PROGRAM OVERVIEW

The mission of the Master of Science (M.S.) program in Industrial/Organizational (I/O) Psychology at San Jose State is to provide students an intensive grounding in theory, research, and application in the field of I/O Psychology. As the purpose of I/O Psychology is to apply psychological theory, research, and methodologies to organizational settings, the M.S. I/O program at San Jose State has three primary goals for its students:

- To acquire knowledge in key content areas in I/O psychology
- To develop skills in research methodology and data analysis
- To apply the knowledge and skills acquired in their coursework to organizational situations

The I/O program strives to instill the values of the scientist-practitioner model: to have students understand and appreciate theory and research as they apply their knowledge and skills to meet the needs and challenges of organizations. As such, our ideal graduate is broadly educated and critically minded – a good thinker and problem solver who has the desire and ability to ethically apply theory and methods to real-world settings.

The I/O program is intended to prepare graduates for professional practice or academic study in areas such as:

- Work engagement and motivation
- Talent acquisition and management
- Organizational development and change
- Organizational culture
- Workforce diversity
- Job satisfaction and productivity
- Employee selection, placement, and retention
- Training and development
- Compensation and performance management
- Survey development and administration
- Job analysis and competency modeling
- Statistical analysis and data analytics
- Research design and data collection

The location of San Jose State in the heart of Silicon Valley affords many opportunities for the practice of I/O psychology. Organizations in which recent graduates of the I/O program have found full-time employment include the following:

- Amazon • General Electric • NVIDIA
- Apple • Google • PG&E • SAP
- Barracuda Networks • Hewlett Packard (HP) • Salesforce • Tesla Motors
- Cisco Systems • Intuit • LinkedIn • Uber
- Deloitte • Juniper Networks •
- Facebook

Detailed information about the I/O program (including application materials) may be found at http://www.sjsu.edu/psych/Graduates/industrialpsych/index.html. Inquiries about the program are welcome and may be directed to i-o-psychology@sjsu.edu.
PROGRAM REQUIREMENTS

Coursework
The I/O program requires 30 units of graduate-level work consisting of both required and elective courses. The required courses are designed to give students a comprehensive coverage of critical topics and issues in I/O psychology, whereas the electives provide the opportunity to explore one's areas of interest. The classes strive to provide a balance of theory, methodology, and application, often involving guest speakers and class projects with local organizations. The coursework addresses the majority of competencies set forth by the Society for Industrial and Organizational Psychology (SIOP) (www.siop.org).

Listed below is the recommended two-year sequence of courses:

First year:  
Fall:  
Psyc 270 (Seminar in Industrial/Organizational Psychology)  
Psyc 240 (Applied Psychometrics)  
Elective course
Spring:  
Psyc 271 (Seminar in Personnel Psychology)  
Stat 235 (Multivariate Analysis)  
Elective course

Second year:  
Fall:  
Psyc 249 (Supervised Field Work in I/O Psychology (Internship))  
Elective course
Spring:  
Psyc 299 (Master's Thesis)

Examples of I/O elective courses include Psyc 272 (Training and Development), Psyc 276 (Groups at Work), and Psyc 293 (Organizational Development). Students may also take elective courses in other SJSU departments (i.e., Business Administration, Communication Studies, Education), identified with the assistance and approval of program faculty.

Supervised Field Work (Internship) (Psyc 249)
Students are required to complete an internship in a supervised field setting, typically working for 6-12 months on a part-time or full-time basis. The goal of the internship is to have students apply the knowledge and skills learned in their coursework to real world situations. Furthermore, internships may result in the student being offered a full-time permanent position. Students in the I/O program have obtained internships in many well known corporations in Silicon Valley; listed below is a partial list of organizations that have recently sponsored internships:

- Adobe
- Cadence Design Systems
- California Public Utilities Commission
- eBay
- Genentech
- Intel
- NASA Ames Research Center
- Pacific Gas and Electric (PG&E)
- Santa Clara Valley Water District
- Valley Transit Authority (VTA)
- Varian Medical Systems
- VMWare

Projects completed by recent interns include:

- Developed social media campaigns for leadership development programs for Adobe.
- Tracked career progression to predict attrition of key jobs at PG&E.
- Revised intern onboarding program for SAP.
- Developed maternity procedures and policies for Tesla Motors.
- Analyzed eAward employee incentive program at HP.
- Redesigned new hire and exit surveys for Intuit.
- Enhanced performance management training materials and website for Varian.
- Coordinated events for LSI Corporation interns and their managers.
Master’s Thesis (Psyc 299)

