

**POWER, POLITICS, AND POLITICAL  
SKILL IN JOB STRESS**

# RESEARCH IN OCCUPATIONAL STRESS AND WELL BEING

Series Editors: Pamela L. Perrewé  
and Christopher C. Rosen

## Recent Volumes:

- Volume 1: Exploring Theoretical Mechanisms and Perspectives
- Volume 2: Historical and Current Perspectives on Stress and Health
- Volume 3: Emotional and Physiological Processes and Positive Intervention Strategies
- Volume 4: Exploring Interpersonal Dynamics
- Volume 5: Employee Health, Coping and Methodologies
- Volume 6: Exploring the Work and Non-Work Interface
- Volume 7: Current Perspectives on Job-Stress Recovery
- Volume 8: New Developments in Theoretical and Conceptual Approaches to Job Stress
- Volume 9: The Role of Individual Differences in Occupational Stress and Well Being
- Volume 10: The Role of the Economic Crisis on Occupational Stress and Well Being
- Volume 11: The Role of Emotion and Emotion Regulation in Job Stress and Well Being
- Volume 12: The Role of Demographics in Occupational Stress and Well Being
- Volume 13: Mistreatment in Organizations
- Volume 14: The Role of Leadership in Occupational Stress

RESEARCH IN OCCUPATIONAL STRESS AND WELL BEING  
VOLUME 15

# **POWER, POLITICS, AND POLITICAL SKILL IN JOB STRESS**

EDITED BY

**CHRISTOPHER C. ROSEN**

*University of Arkansas, USA*

**PAMELA L. PERREWÉ**

*Florida State University, USA*



United Kingdom – North America – Japan  
India – Malaysia – China

Emerald Publishing Limited  
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2017

Copyright © 2017 Emerald Publishing Limited

**Reprints and permissions service**

Contact: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

**British Library Cataloguing in Publication Data**

A catalogue record for this book is available from the British Library

ISBN: 978-1-78743-066-2 (Print)

ISBN: 978-1-78743-065-5 (Online)

ISBN: 978-1-78743-236-9 (Epub)

ISSN: 1479-3555 (Series)



ISOQAR certified  
Management System,  
awarded to Emerald  
for adherence to  
Environmental  
standard  
ISO 14001:2004.

Certificate Number 1985  
ISO 14001



INVESTOR IN PEOPLE

# LIST OF CONTRIBUTORS

<i>Simon L. Albrecht</i>	School of Psychology, Deakin University, Melbourne, Australia
<i>Zinta S. Byrne</i>	Department of Psychology, Colorado State University, Fort Collins, CO, USA
<i>Emily D. Campion</i>	University at Buffalo, Buffalo, NY, USA
<i>Kaitlyn DeGhetto</i>	Department of Management, College of Business, University of Colorado Colorado Springs, Colorado Springs, CO, USA
<i>Amos Drory</i>	Peres Academic Center, Rehovot, Israel
<i>Gerald R. Ferris</i>	Department of Management, College of Business, Florida State University, Tallahassee, FL, USA
<i>Wayne A. Hochwarter</i>	Department of Management, Florida State University, Tallahassee, FL, USA and Centre for Sustainable Human Resources Management and Well being, Australian Catholic University, Australia
<i>Erin M. Landells</i>	School of Psychology, Deakin University, Melbourne, Australia
<i>Steven G. Manning</i>	Department of Psychology, Colorado State University, Fort Collins, CO, USA
<i>Galit Meisler</i>	School of Behavioral Sciences, Peres Academic Center, Rehovot, Israel
<i>Zachary A. Russell</i>	Department of Management and Entrepreneurship, Williams College of Business, Xavier University, Cincinnati, OH, USA
<i>Paul E. Spector</i>	Department of Psychology, University of South Florida, Tampa, FL, USA

- Darren C. Treadway* University at Buffalo, Buffalo, NY, USA
- Eran Vigoda-Gadot* Division of Public Administration & Policy,  
School of Political Science, The University of  
Haifa, Haifa, Israel
- James W. Weston* Department of Psychology, Colorado State  
University, Fort Collins, CO, USA
- Lisa V. Williams* College of Business, Niagara University,  
Buffalo, NY, USA

