

BRENT A. SCOTT

Office

Department of Management
The Eli Broad College of Business
Michigan State University
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EDUCATION

Ph.D. University of Florida, 2007
Organizational Behavior

Dissertation: Employee Popularity: Its Nature, Measurement, and Organizational Relevance

Dissertation Committee: Jason A. Colquitt (Co-Chair), Timothy A. Judge (Co-Chair), Jeffrey A. LePine, and James Algina

B.A. Miami University (Ohio), 2000
Psychology

RESEARCH INTERESTS

Mood and Emotion
Organizational Justice
Well-Being

ACADEMIC EMPLOYMENT

2019 - present Frederick S. Addy Distinguished Professor of Management
Michigan State University, Department of Management

2016 - present Professor of Management
Michigan State University, Department of Management

2011 - present Associate Professor of Management
Michigan State University, Department of Management

2007 – 2011 Assistant Professor of Management
Michigan State University, Department of Management

JOURNAL ARTICLES

(* denotes current or former MSU student)

41. *Matta, F. K., Sabey, T. B., Scott, B. A., Koopman, J., & Lin, S.-H. in press. Not All Fairness Is Created Equal: A Study of Employee Attributions of Supervisor Justice Motives. *Journal of Applied Psychology*.
40. *Matta, F. K., Scott, B. A., Guo, A., & Matusik, J. in press. Exchanging one uncertainty for another: Justice variability negates the benefits of justice. *Journal of Applied Psychology*.
39. *Lin, S.-H., Scott, B. A., & *Matta, F. K. in press. The dark side of transformational leader behaviors for leaders themselves: A conservation of resources perspective. *Academy of Management Journal*.
38. Scott, B. A., *Awasty, N., Johnson, R. E., *Matta, F. K., & Hollenbeck, J. R. in press. Origins and destinations, distances and directions: Accounting for the journey in the emotion regulation process. *Academy of Management Review*.
37. Lennard, A. C., Scott, B. A., & Johnson, R. E. 2019. Turning frowns (and smiles) upside down: A multilevel examination of surface acting positive and negative emotions on well-being. *Journal of Applied Psychology*, 104: 1164-1180.
36. *Koopman, J., *Matta, F. K., Scott, B. A., Conlon, D. E., & Dennerlein, T. 2019. Ethical Leadership as a Substitute for Justice Enactment: An Information-Processing Perspective. *Journal of Applied Psychology*, 104: 1103-1116.
35. Gabriel, A. S., Podsakoff, N. P., Beal, D. J., Scott, B. A., Sonnentag, S., Trougakos, J. P., & Butts, M. M. 2019. Experience sampling methods: A discussion of critical trends and considerations for scholarly advancement. *Organizational Research Methods*, 22: 969-1006.
34. Hong, M., *Barnes, C. M., & Scott, B. A. 2017. Collateral Damage from the Show: Emotional Labor and Unethical Behavior. *Business Ethics Quarterly*, 27: 513-540.
33. Johnson, R. E., *King, D. D., *Lin, S.-H., Scott, B. A., Jackson Walker, E. M., & Wang, M. 2017. Regulatory focus trickle-down: How leader regulatory focus shapes follower regulatory focus and behavior. *Organizational Behavior and Human Decision Processes*, 140: 29-45.
32. *Matta, F. K., Scott, B. A., Colquitt, J. A., *Koopman, J., & *Passantino, L. 2017. Is consistently fair better than sporadically fair? An investigation of justice variability and stress. *Academy of Management Journal*, 60: 743-770.

