**Thomas K. Kelemen**

College of Business Administration

Kansas State University

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**ACADEMIC APPOINTMENTS**

**Kansas State University, School of Business**

Assistant Professor of Management August 2020 – Present

**EDUCATION**

Ph.D. University of Oklahoma, Price College of Business, 2017 – 2020

Organizational behavior/human resources management

Dissertation: *Three Essays on* *Citizenship Crafting* (Chair: Mark C. Bolino; Committee: Mark Sharfman, Hairong Song, Bret Bradley, Matthew Jensen)

B.A. Brigham Young University, Department of Economics, 2008 – 2014

Major: Economics; Minor: Mathematics

**RESEARCH INTERESTS**

Organizational citizenship behavior; leadership; job design

**PRACTITIONER & PRACTICAL ARTICLES**

**Kelemen, T. K.** (2022). Do employees have a point? How to handle the quiet quitters before they really quit. *Deseret News*, online. https://www.deseret.com/opinion/2022/8/23/23316713/opinion-what-is-quiet-quitting-tiktok

Bolino, M. C., **Kelemen, T. K**., Flores, M., & Bisel, R. S. (2022). You’re Working More. Here’s How to Talk to Your Partner About It. *Harvard Business Review*, online. https://hbr.org/2022/07/youre-working-more-heres-how-to-talk-to-your-partner-about-it

Matthews, M. J., Matthews, S. H., & **Kelemen, T. K.** (2022).The Alignment Problem: Machine Learning and Human Values. *Personnel Psychology*, *75*, 245-246.

Bolino, M. C., **Kelemen, T. K.**, & Matthews, S. H. (2020). Rethinking Work Schedules? Consider These 4 Questions. *Harvard Business Review*, online. https://hbr.org/2020/07/rethinking-work-schedules-consider-these-4-questions

**REFEREED ARTICLES** (Note: **\*** equal contribution)

Bolino, M. C., Flores, M., **Kelemen, T. K**., & Bisel, R. S. (2022). May I Please Go the Extra Mile? Citizenship Communication Strategies and their effect on Individual Initiative OCB, Work-Family Conflict, and Partner Satisfaction. *Academy of Management Journal.*

*Featured in Harvard Business Review: “You’re Working More. Here’s How to Talk to Your Partner About It.”*

**Kelemen, T. K.**, Matthews, S. H., Matthews, M. J. & Henry, S. H. (2022). Humble leadership: A review and synthesis of leader expressed humility. *Journal of Organizational Behavior*.

Pidduck, R. J., **Kelemen, T. K.** & Bolino, M. C. (2022). Citizenship behavior and new venture survival: a cultural tightness-looseness capabilities lens. *International Journal of Entrepreneurial Behavior & Research*.

Wan, M., **Kelemen, T. K.**, Zhang, Y., & Matthews, S. H. (2022). An Island of Sanity under COVID-19: Do Pets Buffer Employees’ Stress due to Job Insecurity? *Psychological Reports*.

Matthews, M. J., **Kelemen, T. K.**, Matthews, S. H., & Matthews, J. M. (2022). The Machiavellian Organization: A Multilevel Model to Understand Decision Making in Organizations. *Group & Organization Management*, *47*, 413-439.

**Kelemen, T. K.,** Turnley, W. H., Bergeron, D., Rochford, K., & Hinz, J. (2022). Citizenship Ambivalence: Its Nature, Causes and Consequences. *Human Resource Management Review*, *32*, 100896

Matthews, M. J., Matthews, S. H., Wang, D., & **Kelemen, T. K.** (2022). Tweet, like, subscribe! Understanding leadership through social media use. *The Leadership Quarterly*, *33*, 101580.

Bolino, M. C., **Kelemen, T. K.**, & Matthews, S. H. (2021). Working 9-to-5? A review of research on nonstandard work schedules. *Journal of Organizational Behavior*, *42* 188-211.

*Featured in Harvard Business Review: “Rethinking Work Schedules? Consider These 4 Questions.”*

Matthews, S. H. **\***, **Kelemen, T. K. \***,&Bolino, M. C. (2021). How follower personality traits and cultural values influence the effects of leadership. *The Leadership Quarterly*, *32*, 101497.

**Kelemen, T. K.\***, Matthews, S. H.**\***, Wan, M., &Zhang, Y. (2020). The Secret Life of Pets: The Intersection of Animals and Organizational Life. *Journal of Organizational Behavior*, *41*, 694-697.

