

Thomas K. Kelemen

Rawls College of Business
Texas Tech University
Email: tkelemen@ttu.edu

ACADEMIC APPOINTMENTS

Texas Tech University, Rawls College of Business Associate Professor of Management	June 2025 – Current
Kansas State University, College of Business Associate Professor of Management	July 2024 – May 2025
Deakin University, College of Business Visiting Fulbright Scholar	February 2024 – May 2024
Kansas State University, College of Business Assistant Professor of Management	August 2020 – June 2024

EDUCATION

Ph.D.	University of Oklahoma, Price College of Business, 2017 – 2020 Organizational behavior/human resources management
B.A.	Brigham Young University, Department of Economics, 2008 – 2014 Major: Economics; Minor: Mathematics

AWARDS

Fulbright Scholar – Australia (2024)

RESEARCH INTERESTS

Leadership; organizational citizenship behavior; work-nonwork interface

REFEREED ARTICLES (Note: * equal contribution)

- Kelemen, T. K.***, Matthews, M. J.*, Whitney, J., & Matthews, S. H. (2025). A Return to the Foundations of Social Information Processing Theory. *Academy of Management Annals*.
- Matthews, S. H., **Kelemen, T. K.**, Shao, J., Matthews, M. J., & Wang, D. (2025). Leader State Emotions in Organizations. *The Leadership Quarterly*, 36, 101909
- Kelemen, T. K.**, Matthews, M. J., Wan, M., & Gabriel, A. S. (2025). The Origin, Growth, and Future of Work-Family Research. *Academy of Management Collections*.
- Kelemen, T. K.**, Matthews, M. J., Bolino, M. C., Gabriel, A. S., & Ganster, M. L. (2025). Understanding the Relationships Between Divorce and Work: A Conceptual Framework and Research Agenda. *Journal of Management*, 51, 427-463.
- Matthews, M. J. & **Kelemen, T. K.** (2025). To Compare is Human: An Integrative Review of Social Comparisons in Organizational Settings. *Journal of Management*, 51, 212-248.

- Pidduck, R. J. & **Kelemen, T. K.** (2025). Cross-Cultural Experience Unlocks Entrepreneurial Tendencies for Rule-Breaking: A Priming Experiment. *International Journal of Entrepreneurial Behaviour & Research*.
- Matthews, S. H., Wang, D., & **Kelemen, T. K.** (2024). No Access? No Problem! Taking Stock of Unobtrusive Measures for Executives' Deep-level Characteristics. *The Leadership Quarterly*, 35, 101754.
- Bolino, M. C., Flores, M., **Kelemen, T. K.**, & Bisel, R. S. (2023). 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*, 66, 894-925.
- Kelemen, T. K.**, Matthews, S. H., Matthews, M. J. & Henry, S. H. (2023). Humble leadership: A review and synthesis of leader expressed humility. *Journal of Organizational Behavior*, 44, 202-224.
- Bastardo, N. *, Matthews, M. J. *, Sajons, G. *, Ransom, T., **Kelemen, T. K.**, & Matthews, S. H. (2023). Instrumental variable estimation: assumptions, pitfalls, and guidelines. *The Leadership Quarterly*, 34, 101673.
- Kelemen, T. K.**, Matthews, S. H., Henry, S. E., Zhang, Y., & Bradley, B. H. (2023). Energizing and Depleting? The Daily Effects of Organizationally Focused Citizenship Behaviors. *Journal of Managerial Psychology*, 38, 144-157.
- 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*, 28, 1899-1926.
- 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.
- 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.

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.

PRACTITIONER ARTICLES

Matthews, M. J., **Kelemen, T. K.**, & Bolino, M. C. (2025). A Better Way to Compare Yourself to Colleagues. *MIT Sloan Management Review*, online.

Kelemen, T. K., Matthews, M. J., Owens, B. P., & Matthews, S. H. (2025). Leader humility improves employee mental health. *LSE Business Review*.

Matthews, M. J., Matthews, J. M., & **Kelemen, T. K.** (2023). When corporate values interact, they can have a strong influence on work culture. *LSE Business Review*.

Matthews, M. J. & **Kelemen, T. K.** (2023). “Data-Driven” is Not Enough. *California Management Review*, online.

Matthews, M. J. & **Kelemen, T. K.** (2023). Three reasons we should place a higher value on meta-research. *LSE Impact*.

Matthews, M. J., Matthews, S. H., Wang, D. & **Kelemen, T. K.** (2023). The benefits and pitfalls of using social media when you’re a business leader. *LSE Business Review*.