31. George, G., Osinga, E. C., Lavie, D., & Scott, B. A. 2016. Big data and data science methods for management research. *Academy of Management Journal*, 59: 1493-1507.
30. *Koopman, J., *Lanaj, K., & Scott, B. A. 2016. Integrating the bright and dark sides of OCB: A daily investigation of the benefits and costs of helping others. *Academy of Management Journal*, 59: 414-435.
29. *Koopman, J., *Matta, F. K., Scott, B. A., & Conlon, D. E. 2015. Ingratiation and popularity as antecedents of justice: A social exchange and social capital perspective. *Organizational Behavior and Human Decision Processes*, 131: 132-148.
28. *Matta, F. K., Scott, B. A., Conlon, D. E., & *Koopman, J. 2015. Does seeing “eye to eye” affect work engagement and OCB? A role theory perspective on LMX agreement. *Academy of Management Journal*, 58: 1686-1708.
27. Scott, B. A., *Garza, A., Conlon, D. E., & *Kim, Y. J. 2014. Why do managers act fairly in the first place? A daily investigation of “hot” and “cold” motives and discretion. *Academy of Management Journal*, 57: 1571-1591.
26. *Wagner, D. T., *Barnes, C. M., & Scott, B. A. 2014. Driving it home: How workplace emotional labor harms employee home life. *Personnel Psychology*, 67; 487-516.
25. DePater, I., Judge, T. A., & Scott, B. A. 2014. Age, gender, and compensation: A study of Hollywood movie stars. *Journal of Management Inquiry*, 1-14.
24. Scott, B. A. 2013. A conceptual framework for the study of popularity in the workplace. *Organizational Psychology Review*, 3: 160-185.
23. Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. 2013. Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, 98: 199-236.
22. Scott, B. A., & Judge, T. A. 2013. Beauty, personality and affect as antecedents of counterproductive work behavior receipt. *Human Performance*, 26: 93-113.
21. *Barnes, C. M., Ghumman, S., & Scott, B. A. 2013. Sleep and organizational citizenship behavior: The mediating role of job satisfaction. *Journal of Occupational Health Psychology*, 18: 16-26.
20. Scott, B., *Barnes, C. M., & *Wagner, D. T. 2012. Chameleonic or consistent? A multilevel investigation of emotional labor variability and self-monitoring. *Academy of Management Journal*, 55: 905-926.

19. *Lyons, B. J., & Scott, B. A. 2012. Integrating social exchange and affective explanations for the receipt of help and harm: A social network approach. *Organizational Behavior and Human Decision Processes*, 117: 66-79.
18. Johnson, R. E., & Scott, B. A. 2012. Learning agility requires proper action identification. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5: 309-312.
17. Ilies, R., *Keeney, J., & Scott, B. A. 2011. Work-family interpersonal capitalization: Sharing positive work events at home. *Organizational Behavior and Human Decision Processes*, 114: 115-126.
16. *Dimotakis, N., Scott, B. A., & *Koopman, J. 2011. An experience sampling investigation of workplace interpersonal interactions, affective states, and employee well-being. *Journal of Organizational Behavior*, 32: 572-588.
15. Scott, B. A., & *Barnes, C. M. 2011. A multilevel field investigation of emotional labor, affect, work withdrawal, and gender. *Academy of Management Journal*, 54: 116-136.
14. Scott, B. A., Colquitt, J. A., Paddock, E. L., & Judge, T. A. 2010. A daily investigation of the role of manager empathy on employee well-being. *Organizational Behavior and Human Decision Processes*, 113: 127-140.
13. Scott, B. A., Colquitt, J. A., & Paddock, E. L. 2009. An actor-focused model of justice rule adherence and violation: The role of managerial motives and discretion. *Journal of Applied Psychology*, 94: 756-769.
12. Scott, B. A., & Judge, T. A. 2009. The popularity contest at work: Who wins, why, and what do they receive? *Journal of Applied Psychology*, 94: 20-33.
11. Kammeyer-Mueller, J. D., Judge, T. A., & Scott, B. A. 2009. The role of core self-evaluations in the coping process. *Journal of Applied Psychology*, 94: 177-195.
10. Zapata-Phelan, C. P., Colquitt, J. A., Scott, B. A., & Livingston, B. 2009. Procedural justice, interactional justice, and task performance: The mediating role of intrinsic motivation. *Organizational Behavior and Human Decision Processes*, 108: 93-105.
9. Scott, B. A., Colquitt, J. A., & Zapata-Phelan, C. P. 2007. Justice as a dependent variable: Subordinate charisma as a predictor of interpersonal and informational justice perceptions. *Journal of Applied Psychology*, 92: 1597-1609.
8. Colquitt, J. A., Scott, B. A., & LePine, J. A. 2007. Trust, trustworthiness, and trust propensity: A meta-analytic examination of their unique relationships with risk-taking and job performance. *Journal of Applied Psychology*, 92: 909-927.

7. Judge, T. A., Jackson, C. L., Shaw, J. C., Scott, B. A., & Rich, B. L. 2007. Self-efficacy and work-related performance: The integral role of individual differences. *Journal of Applied Psychology*, 92: 107-127.
6. Scott, B. A., & Colquitt, J. A. 2007. Are organizational justice effects bounded by individual differences? An examination of equity sensitivity, exchange ideology, and the Big Five. *Group and Organization Management*, 32: 290-325.
5. Ilies, R., Scott, B. A., & Judge, T. A. 2006. The interactive effects of personal traits and experienced states on intraindividual patterns of citizenship behavior. *Academy of Management Journal*, 49: 561-575.
4. Judge, T. A., Scott, B. A., & Ilies, R. 2006. Hostility, job attitudes, and workplace deviance: Test of a multilevel model. *Journal of Applied Psychology*, 91: 126-138.
3. Colquitt, J. A., Scott, B. A., Judge, T. A., & Shaw, J. C. 2006. Justice and personality: Using integrative theories to derive moderators of justice effects. *Organizational Behavior and Human Decision Processes*, 100: 110-127.
2. Judge, T. A., Ilies, R., & Scott, B. A. 2006. Work-family conflict and emotions: Effects at work and at home. *Personnel Psychology*, 59: 779-814.
1. Scott, B. A., & Judge, T. A. 2006. Insomnia, emotions, and job satisfaction: A multilevel study. *Journal of Management*, 32: 622-645.