**Kelemen, T. K**.**\***, Matthews, S. H.**\***, & Breevaart, K. (2020). Leading day-to-day: A review of the daily causes and consequences of leadership behaviors. *The Leadership Quarterly, 31,* 101344.

*Included in the top 10 most cited articles in The Leadership Quarterly in the past 3 years*

**Kelemen, T. K.**, Matthews, S. H., Zhang, X., Liu, H., & Bradley, B. H. (2020). When does gender diversity enhance team performance? The dual need for visionary leadership and team tenure. *Journal of Applied Social Psychology*, *50*, 501-511.

**BOOK CHAPTERS**

Bradley, B. H., Matthews, S. H., & **Kelemen, T. K.** (2020). The Personality Underpinnings of Strategic Leadership: The CEO, TMT, and Board of Directors. In *Oxford Research Encyclopedia of Business and Management*. Oxford University Press.

Harvey, J., Bolino, M. C., & **Kelemen, T. K.** (2018). Organizational Citizenship Behavior in the 21st Century: How Might Going the Extra Mile Look Different at the Start of the New Millennium? In M.R. Buckley, A.R. Wheeler, & J. Halbesleben (Eds.) *Research in Personnel and Human Resources Management*, Vol. 36 (pp. 51-110). Emerald Publishing

**MANUSCRIPTS UNDER REVIEW**

Matthews, M. J. **\***, Bastardoz, N. **\***, Sajons, G. **\***, Ransom, T., **Kelemen, T. K.**, & Matthews, S. H. “Instrumental variable estimation: assumptions, pitfalls, and guidelines.” (under 3rd revision at *The Leadership Quarterly*)

Matthews, S. H., **Kelemen, T. K.**, Matthews, M. J., & Whitney, J. “Social Theories and Leadership: A Review of How Key Social Theories Impact Leadership Research” (under 3rd revision at *The Leadership Quarterly*)

**Kelemen, T. K.**\*, Matthews, S. H.\*, Henry, S. E., Zhang, Y., & Bradley, B. H. “The Bright and Dark Side of Daily Challenge and Supportive Voice Behaviors” (2nd round revise and resubmit at *Journal of Managerial Psychology*)

Bolino, M. C., **Kelemen, T. K.**, Matthews, M. J., Gabriel, A. S., & Ganster, M. L. “Heartache, Hardship, and Hope: An Integrative Conceptual Review and Research Agenda on Divorce and Work” (1st round revise and resubmit at *Journal of Applied Psychology*)

Matthews, M. J. & **Kelemen, T. K.** “To Compare is Human: An Integrative Review of Social Comparisons in Organizational Settings” (1st round revise and resubmit at *Journal of Management*)

**Kelemen, T. K**., Matthews, S. H., Matthews, M. J., Bolino., M. C., & Thompson, P. S. “Good Soldiers, Good Actors, or Good Learners? Self-improvement as a Motive for OCB” (1st round revise and resubmit at *Journal of Organizational Behavior*)

**Kelemen, T. K.**, Matthews, S. H., & Matthews, M. J. “The Awe-inspiring Organization” (Under initial review at *Academy of Management Review*)

Matthews, M. J., Matthews, S. H., **Kelemen, T. K.**, & Bolino, M. C. “The Waves Upon Which We Ride: Examining Entrainment and Time Patterns in Organizational Life” (Under initial review at *Academy of Management Review*)

Matthews, S. H., Wang, D.,& **Kelemen, T. K.** “No Access? No Problem! Taking Stock of Unobtrusive Measures for Executives’ Deep-level Characteristics” (Under initial review at *The Leadership Quarterly*)

Matthews, S. H. & **Kelemen, T. K.** “What Followers Want: A Review of Follower Leader Preferences (Under initial review at *The Leadership Quarterly*)

**SELECTED WORKING MANUSCRIPTS**

Thompson, P. S., Bolino, M. C., & **Kelemen, T. K.** “Do Older or Younger Employees Feel More Obligated? Age and Communal Orientation as Moderators of Perceived Organizational Support” (Editing for *Journal of Management*)

**Kelemen, T. K.**, Matthews, S. H., Matthews, M. J., Goering, D., & Bolino, M. B. “Citizenship Motives: A Meta-analytic Investigation” (Finalizing draft; target journal *Journal of Applied Psychology*)

Matthews, M. J., **Kelemen, T. K.**, Watkins, T., Matthews, S. H., & Bolino M. C. “Food for Thought: An Integrative Conceptual Review of Employee Food Consumption” (Finalizing draft; target journal *Academy of Management Annals*)

