# Index

| ABCDE model | 371 |
| Abel, M.H. | 223–4 |
| absence level | 414–15, 417 |
| Abu Ghraib | 92, 100 |
| Academy of Management Review | 131, 134 |
| accountability | 413–14, 416 |
| achievement motive | 360, 361, 365, 396 |
| adapted motivation | 365–7 |
| achievement-oriented workaholism | 158 |
| achievement striving | 160 |
| activity inhibition | 362–3 |
| activity scheduling | 50 |
| adaptation to change | 306 |
| adaptive humour | 219–20 |
| adaptive managerial styles | 357 |
| affect | 176–7 |
| affective commitment | 137, 138, 142, 147 |
| affiliation motive | 360, 361–2, 362–3, 364–5 |
| combined effect with extraversion on managerial styles | 367–8 |
| affiliation | 169, 268–84 |
| aggression | 268–73 |
| conceptualizing workplace aggression | 268–73 |
| defining workplace aggression | 271–3 |
| implications for practice | 280 |
| outcomes of | 275–6 |
| outcomes of aggression by different perpetrators | 278–80 |
| predictors of | 273–5 |
| target-specific | 276–8 |
| aggressive humour | 219–20, 222 |
| agreeableness | 335–6, 341 |
| and teams | 343, 345, 346 |
| Alcoholics Anonymous | 132 |
| Alge, B.J. | 296 |
| Alick, M.D. | 102 |
| alienation | 117 |