BOOK CHAPTERS

- Scott, B. A., & Dana-Le, J. A. in press. Feeling the heat: The importance of affect to organizational justice for receivers, actors, and observers. *The Cambridge Handbook of Workplace Affect*.
- Scott, B. A., Matta, F. K., & Koopman, J. 2018. Within-person approaches to the study of organizational citizenship behavior: Antecedents, consequences, and boundary conditions. *Oxford Handbook of Organizational Citizenship Behavior*. Oxford: Blackwell.
- Colquitt, J. A., Greenberg, J., & Scott, B. A. 2005. Organizational justice: Where do we stand? In J. Greenberg & J. A. Colquitt (Eds.), *The handbook of organizational justice*: 589-619. Mahwah, NJ: Erlbaum.
- Judge, T. A., & Scott, B. A. 2005. Five-factor model of personality. In N. Nicholson, P. Audia, & M. Pillutla (Eds.), *Encyclopedic dictionary of organizational behavior*. Oxford: Blackwell.

AWARDS

John D. and Dortha J. Withrow Endowed Teacher-Scholar Award, *Eli Broad College of Business, Michigan State University*, 2018.

Cummings Scholarly Achievement Award, *Organizational Behavior Division of the Academy of Management*, 2015.

Distinguished Early Career Contributions Award (Science), *Society for Industrial & Organizational Psychology*, 2014.

John D. and Dortha J. Withrow Endowed Emerging Scholar Award, *Eli Broad College of Business, Michigan State University*, 2011.

Editorial Board Outstanding Reviewer Award, *Academy of Management Journal*, 2011.

GRANTS RECEIVED

Hollenbeck, J. R., & Scott, B. A. (2016-2018). *National Science Foundation* grant, to conduct research on inter- and –intra boundary spanning in large collaborative science and the impact of informal bridging ties on knowledge transfer and performance (\$200,000).

Hollenbeck, J. R., Ilgen, D. R., & Scott, B. A. (2010-2011). *U.S. Air Force, Air Education and Training Center* grant, to conduct research on leadership development at the Senior Non-Commissioned Officer Academy (\$460,000).

Scott, B. A. (2008-2011). *Michigan State University*, New Faculty Research Grant, to conduct research on organizational justice. (\$40,000).

CONFERENCE PRESENTATIONS

Bartels, A., Connors, A. L., Scott, B. A., & Peterson, S. J. 2016. Emotional regulation and recovery: Exploring the impact of the home life. In A. Connors & A. Bartels (Chairs), *The dynamism of employee affect: Spillover effects of emotional regulation and affective events*. Symposium presented at the annual meeting of the Academy of Management. Anaheim, CA.

Koopman, J., Matta, F. K., Scott, B. A., & Conlon, D. E. 2016. Categorization theory and substitutes for justice enactment: The role of ethical leadership. In B. A. Barros-Rivera & J. Koopman (Chairs), *Catching the fifth wave: The next stage of organizational justice research*. Symposium presented at the annual meeting of the Academy of Management. Anaheim, CA.

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 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 fair behavior*. Symposium presented at the annual meeting of the Academy of Management. 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. Colquitt & R. Bobcel (Chairs), *Expanding the boundaries of the justice literature*. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology. Honolulu, HI.
- Barnes, C. M., Hong, M., & Scott, B. A. 2014. Collateral damage from the show: Emotional labor and unethical behavior. In S. Courtright and C. E. Thiel (Chairs), *New directions in behavioral ethics research: Theoretical and methodological advances*. 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.
- Koopman, J., & Scott, B. A. 2013. Doing good, feeling bad: A daily study on the effects of helping on emotional exhaustion. In M. Almeda (Chair), *New developments in within-person research*. Symposium presented at the annual meeting of the Academy of Management. Orlando, FL.
- Scott, B. A., Garza, A. S., Conlon, D. E., & Kim, Y. J. 2013. Why do managers act fairly? A daily investigation of motives. In J. Koopman and 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.
- Koopman, J., Matta, F., Scott, B. A., & Conlon, D. E. 2013. A proactive model of justice: Just a favor away. In J. Koopman and 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.
- Barnes, C. M., Wagner, D. T., & Scott, B. A. 2012. Taking home the show: Effects of emotional labor on strain-based outcomes. In L. Erskine (Chair), *Resource depletion and spillover effects in work-nonwork interfaces*. Symposium presented at the annual meeting of the Academy of Management. Boston, MA.
- Sleesman, D. J., Hollenbeck, J. R., Scott, B. A., Davidson, R. D., & Ilgen, D. R. 2012. Leader fit in multiteam systems: An information processing perspective. In D. R. Carter & L. A. DeChurch (Chairs), *The power of collaboration: Investigation of multiteam systems*. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology. San Diego, CA.

