

FADEL KHALIL MATTA

C. Herman and Mary Virginia Terry Chair of Business Administration
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EDUCATION

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

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)

ACADEMIC EMPLOYMENT

University of Georgia – Terry College of Business, Athens, Georgia
C. Herman and Mary Virginia Terry Chair of Business Administration (2025 – present)
Professor (2024 – present), Department of Management
Terry Dean’s Advisory Council Distinguished Professor (2021 – 2025)
Institute for Leadership Advancement Research Scholar (2021 – 2023)
Associate Professor (2020 – 2024), Department of Management
Assistant Professor (2016 – 2020), Department of Management

REFEREED PUBLICATIONS

(† denotes current UGA student at time of submission; †† denotes former UGA student at time of submission)

Matta, F. K., †Bennion, C., ††Frank, E. L., & Eisenhard, C. M. (in press). Breadcrumbs to transformational acts: Enacting implicit leader prototypes to become psychologically empowered as a leader. *Journal of Applied Psychology*.

†Frank, E. L., **Matta, F. K.**, †Nakos, O., & Rodell, J. B. (in press). How the boss’s “right hand” becomes the group’s “go-to”: LMX as a heuristic cue for everyday asks. *Journal of Applied Psychology*.

†Grant, R., Shockley, K. M., **Matta, F. K.**, & Clark, M. A. (2026). What’s your 5 to 9? Antecedents and outcomes of profiles of daily recovery experience trajectories across the evening. *Journal of Applied Psychology*, 111, 861–881.

Matta, F. K. & ††Frank, E. L. (2025). It’s not a Cedar tree, therefore it’s not a tree: A comment on Yao & Ma (2023). *Journal of Applied Psychology*, 110, 297-307.

Matta, F. K., †Frank, E. L., & Muir (Zapata), C. P. (2024). “Seeing eye to eye” about our relationship is good for us and everyone else: An examination of LMX agreement and views of fair treatment. *Organization Science*, 35, 1489-1511.

Matta, F. K., †Frank, E. L., Farh, C. I. C., & Lee, S. M. (2024). Do intelligent leaders differentiate exchange relationships intelligently? A functional leadership approach to LMX differentiation. *Journal of Applied Psychology*, 109, 490-512.

- Baer, M. D., Sessions, H., Welsh, D., & **Matta, F. K.** (2022). Motivated to “roll the dice” on trust: The relationships between employees’ daily motives, risk propensity, and trust. *Journal of Applied Psychology, 107*, 1561-1578.
- Lennard, A. C., **Matta, F. K.**, Lin, S., Koopman, J., & Johnson, R. E. (2022). The dynamism of daily justice: A person-environment fit perspective on the situated value of justice. *Organization Science, 33*, 1523-1553.
- †Frank, E. L., **Matta, F. K.**, †Sabey, T., & Rodell, J. B. (2022). What does it cost you to get there? The effects of emotional journeys on daily outcomes. *Journal of Applied Psychology, 107*, 1203–1226.
- †Sabey, T., Rodell, J. B., & **Matta, F. K.** (2021). To and fro: The costs and benefits of power fluctuation throughout the day. *Journal of Applied Psychology, 106*, 1357–1373.
- †Hill, E., **Matta, F. K.**, & Mitchell, M. S. (2021). Seeing the glass as half full or empty: The role of affect-induced optimistic and pessimistic states on justice perceptions and performance. *Academy of Management Journal, 64*, 1265-1287.
- Wilson, K. S., Kleshinski, C. E., & **Matta, F. K.** (2021). You get me: Examining the implications of couples’ depersonalization agreement for employee recovery. *Personnel Psychology, 74*, 265-293.
- Baer, M. D., †Frank, E. L., **Matta, F. K.**, Luciano, M., Wellman, N. (2021). Under trusted, over trusted, or just right? The fairness of (in)congruence between trust wanted and trust received. *Academy of Management Journal, 64*, 180-206.
- Van Dijk, D., Kark, R., **Matta, F. K.**, & Johnson, R. E. (2021). Collective aspirations: Collective regulatory focus as a mediator between transformational and transactional leadership and team creativity. *Journal of Business and Psychology, 36*, 633-658.
- Koopman, J., Lin, S., Lennard, A. C., **Matta, F. K.**, & Johnson, R. E. (2020). My coworkers are treated more fairly than me! A self-regulatory perspective on justice social comparisons. *Academy of Management Journal, 63*, 857-880.
- Scott, B. A., Awasty, N., Johnson, R. E., **Matta, F. K.**, & Hollenbeck, J. R. (2020). Origins and destinations, distances and directions: Accounting for the journey in the emotion regulation process. *Academy of Management Review, 45*, 423-446.
- Matta, F. K.**, †Sabey, T., Scott, B. A., Lin, S., & Koopman, J. (2020). Not all fairness is created equal: A study of employee attributions of supervisor justice motives. *Journal of Applied Psychology, 105*, 274-293.
- Matta, F. K.** & Van Dyne, L. (2020). Understanding the disparate behavioral consequences of LMX differentiation: The role of social comparison emotions. *Academy of Management Review, 45*, 154–180.
- Matta, F. K.**, Scott, B. A., Guo, Z., & Matusik, J. G. (2020). Exchanging one uncertainty for another: Justice variability negates the benefits of justice. *Journal of Applied Psychology, 105*, 97–110.
- Matusik, J., Hollenbeck, J. R., **Matta, F. K.**, & Oh, J. (2019). Dynamic systems theory and dual change score models: Seeing teams through the lens of developmental psychology. *Academy of Management Journal, 62*, 1760–1788.

