

## FADEL KHALIL MATTA

OB/HRM Doctoral Candidate | Broad College of Business | Michigan State University  
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### EDUCATION

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**Michigan State University** – Broad College of Business, East Lansing, Michigan  
Ph.D., Organizational Behavior and Human Resource Management (expected May 2016)

Dissertation Title: *The Gift and the Curse of LMX Social Comparisons: When they help and when they hurt, “literally”*

Advisory Committee: Dr. Brent A. Scott (Chair)  
Dr. Donald E. Conlon  
Dr. John R. Hollenbeck  
Dr. Russell E. Johnson  
Dr. Linn Van Dyne

**University of Notre Dame** – Mendoza College of Business, Notre Dame, Indiana  
Master of Business Administration (2011)

**Loyola University Chicago** – Quinlan School of Business, Chicago, Illinois  
Bachelor of Business Administration (2006)

### REFEREED PUBLICATIONS

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**Matta, F. K.**, Scott, B. A., Koopman, J., & Conlon, D. E. (in press). Does seeing “eye to eye” affect work engagement and OCB? A role theory perspective on LMX agreement. *Academy of Management Journal*.

**Matta, F. K.**, Erol-Korkmaz, T. H., Johnson, R. E., & Bıçaksız, P. (2014). Significant work events and counterproductive work behavior: The role of fairness, emotions, and emotion regulation. *Journal of Organizational Behavior*, 35, 920-944.

### BOOK CHAPTERS

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Scott, B. A., **Matta, F. K.**, Koopman, J. (in progress). Within-person approaches to the study of organizational citizenship behaviors: Antecedents, consequences, and boundary conditions. In P. M. Podsakoff, S. B. MacKenzie, & N. P. Podsakoff (Eds.), *The Oxford Handbook of Organizational Citizenship Behavior*. New York: Oxford University Press.

**Matta, F. K.**, & Van Dyne, L. (in press). Leader–member exchange and performance: Where we are and where we go from here. In T. Bauer & B. Erdogan (Eds.), *The Oxford Handbook of Leader-Member Exchange*. New York: Oxford University Press.

### REVISE AND RESUBMITTED MANUSCRIPTS

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Koopman, J., Scott, B. A., **Matta, F. K.**, & Conlon, D. E. (revise-and-resubmit, 2<sup>nd</sup> round). Justice as a dependent variable: A social capital perspective. *Organizational Behavior*

*and Human Decision Processes.*

- Matta, F. K.**, Scott, B. A., Colquitt, J. A., Koopman, J., & Passantino, L. (revise-and-resubmit, 1<sup>st</sup> round). Does variability in fairness matter beyond the mean? An uncertainty management approach to justice variability. *Academy of Management Journal*.
- Scott, B. A., **Matta, F. K.**, Hollenbeck, J. R., & Johnson, R. E. (revise-and-resubmit, 1<sup>st</sup> round). Leader emotional displays and follower regulatory states: A theory of leader strategic emotional displays. *Academy of Management Review*.
- Tepper, B. J., Dimotakis, N., Lambert, L. S., Goo, W., Koopman, J., & **Matta, F. K.** (revise-and-resubmit, 1<sup>st</sup> round). Transformational leadership as a dynamic phenomenon: Introducing within-person and person-environment fit perspectives to transformational leadership theory. *Academy of Management Journal*.
- Wilson, K. S., DeRue, D. S., **Matta, F. K.**, Howe, M., Conlon, D. E. (revise-and-resubmit, 1<sup>st</sup> round). Dyadic agreeableness and its effects on negotiations. *Journal of Applied Psychology*.
- Mannor, M. J., **Matta, F. K.**, Block, E., Steinbach, A., & Davis, J. H. (revise-and-resubmit, 1<sup>st</sup> round). The liability of breadth? Situating the conflicting influences of experiential breadth into context for founding TMTs. *Organization Science*.

