

INDEX

- Achieved status, 86–87
 See also Social status
- Action Theory, 139
- Aggressive political behavior, 63
- Albrecht, S. L., 5, 7
- Alfes, K., 39
- Allocation process, resources,
 141–142
- Allostatic Load model, 3
- American Dream, 85
- Antisocial behavior, 94
- Ascribed status, 84–85
 See also Social status
- Ashforth, B. E., 83, 91
- Attributes, employees, 119–120
- Attribution theory, 119–120
- Availability, 10–11, 41–42
 defined, 41
 negative politics perception and,
 12
 See also Psychological conditions,
 to engagement
- Aversive events, 143
- Bakker, A. B., 93
- BAS. *See* Behavioral Activation
 System (BAS)
- Beehr, T. A., 3
- Behavioral Activation System (BAS),
 87, 90
- Behavioral Inhibiting System (BIS),
 87–88, 94, 96, 98
- Behavioral mimicry, 93
- Behavioral-related outcomes, of
 powerlessness, 92–94
- antisocial, 94
 prosocial, 92–93
 withdrawal, 93
- Benevolent political will, 89
- Bentley, J., 88
- BIS. *See* Behavioral Inhibiting
 System (BIS)
- Black-box mechanisms,
 37
- Blacksher, E., 86
- Bongers, P. M., 142
- Boundary conditions
 MLX, 20–21
 political skills, 19–20
- Cairns, D. R., 94
- Casrellucci, F., 84
- Cavanaugh, M. A., 3
- CEO succession, 109–110
- Chartrand, T. L., 93
- Conceptual model, 107
 test of, 126
- Conservation of resources (COR)
 theory, 138
- Control, 142–144
 aversive events, 143
 demand-strain relationship,
 142–143
 effort-distress model,
 144
 lack of, 142
 minimax principle, 143
 objective, 144
 primary, 143–144
 secondary, 143–144

- Coping
 with negative politics perceptions,
 13–17
 disengagement, 15–16
 increasing engagement, 16–17
 loss of engagement, 14
 narrowing of engagement,
 14–15
 with positive politics perceptions
 disengagement, 17–18
 engagement, 18–19
- COR. *See* Conservation of resources
 (COR) theory
- Corporate entrepreneurship, 110–111
- Cropanzano, R., 13
- de Boer, E. M., 93
- de Lange, A. H., 142
- deCharm, R., 91
- Disengagement, 11–12
 concept, 11
 in coping
 with negative politics
 perception, 15–16
 with positive politics
 perceptions, 17–18
 state of, 15
 temporary, 16
 withdrawal behaviors, 12
- Distress, 4
- Drory, A., 63, 65
- Dulebohn, J. H., 54–55
- Durable resources, 140
- Edmondson, A., 40
- Effort, 139
- Effort-distress model, 144
- Effort-reward imbalance model, 61
- Eldor, L., 39
- Elsass, P. M., 92
- Emotion-focused coping, 4
- Emotional intelligence, 65–67, 70
- Employee engagement. *See*
 Engagement
- Employees
 attributes, 119–120
 negative affectivity (NA), 120
 participation in change process,
 121–122
 political skill, 122–124
 POPs and stress, 120–124
See also Disengagement;
 Engagement; Politics;
 Resources
- Energy, 139–140
- Engagement, 10–11, 38–39
 absorbed state of, 22
 definitions, 10, 15, 38
 emotional attachment, 11
 in coping
 with negative politics
 perception, 14–15, 16–17
 with positive politics
 perceptions, 18–19
- JD-R model. *See* Job Demands-
 Resources (JD-R) model
- psychological conditions to,
 10–11, 39–42
- well-being and, 22
- Entrepreneurship. *See* Corporate
 entrepreneurship
- Eustress, 4, 17
- Executive political skills, 117–118
- Expectancy theory, 10
- Expendable resources, 139
- External resources, 139
- Falbe, C. M., 57
- Fedor, D. B., 8, 36
- Feedback process, 42, 43
- Ferris, G. R., 16, 52, 54–56, 60
- FFFS. *See* Fight-Flight-Freeze
 System (FFFS)
- Fight-Flight-Freeze System (FFFS),
 87, 90