- Lin, S., Scott, B. A., & **Matta, F. K.** (2019). The dark side of transformational leader behaviors for leaders themselves: A conservation of resources perspective. *Academy of Management Journal*, 62, 1556–1582.
- Koopman, J., Scott, B. A., **Matta, F. K.**, 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.
- Porck, J. P., **Matta, F. K.**, Hollenbeck, J. R., Oh, J., Lanaj, K., Lee, S. M. (2019). Social identification in multiteam systems: The role of depletion and task complexity. *Academy of Management Journal*, 62, 1137–1162.
- Mannor, M. J., **Matta, F. K.**, Block, E., Steinbach, A., & Davis, J. H. (2019). The liability of breadth: Situating conflicting influences of experiential breadth into context for founding TMTs. *Journal of Management*, 45, 1540–1568.
- Lanaj, K., Kim, P. H., Koopman, J., & **Matta, F. K.** (2018). Daily mistrust: A resource perspective and its implications for work and home. *Personnel Psychology*, 71, 545–570.
- Tepper, B. J., Dimotakis, N., Lambert, L. S., Koopman, J., **Matta, F. K.**, Park, H. M., & Goo, W. (2018). Examining follower responses to transformational leadership from a dynamic, person-environment fit perspective. *Academy of Management Journal*, 61, 1343–1368.
- Baer, M. D., **Matta, F. K.**, Kim, J. K., Welsh, D. T., & Garud, N. (2018). It's not you, it's them: Social influences on trust propensity and trust dynamics. *Personnel Psychology*, 71, 423–455.
- Yu, A., **Matta, F. K.**, & Cornfield, B. (2018). Is LMX differentiation beneficial or detrimental for group effectiveness? A meta-analytic investigation and theoretical integration. *Academy of Management Journal*, 61, 1158–1188.
- Wilson, K. S., Baumann, H. M., **Matta, F. K.**, Ilies, R., & Kossek, E. (2018). Misery loves company: An investigation of couples' interrole conflict congruence. *Academy of Management Journal*, 61, 715–737.
- Matta, F. K.**, Scott, B. A., Colquitt, J. A., Koopman, J., & Passantino, L. (2017). Is consistently unfair better than sporadically fair? An investigation of justice variability and stress. *Academy of Management Journal*, 60, 743–770.
- Wilson, K. S., DeRue, D. S., **Matta, F. K.**, Howe, M., & Conlon, D. E. (2016). Personality similarity in negotiations: Testing the dyadic effects of similarity in interpersonal traits and the use of emotional displays on negotiation outcomes. *Journal of Applied Psychology*, 101, 1405–1421.
- 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.
- Matta, F. K.**, Scott, B. A., Koopman, J., & Conlon, D. E. (2015). Does seeing “eye to eye” affect work engagement and organizational citizenship behavior? A role theory perspective on LMX agreement. *Academy of Management Journal*, 58, 1686–1708.

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.

Google Scholar Citation Count = 4615

Web of Science Citation Count = 2388

Google Scholar H-Index = 28

Web of Science H-Index = 24

Google Scholar Profile: <https://scholar.google.com/citations?user=2PGJck4AAAAJ&hl=en>

Web of Science Profile: <https://www.webofscience.com/wos/author/record/74822221>

ORCID: <https://orcid.org/0000-0003-2056-0139>

EDITORIAL PUBLICATIONS

Toubiana, M., **Matta, F. K.,** Ladage, J. J., Köhler, T., Kryscynski, D., Cloutier, C., & Cole, B. M. (2026). Care-full reviewing at Academy of Management Journal: Celebrating our reviewers and putting care front and center in the review process. *Academy of Management Journal*, 69, 917–923.

BOOK CHAPTERS

(† denotes current UGA student at time of submission; †† denotes former UGA student at time of submission)

Matta, F. K., & †Frank, E. L. (2024). Fairness in leader-follower relationships. In O. Epitropaki & R. Martin (Eds.), *Contemporary perspectives on relationship-based leadership* (pp. 147-180). Information Age Publishing.

Scott, B. A., **Matta, F. K.,** & Koopman, J. (2018). 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* (pp. 417-434). Oxford University Press.