Matthews, M. J., **Kelemen, T. K.**, Matthews, S. H. & Bolino, M. C. “Did You Catch the Game Last Night? Employee Sports Involvement and its Outcomes” (Finalizing draft; target journal *Academy of Management Review*)

Magni, M., Bolino, M. C., & **Kelemen, T. K.** “The Effects of Citizenship Pressure on Quality of Life and Family Undermining: The Mediating Role of Citizenship Fatigue” (Editing final draft; target journal *Journal of Occupation Health Psychology*)

**Kelemen, T. K.**, Matthews, M. J., & Matthews, S. H. “Taking Down the Crown! Understanding How and When Followers Seek to Remove their Leader” (Preparing for *Academy of Management Review*)

**Kelemen, T. K.**, Matthews, M. J., Martin, L. & Bolino, M. C. “Leadership and Culture: A Review and Synthesis of Meta-Analytic Findings” (Preparing for *Journal of International Business Studies*)

**INVITED RESEARCH PRESENTATIONS**

Human Resource Management and Leadership Research Group**, University of Zurich** (Switzerland),October 2020

Research Presentation, **Catolica Lisbon** (Portugal), October 2019

Research Presentation, **Kansas State University** (USA), November 2019

**CHAIRED CONFERENCE SESSIONS**

**Kelemen, T. K.**, & Matthews, S. H. (2019). Personality at Work: Exploring the Relationship with an Eye on the Situation. Symposium presented at the 79th Annual Conference of the Academy of Management, Boston, MA.

**Kelemen, T. K.**, & Matthews, S. H. (2018). Roll with the punches: An exploration of team conflict from multiple perspectives. Symposium presented at the 78th Annual Conference of the Academy of Management, Chicago, IL.

**CONFERENCE PRESENTATIONS**

Matthews, M. J., **Kelemen, T. K.,** Matthews, S. H., Goering, D., & Bolino, M. C. (2022). A Meta-analysis of OCB motives and moderating effects. Paper presented at the 35th Annual Conference of the Society for Industrial and Organizational Psychology, Seattle, WA, United States.

**Kelemen, T. K.**, Matthews, S. H., Henry, S. E., Zhang, Y., & Bradley, B. H. (2021). The Bright and Dark Side of Daily Challenge and Supportive Voice Behaviors. Paper presented at the 81st Annual Conference of the Academy of Management.

Matthews, M. J., Matthews, S. H., & **Kelemen, T. K.** (2021). The Case for Cycles, Rhythms, and Seasons in Organizational Studies. Paper presented at the 81st Annual Conference of the Academy of Management.

**Kelemen, T. K.** & Bolino, M. C. (2020). The Nature and Implications of Citizenship Crafting in Organizations. In A. Zabinski, K. Byron, & D. Bergeron (Chairs), New Directions in Understanding the Dynamics of Helping at Work. Paper accepted to the 80th Annual Conference of the Academy of Management, Vancouver, BC.

Matthews, S. H., **Kelemen, T. K**., & Bradley, B. H. (2020). The Downside of Being an Inexperienced Humble Leader. Paper accepted to the 33rd Annual Conference of the Society for Industrial Organizational Psychology, Austin, TX.

Matthews, S. H. & **Kelemen, T. K**. (2020). How Can Organizations Help Repatriates? Provide the Right Tasks. Paper accepted to the 33rd Annual Conference of the Society for Industrial Organizational Psychology, Austin, TX.

**Kelemen, T. K.,** Matthews, S. H., Zhang, Y., Bolino, M. C., & Turnley, W. H. (2019). Cracking Under Pressure: External Performance Expectations, Initial Performance, and Unethical Behavior. Paper presented at the Southern Management Association Annual Conference, Norfolk, VA.

**Kelemen, T. K.**, Zhang, X., Bradley, B. H., Liu, H., & Matthews, S. H. (2019). When Does Gender Diversity Help Performance? A Need For Transformational Leadership and Team Tenure. Paper presented at the 79th Annual Conference of the Academy of Management, Boston, MA.

**Kelemen, T. K.**, Bradley, B. H., Matthews, S. H., & Du, C. (2019). Machiavellianism and Enhanced Task Performance: The Moderating Roles of Task Conflict and Affect. In T. Kelemen & S. Matthews (Chairs), Personality at Work: Exploring the Relationship with an Eye on the Situation. Paper presented at the 79th Annual Conference of the Academy of Management, Boston, MA.

