

# GAMZE ARMAN

Occupational Psychologist (CPsychol) | Career Researcher (PhD)  
Senior Lecturer (FHEA) | Career Coach (ACC)

[gamze.arman@uwe.ac.uk](mailto:gamze.arman@uwe.ac.uk)

+44 7342 799649

## EDUCATION

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- 2016 **DePaul University**, Chicago - IL, USA  
Ph.D. in Industrial/Organizational Psychology  
Minor Degree Concentration in Communication  
*Dissertation:* Effects of multinational team and team member characteristics on subgroup formation, group identification, and trust in team  
*Advisor:* Prof. Suzanne T. Bell
- 2008 **Koc University**, Istanbul, Turkey  
M.A. in Industrial/Organizational Psychology  
*Thesis:* Attitudes toward expatriates: Development of a measure  
*Advisor:* Prof. Zeynep Aycan
- 2005 **Bogazici University**, Istanbul, Turkey  
B.A. in Psychology

## ACADEMIC POSITIONS

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Fall 2018 – Present	<b>University of the West of England (UWE)</b> (Bristol, UK)	Senior Lecturer in Occupational Psychology School of Social Sciences
Spring 2024 - Present	<b>Birkbeck, University of London</b> (London, UK)	Doctoral Supervisor Occupational Psychology Prof Doc Programme
Fall 2016 – Spring 2018	<b>MEF University</b> (Istanbul, Turkey)	Assistant Professor Business Administration & Psychology Departments (Interdepartmental appointment)
Spring 2016	<b>Koc University</b> (Istanbul, Turkey)	Part-Time Instructor Psychology Department
Fall 2013 – Fall 2014	<b>Yeditepe University</b> (Istanbul, Turkey)	Part-Time Instructor Psychology Department
Spring 2013	<b>Dogus University</b> (Istanbul, Turkey)	Part-Time Instructor Psychology Department
Fall 2012 – Summer 2014	<b>Bahcesehir University</b> (Istanbul, Turkey)	Part-Time Instructor Psychology Department
Fall 2008 – Spring 2012	<b>DePaul University</b> (Chicago - IL, USA)	Teaching and Research Assistant Psychology Department
Fall 2005 – Spring 2007	<b>Koc University</b> (Istanbul, Turkey)	Teaching and Research Assistant Psychology Department

## RESEARCH

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### PUBLICATIONS

- Arman, G.** (2024). Narrowing the scientist-practitioner gap via career triangulation. *European Work and Organizational Psychology in Practice*, 18(1), 3.
- Arman, G.** (2023). Surviving limbo: Critical career capital aspects for entrepreneur immigrants in an extreme context. *Career Development International*, 28(4), 443-457.
- Okay-Somerville, B., & **Arman, G.** (2021). Senior executive women's views on female solidarity: The role of socio-economic context. In J. Marques (Ed.), *Exploring gender at work: Multiple perspectives* (pp. 339 – 359). Cham : Palgrave Macmillan.
- Pizarro, I. V., & **Arman, G.** (2021). The impact of collectivism orientation and gender identity on work-life balance and life satisfaction relationship: A UK–Spain comparison. *Journal of Management and Business Education*, 4(1), 61-48.
- Arman, G.** (2020) Bystander intervention in the context of abusive supervision: Effects of power distance orientation and gender. *Journal of Work and Organizational Psychology*, 36, 111-124.
- Colakoglu, S., Yunlu, D., & **Arman, G.** (2018). High-skilled female immigrants: Career strategies and experiences. *Journal of Global Mobility: The Home of Expatriate Management Research*, 6, 258-284.
- Towler, A.J., **Arman, G.**, Quesnell, T., & Hofmann, L. (2014). How charismatic trainers inspire others to learn through positive affect. *Computers in Human Behavior*, 32, 221 – 228.
- Arman, G.**, & Aycan, Z. (2013). Host country nationals' attitudes toward expatriates: Development of a measure. *The International Journal of Human Resource Management*, 24, 2927 – 2947.
- Towler, A.J., & **Arman, G.** (2013). Trainer communication style and training outcomes. In M. Paludi (Ed.), *Psychology for business success* (Vol. 3, pp. 103 – 114). Santa Barbara, CA: Praeger.
- Arman, G.**, & Adair, C.K. (2012). Cross-cultural differences in perception of time: Implications for multinational teams. *European Journal of Work and Organizational Psychology*, 21, 657 – 680.
- Arman, G.** (2009). Repatriation adjustment: Literature review. *Journal of European Psychology Students*, 1, doi: 10.5334/jeps.af

### WORK IN PROGRESS

#### *Under Review*

Biricik-Gulseren, D., **Arman, G.**, Asyali, A.N., Gur, S.C., Aksu, A., & Baylar, B. – Contextual factors impacting different stages of voluntary occupational change: The case of knowledge workers in Turkey

#### *Revise & Resubmit*

Gencay, O., Derfler-Rozin, R., & **Arman, G.** - Should I stand up for my abused colleague? When and why high status team members stand up to observed abusive supervision.