Matta, F. K., & Van Dyne, L. (2015). 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* (pp. 157-174). Oxford University Press.

REVISE AND RESUBMITTED MANUSCRIPTS

(† denotes current UGA student at time of submission; †† denotes former UGA student at time of submission)

†Bennion, C., **Matta, F. K.,** Wood, E. K., Owens, B. P., & Quinn, R. E. (revise-and-resubmit, 2nd round). [Virtues.] *Organizational Behavior and Human Decision Processes*.

††Frank, E. L. & **Matta, F. K.** (revise-and-resubmit, 3rd round). [Family status]. *Journal of Applied Psychology*.

MANUSCRIPTS UNDER REVIEW

(† denotes current UGA student at time of submission; †† denotes former UGA student at time of submission)

†Bennion, C., **Matta, F. K.,** & ††Frank, E. L. (under review). [Leader-follower credit.] *Organization Science*.

Basak, H., **Matta, F. K.**, Rodell, J. B., & Basak, S. (under review). [Discrimination.] *Academy of Management Journal*.

Basak, H. & **Matta, F. K.** (under review). [Social class.] *Journal of Applied Psychology*.

††Frank, E. L., ††Poulton, E. C., ††Shanklin, B. C., & **Matta, F.K.** (under review). [Disclosure.] *Organization Science*.

CURRENT RESEARCH PROJECTS

(† denotes current UGA student at time of submission; †† denotes former UGA student at time of submission)

Matta, F. K., †McBride, J. E., ††Grant, R., & ††Bennion, C. (in progress). [Leadership measurement.] Writing phase.

Matta, F. K., Andersen, I., Dimotakis, N., Seljeseth, I. (in progress). [Leader-follower relationships meta-study.] Writing phase.

Son, E. S., Badura, K. L., & **Matta, F. K.** (in progress). [Leader and follower roles.] Writing phase.

Matusik, J., †Bennion, C., **Matta, F. K.**, & Lin, S. (in progress). [Power fit.] Writing phase.

††Sharma, S., Fleri, A., Mitchell, M. S., ††Frank, E. L., & **Matta, F. K.** (in progress). [Envy.] Writing phase.

†McBride, J. E., **Matta, F. K.**, Rodell, J. B., Murphy, M. J. (in progress). [Leader activities outside work.] Data analysis phase.

Steele, L. M., †Attar, Y. **Matta, F. K.** (in progress). [Insubordination.] Data analysis phase.

†McBride, J. E., **Matta, F. K.**, Liu, Y. (in progress). [Leader emotion regulation.] Data collection phase.

Kleshinski, C., ††Frank, E. L., Wilson, K., & **Matta, F. K.** (in progress). [Justice motives.] Data collection phase.

CONFERENCE PRESENTATIONS

(† denotes current UGA student at time of submission; †† denotes former UGA student at time of submission)

Matta, F. K., †McBride, J. E., ††Grant, R., & †Bennion, C. (2026). Returning to its roots: A role theory-based measure of leader-member exchange. In R. Jepsen (Chair), No Need to Lead on Empty: The Social Exchanges that Fill a Leader's Tank Symposium presented at the Academy of Management Annual Conference. Philadelphia, PA.

Matta, F. K., Andersen, I., Dimotakis, N., Seljeseth, I. (2026). So you think you have a good—or bad—relationship with the boss? The influence of LMX levels on LMX agreement. In X. Liu & J. Hu (Chairs), Finding the Balance: How and When Employees Perceive Leader-member Exchange Differentiation as Contribution-based Symposium presented at the Academy of Management Annual Conference. Philadelphia, PA.

Matta, F. K., †McBride, J. E., ††Grant, R., & †Bennion, C. (2026). Returning to its roots: A role theory-based measure of leader-member exchange. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.

***Identified as a top-rated poster for the Leadership/Leader Development Content Area Theme Track.**

Miller, C. F. (Co-Chair), Hoffman, B. J. (Co-Chair), Dietz, J. (Panelist), Gottfredson, R. (Panelist), **Matta, F. K.** (Panelist), Nahrgang, J. (Panelist), & Zaccaro, S. (Panelist). (2026). Fear and loathing in leadership research. [Panel]. Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA.

***Selected by SIOP Program Committee from among top-rated proposals for inclusion in the Leadership/Leader Development Content Area Theme Track.**

Grant, R. (co-chair), Garcia, S. C. (co-chair), Calderwood, C. (Panelist), Eby, L. (Panelist), **Matta, F. K.** (Panelist), Rogelberg, S. G. (Panelist) & Rudolph, C. (Panelist) (2026). Righting the ship: Reorienting publishing toward solving important issues [Panel]. Society for Industrial and Organizational Psychology Annual Conference, New Orleans, LA.