## EDITORIAL ADVISORY BOARD

Terry Beehr

*Department of Psychology,  
University of Central Michigan,  
USA*

Chu-Hsiang (Daisy) Chang

*Department of Psychology,  
Michigan State University, USA*

Yitzhak Fried

*Texas Tech – Rawls College of  
Business, USA*

Dan Ganster

*Department of Management,  
Colorado State University, USA*

Leslie Hammer

*Department of Psychology,  
Portland State University, USA*

Russ Johnson

*Department of Management,  
Michigan State University,  
USA*

John Kammeyer-Mueller

*University of Minnesota, USA*

E. Kevin Kelloway

*Department of Psychology,  
Saint Mary's University, USA*

Jeff LePine

*Department of Management,  
Arizona State University, USA*

Paul Levy

*Department of Psychology,  
University of Akron, USA*

John Schaubroeck

*School of Management and  
Department of Psychology,  
Michigan State University, USA*

Norbert Semmer

*Department of Psychology,  
University of Berne, Switzerland*

Sabine Sonnentag

*Department of Psychology,  
University of Mannheim, Germany*

Paul Spector

*Department of Psychology,  
University of South Florida, USA*

Lois Tetrick

*Department of Psychology,  
George Mason University, USA*

Mo Wang

*Department of Management,  
University of Florida, USA*

## **EDITORS**

Pamela L. Perrewé  
*Department of Management, Florida  
State University, USA*

Christopher C. Rosen  
*Department of Management,  
University of Arkansas, USA*



# OVERVIEW

In our 15th volume of *Research in Occupational Stress and Well Being*, we offer six chapters that examine the role of power, politics, and influence in occupational stress and well-being. The first two chapters take a more balanced perspective than what has been typically presented and discussed in the politics literature by focusing on negative, as well as positive aspects of organizational politics. In our lead chapter, Zinta S. Byrne, Steven G. Manning, James W. Weston, and Wayne A. Hochwarter develop an integrative conceptualization that explains how positive and negative organizational politics are perceived as challenge and hindrance stressors that affect employee outcomes through their influence on the social environment. In the second chapter, Erin M. Landells and Simon L. Albrecht propose a more positive conceptualization of organizational politics and explore potential associations between both positive and negative politics and employee engagement and consider a number of intervening variables (i.e., psychological meaningfulness, psychological availability, and psychological safety) that explain these relations.

The theme of the next section centers around power. In the third chapter, Galit Meisler, Eran Vigoda-Gadot, and Amos Drory consider the negative implications of the use of intimidation and pressure by supervisors, who hold positions of power in their organizations. Their model maintains that these influence tactics create stress in subordinates and are, ultimately, an ineffective means of motivation those in lower power positions. The fourth chapter, by Darren C. Treadway, Emily D. Campion, and Lisa V. Williams, views the phenomenon of power from “the other end of the telescope” by focusing on the concept of objective and/or subjective powerlessness. More specifically, the authors present a multi-level model that offers an accessible way to understand how perceptions of powerless come to be and how those perceptions impact psychological, physical, and behavioral responses.

The final section of this volume focuses on novel theoretical extensions to the power and politics literature. The fifth chapter, by Kaitlyn DeGhetto, Zachary A. Russell, and Gerald R. Ferris, considers organizational politics within the context of large-scale organizational change initiatives. More explicitly, this chapter introduces a conceptual model that draws from sensemaking theory and research to explain how employees perceive and interpret their uncertain environments, the politics in them, and the resulting work stress that follows from changes (i.e., Mergers and Acquisitions, CEO Succession, and Corporate Entrepreneurship) adopted to improve the firm’s strategy

and increase financial performance. In the sixth chapter, Paul E. Spector discusses how the control and strategic management of resources plays a role in the occupational stress process. This chapter presents a number of novel ideas that are centered around the idea that control of external and internal resources, and not resource acquisition or maintenance, is a vital element that contributes to how employees respond to workplace demands.

Together, these chapters offer an insight into the role of power, politics, and influence in occupational stress research. These chapters challenge our traditional thinking and offer several exciting and novel directions for future research. We hope you enjoy volume 15 of *Research in Occupational Stress and Well Being*.

Pamela L. Perrewé  
Christopher C. Rosen  
*Editors*

## Acknowledgment

On a personal note, I would like to thank Chris Rosen for serving as my Co-Editor for the past five volumes. Chris has been a critical part of the success of *Research in Occupational Stress and Well Being* and I will miss working directly with him very much. As Chris has continued to grow as a scholar, he is in constant demand to serve as a reviewer, editor, and research colleague, from journals, other editors, and elite researchers. I understand that his scholarly contributions to our field have created a great demand for his talents and he can no longer serve as my co-editor. Chris — thank you for sharing your talents with ROSWB and taking this journey with me. I wish you only the very best, my friend.

Pamela L. Perrewé  
*Editor*