As a culminating experience, all students in the I/O program must complete a master’s thesis: an original empirical research project conducted with the assistance of a three-person faculty committee. Recently completed theses include the following:

- The impact of performance management system characteristics on perceived effectiveness of the system and engagement.
- The moderating effect of supervisory support on the relationship between second-generation Latino and Asian’s assimilation level and work-family conflict. (Ricciz)
- Relationship between employee personality and withheld effort. (R Miller)
- The moderating role of regulatory fit on the effect of distractions on task performance and enjoyment.
- Job embeddedness and turnover intentions: The moderating role of perceived supervisory support.
- The work engagement and job performance relationship: Exploring the mediating effect of trait emotional intelligence. (L Jackson)
- Identification of motivational drivers of Generation Y employees. (C Aguilar)
- The effects of psychological contract breach on job outcomes. (N Ballou)
- Affectivity and impulsivity as predictors of workplace deviance. (T Rozenblum)
- Making hiring decisions using Facebook: How job applicants are evaluated. (T Rozenblum)

Links to other theses may be found at http://scholarworks.sjsu.edu/psych_grad/.

Time Commitment to the Program

Because students are expected to complete the program in two years, we’ve found this to be extremely difficult for students who are working full-time, especially for those with inflexible work schedules. Although most courses are taught in the late afternoon/early evenings, this is not always the case. Many students do work part-time, although their schedules must be able to accommodate the coursework, internship, and thesis requirements. Students failing to make satisfactory progress towards completion of program requirements may be subject to probation or dismissal.

UNDERGRADUATE PREPARATION FOR ADMISSION

The Psychology Department requires all admitted students in its graduate programs to have completed at least 30 semester units (10-11 courses) in Psychology-related classes. Within these 30 units, applicants for the I/O program are expected to have completed many of the following undergraduate courses:

- industrial/organizational psychology
- psychological research methods and/or experimental psychology
- elementary and intermediate statistics
- psychological testing and measurement

In addition, completion of courses from the following list of topics is recommended:

- social psychology
- personality psychology
- clinical and/or health psychology
- developmental psychology
- organizational behavior
- human resource management
- computer applications in psychology

We recognize that many universities do not offer extensive course offerings in I/O psychology; students facing that situation are encouraged to take related courses in their business school or other social science departments. Also, factors such as relevant research, volunteer, or professional experience are taken into consideration in the admissions process, and strengths in some areas may offset weaknesses in others.
APPLICATION INFORMATION

To be eligible for consideration for the I/O Program, the candidate must:

1. Have completed either a baccalaureate degree (BA/BS) in psychology or any baccalaureate degree and 30 semester (45 quarter) units in psychology.

2. Have a minimum grade point average (GPA) of 3.0 (on a 4-point scale) in psychology coursework and in the last 60 semester (90 quarter) units of undergraduate coursework.

3. Meet all University Graduate Studies admissions requirements (see the 'Prospective Students' tab at http://www.sjsu.edu/gape).

4. Submit an application to the I/O program (information about the application packet can be found at http://www.sjsu.edu/psych/Graduates/industrialpsych/index.html).

5. Submit an application to the SJSU Graduate Admissions and Program Evaluations (GAPE) Office (calstate.edu/apply and http://www.sjsu.edu/gape).

Please note that the deadline for submitting materials to the Psychology Department has historically been February 1st, with applications only accepted for the Fall semester (we do not offer mid-year (Spring) admissions). Applicants are responsible for keeping informed of application deadlines and confirming that their submitted applications to the I/O program and the university have been received and processed.

