-22419-6_41
5. Griffith, R. L., Steelman, L. A., **Moon, N.**, al-Qallawi, S., & Quraishi, N. (2018). Guided mindfulness: Optimizing experiential learning of complex interpersonal competencies. In *International Conference on Augmented Cognition* (pp. 205-213). Springer, Cham. DOI: 10.1007/978-3-319-91467-1_17

PEER-REVIEWED RESEARCH PRESENTATIONS

1. Ponce, L. P., Son, M., **Moon, N.A.**, Kaplan, S. A., & Lee, P. (2024, August). *Towards a new understanding: Validating a multidimensional political will measure* [Paper session]. 84th Annual Conference of the Academy of Management, Chicago, IL.
2. Ponce, L. P., **Moon, N. A.**, Cannon, J. A., Bradshaw, B., & Kuykendall, L. E. (2024, April). *Neurodiversity unleashed: Tapping into hidden talent* [Poster session]. Society for Industrial and Organizational Psychology Annual Conference, Chicago, IL, United States.
3. Ponce, L. P., Son, M., **Moon, N.A.**, Kaplan, S. A., & Lee, P. (2024, April). *Navigating the office arena: Developing a multidimensional measure for political will* [Poster session]. Society for Industrial and Organizational Psychology Annual Conference, Chicago, IL, United States.
4. **Moon, N. A.** (Co-Chair) & Merlini, K. P. (Co-Chair) (2023, April). *Novel approaches to overcoming adversity: Multilevel research on workplace resilience* [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, Boston, MA. United States.
5. Chen, X., Davy, A., Hong, J., **Moon, N. A.**, & Gabrenya, W. K. (2022, June). *Conceptualization of expatriate effectiveness* [Oral presentation]. International Association for Cross-Cultural Psychology, Virtual.
6. Chen, X., Davy, A., Hong, J., **Moon, N. A.**, Gabrenya, W. K., DuBose, M., & Kochhar, D. (2022, June). *Chicken or the Eggs? A review of the relationship among expatriate adjustment, performance, and effectiveness* [Poster presentation]. International Association for Cross-Cultural Psychology, Virtual.

7. Fedele, D., **Moon, N. A.**, Milosevic, M., & Converse, P. D. (2022, April). *Mechanisms linking self-control with task performance, OCBs, and CWBs* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Seattle, WA.
8. **Moon, N. A.**, Bush, C., & Peters, T. (2022, April). *Development of a model of leadership behaviors that impact employee demotivation* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Seattle, WA.
9. Merlini, K. P., McKenzie-James, A., Caylor, J. R., **Moon, N. A.**, & Redmond, A. (2022, April). *Moving the needle: The impact of inclusive leadership on behaviors and experiences* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Seattle, WA.
10. Belluccia, A. J., Converse, P.D., **Moon, N. A.**, Lor, K., Harrell, C. (2021, April). *Where is my mind: The who, what, and where of mind wandering at work* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Virtual.
11. Juszczuk, C., Converse, P.D., **Moon, N. A.**, Ghannam, A., Duan, Y. (2021, April). *The negative effects of interruptions on performance and affective well-being* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Virtual.
12. Chen, X., Lor, K., Gu, S., & **Moon, N. A.** (2021, April). *An applicant concern and reaction study with online Q&A text-based data* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Virtual.
13. Vaghef, K., Converse, P. D., Merlini, K. P., & **Moon, N. A.** (2020, April). *Ya gotta wanna: Shifting motivational priorities in the self-control process* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Virtual.
14. Al-Qallawi, S., **Moon, N. A.**, Converse, P. D., Ponce, L. P., Caylor, J., Merlini, K. P., Juszczuk, C., Belluccia, A. J. (2020, April). *Personality profiles at work: Nature and implications* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Virtual.
15. **Moon, N. A.**, Converse, P. D., Merlini, K. P., & Ponce, L. P. (2020, April). *Conflict management styles: Exploring links with negative mood regulation and burnout* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Virtual.
16. Milosevic, J., **Moon, N.A.**, Al-Qallawi, S., Ponce, L. P., McFerran, M., Juszzyk, C., & Converse, P. (2020, April). *The development and validation of a self-control strategies measure* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Virtual.
17. **Moon, N. A.** & Converse, P. D. (2019, April). *Examining the nature and regulation of job search goals* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, National Harbor, MD.
18. Milosevic, J., **Moon, N. A.**, Al-Qallawi, S., Converse, P. D., & McFerran, M. (2019, April). *Self-control strategies: A measure development* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, National Harbor, MD.