†Basak, H. & **Matta, F. K.** (2025). Climbing out of the social class hole: How upward mobility relates to pride and job satisfaction. Paper presented at the Academy of Management Annual Conference. Copenhagen, Denmark.

***Included in Conference Best Paper Proceedings**

Gamache, D. L., †Diaz-Rivera, S., Mishina, Y., & **Matta, F. K.** (2025). Exploring multiple social evaluations on specific dimensions. In D. L. Gamache & S. Diaz-Rivera (Chairs), When Good is Good Enough: Threshold Effects of Within-Firm Multiple Reputation Symposium presented at the Academy of Management Annual Conference. Copenhagen, Denmark.

†Bennion, C., **Matta, F. K.**, ††Frank, E. L. (2025). Who to make your right-hand person: When relational capital licenses one or helps all. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Denver, CO.

Matta, F. K., †Bennion, C., ††Frank, E. L., Eisenhard, C. (2024). Microsteps to transformational leadership: Empowering via implicit leader prototypes. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Chicago, IL.

***SIOP Top 10 Poster Submission (Top 1% of Manuscript Submissions)**

Matta, F. K., †Bennion, C., ††Frank, E. L., Eisenhard, C. (2023). Fake it until you make it: Feeling and being seen as transformational is as easy as living out implicit leader prototypes. In C. Bennion & F. K. Matta (Chairs), New Takes on Established Leadership Theories: Bridging Academia and Practice in Leadership Research Symposium presented at the Academy of Management Annual Conference. Boston, MA.

††Frank, E. L. & **Matta, F. K.** (2023). Great expectations: Go-to heuristics, their cause, and their consequences. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Boston, MA.

Matta, F. K. & †Frank, E. L. (2022). COVID made your high LMX unfair. In S. Yoon & J. Koopman (Chairs), Understanding the Darker Side to OB Symposium presented at the Academy of Management Annual Conference. Seattle, WA.

Matta, F. K. (2022). Future directions in leadership: A research incubator with NLS award winners. Panel symposium presented at the Academy of Management Annual Conference. Seattle, WA.

Matta, F. K. & †Frank, E. L. (2022). Not just toilet paper: COVID-19 and the hoarding of leader-member exchange resources. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Seattle, WA.

Matta, F. K. & †Frank, E. L. (2021). Current developments in leader member exchange (LMX): An interactive incubator. Panel symposium presented at the annual meeting of the Southern Management Association, New Orleans, LA.

Matta, F. K., †Hill, E., Baer, M. D., †Frank, E. L., & Wilson, K. S. (2021). Exchanging the same favor: The role of resource distinctions and affect in leader-follower exchanges. In S. Yoon (Chair), The Third-decade of the Affective Revolution: How Affect and Emotions Extend Organizational Research Symposium presented at the Academy of Management Annual Conference. Philadelphia, PA.

†Frank, E. L., **Matta, F. K., & Rodell, J. B.** (2021). More than they bargained for? The “coworker tax” to pay on high LMX. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.

Matta, F. K., †Hill, E., Baer, M. D., †Frank, E. L., & Wilson, K. S. (2021). To feel good, you have to give what you get: A study of resource exchanges. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.

***SIOP Top 10 Poster Submission (Top 2% of Manuscript Submissions)**

†Frank, E. L., **Matta, F. K., †Sabey, T., & Rodell, J. B.** (2020). The dark side of affect shifts: Linking daily emotional trajectories to bad behavior. In M. Y. Lee (Chair), Understanding the Darker Side to OB Symposium presented at the Academy of Management Annual Conference. Vancouver, BC.

Baer, M. D., †Frank, E. L., **Matta, F. K., Luciano, M., Wellman, N.** (2020). Under trusted, over trusted, or “just right”? The fairness of (in)congruence between trust wanted and trust received. In C. T. Varty & L. J. Barclay (Chairs), Broadening Our Understanding of "Doing Justice" in Organizations Symposium presented at the Academy of Management Annual Conference. Vancouver, BC.

†Sabey, T., Rodell, J. B., & **Matta, F. K.** (2020). To and fro: The costs and benefits of power fluctuation throughout the day. Paper presented at the Academy of Management Annual Conference. Vancouver, BC.

†Frank, E. L., **Matta, F. K., †Sabey, T., & Rodell, J. B.** (2020). What does it cost you to get there? Effects of emotional journeys on daily outcomes. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology. Austin, TX.

***Winner of John C. Flanagan Award for Best Student Contribution at SIOP**

Matta, F. K., Zapata, C. P., †Frank, E. L. (2019). Seeing “eye to eye” about our relationship makes me good at being fair: A study of LMX agreement & justice efficacy. In C. Emery, R. Martin, & G. Thomas (Chairs), Recent Advances in Leader-Member Exchange Research. Symposium presented at the Academy of Management Annual Conference. Boston, MA.