**Arman, G.**, Oguz, M., & Okay-Somerville, B - To and fro the Bosphorus: Rationalizing commuting in Istanbul before and after Covid-19

**Arman, G.**, & Bell, S.T.- Subgroup formation and identification in multinational teams: Do birds of a feather flock together?

*Data Analysis:*

**Arman G.**, Colakoglu, S., & Yunlu, D. – Determinants of career success of high-skilled immigrants

**Arman G.**, & Koc, Y. - Impact of a career shock event on academic and organizational identities

*Research Design:*

**Arman G.**, & Ali,S. – “Sponsored” organizational identities : The case of skilled-worker visa holders in the UK

CONFERENCE PRESENTATIONS

**Arman G.**, & Koc, Y. (2024, April). Impact of a career shock event on academic and organizational identities: The Case of Bogazici University. Oral presentation at the 2<sup>nd</sup> Careers Division Community Conference of Academy of Management, Amsterdam, Netherlands.

Biricik-Gulseren, D., **Arman, G.**, Asyali, A.N., Gur, S.C., Aksu, A., & Baylar, B. (2024, April). Contextual factors impacting different stages of voluntary occupational change: The case of knowledge workers in Turkey. Oral presentation at the 2<sup>nd</sup> Careers Division Community Conference of Academy of Management, Amsterdam, Netherlands.

Gencay, O., Derfler-Rozin, R., & **Arman, G.** (2023, August). Should I stand up for my abused colleague? When and why high status team members stand up to observed abusive supervision. Oral Presentation at 83rd Annual Meeting of the Academy of Management, Boston, MA, USA.

**Arman, G.** (2023, July). Critical career competencies of entrepreneur immigrants in an extreme context. Oral Presentation at 18th European Congress of Psychology, Brighton, UK

**Arman, G.**, Oguz, M., & Okay-Somerville, B. (2023, July). To and fro the Bosphorus: Rationalizing commuting in Istanbul before and after Covid-19. Oral Presentation at 18th European Congress of Psychology, Brighton, UK

**Arman, G.** (2022, April). Surviving Limbo: On the road to potential immigration failure in the middle of a global pandemic. Oral Presentation at the 2nd International Conference on Self-Initiated Expatriation, Bamberg, Germany.

**Arman, G.**, & Okay-Somerville, B. (2020, February). *Careers to and fro the Bosphorus: Rationalizing commuting in Istanbul despite the personal costs*. Oral presentation at the 1<sup>st</sup> Careers Division Community Conference of Academy of Management, Vienna, Austria.

Okay-Somerville, B., & **Arman, G.** (2019, May). *Commute-to-work and employee wellbeing in Istanbul*. Oral presentation at the 19th Congress of European Association of Work and Organizational Psychology, Turin, Italy.

**Arman, G.** & Gencay, O. (2019, May). *Acceptability of abusive supervision by third-party observers: The role of attributions*. Oral presentation at the 19<sup>th</sup> Congress of European Association of Work and Organizational Psychology, Turin, Italy.

**Arman, G.**, & Yuce-Selvi, U. (2018, September). *Compliance in safety: The effect of perceived managerial attitudes*. Oral presentation at the 32<sup>nd</sup> Conference of British Academy of Management, Bristol, England.

**Arman, G.**, & Bell, S. (2018, September). *Subgroup identification and trust in multinational teams*. Oral presentation at the 32<sup>nd</sup> Conference of British Academy of Management, Bristol, England.

Okay-Somerville, B., & **Arman, G.** (2018, September). *Senior women on junior Women: Exploring managerial support for female career development in Turkey*. Oral presentation at the 32<sup>nd</sup> Conference of British Academy of Management, Bristol, England.