| Allport, G.W. | 327 |
| Allthe, D.L. | 290 |
| ambiguity | 101–2 |
| ambivalent identification | 82–3 |
| American Express | 385 |
| amusement, feelings of | 218–19 |
| Amstey distributors | 79 |
| Analoui, F. | 288 |
| Anand, V. | 235, 236 |
| ancillary innovations | 423, 424 |
| Anderson, N. | 423, 424, 425, 430, 432, 435, 437 |
| Andrews, L.B. | 308 |
| anger management | 51 |
| Anglo-American form of late capitalism | 405–6, 418 |
| Anselm of Canterbury | 120 |
| anticipatory defences | 257 |
| antisocial personality disorder (psychopath) | 23, 26, 27–31, 35, 118 |
| anxiety | 223–4 |
| Aquinas, T. | 7, 119, 120 |
| Aquino, K. | 61, 276–7 |
| Archer, D. | 64–5 |
| Argote, L. | 319, 322 |
| Argyris, C. | 125 |
| Aristotle | 7, 114 |
| Arthur Andersen | 3, 90, 131, 241 |
| artifacts | 446 |
| Asch, S. | 97 |
| Ashford, B.E. | 226, 228 |
| Ashforth, B.E. | 59, 60, 67, 83, 85, 189, 235, 236 |
| assertiveness training | 51 |
| assumptions | 269, 272 |
| about aggression | 271–3 |
| shared tacit assumptions | 447 |
| attachment, employee | 136–51 |
| attention | 320–21 |
| dysfunctions in team learning | 323, 323–5 |
| attentional capacity | 320–21 |
| attitudes | 374 |
| company competence | 387–8 |
| outcomes of aggression | 275 |
| toward workplace deviance | 141, 147 |
| attraction–selection–attrition (ASA) theory | 374 |
| attributional theory | 345–6 |
| Aust, B. | 52 |
| authentic dissent | 456 |
| autonomy/independence | 399 |
avoidant personality disorder 26
awareness of ethical code 242–3
Babiak, P. 30–31, 37–8
background checks 36, 382
bad leaders see leadership
Baer, M. 312
Bainum, C.K. 226
Baker, W.E. 305
Baldwin, S. 401
Barling, J. 279
Barnett, R.C. 156
Baron, R.A. 170, 271
Baron, R.S. 324
Barrett, L.F. 321
Barrick, M.R. 332, 345
Baumeister, R.F. 324
Bay of Pigs 308
Beech-Nut Corporation 246
Beehr, T.A. 273, 274, 275
behaviour
managing maladaptive managerial styles and behaviour change 369–74
evaluating behaviour change 373
outcomes of aggression 276
performance feedback and changes in 171
territorial 256–60
dysfunction 257–60
theory of planned behaviour 139–45, 147, 148
behavioural control, perceived 140, 141, 147
beliefs 112, 120–21
and workaholism 159–60, 162–3
benefits, employee 398–401
Bennett, R.J. 138, 269, 270, 277
Benning, S. 28
Benveniste, J. 192
Berken, E.J. 243
Berman, W.H. 372
Berry, C.M. 273, 277
Bies, R.J. 101–2, 269
‘big five’ traits see bright traits
Bin Laden, O. 92
biotech industry 396
Birnbaum, J.H. 238
Bjorkqvist, K. 67–8, 69
Black, D.W. 41
Blader, S.L. 456
blatant coercion 238
Boehlerlert, E. 98
Boisnier, A.D. 451
bonus plans 393–4
borderline personality disorder 26, 47
boundaries, identity 76–8
boundary spanning 313
Bowen, S.A. 242
Bowling, N.A. 273, 274, 275
Bradt, G. 372
Brett, J.M. 155–6
Brewer, M. 75, 451, 452
Brice, T.S. 342
Briggs, G.E. 309
bright traits (‘big five’) 332, 333, 335–7
benefits and costs 341
bright side 335–6
dark side 336–7
dark side of bright traits for team configuration 340–47, 348
Brodky, C.M. 61, 65–6, 67
Brotheridge, C.M. 68
Brown, R.J. 451
Buckner, B. 327
Buddha 77
Buffett, W. 449
bullying 58–74
characteristics of bully 62–3
characteristics of victim 61–2
conceptualizations of 58–9, 60
dyadic and group-level influences 63
effects of 58
emotional bullying 200–201, 207, 209, 210, 212
organization-level influences 63–7
outcomes 68–9
phases of 67–8
prevalence 59–61
prevention 69–70
support for bullying behaviour 65–6
Bunderson, J.S. 328
Bunker, B.B. 129, 131–2
bureaucracy 204–5, 209, 212
consequences of 205
Burke, R.J. 159–60, 161, 162
burnout 47, 48, 190–91
Bush, G.W. 100–101
Bush, M.W. 372–3
Bush Administration 96–7, 100
business process reengineering (BPR) 425
business skills 357, 365–9
Butler, J.L. 324
Caigner, L. 371
Cairo, P.C. 4, 5
California energy crisis 245–6
Callister, R. 179