***Included in Conference Best Paper Proceedings**

†Hill, E., **Matta, F. K.**, Mitchell, M. S. (2019). Woke up on the right side of the bed? Morning mood on daily justice rule perceptions and performance. In Y. E. Lee and J. Koopman (Chairs), Familiar Questions, Novel Approaches: “Conceptual Parking Spaces” Remain in the Justice Literature. Symposium presented at the Academy of Management Annual Conference. Boston, MA.

Matta, F. K., †Frank, E. L., Farh, C. I. C., & Lee, S. M. (2018). Do intelligent leaders differentiate LMX intelligently? An investigation of “g” and LMX. In A. L. Bartels, H. Sessions, & J. Nahrgang (Chairs), A Process Approach to LMX: Examining Dynamics, Differentiation, and Social Comparison. Symposium presented at the Academy of Management Annual Conference. Chicago, IL.

Zapata, C. P., **Matta, F. K.**, Koopman, J., & Jones, L. (2018). The self-defeating consequences of bias: A social exchange perspective on bias toward minority leaders. Paper presented at the Academy of Management Annual Conference. Chicago, IL.

***Included in Conference Best Paper Proceedings**

Wilson, K. S., Kleshinski, C. E., & **Matta, F. K.** (2018). You feel me? Examining the implications of couples’ burnout agreement on employee outcomes at work and home. Paper presented at the Work and Family Researchers Network Conference. Washington, D.C.

Wilson, K. S., Baumann, H. M., **Matta, F. K.**, Ilies, R., & Kossek, E. (2017). Misery loves company: An investigation of couples’ interrole conflict congruence. In E. E. Kossek & K. Lee (Chairs), Advancing Methods in Work-Life Research: Illustrative Studies, Lessons, and Future Challenges. Symposium presented at the Academy of Management Annual Conference. Atlanta, GA.

Connors, A., Lin, S., **Matta, F. K.**, Koopman, J., & Johnson, R. E. (2017). The dynamic need for justice: A needs-based discrepancy model of justice in the workplace. In R. Bobocel & J. A. Colquitt (Chairs), New Perspectives on Justice: Interfacing Justice Scholarship with Social/Cognitive Psychology. Symposium presented at the Academy of Management Annual Conference. Atlanta, GA.

Lanaj, K., Kim, P. H., Koopman, J., & **Matta, F. K.** (2017). Daily mistrust: A resource perspective and its implications for work and home. In E. Frey (Chair), Repair, Recovery, and Reintegration at Work. Symposium presented at the Academy of Management Annual Conference. Atlanta, GA.

Yu, A., **Matta, F. K.**, & Cornfield, B. (2017). Unraveling the Positive and Negative Effects of LMX Differentiation in Workgroups. Poster presented at the annual meeting of the Interdisciplinary Network for Group Research. St. Louis, MO.

Porck, J. P., **Matta, F. K.**, Hollenbeck, J. R., Oh, J., Lee, S. M., & Lanaj, K. (2017). Social identification in multiteam systems: The moderating role of task complexity. In T. A. Brown (Chair), MTSs: Dynamics at the Boundaries is What Matters. Symposium presented at the annual meeting of the Interdisciplinary Network for Group Research. St. Louis, MO.

Van Dijk, D., Kark, R., **Matta, F. K.**, & Johnson, R. E. (2017). The Effect of Collective Regulatory Focus on Team Creativity. In L. Steele & M. Mumford (Chairs),

Leadership and Innovation: New Theoretical and Empirical Developments. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology. Orlando, FL.

- Gamache, D. L., Huo, D., Devers, C. D., **Matta, F. K.**, & Mishina, Y. (2016) Multiple reputations: The influences of hospital specialty and general reputation. Presented at the Oxford Reputation Symposium; Oxford, UK.
- Lin, S. & **Matta, F. K.** (2016). The dark and bright side of transformational leader behavior: A conservation of resources perspective. In K. Lanaj & N. Wellman (Chairs), *The Ebbs and Flows of Leadership: Exploring Within-Person Variation in Leader Behavior*. Symposium presented at the Academy of Management Annual Conference. Anaheim, CA.
- Koopman, J., Lin, S., Connors, A. L., Johnson, R. E., & **Matta, F. K.** (2016). Everyone is treated more fairly than me: An ego depletion perspective on justice social comparison. In S. Lin, A. L. Connors & J. Koopman (Chairs), *Justice is All Around Us: The Role of Coworkers, Employees, and Daily Justice*. Symposium presented at the Academy of Management Annual Conference. Anaheim, CA.
- Koopman, J., **Matta, F. K.**, Scott, B. A., Conlon, D. E., & Dennerlein, T. (2016). Categorization theory and substitutes for justice enactment: The role of ethical leadership. In B. Barros-Rivera & J. Koopman (Chairs), *Catching the Fifth Wave: The Next Stage of Organizational Justice Research*. Symposium presented at the Academy of Management Annual Conference. Anaheim, CA.
- Wilson, K. S., Baumann, H. M., Ilies, R., Kossek, E., & **Matta, F. K.** (2016). Misery loves company: An investigation of employee and significant other similarity in family-to-work conflict. Paper presented at the Work and Family Researchers Network Conference. Washington, D.C.
- Gamache, D. L., Huo, D., Devers, C. D., **Matta, F. K.**, & Mishina, Y. (2015) Multiple reputations: The influences of hospital specialty and general reputation. Presented at the Strategic Management Society Annual Conference; Denver, CO.
- 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. Zenger (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