ADMISSION INFORMATION

The I/O Program traditionally accepts 10-12 students each year; in the past, students have been admitted from a number of universities throughout the country and abroad, representing a wide variety of educational and cultural backgrounds. For example, during the period of 2010-2016, a partial list of students entering the I/O program had received their undergraduate degrees at the following universities:

- College of Charleston
- Colorado State University
- CSU Bakersfield
- CSU Fullerton
- CSU Northridge
- CSU Sacramento
- CSU San Luis Obispo
- CSU Stanislaus
- Drew University
- Dominican University
- Emory Riddle University
- Florida Gulf Coast University
- Fresno State University
- Humboldt State University
- Lewis and Clark College
- Lillehammer University (Norway)
- Michigan Tech University
- San Diego State University
- San Jose State University
- Santa Clara University
- Sonoma State University
- UC Berkeley
- UC Davis
- UC Irvine
- UCLA
- UC Riverside
- UC San Diego
- UC Santa Barbara
- UC Santa Cruz
- University of Central Florida
- University of Cincinnati
- University of Connecticut
- University of Copenhagen
- University of Durham (UK)
- University of Haifa (Israel)
- University of Malaga (Spain)
- University of Missouri
- University of North Texas
- University of Pittsburgh
- University of Toledo
- Whittier College

Unfortunately, due to the limited number of spaces available, as well as the demands of the program, not all students meeting minimum requirements can be selected. In recent years, the program has received 110-120 applications for 10-12 positions.
How many people apply to the I/O program? How many are admitted?

In the last few years, we have received 110-120 applications for 10-12 positions. As I/O psychology has become an increasingly popular area of psychology, we have seen yearly increases in the number of applications for the program.

What is the profile of the ‘typical’ admitted student?

In terms of a profile of students who enter the program, a wide range of educational backgrounds and geographic locations are represented, evenly distributed across large and small public and private colleges, with 25-30% of our students graduating from colleges outside of California. The majority of students have been out of college for one or more years.

The average college grade point average (GPA) for admitted students is 3.5 - 3.6, with average GRE scores at the 60th percentile. The ‘typical’ student has taken an undergraduate course in I/O psychology or organizational behavior/human resources, two statistics courses, two research methodology courses, and courses in a variety of psychology sub-disciplines (i.e., personality, social, clinical, developmental, health).

Outside of the classroom, applicants to the I/O program have often served as a research assistant (RA), teaching assistant (TA), tutor, peer mentor, in a leadership position in a university club or group, and in a volunteer position in the local community. Students have been employed in a wide range of jobs, perhaps related to I/O or HR, but often not (i.e., retail salesperson, food server, nanny, administrative assistant, camp counselor, sports instructor or coach).

Do I have to have an undergraduate degree in Psychology to apply to the program?

Yes, the Psychology Department requires students applying to their graduate programs either to have an undergraduate degree in psychology or to have completed 30 semester units (45 quarter units) in psychology courses. Applicants must also have a minimum GPA of 3.0 in psychology coursework and in the last 60 semester (90 quarter) units of undergraduate coursework. The 30-unit psychology requirement allows the I/O program to move at a faster pace because students enter the program with a similar fundamental grounding in psychology. There is a slight amount of flexibility in these requirements, such that the SJSU Psychology Department may consider a small number of courses taken in other departments to be equivalent to psychology courses. Applicants who do not have an undergraduate degree in psychology may wish to consider applying to I/O programs that do not have this requirement.

How do applicants who do not have an undergraduate degree in Psychology meet the 30 semester-unit psychology course requirement?

The 30-unit requirement may be met by taking lower-division or upper-division courses at two-year (community) colleges or four-year universities; please refer to the ‘Undergraduate Preparation for Admission’ section of the Program Brochure for a list of recommended courses. These courses may either be in-person or online courses; however, each course must result in a letter grade that appears on an official transcript to be submitted as part of the application to the I/O program.

Is preference given to applicants who have taken a course in I/O psychology?

For several reasons, the program does give preference to applicants who have already taken a course in I/O psychology. First, it allows the graduate courses to move at a higher and quicker pace. Second, and more importantly, is increases the likelihood that a student admitted to the program will not regret his or her decision to pursue a degree and career in I/O psychology.
Is preference given to applicants who have already graduated from college?

Given this is an applied program in which students often end up working in the public or private sector, a certain amount of preference is given to applicants who have already graduated from college. However, the goal of I/O program is not to provide mid-career vocational training in which one obtains a degree solely to further one's individual career; students in the program are expected to invest their time and energy in enriching the experience of both their fellow students and future students.

Must I already have work experience in I/O psychology before applying to the program?