camaraderie 396
Campbell, W.K. 339
Canada 153
Cannon-Bowers, J.A. 306
career anchors 398, 399–400
career prospects 160–61, 162–3
career satisfaction 160–61, 162–3
career transitions 179
carefulness 121
carter, N. 295
Caruso, C. 154
Cascio, W.F. 405–6
catharsis 131–2
Cathy, D. 387
Cathy, T. 386–7
Cavanagh, G.F. 9
CEO annual reports 99, 103
challenge career anchor 400
Challenger disaster 16, 308
change see organizational change
channelling hypothesis 357, 364–5
character-based perspective 91
charismatic leadership 95, 196
Chatman, J. 451
chefs 65
Chen, G. 322
Cheney, D. 102
Chick-fil-A 386–7
China 168–9
Christensen, C. 319, 322
Christian virtues 112–13, 120–22
CIA 102
Cilignon, R.A. 405, 406
Clair, J.A. 191
Claremont Instruments Company 443, 444, 445
Clark, L.A. 62
classical conditioning 132–3
Cleckley, H. 28–9
Clegg, S.R. 122
Cleveland, J. 168, 178, 182
Clinton, B. 92, 96, 103
codes of ethics 122
and theft 295–6
coercion 207, 238–9
cognitive abilities tests 223
cognitive capabilities 387–8
cognitive explanations for persistence of bad leadership 93–4
cognitive neo-association theory 276
cognitive techniques 50
Cohen, A.K. 451
Collaborative Longitudinal Personality Disorder Study (CLPDS) 44
collective rationalization 327
collectivist cultures 174, 262, 450
Columbia Space Shuttle 168
Colvin, G. 314
combination compensation plans 393
commission 391–2
commitment 136–51
communication
and career anchors 398, 399–400
humour and 218
teams 303, 304
derailment 308–10
community violence 274–5
compartmentalization 45, 81
compatibility principle 141
compensation/reward systems 64, 310
appropriate compensation plan 388–95
motivation and 395–8, 399–400
normalized corruption and 239–42, 247–8
competence
company 387–8
core competencies 404
managerial 356–7, 365–9
personal and social 196
complexity
of organizational change 409–12
task complexity 311
comprehensive performance assessment (CPA) 407
compromise 238
compulsive-dependent workaholism 158
conceptualization of aggression 269–70, 272
conditioning, classical 132–3
conflict
and innovation 434, 437
territorial behaviour and 259
within teams 306–7, 434, 437
Conlon, D.E. 103
conscientiousness 335–6, 341, 365
combined effect with achievement motive on managerial styles 365–7
dark side 336–7
stress and staffing models 349–50
and teams 342–3, 345, 346
consensus, premature 323, 326–7
consistency 114–15, 297
continuance commitment 137, 138, 142
contract staff 410–12
control-oriented marking 256
control theory 171
Cooper, C.L. 61, 62
Cooper, R. 307
cooperation 303, 304
team derailment 307–8
cooptation 238
coordination 303, 304
team derailment 305–7
coping humour 219–20, 222
coping skills 359
core competencies 404
core self-evaluation 175
core values 384–7
corporate scandals 3, 4, 90, 125, 130–31, 384
corruption 235–51
  implications of normalization 247–8
  normalization in organizations 236–9
  taken-for-granted practices and 239–47
Cortina, L.M. 279
cost reduction programmes 407–8, 408, 410, 411–12
cotton gin 128
counselling 37, 49–51
countercultures 448, 450, 452–3
courage 3–21, 121
  caveats of courageous behaviours 5–6
  conceptualizing a failure of 3–4
  core components 8–11
  defining 5–8, 9
  developing organizational courage 18–19
  empirical studies 11–15
  origin/aetiology 7–8
  as a process 15–18
co-worker aggression 278–9
Crawford, N. 59, 61, 68
creativity 384, 422–40
  defining 422–5
  limits on and territoriality 256
  process in organizations 430–32
critical incident technique 281
cross-cutting collectives 145, 146
Csikszentmihalyi, M. 191
culture
  culture change programmes 50, 408, 410, 411–12
  defining 445–7
  ethics as a cultural phenomenon 113–14
  national 106, 174, 405–6, 450
  organizational see organizational culture
  and performance feedback 173–4
Cury, F. 324
customer satisfaction 384
cycle of violence 62