Leader-Member Exchange, Organizational Justice, Social Comparison, Mood and Emotion

TEACHING

INSTRUCTOR RATING

University of Georgia

Ph.D. Advanced Research Methods for Publication (Management 9630)

Spring 2025 – 8 students	5.00/5.00
Spring 2024 – 3 students	n/a
Spring 2023 – 8 students	4.79/5.00
Spring 2022 – 8 students	5.00/5.00
Spring 2021 – 6 students (hybrid structure during pandemic)	4.58/5.00

Ph.D. Seminar – Job Behaviors (Management 9830)

Spring 2023 – 5 students	5.00/5.00
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Ph.D. Seminar – Meso-Organizational Behavior (Management 9860)

Fall 2019 – 5 students	5.00/5.00
Fall 2017 – 5 students	5.00/5.00
MBA Organizational Behavior (Management 7050)	
Fall 2024 – 53 students	4.72/5.00
PMBA Leadership and Organizational Behavior (Management 7410)	
Fall 2025 – 60 students	4.95/5.00
Fall 2025 – 58 students	4.94/5.00
Fall 2024 – 54 students	4.93/5.00
Fall 2024 – 55 students	4.96/5.00
Fall 2023 – 52 students	4.93/5.00
Fall 2023 – 54 students	4.94/5.00
Fall 2022 – 43 students	4.94/5.00
Fall 2022 – 35 students	4.96/5.00
Fall 2021 – 42 students	4.94/5.00
Fall 2021 – 31 students	4.86/5.00
Fall 2020 – 52 students (hybrid structure during pandemic)	4.94/5.00
Fall 2020 – 53 students (hybrid structure during pandemic)	4.92/5.00
Fall 2019 – 51 students	4.96/5.00
Fall 2019 – 50 students	4.97/5.00
Fall 2019 – 24 students	4.98/5.00
Fall 2018 – 47 students	4.98/5.00
Fall 2018 – 46 students	4.92/5.00
Fall 2018 – 27 students	4.94/5.00
Organizational Behavior (Management 5920)	
Fall 2017 – 46 students	4.86/5.00
Fall 2017 – 52 students	4.80/5.00
Spring 2017 – 60 students	4.91/5.00
Spring 2017 – 62 students	4.90/5.00
Fall 2016 – 55 students	4.92/5.00
<i>Michigan State University</i>	
Human Resource Management (Management 315)	
Summer 2015 – 26 students	4.48/5.00
Organizational Behavior (Management 325)	
Summer 2014 – 21 students	4.21/5.00

STUDENT MENTORING

Doctoral Student Mentoring – University of Georgia

Charles Bennion (Dissertation Chair) – placed at Texas A&M University

Emma Frank (Dissertation Chair) – placed at University of New Hampshire (now at The Ohio State University)

Edwyna Hill (Committee Member) – placed at University of South Carolina

Tyler Sabey (Committee Member) – placed at Texas A&M University (now at Arizona State University)

Brady Shanklin (Committee Member) – placed at Ole Miss: University of Mississippi

Shubha Sharma (Committee Member) – placed at University of Tulsa

Doctoral Student Mentoring – External Committee Member

Nick Andriese (Committee Member) – University of Central Florida

Ryan Grant (Committee Member) – University of Georgia I/O Psych

Eun Soo Son (Committee Member) – Georgia Tech

Master's Thesis Committee – University of Georgia (I/O Psych)

Hope Dodd (Committee Member)

Ryan Grant (Committee Member)

Research Assistantships – University of Georgia

Gabriela Ilarionova, Advisor, Center for Undergraduate Research Opportunities (CURO) (2019)

SERVICE

University of Georgia

Chair of Promotion and Tenure Committee – 2025

Co-Chair of the Research Excellence Award Committee – 2025

Department Head 3rd Year Review Committee – 2025

Promotion and Tenure Committee – 2024

Research Excellence Award Committee – 2023

Post-Tenure Review Committee – 2022, 2023, 2024

Head of Terry Research Pool – 2019-Present

Terry MBA Program Committee—2021-Present

Terry Undergraduate Program Committee – 2019-2021

Faculty Search Committee Chair (OB position)

- 2022 – Hired Yihao Liu (Illinois Faculty Member; Florida Ph.D.)
- 2022 – Hired Mary Eve Speech (Georgia Tech Ph.D.)
- 2021 – Hired Pok Man Tang (Texas A&M Ph.D.)