The I/O program does not require applicants to have already been employed in I/O-related positions. However, the opportunity to perform I/O or HR-related activities (i.e., selection, training, team building, mentoring, decision making, organizational change) as part of one’s position in a group or organization is useful in that it helps applicants decide whether they want to invest the time and resources required for grad school in I/O psychology. Also, a certain amount of preference is given to applicants who have been employed in public or private sector organizations in the United States.

How important are applicant’s research interests in the admissions process?

Admission to the I/O program is not based on the fit between applicants’ and faculty members’ research interests - admission is based on the fit between an applicant’s interests and goals within I/O psychology and the I/O program’s emphasis and requirements. Individual faculty members do not admit students in order to have them work on their research projects or assign them to their research labs. Furthermore, we do not require (and do not even want) students to indicate the topic of their master's thesis until after their first year in the program. We believe students should first be exposed to I/O-related courses and activities before they start to determine their research-related interests and preferences.

How can I find information about faculty members’ research interests?

You can learn about faculty members’ research interests by visiting http://www.sjsu.edu/psych/Faculty-Staff/. It is important to understand that the gaining of research experience while in grad school is a fundamental difference between masters versus doctoral education. Students in the I/O program are welcome and encouraged to become involved in faculty members’ research programs. However, given the short amount of time the program has to expose students to the many topics related to I/O psychology and to prepare them for the start of their careers, we place a greater emphasis on curriculum and practical application than formal research training. Consequently, in completing their thesis requirement, students in the I/O program often develop their thesis topics from their coursework and internship experiences.

Can the application to the program be submitted electronically?

Yes - some of the application materials may be emailed in pdf format to i-o-psychology@sjsu.edu. All of the application materials may also be mailed (in one envelope) to the Psychology Department. Please click on the "Program Application" link at http://www.sjsu.edu/psych/Graduates/industrialpsych/index.html for more information on submitting the application materials.

What transcripts should I send to the Psychology Department?

The I/O program requires official (sealed) transcripts from any university in which you took courses relevant to I/O psychology. You do not need to order transcripts from schools in which none of the courses are relevant to your application to the I/O program (for example, you took two courses at a community college that aren't related to psychology or I/O psychology).
I did a semester abroad while in college – do I need to send transcripts from that university?

Applicants who took courses in a study abroad program do not need to send separate transcripts from the other university to either the Psychology Department or GAPE as long as the courses taken abroad are listed on the transcripts for the college from which the applicant received the bachelor's degree. For example, if you did a semester abroad at College B while attending College A, you do not need to order College B transcripts as long as these courses are listed on the College A transcripts. NOTE: if your College A transcripts do not provide the names of the College B courses, we recommend you send College B unofficial transcripts to the Psychology Department as part of your application to the I/O program; if necessary, provide College B's grading scheme to help interpret your performance in these courses.

Can transcripts be sent electronically to the Psychology Department?

Yes, official transcripts may be emailed directly from an applicant’s school. Two sets of official transcripts must be sent to SJSU: one to the Graduate Admissions and Program Evaluations (GAPE) office as part of the application to the university, and one to the Psychology Department as part of the application to the I/O program. Given different universities’ system for emailing transcripts, any drop-down menu choice for SJSU may imply these transcripts will be sent to the GAPE office. Consequently, applicants wishing to have their transcripts emailed to the Psychology Department must ensure these transcripts are sent to i-o- psychology@sjsu.edu. If this is not possible, the applicant must either have official transcripts mailed to the Psychology Department or have transcripts mailed to the applicant, who then mails them to the Psychology Department along with the other application materials.

How much importance or emphasis is placed on GRE scores in the admissions process?

The I/O program does not have any type of minimum or cutoff GRE scores, and we do not select or reject any applicants solely on the basis of their GRE scores. GRE scores are primarily used to supplement and corroborate other information in the application, such as grades in writing or statistics courses. GRE scores that are particularly low or high (loosely defined as the bottom or top 15th percentile) may be given a certain amount of emphasis in the admissions process.

Can I waive the GRE or submit another test score other than the GRE?

No – in order to evaluate all applicants fairly and in a similar manner, the GRE is required for all applicants. High college GPAs or other test scores such as GMAT may not be substituted for GRE scores.

Who can write letters of recommendation?

We suggest letters of recommendation be written by people who can comment on your activities, abilities, and accomplishments that are related to I/O psychology. At least one of the letters should be written by a faculty member; the others can be written by work supervisors or people with whom you have a relevant relationship.