- Fixed internal resources, 140
 Folkman, S., 3
 Frankenhaeuser, M., 144
- Galinsky, A. D., 83–84, 85
 Grawitch, M. J., 151
- Halbesleben, J. R. B., 38–39
 Hale, J. A., 89
 Harrell-Cook, G., 54–55
 Harris, K. J., 63
 Havel, Vaclevel, 82
 Heightened engagement, 16
 Hill, S., 7
 Hochwarter, W. A., 35–36, 144, 154
 Homophily, 86
 Houtman, I. L., 142
- Ibarra, H., 86
 Impression management, 58
 Influence tactics, 57–58
 Integrated politics, 19
 Internal goal, 145
 Internal resources, 139
 Interpersonal resources, 140–141
 Intimidation and pressure, 53
 - emotional intelligence and, 65–67
 - political skills and, 67–68
 - strain and, 63–64
 - stress and, 61–71
 - use of, 53
- JD-R. *See* Job Demands-Resources (JD-R) model
 Job Demands-Resources (JD-R) model, 13, 38, 142, 144, 145
 Job involvement, 16
 Johansson, G., 144
- Kacmar, C., 144
 Kacmar, K. M., 16, 63
 Kahn, K. W., 39–40, 41, 42
- Kapoutsis, I., 88
 Karatepe, O. M., 39
 Keyes, C. L. M., 21
 Kiewitz, C., 40, 41
 Kipnis, D., 57
 Kompier, M. A., 142
 Kroon, D., 109
 KSAOs, 140
- Lakin, J. L., 93
 Landells, E. M., 5, 7
 Lazarus, R. S., 3
 Leader-member exchange (LMX), 18, 20–21
 Leadership
 - executive political skills, 117–118
 - middle managers, 118–119
- Leary, M. R., 92
 Lewin, K., 55
 Li, J., 37, 40
 Lillie, M., 83
 Lin, N., 87
 Liu, Y., 63
 LMX. *See* Leader-member exchange (LMX)
 Low levels of engagement, 14
- M&A. *See* Mergers and acquisitions (M&A)
 Macey, W. H., 38
 Magee, J. C., 83–84, 85
 Maslach, C., 154
 May, D. R., 40, 41
 Meaningfulness, 10, 41
 - See also* Psychological conditions, to engagement
- Meisler, G., 63, 65
 Mergers and acquisitions (M&A), 108–109
 Meriac, J., 7
 Meurs, J. A., 144
 Middle managers, 118–119
 Mikolajczak, M., 66

- Minimax principle, 143
- Minorities, 85
- Mintzberg, H., 35, 54, 56, 96
- Moderating role
 - employee attributes, 119–120
 - leadership, 117–119
- Monin, P., 109
- Motivations, 88
 - in RST framework, 89
- Narrowing of engagement, 14–15
- Negative affectivity (NA), 120
- Negative politics perceptions, 4, 5, 35
 - concept, 6–7
 - coping with, 13–17
 - distrust and, 15
 - psychological availability and, 12
 - typology, 7
- Newman, J. E., 3
- Noorderhaven, N., 109
- Organizational changes, 107–111
 - CEO succession, 109–110
 - conceptual model, 107
 - corporate entrepreneurship, 110–111
 - mergers and acquisitions (M&A), 108–109
 - overview, 106–107
 - sensemaking, 106–107, 111–113
 - uncertainty and, 113–114
- Organizational constraints, 150
- Organizational performance, 128
- Organizational politics. *See* Politics
- Organizational resource control
 - systems, 148–149
- Organizational resources, 141
- Outside stakeholders, 128
 - definition, 54–55
 - detrimental effects of, 37
 - employee stress, 120–124
 - model of, 55–56
 - negative outcome, 56
 - organizational change and, 108
 - organizational performance, 128
 - outside stakeholders as a moderator, 128
 - sensemaking theory, 107
 - subjective, 55
 - transcendence, 127
 - uncertainty and, 107, 114–117
- Perrewé, P. L., 57, 95, 144, 154
- Personal resources, 140
- Personality traits, 89
- Pfeffer, J., 54, 56
- Piazza, A., 84
- Piedmont, R. L., 127
- Political acts at workplace, 63
- Political behavior, 57–58
 - aggressive, 63
 - as strategy to control resource, 153–154
 - definitions, 54
 - impression management, 58
 - influence tactics, 57–58
 - stress-related outcomes of, 52–53
- Political climate
 - development of, 126–127
 - dimensions of, 36
 - employee engagement and, 38–39
 - See also* Engagement
 - negative, 37
 - positive, 36–37
 - strategies fostering, 42–43
- Political skills, 19–20, 56–57
 - as antidote to stress/strains, 52, 57
 - as coping mechanism, 67
 - deficiencies, 97
 - defined, 6, 56, 154
 - employees, 122–124
 - executive, 117–118
 - facets, 56
- Padlock model, 88
- Papalexandris, A., 88
- Perceptions of politics (POP), 55–56
 - coping with, 8–12