Faculty Search Committee Member (OB positions)

- 2024 – Hired Gabriel Sala (Northeastern University Postdoc; Boston College Ph.D.)
- 2019 – Hired Joanna Lin (Massachusetts Faculty Member; Michigan State Ph.D.)
- 2019 – Hired James Matusik (Michigan State Ph.D.)
- 2016 – Hired Erin Long (North Carolina Ph.D.)

First Year Coach – Ph.D. Program

- E. Jordan McBride – 2025-2026

- Charles Bennion – 2022-2023
- Emma Frank – 2017-2018

Michigan State University

Management Department Subject Pool Coordinator (2012-2014)

Led "Working Well with Faculty" session for 1st year Ph.D. students (2013-2014)

Academy of Management

Co-Chair for OB Division Volunteers (2026)

No Need to Lead on Empty: The Social Exchanges that Fill a Leader's Tank – Discussant (2026)

Clarifying and Contextualizing Organizational Justice: Unpacking Mechanisms and Modern Contexts – Discussant (2026)

Co-Chair for OB Division Micro-communities (2025)

AMR: Writing Theoretical Papers – A Workshop with the Editors – Facilitator/Panelist (2025)

HR Division Early Career Award Committee (2025)

OB Division PDW Awards Committee (2024, 2025)

Chair of the HR Division Early Career Award Committee (2024)

PDW Chair for Academy of Management OB Division (2024)

OB Division Executive Committee – Elected Representative-at-Large (2023-2025)

Academy of Management Subject Matter Expert (2022-present)

Chair of the OB Division Best Paper Award Committee (2023)

Making Connections Committee – Organizational Behavior Division (2016-2023)

We Got by with a Little Help: Perspectives on the Academic Job Market – Discussant (2023)

OB Division Best Paper Award Committee (2022)

Halfway There, But Now What? Advice for Pre-dissertation Doctoral Students – Discussant (2016, 2021, 2022)

OB Division "Welcome-a-Member" Program (2021-2023)

OB Division Most Innovative Student Paper Award Committee (2021)

OB Networking Social – Co-organizer (2017, 2018, 2019, 2022)

Productivity Process: Research Tips and Strategies from Prolific Junior Faculty – Presenter (2019)

OB Division Research Roundtables – Discussant (2019, 2020, 2022, 2026)

Advancing Methods in Work-Life Research: Illustrative Studies, Lessons, and Future Challenges – Discussant (2017)

OB Doctoral Consortium – Discussant (2017)

HR Division Doctoral Consortium – Discussant (2016)

Society of Industrial and Organizational Psychology

SIOP "Leadership in a New Era" – Panelist (2026)

SIOP Virtual Program for the Great China Region (2025)

SIOP Small Grants Committee (2017, 2025)

Academy of Management Review
Bridge Reviewer Mentor (2021, 2024, 2025)
Personnel Psychology
Best Paper Award Committee (2018, 2025)

PROFESSIONAL ACTIVITIES AND AFFILIATIONS

Associate Editor

Academy of Management Journal (2025-2028)

Editorial Board Member

Academy of Management Journal (2020-2025)
Academy of Management Review (2020-present)
Journal of Applied Psychology (2018-present)
Organizational Behavior and Human Decision Processes (2016-2025)
Personnel Psychology (2017-2025)

Ad-hoc Reviewer

Academy of Management Journal (2014-2019)
Academy of Management Review (2015-2020)
Administrative Science Quarterly (2019-present)
Human Relations (2014-present)
Business Ethics Quarterly (2020-present)
Journal of Applied Psychology (2017-2018)
Journal of Management (2020-present)
Journal of Organizational Behavior (2016-present)
Journal of Occupational and Organizational Psychology (2017-present)
Management Science (2022-Present)
Organizational Behavior and Human Decision Processes (2013-2016)
Organization Science (2020-present)
Personnel Psychology (2017)

Grant Reviewer

Research Grants Council (RGC) of Hong Kong (2014-present)
Society for Industrial and Organizational Psychology Small Grants Award (2017)

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
Personnel/Human Resource Research Group (PHRRG, pronounced "frog")
Beta Gamma Sigma (Honors Society)
Phi Kappa Phi (Honors Society)

Professional Board of Directors

Engage – Board of Directors

AWARDS AND GRANTS

Grants

Junior Faculty Seed Grant in STEM, \$10,000, University of Georgia (2018)

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

Awards

2026 Mid-Career Standout Scholar Award—*hosted by the Academy of Management's Network of Leadership Scholars*

2025 *Academy of Management Review* Outstanding Reviewer Award

2025 *Academy of Management Journal* Best Reviewer Award

2024, 2025, and 2026 *Academy of Management Review* Outstanding Bridge Reviewer Mentor Award