19. **Moon, N. A.**, Caylor, J., Duong, N., Crum, K., & Converse, P. D. (2018, April). *Economic individualism and job engagement: A moderated mediation model* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Chicago, IL.
20. Converse, P., **Moon, N. A.**, Merlini, K. P., & Vaghief, K. (2018, April). *The role of off-task thoughts and behaviors on outcomes* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Chicago, IL.
21. Trané, S., Beverage, M., **Moon, N. A.**, & Converse, P. D. (2017, April). *Give and take: A validation study* [Poster session]. Society for Industrial and Organizational Psychology Annual Meeting, Orlando, FL.

MANUSCRIPTS UNDER REVIEW

*Indicates graduate student collaborator

+Indicates undergraduate student collaborator

1. **Moon, N. A.**, Converse, P. D., al-Qallawi, S., Ponce, L. P., Fedele, D., Caylor, J., & Bush, J. (Revise & Resubmit). Personality profiles at work: Nature and implications. *Human Performance*.
2. **Moon, N. A.**, Khan, I.* , Lahav, S.* , & Morgan, E.* (Under Review). The Digital Career Advisor: Measuring Generative AI's Role in Job Search. *Personnel Psychology*.

MANUSCRIPTS IN PREPARATION

*Indicates graduate student collaborator

+Indicates undergraduate student collaborator

1. Converse, P. D., Milosevic, M., Lor, K., Clubb, A. R., **Moon, N. A.**, Hesson, Z. B, Griffith, R. L, Pitts, K., Lee, J., & Moore, B. (In Preparation). Self-regulatory demands at work. *Target Journal:*
2. Fedele, D. J., Milosevic, M., Merlini, K. P., Converse, P. D., **Moon, N. A.**, & Hesson, Z. B. (In Preparation). Promoting Employee Resilience: Exploring Inclusion Perceptions Related to Leaders, Workgroups, and Organizations. *Target Journal: Personnel Review*
3. **Moon, N. A.**, Khan, I.* , Morgan, E.* , Lahav, S.* , & Csaba, K.* (In Preparation). The new social frontier: How generative AI is redefining social interactions in the workplace. *Target Journal: Group and Organization Management*
4. Ponce, L. P., Kaplan, S. A., Kim, J., **Moon, N. A.**, Dalal R. S., & Aitken, J. A. (In Preparation). Incremental advantage of personality facets in predicting state work engagement. *Target Journal: Journal of Business Psychology*
5. **Moon, N. A.** & Converse, P. D. (In Preparation). Am I committed or conflicted? Examining the implications of self-concept structure for well-being and achievement. *Target Journal: Applied Psychology: An International Review*.
6. **Moon, N. A.**, Ponce, L. P., Cannon, J. A., Bradshaw, B., & Kuykendall, L. (In Preparation). Neurodiversity unleashed: Tapping into hidden talent. *Target Journal: Journal of Vocational Behavior*.

7. Ponce, L. P., Son, M., **Moon, N.A.**, Kaplan, S. A., Lee, P. (In Preparation). Navigating the office arena: Developing a multidimensional measure for political will. *Target Journal: Journal of Management*.
8. **Moon, N. A.**, Ponce, L.P., & Cannon, J.A. (In Preparation). Fostering Inclusion: Neurodiversity, Inclusive Leadership, and the Role of Idiosyncratic Deals. *Target Journal: Journal of Organizational Behavior*

STUDENT MENTORING/ADVISING

Research Lab PI/Mentor

Nani Soares (Graduate)	2024 – present
Shayne Wignall (Graduate)	2025 – present
Olawole Obadeyi (Undergraduate)	2024 – present
Tiffani Blackburn (Undergraduate)	2025 – present
Hanh Tranton (Undergraduate)	2025 – present
Iris Khan (Graduate)	2024 – present

Past Members

Elisha Morgan (Undergraduate, M.S. Student at UT-Tyler)	2024 – 2025
Shira Lahav (Graduate)	2024 – 2025
Kendall O'Neal (Undergraduate, M.S. Student at CSU, Sacramento)	2024
Negin Ghaffari (Graduate, Doctoral Student at University of Mississippi [Clinical])	2024
Anttha Hornbeak (Undergraduate)	2024
Kristof Csaba (Graduate)	2024 – 2025
Itavi Vilchis (Undergraduate)	2024 – 2025