- Arman, G., & Bell, S.** (2017, June). *Subgroup formation and identification in multinational teams: Do birds of a feather flock together?* Oral presentation at the 17<sup>th</sup> Conference of European Academy of Management, Glasgow, Scotland.
- Colakoglu, S., Yunlu, D., & **Arman, G.** (2017, June). *High-skilled female immigrants: Career strategies and experiences.* Oral presentation at the 17<sup>th</sup> Conference of European Academy of Management, Glasgow, Scotland.
- Arman, G., Yuce-Selvi, U., Aydogdu, T., & Bayir, F.N.** (2017, May). *The impact of perceptions of managerial attitudes on occupational health and safety behaviors.* Oral presentation at 25<sup>th</sup> National Congress of Management and Organization, Ankara, Turkey.
- Arman, G., Karanfil, D., Kosova, J.E., & Cetin, D.** (2017, May). *People management in production organizations in Turkey.* Oral presentation at 25<sup>th</sup> National Congress of Management and Organization, Ankara, Turkey.
- Arman, G., Uysal-Irak, D., Aydinli-Karakulak, A., & Guleryuz, E.** (2016, September). *The impact of gender on perception and consequences of leadership.* Panel at the 19<sup>th</sup> National Congress of Psychology, Izmir, Turkey.
- Arman, G., Hofmann, L., & Towler, A.J.** (2013, June). *Perception of abusive supervision and helping the victim: Effects of observers' gender and cultural orientations.* Oral presentation at the 13<sup>th</sup> Conference of European Academy of Management, Istanbul, Turkey.
- Bell, S. T., Mann, K.E., Marentette, B.J., Adair, C.K., Fisher, D., & **Arman, G.** (2013, May). *Assertiveness and concern as predictors of shared mental models and team performance.* Poster presentation at the 25<sup>th</sup> Annual Meeting of the Association for Psychological Science, Washington, D.C., USA.
- Adair, C.K., & **Arman, G.** (2012, April). *Cross-cultural differences in perception of time: Implications for multinational teams.* Poster presentation at the 27<sup>th</sup> Annual Conference of the Society of Industrial and Organizational Psychology, San Diego, CA, USA.
- Arman, G., Quesnell, T., Hofmann, L., & Towler, A.J.** (2012, April). *How charismatic trainers inspire others to learn through positive affectivity.* Poster presentation at the 27<sup>th</sup> Annual Conference of the Society of Industrial and Organizational Psychology, San Diego, CA, USA.
- Bell, S.B., Marentette, B.J., Adair, C.K., Fisher, D., **Arman, G., & Mann, K.E.** (2012, April). *Keeping tabs on teammates: Reliance, team processes, and team performance.* Oral presentation at the 27<sup>th</sup> Annual Conference of the Society of Industrial and Organizational Psychology, San Diego, CA, USA.
- Adair, C.K., **Arman, G., Quesnell, T., Marentette, B.J., Fisher, D., Mann, K.E., & Bell, S.T.** (2012, April). *Team-level personality and its relationship with team processes.* Poster presentation at the 27<sup>th</sup> Annual Conference of the Society of Industrial and Organizational Psychology, San Diego, CA, USA.
- Arman, G., & Hofmann, L.** (2011, March). *Perception of abusive supervision: Effects of observer's sex.* Poster presentation at the 32<sup>nd</sup> Industrial - Organizational Psychology & Organizational Behavior Conference, San Diego, CA, USA.
- Arman, G., & Aycan, Z.** (2010, June). *Attitudes of host country nationals toward expatriates: Development and validity of a new measure.* Oral presentation at the 12<sup>th</sup> Conference of the International Society for the Study of Work and Organizational Values, Lisbon, Portugal.
- Arman, G., & Okay, B.** (2007, May). *Through the glass ceiling: Do women executives lend a hand to their female subordinates?* Poster presentation at the 13<sup>th</sup> Congress of European Association of Work and Organizational Psychology, Stockholm, Sweden.