2023 SIOP Distinguished Early Career Contributions Award

2023 Academy of Management HR Division Early Career Achievement Award

2023 *Journal of Applied Psychology* Best Editorial Board Member Reviewer

2022 Terry Research Excellence Award

2021 *Organizational Behavior and Human Decision Processes* Best Reviewer Award (Inaugural)

Institute for Leadership Advancement Research Scholar Award (\$4,000)

Finalist for *Academy of Management Review* Best Paper Award—“Origins and destinations, distances and directions: Accounting for the journey in the emotion regulation process” (2020)

2020 Rising Star in Leadership Research Award—*hosted by the Academy of Management's Network of Leadership Scholars*

2020 *Personnel Psychology* Best Reviewer Award

Georgia Power Foundation Developing Scholar Award (2019-2020)

Finalist for Rosabeth Moss Kanter Award for Excellence in Work-Family Research—“Misery loves company: an investigation of couples’ interrole conflict congruence” (2018)

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)

INVITED RESEARCH PRESENTATIONS

Auburn University, Harbert College of Business (2023)

City University of Hong Kong, College of Business (planned 2027)

Georgia Tech, Scheller College of Business (2026)

Indiana University, Kelley School of Business (2015)

Massachusetts Institute of Technology, Sloan School of Management (2026)

Oregon State University, College of Business (2026)

Penn State University, Smeal College of Business (planned 2027)

Purdue University, Krannert School of Management (2020)

Texas A&M University, Mays Business School (2015)

University of British Columbia, Sauder School of Business (planned 2027)
University of Georgia, Terry College of Business (2015)
University of Illinois Urbana-Champaign, School of Labor and Employment Relations (2025)
University of Illinois at Chicago, College of Business Administration (2015)
University of Iowa (planned 2027)
University of Maryland, Robert H. Smith School of Business (2015)
University of South Carolina, Darla Moore School of Business (2020)
University of Texas Dallas, Jindal School of Management (2025)

MEDIA MENTIONS

†Frank, E. L., **Matta, F. K.**, †Sabey, T., & Rodell, J. B. (2022). What does it cost you to get there? The effects of emotional journeys on daily outcomes. *Journal of Applied Psychology*, 107, 1203–1226.

Media coverage by: [The Atlanta Journal Constitution](#), [New York Post](#), [UGA Today](#)

Matta, F. K., Scott, B. A., Colquitt, J. A., Koopman, J., & Passantino, L. (2017). Is consistently unfair better than sporadically fair? An investigation of justice variability and stress. *Academy of Management Journal*, 60, 743-770.

Media coverage by: [ABA Journal](#), [ANI News](#), [BigNewsNetwork.com](#), [Business Insider](#), [Business News Daily](#), [Business Standard](#), [CanIndia](#), CBS Radio Detroit, [Chicago Tribune](#), [DBusiness](#), [Economic Times](#), [Elite Daily](#), [Free Press Journal](#), [Harvard Business Review](#), [Headlines & Global News](#), [Human Resources Executive Online](#), [IANS](#), [IBC World News](#), [Inc.](#), [Men's Health](#), [MSU Today](#), [NDTV](#), [New Kerala](#), [New York Post](#), [Newsroom America](#), [Omaha World-Herald](#), [Phys.org](#), [Pittsburgh Post-Gazette](#), [Psych Central](#), [Real Simple](#), [Science Codex](#), [Siasat Daily](#), [Stuff.co.nz](#), [The Health Site](#), [Times of India](#), [Toledo Blade](#), [Washington Post](#), [Web India](#), [Wonder Woman](#)

Wilson, K. S., DeRue, D. S., **Matta, F. K.**, Howe, M., & Conlon, D. E. (2016). Personality similarity in negotiations: Testing the dyadic effects of similarity in interpersonal traits and the use of emotional displays on negotiation outcomes. *Journal of Applied Psychology*, 101, 1405-1421.

Media coverage by: [Business News Daily](#), [Newswise](#), [New York Magazine](#), [Science Daily](#), [UGA Today](#)

Matta, F. K., Scott, B. A., Koopman, J., & Conlon, D. E. (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.

Media coverage by: [Business News Daily](#), [Community Table](#), [Daily Mail](#), [Economic Times](#), [Examiner](#), [Fox News](#), [Forbes](#), [Futurity](#), [Hans India](#), [Human Resources Online](#), [Lifehacker](#), [Medical Daily](#), [Men's Health](#), [Michigan Radio](#), [MSN Lifestyle](#), [MSU Today](#), [Newsroom America](#), [New York Magazine](#), [People Management](#), [Psych Central](#), [Radio New Zealand](#), [Science Blog](#), [Science Daily](#), [Shiny Shiny](#), [Silicon India](#), [The British Psychological Society](#), [The News Reports](#), [Times of India](#), [U.S. News & World Report](#), [Yahoo News](#)

WORK EXPERIENCE

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

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