- Scott, B. A., Barnes, C. M., & Wagner, D. M. 2011. *A multilevel investigation of self-monitoring and variability in emotional labor*. Paper presented at the annual meeting of the Academy of Management. San Antonio, TX.
- Judge, T. A., Colquitt, J. A., Scott, B. A., & Long, D. M. 2011. Dissertation quality and academic career success. In N. P. Podsakoff & P. M. Podsakoff (Chairs), *Scholarly impact and career success in organizational behavior*. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology. Chicago, IL.
- Paddock, E. L., & Scott, B. A. 2010. Understanding the impetus for leaders' just actions: The role of personality. In E. P. Karam & J. D. Nahrgang (Chairs), *Dare to be fair: How leaders influence fairness and justice in the workplace*. Symposium conducted at the annual meeting of the Academy of Management. Montreal, CA.
- Lyons, B. J., & Scott, B. A. 2010. Interpersonal outcomes of citizenship behavior: A social network approach. In D. T. Wagner & L. V. Dyne (Chairs), *What's in it for me? Individuals, social, and performance outcomes of helping*. Symposium conducted at the annual meeting of the Academy of Management. Montreal, CA.
- Dimotakis, N., Koopman, J., & Scott, B. A. 2010. *An experience sampling investigation of workplace interactions, affect, and well-being*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology. Atlanta, GA.
- Scott, B. A., & Barnes, C. M. 2010. *A multilevel investigation of emotional labor, affect, withdrawal, and gender*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology. Atlanta, GA.
- Scott, B. A., & Judge, T. A. 2009. Identifying targets of counterproductive behavior: the role of personality and physical appearance. In C. D. Nye (Chair), *Victims in the workplace*. Symposium conducted at the annual meeting of the Academy of Management. Chicago, IL.
- Scott, B. A., Colquitt, J. A., Paddock, E. L., & Judge, T. A. 2009. The role of manager empathy on employees' daily well-being. In B. A. Scott (Chair), *Personality and within-individual relationships: New research findings and directions*. Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.
- Scott, B. A., & Judge, T. A. 2008. The popularity contest at work: Who wins, why, and what do they receive? In R. Zolin (Chair), *Relationships in organizations*. Symposium conducted at the annual meeting of the Academy of Management. Anaheim, CA.
- Colquitt, J. A., Zapata-Phelan, C. P., Scott, B. A., & Livingston, B. A. 2006. The effects of procedural and interactional justice on self-set goals and intrinsic motivation. In J. A. Colquitt & J. Greenberg (Chairs), *Organizational justice threads in mainstream*