## COLUMNS

- Psychology Today: [Careers and Beyond](#)
- Harvard Business Review: [Turkish Edition](#)

## MEDIA

- Publicly available [report](#) on a podcast analysis focusing on Turkish immigrants' careers abroad (June'24)
- Contribution to BBC Radio 4 Programme "[Why Time Flies \(and How to Slow it Down\)](#)" (May'21)
- Report on "Turkish Immigrant Women of Corporate America" published in Fortune Magazine (Turkish edition) (Dec'17)
- Report on "Repatriation Adjustment and Attitudes toward Expatriates" published in Fortune Magazine (Turkish edition) (Oct'08)
- Report on "Through the Glass Ceiling: Do Women Executives Lend a Hand to their Female Subordinates?" published in Milliyet (January 29<sup>th</sup>, 2006) (a leading national newspaper)

## TEACHING

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### CURRENT MODULES

#### *Postgraduate-level:*

- Coaching & Mentoring
- Learning, Training, and Development (*Module Leader & Tutor*)
- Researching Organisations (*Module Leader & Tutor*)
- Applying Psychology to Work and Organizations (*Supervisor*)

#### *Undergraduate-level:*

- Psychology of Work, Business and Organisations (*Tutor*)
- Developing Self and Society (*Supervisor*)

### PREVIOUSLY TAUGHT MODULES

#### *Postgraduate-level:*

- Work Design, Organizational Change and Organizational Development (*Module Leader & Tutor*)
- Psychological Assessment at Work (*Tutor*)
- Applying Psychology to Work and Organizations (*Supervisor*)

#### *Undergraduate-level:*

- Research Design and Analysis
- Human Resource Management
- Introduction to Industrial/Organizational Psychology
- Measurement and Evaluation in Psychology
- Gender Issues in Organizations
- Selected Topics in Industrial/Organizational Psychology

### THESIS SUPERVISION

- Number of master's dissertations supervised: 39
- Number of undergraduate dissertations supervised: 12

### GUEST LECTURES & SEMINARS

- Guest speaker, "Being a scientist and practitioner" (July 1<sup>st</sup>, 2024): Leadership Lab, Koc University, Turkey.
- Guest speaker, "Qualitative Research in Occupational Psychology: Key Lessons for the Publication Process" (October 20<sup>th</sup>, 2023): Health and Leadership in Organisations Lab, York University, Canada.
- Guest speaker, "Careers in Different Countries" (November 6<sup>th</sup>, 2020): Bogazici University Career Center, Turkey.
- Guest lecturer, "Employee Assistance Programs" (April 10<sup>th</sup>, 2018): Bilgi University, Turkey.

- Guest speaker, *"Measuring EQ"* (January 25th, 2018): Turkish Women's International Network.
- Guest speaker, *"Being a Woman in Business"* (December 22nd, 2017): Bahcesehir University Psychology Club, Turkey.
- Guest speaker, *"Cross-Cultural Communication: Turkey vs. USA"* (August 26th, 2016): Class of Prof. Alfredo Behrens as a virtual guest speaker, FIA Business School, São Paulo, Brazil.
- Seminar on *"Subgroup Formation in Multinational Teams: Do Birds of a Feather Flock Together?"* (May 26th, 2016): Koc University, Turkey.
- Guest speaker, *"Being a Woman in Business"* (February 16th, 2016): Koc University Psychology Club, Turkey.
- Guest lecturer, Industrial/Organizational Psychology (December 3rd, 2015): *"Being an I/O Psychologist in the Field"*, Bahcesehir University, Turkey.
- Guest speaker, *"Understanding Working People"* (March 29th, 2014): Istanbul Commerce University, Turkey.
- Seminar on *"Attitudes toward Expatriates"* (April 9th, 2013): Bahcesehir University, Turkey
- Guest lecturer, Introductory Psychology (April 7th, 2011): *"Introduction to Industrial/Organizational Psychology"*, DePaul University, USA.
- Guest lecturer, Psychology of Business and Industry (May 19th, 2009): *"Stress and Worker Well-Being"*, DePaul University, USA.

## PRACTICE

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### CAREER COACHING

- May'23 – Present: ICF accredited Associate Certified Coach (ACC)
- May'21 – July'21: ICF and EMCC certification training from TPC Leadership

### CONSULTING

- Perceptions of Employer: An Analysis based on Employer Branding  
*Role:* Project co-lead  
*Client:* Yurtici Kargo, Turkey (March'18 – Dec'18) (a leading national firm specialized in logistics)  
*Content:* Quantitative research examining employees' perceptions of the company  
*Output:* Tech report summarizing the perceptions of employees in different clusters
- Attitudes toward Occupational Health and Safety Practices: In-Depth Analysis at Two Factories  
*Role:* Project lead  
*Client:* Sisecam, Turkey (March'15 – June'15) (a global firm manufacturing glass products)  
*Content:* Qualitative and quantitative research examining employees' perceptions and attitudes  
*Output:* Tech report summarizing the problems and suggested solutions
- HR Practices for Blue Collar Employees  
*Role:* Project lead  
*Client:* Turkish Employers' Association of Metal Industries, Turkey (July'14 – May'15)  
*Content:* Qualitative and quantitative research examining the challenges and suggested practices  
*Output:* Workshops delivered to HR employees
- Training Program Analysis  
*Role:* Project team member  
*Client:* Equity Risk Partners, Chicago, IL, USA (March'11 – June'11) (a global equity firm)  
*Content:* Cross-cultural analysis of a training program prepared for brokers worldwide  
*Output:* Tech report summarizing the strengths and weaknesses of the training program along with the suggestions for improvement