- higher levels of, 97
 - intra-personal conditions, 95
 - mitigating role of, 67
 - resource control perspective, 154
 - RST and, 94–98
- Political will, 87–91
 - benevolence, 89
 - concept, 87–88
 - motivations, 88
 - RST and, 89–90
 - self-serving, 88
- Politics
 - as negative phenomenon, 52, 54
 - as resource control strategy, 153–154
 - as yin and yang, 4–5
 - conceptualization of, 34, 36–37
 - definition of, 35
 - detrimental impact, 34
 - in stress framework, 4
 - outcomes of, 37–42
 - perceptions of. *See* Perceptions of politics (POP)
 - positive aspects, 55
- Positive politics
 - at individual level, 36
 - defined, 35–36
- Positive politics perceptions, 4, 7–8
 - as stressor, 17–19
 - coping with, 17–19
- Power, 82
 - as resource control strategy, 153–154
 - social status and, 84
- Powerlessness, 82–83
 - behavioral-related outcomes, 92–94
 - outcomes of, 91–94
 - RST and adaptability to, 94–98
 - sensitivity to conditions of, 87–91
 - sociological influences, 83–87
 - stress-related outcomes, 91–92
 - theoretical implications, 98–99
- Pressure. *See* Intimidation and pressure
- Primary control, 143–144
- Problem-focused coping, 4
- Prosocial behavior, 92–93
- Psychological conditions, to
 - engagement, 39–42
 - availability, 10–11, 41–42
 - meaningfulness, 10, 41
 - safety, 10, 40
- Psychological mechanisms, 37–38
- Psychological needs, 37
- Qualitative workload, 151
- Quantitative workload, 151
- Reinforcement sensitivity theory (RST), 87
 - adaptability to powerlessness, 94–98
 - political will and, 88–89
- Research and development (R&D), 111
- Resource control, 144–154
 - organizational resource control systems, 148–149
 - perception of, 144
 - resource management, 147–148
 - strategies, 153–154
 - stressors, 149–153
 - organizational constraints, 150
 - role ambiguity and conflict, 150–151
 - social, 152–153
 - workload, 151–152
- Resource management, 147–148
- Resources
 - allocation process, 141–142
 - defined, 138–139
 - external, 139
 - internal, 139
 - interpersonal, 140–141

- nature of, 138–141
- organizational, 141
- personal, 140
- time, 140, 141
- Role ambiguity, 150–151
- Role conflict, 150–151
- Rosen, C. C., 37, 63, 154
- Ross, C. E., 86
- Rothbaum, F., 143
- Ryff, C. D., 21
- Safety, 10, 37, 40
 - See also* Psychological conditions, to engagement
- Sastry, J., 86
- Schaufeli, W. B., 93
- Schultheiss, O. C., 89
- Secondary control, 143–144
- Self-determination theory, 11, 37
- Self-serving behavior, 7, 13
- Self-serving political will, 89
- Sensegiving, 111–113, 116
- Sensemaking
 - as active process, 122
 - as social process, 115
 - defined, 6
 - organizational changes, 106–107, 111–113
- Shantz, A., 39
- Siegrist, J., 62
- Smart Richman, L., 92
- Snyder, S. S., 143
- Soane, E., 39
- Social capital, 86
- Social hierarchy, 84, 86
- Social network theory, 86
- Social status
 - achieved, 85–86
 - ascribed, 85
 - defined, 84
 - power and, 84
 - social hierarchy and, 84
- Social stressors, 152–153
- Socioeconomic status (SES), 86
 - See also* Social status
- Sociological influences, of
 - powerlessness, 83–87
- Sommer, K. L., 92
- Stakeholders. *See* Outside stakeholders
- Status. *See* Social status
- Strain, 61–62
 - intimidation and pressure, 63–64
- Strategic politics, 19
- Strategies
 - coping. *See* Coping
 - for positive political climate, 42–43
 - resource control, 153–154
- Strelan, P., 83
- Stress, 61–62
 - control and. *See* Control
 - emotional intelligence and, 65–67
 - intimidation and pressure, 61–71
 - perceptions of politics (POP), 120–124
 - political skills and, 67–68
- Stress framework, 3
- Stress process, 3–4
- Stress-related outcomes, of
 - powerlessness, 91–92
- Stressors, 3
 - challenge, 3–4
 - coping strategies, 4
 - hindrance, 4
 - negative politics perceptions as, 12–17
 - positive politics perceptions as, 17–19
 - resource control, 149–153
 - organizational constraints, 150
 - role ambiguity and conflict, 150–151
 - social, 152–153
 - workload, 151–152
 - workplace, 3–4

- Supervisors
 impression management by, 58
 influence tactics by, 57–58
 See also Intimidation and pressure
- Surveys, 42, 43
- Syroit, J. E., 93
- Taoism. *See* Yin and yang
- Taris, T. W., 142
- Temporary disengagement, 16
- Test of model, 126
- Thomas, A., 7
- Time, 139, 140, 141
- Training and development programs,
 43
- Transactional model, 3
- Transcendence, 127
- Treadway, D. C., 88, 95
- Truss, C., 39
- Uncertainty
 organizational changes and,
 113–114
 perceptions of politics (POP), 107,
 114–117
- Vaara, E., 109
- Veiga, J. F., 92
- Vigoda, E., 13, 55
- Volatile resources, 139
- Vroom, V. H., 10
- Warburton, W. A., 94
- Weick, K., 6
- Weisz, J. R., 143
- Well-being, 21–22
- Williams, K. D., 92, 94
- Withdrawal behavior, 94
- Women, 85
- Work role
 engagement to, 10–11
 physical investment into, 11
- Work-family conflict, 151
- Workload, 151–152
 qualitative, 151
 quantitative, 151
- Workshops, 42, 43
- Yin and yang, 4–5
- Yukl, G., 57