Can any of the letters of recommendation I send to GAPE be from non-'academic' people?

Yes, they can. Even if it appears otherwise, it is acceptable to submit a "non-academic" letter of recommendation as part of your CSUMentor application to San Jose State.

Can letters of recommendation be submitted electronically?

Yes - letters of recommendation and waiver forms may be emailed directly by the letter writer to i-o- psychology@sjsu.edu. Please be sure the letter writer emails both the letter and the signed waiver form.
Who contacts the people writing letters of recommendation?

It is the applicant's responsibility to contact their letter writers to request letters of recommendation - the SJSU Psychology Department does not send out requests for letters. All letters of recommendation must have signed waiver forms; any letters without these forms will not be evaluated, which means the application to the I/O program is considered to be incomplete.

The applicant should provide each letter writer the waiver form, which contains the applicant's signature to indicate whether the right to see the letter has been waived. If the applicant has waived access to the letter, the letter and waiver form are either emailed to the Psychology Department by the letter writer or mailed to the Psychology Department by the applicant in a sealed envelope. If the applicant has not waived the right to see the letter, the letter and waiver form should be returned to the applicant, who then mails them to the Psychology Department.

Are confirmations sent to applicants or letter writers?

No – given the large number of letters of recommendation sent to the Psychology Department, it is not possible to confirm that a letter of recommendation has been received. In a three to four month period, the Psychology Department receives approximately 900 letters of recommendation for 300 applicants to three different graduate programs. Because San Jose State has not adopted an automated system for letter writers, the Psychology Department staff must process letters of recommendation manually. Therefore, it is the applicant's responsibility to check with their letter writers to insure their letters have been sent. Once the February 1st application deadline has past, applicants are notified as to the completeness of their applications.

Does the I/O program hold an open house?

No – because 80-90% of the applications we receive are from people who do not live in Northern California, we don’t want these applicants to feel they are at a disadvantage if they are unable to attend an open house at San Jose State. Instead, we are happy to meet or talk with applicants at a day and time convenient to them; the best way to reach the I/O program to set up an appointment is at i-o-psychology@sjsu.edu.

Can I speak with current students or graduates of the program?

No – in order to protect their time, energy, and privacy, we do not post or distribute the names and contact information of past, current, or prospective students in the I/O program. Once an applicant is offered a position in the program, we provide the applicant's name and contact information to current students, who independently contact the applicant to share their experiences and answer questions.

Is the program full-time? Is there a part-time or online alternative?

The program is full-time, with students expected to complete their coursework and be working toward completion of their thesis by the end of their second year; students who do not maintain satisfactory progress are subject to probation or dismissal. We do not offer a part-time program because the required and elective courses are only offered once a year in a specific sequence. It is not an online program because we feel graduate education is based on shared knowledge and experiences resulting from formal and informal collaboration among a community of students and faculty; this collaboration is best achieved through face-to-face interaction.
How much does it cost to attend San Jose State?

The current tuition and fees may be found at the Bursar website (http://www.sjsu.edu/bursar/) - select the ‘Fees and Due Dates’ tab at the top of the page – under this tab, select ‘Tuition and Other Fees’. Once on this page, click on ‘Fall Registration Fees’.

Are funding or tuition waivers available?

No - another difference between master’s and doctoral training in that master’s institutions typically can’t offer fellowships, tuition waivers or half-time TA/RAships as financial aid. The Psychology Department does have a few reader/stat lab positions, but they are only a few hours a week and provide a very small amount of financial assistance. Historically, most students finance their education through personal resources, loans, and work outside of the university. Please keep in mind that full-time employment is not encouraged during the first year as it makes completion of the required coursework very challenging.

The Financial Aid Office informs us that for graduate students there are three main types of financial aid: State University grants that cover the State University Fee part of the fees, unsubsidized student loans, and work study. Depending on income and assets, students may qualify for all three types of aid. However, students with relatively high incomes typically only qualify for a loan.

There are a number of scholarships offered through the Psychology Department, the College of Social Sciences, and the university that we encourage grad students to apply for during their first year.

Can I defer my admission to the program?

No – San Jose State does not allow students to defer enrollment in the university. Consequently, you should only apply to the I/O program if you fully intend to enter the program in the school year for which you are admitted. Applicants who decide to reapply the following year (either after being admitted or not admitted to the program) must submit a new university application to the GAPE office. However, it may not be necessary to submit a new application to the Psychology Department; students in this situation should contact the Coordinator of the I/O program as soon as they decide to re-apply so that they can arrange to re-open and modify their earlier application as desired.