- management fabric*. Symposium conducted at the annual meeting of the Academy of Management. Atlanta, GA.
- Scott, B. A., Colquitt, J. A., & Zapata-Phelan, C. P. 2006. Subordinate characteristics and justice perceptions: For what reasons do managers act fairly? In J. A. Colquitt (Chair), ***Justice and individual differences: New research findings, directions, and questions***. Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology. Dallas, TX.
- Scott, B. A., & Judge, T. A. 2006. Tired and cranky? The effects of insomnia on employee emotions and job satisfaction. In R. Ilies & K. M. Schwind (Chairs), ***Processes linking work and family domains: Taking a dynamic approach***. Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology. Dallas, TX.
- Scott, B. A., Judge, T. A., & Ilies, R. 2006. ***Work-family conflict, emotions, and satisfaction: Effects at work and home***. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology. Dallas, TX.
- Judge, T. A., Kammeyer-Mueller, J., Miliffe, K., & Scott, B. A. 2005. The role of attributions in the self-concept. In M. Dasborough & N. M. Ashkanasy (Chairs), ***Attribution theory in management: A quarter century of research***. Symposium conducted at the annual meeting of the Academy of Management. Honolulu, HI.
- Scott, B. A., Judge, T. A., & Ilies, R. 2005. ***Hostility, job attitudes, and workplace deviance: Test of a multilevel model***. Paper presented at the annual meeting of the Society for Industrial & Organizational Psychology. Los Angeles, CA.
- Colquitt, J. A., Scott, B. A., & LePine, J. A. 2004. Cognitive and affective antecedents of trust: A meta-analytic test. In R. C. Mayer & B. A. Scott (Chairs), ***Do you trust me? Examining antecedents of trust in task contexts***. Symposium conducted at the annual meeting of the Academy of Management. New Orleans, LA.
- DePater, I. E., Judge, T. A., & Scott, B. A. 2004. Pay equality for Hollywood movie stars: Fact or fiction? In G. Baugh (Chair), ***Gender and diversity in the workplace***. Symposium conducted at the annual meeting of the Academy of Management. New Orleans, LA.
- Scott, B. A., Ilies, R., & Judge, T. A. 2004. The influence of personal traits and experienced states on satisfaction with job, marriage and life. In M. Gerhardt (Chair), ***Positive I-O psychology: A discussion of approaches and directions***. Symposium conducted at the annual meeting of the Society for Industrial & Organizational Psychology. Chicago, IL.
- Colquitt, J. A., Judge, T. A., Scott, B. A., & Shaw, J. C. 2004. Broad and narrow personality traits as moderators of justice effects. In T. A. Judge & J. A. Colquitt (Chairs), ***The how and why of fairness: Mediators/moderators of justice effects***. Symposium conducted at the annual meeting of the Society for Industrial & Organizational Psychology. Chicago, IL.

Judge, T. A., Jackson, C. L., Shaw, J. C., Scott, B. A., & Rich, B. L. 2004. Is the effect of self-efficacy on job/task performance an epiphenomenon? In R. F. Piccolo (Chair), *Reconsidering the outcomes of a positive self-concept*. Symposium conducted at the annual meeting of the Society for Industrial & Organizational Psychology. Chicago, IL.

Colquitt, J. A., & Scott, B. A. 2003. *Reactions to injustice: The moderating effects of justice sensitivity and Big Five variables*. Paper presented at the annual meeting of the Academy of Management. Seattle, WA.

DISSERTATION COMMITTEES

Seth Cockrell (Marketing)
Robert Davison (Management)
Alice Guo (Management) - *Chaired*
Mike Howe (Management)
Brad Jamieson (Management)
Elizabeth Karam (Management)
You Jin Kim (Management)
Joel Koopman (Management) – *Chaired*
Stephanie Kunst (Management)
Taylor Lauricella (Organizational Psychology)
Hun Whee Lee (Management)
Anna Lennard (Management)
Joanna Lin (Management)
Fadel Matta (Management) – *Chaired*
James Matusik (Management)
Jon Miles (Management)
Jo Oh (Management)
Liana Passantino (Management) - *Chaired*
Elizabeth Popski (Organizational Psychology)
Tara Rench (Organizational Psychology)
Dustin Slesman (Management)
Linda Wang (Management)
Ryan White (Marketing)
Andrew Yu (Management)

MASTER'S THESIS COMMITTEES

Taylor Lauricella (Organizational Psychology)
Sergio Marquez (Organizational Psychology)

COURSES TAUGHT

Michigan State University

Doctoral Education: Advanced Organizational Research Methods
Executive Education: Leadership, Teamwork, and Decision-Making

Undergraduate Education: Managing Human Resources and Organizational Behavior

University of Florida

Undergraduate Education: Human Resource Management; Organizations: Structure and Behavior

PROFESSIONAL ACTIVITIES

Associate Editor

Academy of Management Journal (2013-2016)

Editorial Board Member

Academy of Management Journal (2009-present)

Academy of Management Review (2017-present)

Administrative Science Quarterly (2017-present)

Journal of Applied Psychology (2011-2013, 2016-present)

Personnel Psychology (2011-2013, 2016-present)

Organizational Behavior and Human Decision Processes (2012-2013)

Journal of Organizational Behavior (2011-2013)

Ad-hoc Reviewer

Organization Science

Journal of Occupational and Organizational Psychology

Journal of Applied Social Psychology

Personality and Social Psychology Bulletin

Applied Psychology: An International Review

Human Relations

Journal of Marriage and Family

INVITED PRESENTATIONS

Arizona State University

Bowling Green State University

Brigham Young University

Georgia Tech University

Michigan State University (Psychology)

New Directions in Leadership Conference (Rotterdam)

Singapore Management University

University of Arizona

University of Notre Dame

University of Washington

PROFESSIONAL AFFILIATIONS

Academy of Management

Society for Industrial & Organizational Psychology