## MANUSCRIPTS IN PROGRESS

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- Matta, F. K.** & Van Dyne, L. (in progress). When LMX differentiation helps and when it hurts: A social comparison theory and social comparison emotions perspective. Writing phase, target: *Academy of Management Review*.
- Koopman, J., **Matta, F. K.**, Scott, B. A., & Conlon, D. E. (in progress). Don't forget the target while focusing on the actor. Writing phase, target: *Journal of Applied Psychology*.
- Van Dijk, D., Kark, R., **Matta, F. K.**, Johnson, R. E. (in progress). The effects of leadership behavior on collective regulatory states and creativity. Writing phase, target: *Journal of Applied Psychology*.
- Lanaj, K., Kim, P. H., Koopman, J., & **Matta, F. K.** The effects of being mistrusted on behaviors at work and at home. Writing phase, target: *Journal of Applied Psychology*.
- Rofcanin, Y., **Matta, F. K.**, & Bakker, A. B. (in progress). Weekly I-deals, coworker support and work performance: The role of emotional intelligence. Writing phase, target: *Journal of Applied Psychology*.

## CURRENT RESEARCH PROJECTS

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- Matta, F. K.**, Hollenbeck, J. R., Lanaj, K., Lee, S. M., & Oh, J., The role of composition on the trajectory of multi-team system performance over time. (Data analysis).
- Matta, F. K.**, Slesman, D. J., Hollenbeck, J. R., Conlon, D. E., Oh, J., & Lin, S. The role of power, leadership structure, and motivation on negotiations and multi-team systems. (Data analysis).

- Johnson, R. E., Koopman, J., Lin, S., **Matta, F. K.**, & Connors, A. The effects justice social comparisons on workplace attitudes and behaviors. (Data analysis).
- Koopman, J., Connors, A., Johnson, R. E., Lin, S., & **Matta, F. K.** The effects justice needs on workplace attitudes and behaviors. (Data analysis).
- Matta, F. K.**, Scott, B. A., Lin, S., & Koopman, J. Does the perceived motive for just treatment matter for employees? (Data analysis).
- Lin, S., Scott, B. A., & **Matta, F. K.** Leader-member turnover contagion in workgroups. (Data collection).
- Connors, A. Scott, B. A., Johnson, R. E., & **Matta, F. K.**, The effects of empathy on regulatory foci and discretionary behaviors. (Data collection).

## CONFERENCE PRESENTATIONS

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- Tepper, B. J., Dimotakis, N., Lambert, L. S., Goo, W., Koopman, J., & **Matta, F. K.** (2015). Examining follower responses to transformational leadership from a dynamic person-environment fit perspective. In N. Wellman, B. D. Crane, & R. W. Quinn (Chairs), *Leading Today But Not Tomorrow: Exploring Within-Person Fluctuations In Leadership Behavior*. Symposium presented at the Academy of Management Annual Conference. Vancouver.
- Lee, S. M., Farh, C. I. C., **Matta, F. K.** (2015). Building heart: Leader contributions to the dynamics of team affective identification. In C. Zhang, D. S. DeRue, & S. J. Ashford (Chairs), *Time in the Spotlight: Exploring Multiple Approaches to the Role of Time in Organizational Behavior*. Symposium presented at the Academy of Management Annual Conference. Vancouver.
- Matta, F. K.**, Scott, B. A., Koopman, J., & Lin, S. (2015). Does the perceived motive for just treatment matter for employees? In J. A. Colquitt & K. P. Zipay (Chairs), *New Directions in Justice: Forming and Reacting to Overall Fairness*. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology. Philadelphia, PA.
- Matta, F. K.**, Scott, B. A., Koopman, J., Colquitt, J. A. (2014). Does variability in fairness matter beyond the mean? An uncertainty management approach to justice variability. In D. B. Whiteside & L. J. Barclay (Chairs), *New Insights into the Antecedents, Boundary Conditions, and Processes Underlying the Enactment of Justice*. Symposium presented at the Academy of Management Annual Conference. Philadelphia, PA.
- Koopman, J., **Matta, F. K.**, Scott, B. A., & Conlon, D. E. (2014). Don't forget the target while focusing on the actor. In J. A. Colquitt & R. Bobocel (Chairs), *Expanding the Boundaries of the Justice Literature*. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology. Honolulu, HI.
- Matta, F. K.**, Koopman, J., Scott, B. A., & Conlon, D. E. (2014). Self-verification and LMX congruence: Does seeing eye-to-eye affect motivation? Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Honolulu, HI.
- Matta, F. K.**, Howe, M., Wilson, K. S., DeRue, D. S., & Conlon, D. E. (2013). Dyadic agreeableness and its effects on conflict climates in negotiations. Paper presented at the