- Job Satisfaction Questionnaire Development  
*Role: Project team member*  
*Client: National Runaway Switchboard, Chicago, IL, USA (March'10 – June'10) (an NGO)*  
*Content: Development of a job satisfaction questionnaire*  
*Output: The questionnaire and the report of job satisfaction levels of employees*

### PROFESSIONAL TRAININGS DELIVERED

- Managing Oneself (Apr'18)  
*Workshop for trainees of the entrepreneurship program organized by Hamdi Ulukaya Foundation*
- Employer Branding and Leadership for Entrepreneurs (Jan'18)  
*Workshop for trainees of the entrepreneurship program organized by Hamdi Ulukaya Foundation*
- Psychological Processes in Legal Moderation (May' 17)  
*Intensive training as a component of the official certification program at MEF University*
- Industrial Psychology for HR Employees (May'14 – June'14)  
*One of the modules of a professional certification program for HR employees developed by Turkish Employers' Association of Metal Industries and People Management Association of Turkey*

### WORK EXPERIENCE

- Sep'14 – Oct'15      **Leading Employee Assistance Program (LEAP), Turkey**  
 Industrial/Organizational Psychologist (Part-Time)
- Preparation of utility reports based on client data
  - Organizational analyses relevant to services provided
  - Development of specific training programs and training of the trainers
- Sep'07 – May'08      **Accenture Consulting, Turkey**  
 Human Resources Assistant
- Planning and organization of the recruitment and selection processes
  - Follow-up of and support for all HR processes

### OTHER

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#### SERVICE

- Co-chair of the Organisational Psychology track of British Academy of Management (Jan'19 – Jan'21)
- Acting department chair at MEF University Psychology Department (July'17 – Jan'18)
- Internship advisor at MEF University Psychology Department (Sep'16 – June'18)

#### MENTORSHIP & ADVISING

- Founder of a group consisting of early career academics in Turkey specialized in industrial/organizational psychology- “Group for Study of Psychology at Work” (Sep'16 – Present)
- Mentoring Lisa Hofmann as a part of “Doctoral-Undergraduate Opportunities Program” at DePaul University (May'10 – June'12)
- Advising undergraduate research assistants at Dr. Annette Towler’s Lab at DePaul University (Sep'09 – May'11)

#### REVIEWER POSITIONS

- Journal of Social and Political Psychology (*Ad hoc reviewer*)
- Journal of Global Mobility (*Ad hoc reviewer*)
- Journal of Occupational and Organisational Psychology (*Ad hoc reviewer*)
- European Management Review (*Ad hoc reviewer*)
- International Journal of Human Resource Management (*Ad hoc reviewer*)
- Personality and Social Psychology Bulletin (*Ad hoc reviewer*)
- Sage Open (*Ad hoc reviewer*)

- Europe's Journal of Psychology (*Sep'09 – Sep'16*)
- Journal of European Psychology Students (*Sep'08 – Sep'16*)

#### SCHOLARSHIPS

- DePaul University: Full Tuition Waiver & Stipend
- Koc University: Full Tuition Waiver & Stipend

#### FUNDS

- UWE Bristol – Psychological Sciences Research Group: Research and External Income Support Scheme (2023)
- UWE Bristol – Psychological Sciences Research Group: Internship Scheme (2020)
- DePaul University: Graduate Research Funding (2011; 2012; 2013; 2016)
- DePaul University: Doctoral-Undergraduate Opportunities for Scholarship (2010)
- Fulbright Commission: Opportunity Initiative Grant for Ph.D. Program Applications (2008)
- Koc University: Travel Fund for EAWOP Congress in Stockholm, Sweden (2007)

#### MEMBERSHIP

- British Psychological Society
- European Association of Work and Organizational Psychology
- International Coaching Federation