Kelemen, T. K., Matthews, S. H., Matthews, M. J. & Henry, S. H. (2023). Essential advice for leaders from a decade of research on humble leadership. *LSE Business Review*.

Kelemen, T. K. & Matthews, M. J. (2023). This New Year, Resolve Against Workaholism. *MIT Sloan Management Review*, online.

Matthews, M. J. & **Kelemen, T. K.** (2022). 3 Simple Ways to Motivate Your Team Members. *Harvard Business Review*, online.

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.

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.

INVITED BOOK CHAPTERS

Kelemen, T. K., Matthews, M. J., & Matthews, S. H. (2024). Leader humility and its effectiveness in organizations. In *Oxford Research Encyclopedia of Business and Management*. Oxford University Press.

Matthews, M. J., **Kelemen, T. K.**, Buckley, M. R., & Pattie, M. (2024). “I Pledge Allegiance!” A Theoretical Model of the Patriotic Organization. In M.R. Buckley, A.R. Wheeler, J. E. Baur, & J. Halbesleben (Eds.) *Research in Personnel and Human Resources Management*, Vol. 42 (pp. 169-213). Emerald Publishing.

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.

TEACHING CASES

Matthews, M. J., Bolino, M. C., & **Kelemen, T. K.** (2025). Do You Need a Competing Job Offer? *Harvard Business Review*.

MANUSCRIPTS UNDER REVIEW

Matthews, M. J., **Kelemen, T. K.**, Matthews, S. H., Watkins, T. & Bolino, M. C. “Food for Thought: A Review of Employee Food Consumption” (4th round revise and resubmit [minor revision] at *Journal of Organizational Behavior*)

Matthews, M. J., **Kelemen, T. K.**, Newman, A., Wood., R., & Flake, D. R. “A Review of Social Cognitive Theory in Management Studies” (4th round revise and resubmit at *Journal of Management*)

Matthews, M. J., **Kelemen, T. K.**, & Terekhin, R. “Employee Childhood: An Integrative Conceptual Review” (1st round revise and resubmit at *Journal of Applied Psychology*)

Matthews, M. J., **Kelemen, T. K.**, Matthews., S. H., & Bolino, M. C., “The Waves Upon Which We Ride: Examining Temporal Patterns and Entrainment in Organizational Contexts” (1st round revise and resubmit at *Journal of Organizational Behavior*)

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

Matthews, M. J., Watkins, T., **Kelemen, T. K.**, Matthews, S. H., & Barnes, C. “When it Hurts Everyday: An Integrative Conceptual Review on Employee Chronic Conditions” (Under initial review at *Journal of Management*)

Kelemen, T. K., Matthews, M. J., Thompson, P. S., & Bolino, M. C. “It’s All Relative: How Helping Comparisons Impact Advice Seeking and Advice Giving” (Under initial review at *Academy of Management Journal*)

Kelemen, T. K., Matthews, M. J., Tavangarifard, A., & Terekhin, R “Perceived Warmth and Competence in the Workplace: A Review of the Social Evaluation Model” (Under initial review at *Journal of Management*)

Matthews, M. J., Runkun, S., Yuting, G., **Kelemen, T. K.**, & Keith, M. “Using Advanced Technologies in Management Research” (Under initial review at *Journal of Management*)

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., & Zhang, Y. “Leader Concerns with Expressing Humility”
(Finalizing draft; target journal *Journal of Applied Psychology*)

INVITED RESEARCH PRESENTATIONS

Social Comparisons and Helping Behavior, **Texas Tech University** (USA), October 2024
Leader Concerns with Humility, **University of Sydney** (Australia), May 2024
Serendipity and Connections, **University of Adelaide** (Australia), May 2024
Leader Concerns with Humility & Publishing in Practitioner Articles, **University of South Australia** (Australia), May 2024
Social Theories in Management Research, **Deakin University** (Australia), April 2024
Publishing in Practitioner Articles, **University of Tasmania** (Australia), March 2024
Social Comparisons and Helping Behavior, **Australia National University** (Australia), February 2024
External Expectations and Unethical Behavior, **University of Zurich** (Switzerland), October 2020
Spouse Citizenship Communication, **Catolica Lisbon** (Portugal), October 2019
Spouse Citizenship Communication, **Kansas State University** (USA), November 2019

CHAired CONFERENCE SESSIONS & PDWS

Kelemen., T. K., & Matthews, S. H. (2025). Humble Leadership: Moving the Field Forward. Symposium presented at the 85th Annual Conference of the Academy of Management, Copenhagen, Denmark.