M.S. Thesis Committee Chair

Nani Soares	2025 – present
Shayne Wignall	2025 – present
Catrina Leonard	2024 – present
Jairo Lopez	2023 – present
Shira Lahav	2024 – 2025

M.S. Thesis Committee Member

Nicole Tabuena	2025 – present
Omar Sharifi	2025 – present
Citalli Sanchez	2024 – present
Saray Valenzuela Jaime	2024 – present
Rosalia Casas	2024 – present
Kayla Pham	2023 – present
Karina Rodriguez	2024
Kyrah Frank	2024 – 2025
Aparna Kasturi	2025
Rayleen Razon	2024 – 2025
Daniella Lockhart	2024
Ryan Jaramillo	2024
Karina Rodriguez	2024 – 2025
Rebecca Steiner	2023 – 2024

SERVICE

California State University, Department of Psychology	
Member, Colloquium Committee	2023 – present
Faculty Advisor, Students for Promotion Industrial-Organizational Psychology	2023 – present
Co-Director, Center for Effective Organizational Solutions	2024 – present

California State University, College of Social and Behavioral Sciences	
Conference Judge, Meeting of the Minds	Spring 2024

PROFESSIONAL ACTIVITIES

<i>Society for Industrial and Organizational Psychology</i>	
Member, Career Services Committee	2024 – present
Conference Reviewer	2022 – present
<i>Academy of Management</i>	
Conference Reviewer	2022 – present
<i>Editorial Board Member</i>	
Occupational Health Science	2025 – present
<i>Ad-hoc Journal Reviewer</i>	
Occupational Health Science; Journal of Research in Personality; Personality and Individual Differences	

TEACHING EXPERIENCE

California State University, Department of Psychology

PSYC6641: Applied Psychological Measurement (Graduate)	Fall 2023, Fall 2024, Fall 2025
PSYC6644: Analysis of Variance (Graduate)	Fall 2023, Fall 2024, Fall 2025
PSYC6951: Advanced Independent Study (Graduate)	Fall 2023
PSYC3355: Industrial Psychology (Undergraduate)	Winter 2023, Spring 2024, Summer 2024
PSYC6603: Talent Acquisition and Legal Issues (Graduate)	Spring 2024, Spring 2025
PSYC6974: Thesis (Graduate)	Spring 2024, Spring 2025
PSYC6675: Practicum in Applied Psychology (Graduate)	Fall 2024

Harvard University, Harvard Extension School

IORP E-1501 (TA): Industrial-Organizational Psychology (Graduate)	Spring 2020 – Spring 2023
STAT E-100 (TA): Intro. to Quant. Methods for the Social Sciences (Graduate)	Spring 2023

Florida Institute of Technology

PSY 4514 (TA): Psychological Research Methods and Statistics 2 (Undergraduate)	Fall 2018
PSF 2551 (TA): Survey of Forensic Psychology (Undergraduate)	Spring 2017

PROFESSIONAL EXPERIENCE

Associate

Aon, Human Capital Solutions, Washington, DC	October 2019-August 2023
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- Managed and executed content validation studies, including focus groups, developing and validating assessment instruments to ensure applicability to specific job roles
- Coordinated project timelines, resources, and deliverables for on-time completion of job analyses, criterion-validation, and content-validation projects
- Collaborated with various key stakeholders in organizations, including HR, talent acquisition, and management, for the development of evidence-based selection practices
- Conducted client debriefing, training sessions, and presentations based on various job analysis and validation projects, including developing future-states based on the results

- Designed and developed selection and developmental reports and employee dashboards utilizing Excel Pivot Charts and Aon's platform
- Authored technical reports and documentation for job analysis and validation projects

Product & Research Development Manager

Institute for Culture, Collaboration, & Management, Melbourne, FL August 2017- August 2023

- Led a student team of 15 to develop content around culture, collaboration, and management
- Developed and validated learning module to capitalize on experiential learning
- Developed a 3-year strategic plan, including organizational rebranding

SKILLS AND EXPERTISE

- Assessment development, Multilevel Modeling, Latent Profile Analysis, Multivariate Statistics, Natural Language Processing
- R/RStudio, SPSS, SPSS AMOS, MPlus, Python, Business Intelligence and Analytics: SAP Predictive Analytics, BusinessObjects Business Intelligence, Tableau
- Qualtrics, Amazon MTurk, Prolific, CloudResearch