damanpour, F. 424
daniel, L. 347
danley, J.R. 245
dark traits 337–40
  benefits and costs 341
  bright side 339–40
  dark side 337–9
Datx, T. 380
davis, J.H. 125
day, D.V. 373–4
day O’connor, S. 94

De Dreu, C.K.W. 429, 434
de Fruyt, F. 43
de Meuse, K.P. 406
dean, J.W. 100–101
Deaux, K. 81
decentralization 449
decision making
  speed of 413–14, 416
  territoriality and limits on 256
Decker, W.H. 223
decreasing businesses 412, 415, 416
departmental identity 139, 143–4, 145, 147
defence behaviours 257, 259
delaying 408, 411–12
delegation 163
deliberation 8–10, 15, 16–18
DeLorean, J. 450, 454
demand for feedback 169–70
Dembe, A.E. 153–4
demographics
  diversity and teams 323, 328
  subculture formation 450
dependent personality disorder 26
deterrence-based trust 129
developmental coaching 371–3
developmental feedback 176, 313
deviance, employee 136–51
devil’s advocate 456
Devore, C.J. 433
Diagnosis and Statistical Manual of Mental Disorders (DSM-IV) 24–6, 40
diagnostic study research 281
Dickens, C. 402
Dietz, J. 274–5
differentiated tasks 449–50
Digital Equipment Corporation 455
directors 415–17, 417–18
Dirks, K.T. 91, 99, 125
disciplinary procedures 297
discounted stock options 395
discovery of unethical acts, handling 246–7, 247–8
disidentification 79–80
Disney Corporation 386
displaced aggression 277–8
dispute-related bullying 63
distraction–conflict model 324
distress-related innovation 435–7
distributive justice 276, 289
Ditton, J. 293–4
diversity, team 323, 328
  personality and 343–5, 348
Dobys, H.F. 261
Dofradottir, A. 68
Dollard, J. 278
domination 118
Dotlich, D.L. 4, 5
Douglas, S.C. 274
downsizing 405–6
dual-function tactics 84
Dufresne, R.L. 191
Dukerich, J.M. 78, 80
Duncan, W. 226
Dunphy, D. 192
Dwyer, D.J. 339

