

## 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*.

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*.

Scott, B. A., **Matta, F. K.**, Hollenbeck, J. R., & Johnson, R. E. (in progress). When feeling right is wrong: The role of leaders in strategically aligning followers' experienced and required emotions. 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*.

Porck, J. P., **Matta, F. K.**, Hollenbeck, J. R., Oh, J., Lee, S. M., & Lanaj, K. (in progress). Social identification and multiteam systems: A multilevel longitudinal investigation of alternative identities. Writing phase, target: *Academy of Management Journal*.

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.** (in progress). 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.**, Sleesman, 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

*Human Resource Management*

TBD

Management 315 (Summer 2015) – 26 students

*Organizational Behavior*

4.31/5.00

Management 325 (Summer 2014) – 21 students

## 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 AND GRANTS**

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Robert P. Poland Dissertation Grant (\$4,000), Michigan State University (2015)

Outstanding Reviewer Award, Academy of Management Annual Meeting, OB Division (2014)

Dean's Award, Mendoza College of Business, University of Notre Dame (2011)

Notre Dame MBA Fellowship (\$50,000), University of Notre Dame (2009-2011)

**MEDIA MENTIONS**

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Business News Daily – 11/28/14

Community Table – 12/2/14

Daily Mail – 11/23/14

Economic Times – 11/23/14

Examiner – 11/23/14

Forbes – 11/29/14

Futurity – 11/24/14

Hans India – 1/11/15

Human Resources Online – 11/25/14

Lifehacker – 12/16/14

Medical Daily – 11/22/14

Men's Health – 12/2/14

Michigan Radio – 11/24/14

MSN Lifestyle – 11/23/14

MSU Today – 11/21/14

Newsroom America – 11/24/14

New York Magazine – 11/24/14

People Management – 1/2/15

Psych Central – 11/22/14

Radio New Zealand – 11/24/14

Science Blog – 11/21/14

Science Daily – 11/21/14

Shiny Shiny – 11/24/14

Silicon India – 11/23/14

The British Psychological Society – 12/9/14

The News Reports – 11/24/14

The Times of India – 11/25/14

U.S. News & World Report – 11/28/14

Yahoo News – 11/23/14

## **WORK EXPERIENCE**

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**Sintokogio, Ltd** – *Consulting Intern*, Nagoya, Japan (2010)

**Chicago Fire Soccer** – *Account Executive*, Bridgeview, IL (2007-2009)