Pidduck, R. J., Bolino, M. C., & **Kelemen, T. K.**, (2019). Cultivating Dynamic Capabilities from Organizational Citizenship Behaviors in Entrepreneurial Teams. Paper presented at the 79th Annual Conference of the Academy of Management, Boston, MA.

**Kelemen, T. K**., Matthews, S. H., Bradley, B. H., McManus, B., & Anderson, H. J. (2019). Psychological Safety and Team Personality Composition. Paper presented at the 32nd Annual Conference of the Society for Industrial Organizational Psychology, Washington, DC.

Matthews, S. H., **Kelemen, T. K**., Bradley, B. H., McManus, B., & Anderson, H. J. (2019). Personality and Perceptions of Psychological Safety. Paper presented at the 32nd Annual Conference of the Society for Industrial Organizational Psychology, Washington, DC.

Flores, M., Bisel., R. S., Bolino, M. C., **Kelemen, T. K**. (2018). How Spouses Communicate and Coordinate their Citizenship Behavior. In A. Gabriel & J. Koopmann (Chairs), When employees break bad: Examining the dark side of citizenship behaviors at work. Paper presented at the 78th Annual Conference of the Academy of Management Meeting, Chicago, IL.

Matthews, S. H., **Kelemen, T. K**., Bradley, B. H., & Anderson, H. J. (2018). Can’t You Just Open Your Mind (or Close It)? How Differences in Openness Harms Teams. In T. Kelemen & S. Matthews (Chairs), Roll with the punches: An exploration of team conflict from multiple perspectives. Paper presented at the 78th Annual Conference of the Academy of Management Meeting, Chicago, IL.

**Kelemen, T. K**., Matthews, S. H., Bradley, B. H., & Anderson, H. J. (2018). Propensity to Trust: When Is it Good? When Is it Bad? Paper presented at the 31st Annual Conference of the Society for Industrial Organizational Psychology, Chicago, IL.

**TEACHING EXPERIENCE**

**Kansas State University**

* *HR Analytics.* Graduate, Spring 2022. Evaluation: 5.0/5.0
* *HR Analytics.* Undergraduate, Spring 2022. Evaluation: 4.9/5.0
* *Organizational Behavior.* Undergraduate, Spring 2022. Evaluation: 4.6/5.0
* *Organizational Behavior.* Undergraduate, Fall 2021. Evaluation: 4.8/5.0
* *Organizational Behavior.* Undergraduate-online, Fall 2021. Evaluation: 4.4/5.0
* *Organizational Behavior.* Undergraduate-hybrid, Spring 2021. Evaluation: 4.4/5.0
* *HR Analytics.* Undergraduate-hybrid, Spring 2021. Evaluation: 4.2/5.0
* *Organizational Behavior*. Undergraduate-hybrid, Fall 2020. Evaluation: 4.6/5.0
* *Organizational Behavior*. Undergraduate-hybrid, Fall 2020. Evaluation: 4.6/5.0

**University of Oklahoma**

* *Principles of Management.* Undergraduate-online, Summer 2020. Evaluation: 5.0/5.0
* *Organizational Behavior*. Undergraduate, Spring 2020. Evaluation: 5.0/5.0

*Provost’s Certificate of Distinction in Teaching Award Winner*

* *Organizational Behavior*. Undergraduate, Fall 2019. Evaluation: 5.0/5.0

*Provost’s Certificate of Distinction in Teaching Award Winner*

* *Human Resource Management*. Undergraduate, Summer 2019. Evaluation: 4.9/5.0
* *Principles of Management.* Undergraduate, Spring 2019. Evaluation: 4.9/5.0

**WORK EXPERIENCE**

**2014-2017 Teach For America**

Corps Member/Director of Data Management/Instructional Coach

**2013-2013 American Action Forum**

Economic Policy Intern

**SERVICE**

**Editorial Review Board Member**

* *Journal of Organizational Behavior*, 2021 – Present
* *Journal of Occupational and Organizational Psychology*, 2021 – Present

**Ad Hoc Journal Reviewing**

* *Journal of Management*
* *Human Relations*
* *Journal of Vocational Behavior*
* *Human Resource Management Review*
* *Human Resource Management*
* *European Journal of Work and Organizational Psychology*
* *Journal of Applied Social Psychology*
* *Journal of Small Business Management*
* *Journal of Business Venturing Inquiry*

**PROFESSIONAL AFFILIATIONS**

* Academy of Management (AOM), 2017 – Present
* Society for Industrial/Organizational Psychology (SIOP), 2018 – Present

**LANGUAGES**

English (native); Portuguese (fluent)