Ebbers, B. 240
economic compensation options 388–95, 396, 397
economic value added (EVA) 405
Edmondson, A.C. 326
Edwards, J.R. 359
effort-recovery model 154
Egan, S. 337
Einarsen, S. 62, 63–4, 65, 66, 67, 70
Einstein, A. 113–14
Eisen, L. 41
Eisenberger, R. 127
electronic bulletin boards 103
Ellemers, N. 144, 145
Elliott, A.J. 361
Ellis, A.P. 319, 325, 327, 328
emergent innovations 424, 425
emergent systems 444
Emmons, R.A. 360, 363
emotional bullying 200–201, 207, 209, 210, 212
consequences of 200–201
emotional ignorance 199–200, 206–7, 209, 212
consequences of 200
emotional intelligence 196
emotional labour 189–94
nursing as 189–91
emotional management 198–9, 206, 209, 210, 212
consequences of 199
emotional stability 335–6, 341
dark side 337
emotions 51, 187–215
catharsis and rebuilding trust 133
emotional process inherent in ethics 116–17
ethnographic case study 197–212
inter- and intrapersonal emotionality 198–203, 206–8
organizational and occupational triggers 203–5, 208–10
positive aspects of work 205–6
explanation for bad leaders staying in good places 94–7
and performance feedback 169, 176
toxic 194–7
empathy 118–19

empiricists 81
employee assistance programmes 164
employee attachment 136–51
employee benefits 398–401
employee deviance 136–51
employee participation 296, 413–14, 416
employee–stakeholder disconnect (ESD) 244–6, 247–8
employee well-being see health; psychological well-being
employment alternatives, lack of 451
employment relationship
length of 129–30
sources of risk in 127–9
employment security 128
encoding 320, 321
dysfunctions in team learning 323, 328–9
end-game strategy 130
engagement
with the organization 456
in work tasks 46–7
enhancements 175
enhancing subcultures 448
Enron 3, 4, 90, 92, 101, 104, 125, 133, 384, 437
code of ethics 244
energy traders 245, 245–6
impact of collapse on employees 131
enthusiastic addicts (EAs) 158–64
entitlements 175
entrepreneurial creativity 399
entrepreneurial organizations 380–401
entrepreneurship 361
environment
characteristics and subcultures 449–50
uncertainty and team derailment 310–11
equity 396
equity-based compensation 394–5
Erez, A. 343
espoused values 446–7
ethical climate 236–7, 239
ethics 110–24
codes of see codes of ethics
as a cultural phenomenon 113–14
defining 111–13
dialogue 120–22
emotional process inherent in 116–17
and empathy 118–19
handling discovery of unethical acts 246–7
integrity 114–16
moral standard and bullying 69–70
and reflection 119–20
selection of ethical managers 293–4
ethnographic case study 197–212
Europe 153
evaluation apprehension 169
evaluation model for acts of courage 15–18
Evans, P.D. 9, 13
Evans, W.M. 423
evolutionary innovations 424
exchange-based commitment 141–3
executive coaching (EC) 371–3
expansion into new markets 411
expectancy theory 171–2
expectations 312
experimental research 280–81
explanation 297
explicit motives 361
external factors 92–3, 99–100
extraversion 335–6, 341
in teams 345
extra-work satisfactions 161–2, 162–3
Exxon-Mobil 243, 246
façades of conformity 241
factor analysis 13
failure of courage 3–21
fairness 180–81
unfair treatment and theft 288–91
see also justice; organizational justice
faith 112, 120–21
family
functioning and workaholism 161–2, 162–3
re-energizing non-work life 85–7
Farr, J.L. 423
Fassel, D. 78, 164
fatigue 155
fear
fears and workaholism 159–60, 162–3
personal and courage 11, 15, 16–18
feedback 168–86
assumptions about 169–71
employees desire feedback 169–70
positive behaviour changes 171
supervisors give useful feedback 170–71
factors affecting willingness to give or receive feedback 172–81
organizational and workplace characteristics 179–81
rater and ratee characteristics 172–9
practical alternatives 181–3
stress education 370
team derailment 309, 313
theoretical frameworks 171–2
feedback climate 180–81
feedback environment 179, 181, 182
feeling driven to work 158, 162–3
feelings, territorial 253–6
dysfunction of 255–6
Feldman, D.C. 372
Ferrin, D. 91
Figart, D.M. 156
Filipowicz, A. 224
financialization 404–9
Finkelstein, S. 5
fire service 64–5
fit 359–60
five-factor model (FFM) of personality 43
fixed pay levels 240
Fletcher, C. 174
Flett, G.L. 47
flexibility 398, 413–14, 416
focusing technique 117
Folger, R. 269, 273, 274
foolish behaviour 5
Ford 385
Pinto 243, 245
Fox, M.L. 339
frame of reference training 182
Frank, E. 68–9
Franklin, B. 114
free riding effect 311–12
Frese, M. 312
Freud, S. 77
Frost, P.J. 187, 190, 193–4, 206, 207, 208, 213
‘seven deadly INs’ 194–7, 211–12
Froud, J. 405, 406, 418
Fuller, M.A. 132
functional specialization 323, 328
Furnham, A. 45
Gaddis, B. 176
Gandhi, M. 111, 119
Gellerman, S.W. 119
gender differences
feedback 173–4
humour 222–4, 228
General Electric (GE) 128, 385
general/managerial career anchor 399
General Motors 450, 454
geographic isolation 449
George, J.M. 428
Germany 405
Gestalt techniques 50
Geurts, S. 155, 157
Gibson, C. 328
Gladwell, M. 382–3
Global Crossing 3, 4
goal-setting theory 171–2, 332
goals
expression of motives through goals and traits 363–5
refining and integrity 115–16
Goleman, D. 206
Index 467