International Association for Conflict Management Annual Conference. Tacoma, WA.

Koopman, J., **Matta, F. K.**, Scott, B. A., & Conlon, D. E. (2013). A proactive model of justice: Just a favor away. In J. Koopman & B. A. Scott (Chairs), *Changing the Conversation in the Justice Literature*. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology. Houston, TX.

Mannor, M. J., **Matta, F. K.**, Block, E., Steinbach, A., & Davis, J. H. (2012). The liability of breadth? Biased evaluations of experience breadth in threatening vs. opportunistic environments for new ventures. Paper presented at the Academy of Management Annual Conference. Boston, MA. (**Included in Conference Best Paper Proceedings**)

## RESEARCH INTERESTS

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Leader-Member Exchange  
Organizational Justice  
Social Comparison  
Mood and Emotion

## TEACHING

## INSTRUCTOR RATING

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*Organizational Behavior*  
Management 325 (Summer 2014) – 21 students

4.31/5.00

## SERVICE

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Management Department Subject Pool Coordinator (2012-2014)  
Led "Working Well with Faculty" session for 1<sup>st</sup> year Ph.D. students (2013-2014)

## PROFESSIONAL ACTIVITIES AND AFFILIATIONS

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Ad-hoc Reviewer

*Academy of Management Journal* (2014-present)

*Human Relations* (2014-present)

*Organizational Behavior and Human Decision Processes* (2013-present)

Grant Reviewer

*Research Grants Council (RGC) of Hong Kong* (2014-present)

Conference Reviewer

*Academy of Management Annual Meeting, OB Division* (2012-present)

*International Association of Conflict Management Annual Conference* (2013)

Affiliations

*Academy of Management*

*Society for Industrial & Organizational Psychology*

*Beta Gamma Sigma (Honors Society)*

*Phi Kappa Phi (Honors Society)*

## **AWARDS**

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Outstanding Reviewer Award, Academy of Management Annual Meeting, OB Division (2014)  
Dean's Award, Mendoza College of Business, University of Notre Dame (2011)

## **MEDIA MENTIONS**

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Business News Daily – November 28, 2014  
Daily Mail – November 23, 2014  
Economic Times – November 23, 2014  
Examiner – November 23, 2014  
Forbes – November 29, 2014  
Futurity – November 24, 2014  
Hans India – January 11, 2015  
Human Resources Online – November 25, 2014  
Lifehacker – December 16, 2014  
Medical Daily – November 22, 2014  
Michigan Radio – November 24, 2014  
MSN Lifestyle – November 23, 2014  
MSU Today – November 21, 2014  
Newsroom America – November 24, 2014  
New York Magazine – November 24, 2014  
People Management – January 2, 2015  
Psych Central – November 22, 2014  
Radio New Zealand – November 24, 2014  
Science Daily – November 21, 2014  
Shiny Shiny – November 24, 2014  
Silicon India – November 23, 2014  
The News Reports – November 24, 2014  
The Times of India – November 25, 2014  
U.S. News & World Report – November 28, 2014  
Yahoo News – November 23, 2014

## **WORK EXPERIENCE**

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**Sintokogio, Ltd** – *Consulting Intern*, Nagoya, Japan (2010)  
**Chicago Fire Soccer** – *Account Executive*, Bridgeview, IL (2007-2009)