Are students paired up with or assigned an advisor/mentor?

Students in the I/O program are not formally assigned an advisor or mentor – we believe students should be free to work and talk with any or all faculty. Furthermore, we have found that students vary widely in their goals and interests as well as their styles and preferences, and that these things often shift and change while the student is in the program. As a result, we feel students are better able to determine which faculty they are more aligned with after they are in the program rather than before they begin.

Are the classes usually taught during the day or in the evenings?

Because students in the I/O program are typically working during the day for financial and/or professional reasons, the I/O classes are taught in the late afternoon and evening. Also, the two required I/O courses are typically taught back-to-back on two days of the week, and the elective I/O course is almost always taught one day a week, thereby limiting the number of days the student must come to campus. It is possible that elective classes taken in other departments may be taught at other times of the day and days of the week.

How are internships identified and obtained?

I/O psychology, unlike other disciplines such as engineering, remains relatively unknown on the West Coast and there are few established I/O psychology internship programs in the local business community. Consequently, students identify and obtain internships in a variety of ways: opportunities provided to the I/O faculty from local companies, current students in the program, graduates of the program, guest speakers in classes, career-oriented web sites, and the student’s own personal and professional network.
Are the internships paid internships?

Virtually all internships are paid positions. The I/O program is somewhat flexible in what constitutes an ‘acceptable’ internship – the internship requirement can be filled in a variety of positions within an organization: paid or unpaid, full-time or part-time, employee or contractor. The main requirement that must be met for a position to meet the internship requirement is that a substantial part of the position must be project-based (as opposed to day-to-day administrative responsibilities) that requires knowledge, skills, and abilities relevant to I/O psychology.

Why does the I/O program require a master’s thesis?

A thesis is an original empirical research project, conducted with the assistance of a three-person committee, that resembles articles in academic journals consisting of four sections (Introduction, Method, Results, Discussion). The I/O program at SJSU requires a master’s thesis for several reasons. First, the thesis is a public demonstration of a student’s willingness and ability to take primary responsibility for all aspects of a research project, thereby demonstrating project management skills. Second, as organizations place increasing emphasis on data-based decision making, the thesis enhances the student’s ability to analyze and interpret data. Third, unlike a comprehensive exam, the thesis provides the student the opportunity to work closely and collaboratively with faculty over an extended period of time. Lastly, the reality is that not every student who reaches the thesis stage eventually completes the thesis. Therefore, unlike other types of cumulating experiences such as a comprehensive exam or portfolio, the thesis is not a fait accompli but is instead an achieved accomplishment.

What percentage of students complete the program?

Approximately 90% of students who enter the program complete it successfully. Students who do not finish the program typically complete their first-year in the program but do not return for the second year. The large majority of students complete the program in 2 or 2 1/2 years. Most of the delays in finishing in two years are due to students having obtained full-time internships and jobs, which require a great deal of time and energy.

What percentage of students obtain employment after graduation from the program?

Although we don't formally track our students after graduation, we keep in touch with them both informally and professionally. It is our belief that 70-80% of program graduates are employed in permanent part-time or full-time positions related to I/O psychology within one year of receiving their degrees.

What percentage of students enter PhD programs after graduation from the program?

A small percentage (3-5%) of students in the I/O program choose to go on to doctoral training. For applicants who are considering a PhD, it is important to understand that many PhD programs do not give two years credit to students who enter their program with a master’s degree. In other words, a graduate of our program may be treated as a first-year student in their doctoral program, which means they may need to take courses similar to those taken while at SJSU, as well as conduct a second master’s thesis. Consequently, we advise applicants considering doctoral training to apply to both masters and doctoral programs at the same time and determine each doctoral program’s policies regarding students who enter with a master’s degree.

Is there any reason to not apply to the program?

Yes – please do not apply unless you fully intend to enter the program the year in which you are admitted. Students who accept admission only to later decide to not enter the program seriously impair the academic and career aspirations of their fellow applicants. The I/O community is actually very small, and it is not in an applicant's best interest to develop a reputation as someone who lacks the responsibility, accountability, and integrity to honor their commitments.