Gould, N.H. 9, 10
Gouldner, A.W. 293
graded exposure techniques 50
Graham, L. 101
Grand-Bois Community, Louisiana 246
gravitational hypothesis 374
Gray, J.A. 339
Greenberg, J. 289, 290, 294–5, 295–6
grievance rules 69–70
Gross-Schaefer, A. 291, 297

group engagement model 456

group incentive plans 388, 390–91
group polarization 452
group territories 262–3
groups see ingroups and outgroups; teams
groupthink 308

HealthSouth 3
helpful interrelating 244

health
humour and 224–5, 227–8
organizational change and 413–15, 416, 417
outcomes of aggression 275
outcomes of bullying 69
workaholism and 153–5, 161
HealthSouth 3

healthcare

helping behaviour 179

helplines 296
Hennig, K.H. 12
Hermann, G. 242
Hershcovis, M.S. 273–4, 277, 279
Hetherington, S. 381
Hewlett-Packard 386
hierarchy 204–5, 209, 212
consequences of 205
Hinsz, V.B. 319, 328
hiring process 381–4
histrionic personality disorder 23, 26, 33–5
Hitler, A. 92
hoarding behaviour 49
Hoel, H. 61, 62
Hogan, J. 26–7, 30, 32, 35
Hogh, A. 68
Hollensbe, E. 83
home life 85–7, 161–2, 162–3
hope 112–13, 121
Horn, E.M. 324
hospitals 407–8
NICU 187–215
hotelling 263–4
hotlines 296
House, R. 95
Howatt, G. 308
Hower, R.M. 443
Hoyle, R. 102
Hull, S. 396
human resources (HR) department 383–4
humour 66, 216–31
beneficial effects 227–8
defining 217–19
as dysfunctional organizational behaviour 224–7
individual differences 221–4
two-dimensional model 219–21
Hurricane Katrina 302, 305
IBM 386
idea identification 431–2
identification 75–89, 137, 139
adjusting one’s need for 84–5
dysfunctions 76–83
resolving 83–7
and identity 75–6
see also social identity
identity 75–89, 139
boundaries 76–8
and deviance 143–5
reciprocal effects of deviance on identity 145
dysfunctions 76–83
resolving 83–7
and group membership 448
and identification 75–6
social see social identity
and subcultures 448–9, 455
enhancing identity to the organization 455–7
territoriality and 260–61
identity-oriented marking 257, 263–4
identity work tactics 83–4
impatience–irritation (II) 160
implementation phase of innovation 432
implicit motives 360–63
see also motives
implicit-theory studies of courage 11–15
imposed innovations 424, 425
impression management 177–8
impulsivity 338, 341
bright side 339
incentive stock options (ISOs) 395
incentives 240–41, 388–95
for managers and executives 393–4
for non-managerial employees 390–91
for salespeople 391–3
incompetence 195, 208, 212
incongruent multiple identities 80–82
incrementalism 238
indebted obligation 142–3
individual characteristics
and subculture formation 450–51
and workaholism 159, 162–3
individual differences orientation to theft 286
individual innovation 426–30, 433–4, 435–7
individual territories 263–4
individualistic cultures 174, 450
indulgency pattern 293
Industrial Revolution 152, 153
inevitability 197, 212
infidelity 195–6, 207–8, 212
information
ineffective management of 309
processing stage of learning 320, 321, 323, 325–7
sharing 255
team derailment 312–13
unshared information and dysfunctional team learning 323, 325–6
information-processing and problem-solving perspective 344
infringement, territorial 260–61
ingroups and outgroups 451–2
denigration of outgroups 453–4
humour 226
selectivity in NICU 202–3, 208, 209, 212
see also subcultures
Inhibited Power Motive Syndrome (IPMS) 363
initiation phase of innovation 432
initiative fatigue 418
Inness, M. 274
innovation 422–40
continuous 384
defining 422–5
distress-related 435–7
negative outcomes from 433–5
process in organizations 430–32
pro-innovation bias 426–30
subcultures and 455, 456–7
innovation characteristics approach 423–5
insensitivity 196, 206, 212
institutional forces 196, 209, 212
institutional investors 404–5
institutional theory 404
institutionalization
of bullying 64–5
of corruption 235, 236–7, 238
instrumental innovations 424, 425
integrating tactics 84
integrity 114–16
integrity tests 286, 292
intention 195, 212
and aggression 271, 272
and courage 8–10, 15, 16–18
workplace deviance 141
interaction 111–12
personality traits and team configuration 345–6, 348
territorial boundaries and impeding 258
interactional justice 289–90, 295
interactional psychology 359
internal identity boundaries 80–82
interpersonal aggression 270
interpersonal difficulties 44–5
interpersonal emotionality 198–203, 206–8, 209, 212
interpersonal justice training (IJT) 294–5
interpersonal skills 313–14, 357, 365–9
interpersonal treatment 146
interpretation 320, 321
dysfunctions in team learning 323, 327–8
interviewing 381, 382–3
intrapersonal emotionality 198–203, 206–8, 209, 212
intrapersonal skills 357, 365–9, 370–71
intrusiveness 196, 207, 212
investment theory of creativity 431
investors 128–9
institutional investors 404–5
involvement/participation 296, 413–14, 416
Iraq War 96–7, 100, 308
Ishmael, A. 66
isolation 258, 449
Israel 102
James, K. 427, 433
James, W. 81, 260–61
Jameson Inns 398
Janis, I.L. 308, 326–7
Jansson, O. 428, 433
Japan 405
Jenkins, S.R. 362
Jerome, St 116
Jews, Nazism and 245
job advertisements 381, 382
job behaviours 159, 162–3
job description 381–2
job design 69–70
job-focused impression management 177–8
job satisfaction 66, 160–61, 162–3
job security 413–14, 416
Johns, N. 65
Johnson, B.T. 321
Johnston, W.A. 309
Jones, M.T. 405
journalists 97–8
Judge, T.A. 324, 336, 337–8
just-in-time production (JIT) 425
justice 122
organizational see organizational justice
performance feedback and 172
justification of selection procedures 292