Kelemen., T. K., & Matthews, S. H. (2025). The Team, Relational, and Learning Advantages of Humility. Symposium presented at the 85th Annual Conference of the Academy of Management, Copenhagen, Denmark.

Kelemen, T. K., & Matthews., M. J. (2024). Going Global: The Fulbright Program. PDW presented at the 84th Annual Conference of the Academy of Management, Chicago, IL.

Kelemen., T. K., & Matthews, S. H. (2024). Lead by Humility: A Multi-perspective View of Humility in Organizations. Symposium presented at the 84th Annual Conference of the Academy of Management, Chicago, IL.

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. “High and Mighty” or the Depths of Humility”: Unpacking the Antithetical Nature of Humble Leadership. In T. Kelemen & S. Matthews (Chairs), Humble Leadership: Moving the Field Forward. Paper presented at the 85th Annual Conference of the Academy of Management, Copenhagen, Denmark.

- Kelemen, T. K.,** Matthews, S. H., & Zhang, Y. (2024). Leader Concerns with Expressing Humility. In T. Kelemen & S. Matthews (Chairs), *Lead by Humility: A Multi-perspective View of Humility in Organizations*. Paper presented at the 84th Annual Conference of the Academy of Management, Chicago, IL.
- Kelemen, T. K.,** Matthews, M. J., Thompson, P. S., & Bolino, M. C. (2024). Are You More Helpful Than I Am? Implications of OCB Comparisons for Coworker Sympathy and Inspiration. In R. Jennings & Y. Li (Chairs), *Context Matters: New Perspectives on How Social Context Shapes Employee Prosocial Behavior*. Paper presented at the 84th Annual Conference of the Academy of Management, Chicago, IL.
- Kelemen, T. K.** & Matthews, S. H. (2023). The Awe-inspiring Organization. Paper presented at the 83rd Annual Conference of the Academy of Management, Boston, MA.
- Kelemen, T. K.,** Matthews, S. H., Matthews, M. J., Bolino, M. C., & Thompson, P. S. (2023). Good Soldiers, Good Actors, or Good Learners? Self-improvement as a Motive for OCB. Paper presented at the 83rd Annual Conference of the Academy of Management, Boston, MA.
- Bolino, M. C., **Kelemen, T. K.,** Matthews, M. J., Gabriel, A. S., & Ganster, M. L. (2023). Heartache, Hardship, and Hope: A Review of Divorce and Work. In Y. Li (Chairs), *Work-family research: managing work and family identities in different stages of life*. Paper presented at the 83rd Annual Conference of the Academy of Management, Boston, MA.
- 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

- *Organizational Behavior*. Undergraduate-online, Spring 2024. Evaluation: 4.6/5.0
- *Organizational Behavior*. Undergraduate, Fall 2023. Evaluation: 4.5/5.0
- *Organizational Behavior*. Undergraduate-online, Fall 2023. Evaluation: 4.5/5.0
- *HR Analytics*. Undergraduate-online, Fall 2023. Evaluation: 4.7/5.0
- *Organizational Behavior*. Undergraduate, Spring 2023. Evaluation: 4.6/5.0
- *Organizational Behavior*. Undergraduate, Spring 2023. Evaluation: 4.6/5.0
- *HR Analytics*. Graduate & Undergraduate, Fall 2022. Evaluation: 4.7/5.0
- *Organizational Behavior*. Undergraduate-online, Fall 2022. Evaluation: 4.5/5.0
- *HR Analytics*. Graduate & Undergraduate, Spring 2022. Evaluation: 5.0/5.0
- *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

Associate Editor

- *Applied Psychology: An International Review*, 2023 – Present

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*
- *Organizational Behavior and Human Decision Processes*
- *Human Relations*
- *Journal of Management Studies*
- *Journal of Vocational Behavior*
- *Journal of Occupational Health Psychology*
- *Human Resource Management Review*
- *Human Resource Management*
- *European Journal of Work and Organizational Psychology*
- *European Management Journal*
- *Journal of Managerial Psychology*
- *Journal of Applied Social Psychology*
- *Journal of Small Business Management*
- *Journal of Business Venturing Inquiry*

- *International Journal of Entrepreneurial Behavior & Research*

PROFESSIONAL AFFILIATIONS

- Leadership Futures Hub – Deakin University, 2024 – Present
- Academy of Management (AOM), 2017 – Present
- Society for Industrial/Organizational Psychology (SIOP), 2018 – Present

LANGUAGES

English (native); Portuguese (fluent)