Kahneman, D. 321
Kaiser, R.B. 356, 374
Kakabadse, A. 288
Kanai, A. 161
Kanter, R.M. 424, 430, 433
Karpin Report 195
Kasser, T. 363
Katherine, A. 77
Katrina, Hurricane 302, 305
Kellerman, B. 104
Kelley, L. 161–2
Kelloway, E.K. 279
Kerkkänen, P. 225
Ketels, C.H.M. 404
key skills 413–14, 416
Kidder, J.T. 455
Killinger, B. 158
Kilmann, R.H. 9, 18
King, N. 430, 432, 435
Kirchmeyer, C. 87
Kivimäki, M. 69
Klein, M. 9
Klein, W.M.P. 179
Kmart 4
know-how 387–8
knowledge
company competence 387–8
ineffective knowledge sharing 255
knowledge-based trust 129, 132
knowledge, skills and abilities (KSAs) 313–14, 374–5
Kofodimos, J. 162
Korsgaard, M.A. 174
Kozlowski, D. 387
Kramer, R.M. 129
Kreiner, G.E. 80, 83, 85
Kurzweil, R. 127
Kyrios, M. 42
labelling 453
labour market 127–8
labour process theory 403
laissez-faire leadership style 67
Lambert, R.A. 240
Lamm, H. 452
Lankau, M.J. 372
Lanzetta, J.T. 309
Larson, J.R. 319, 322
Latham, G.P. 332
Lau, D.C. 328
Laughlin, P.R. 326
laughter 218–19
Law, J. 324
Lawrence, P.R. 443–4
Lay, K. 3, 92, 104, 133
Lazarus, R.S. 193
leader–member exchange (LMX) theory 208
leadership
bad 90–109
evidence for bad leaders in good places 91–3
explanations for bad leaders staying in good places 93–104
managing bad leaders 105–7
and ethics 110–24
good 110–11
and humour 220, 227
teams 303, 304
team derailment 312–14
leadership deviance framework 104–5
Leadership Motive Syndrome (LMS) 362–3
leadership skills 357, 365–9
leadership style 176
and bullying 66–7, 69–70
learning 319–31
dysfunctional team learning 322–9
from mistakes 305
pyramid model 319–22
learning orientation 305
Lebanon 102
LeBlanc, M.L. 279
Lee, D. 59, 68
Lee, R.T. 68
Lees, D. 418
length of employment relationship 129–30
LePine, J.A. 336, 342, 343, 345–6
Leslie, J.B. 4–5
Leung, K. 180–81
Levi, L. 155
Levy, P.E. 176
Lewicki, R.J. 129, 131–2
Lewin, K. 81
Lewinsky, M. 96, 103
Leymann, H. 59, 62, 68, 69
life satisfactions 161–2, 162–3
lifestyle 154, 400  
Lifton, R.J. 241  
Litzky, B.E. 90  
Livingstone, L.P. 427  
Local Government Employers’ Organisation 418  
local hiring policies 398–401  
Locke, E.A. 332  
long-term incentives 394–5  
Lopez, S.J. 8  
love 112, 120  
loyalty 413–14, 416  
loyalty effect 111  
Lubart, T.I. 431  
Luebbe, D.M. 373  
Luthans, F. 192, 193, 208–9  
Machiavellianism 23, 35–6  
Machlowitz, M. 157–8  
MacMillan, J. 325  
maladaptive humour 219–20  
maladaptive managerial styles 357  
managing 369–74  
motive–trait taxonomy 365–9  
preventing 374–5  
management derailers 3–5  
management education cases 442–5  
management team building 380–401  
compensation plan 388–95  
core values 384–7  
culture and competence 387–8  
employee benefits 398–401  
hiring process approach 381–4  
motivation and compensation 395–8, 399–400  
managerial competence 356–7, 365–9  
managerial styles 356–79  
managing maladaptive styles 369–74  
motive–trait taxonomy 365–9  
prevention of maladaptive styles 374–5  
managers  
experiences of organizational change and their perceptions of their organizations 413–15, 416  
selection of ethical managers 293–4  
views of organizational change compared with directors’ views 415–17  
Marcus-Newhall, A. 278  
market value options 395  
marketization 406–8  
marking behaviour 256–7, 259  
Marriage, N. 65  
Marriott Corporation 385  
Martell, R.F. 329  
Martin, J. 448, 450  
Martinko, M.J. 176–7, 274, 276  
Martocchio, J.J. 336  
Mary Kay Corporation 386  
Maslach, C. 47  
Maslow, A.H. 3, 128–9  
Maxwell, D. 223–4  
Mayer, R.C. 129, 130, 132  
McCall, M. 23, 38  
McCann, B.S. 338  
McCarty, A. 104  
McClelland, D.C. 360, 361, 362, 363  
McGlashan, T.H. 44  
McKendall, M. 242  
McKinsey 386  
McLean Parks, J. 103  
McMorris, R.F. 223  
McWilliams, N. 45  
meaning of life 205–6  
media 97–8  
medical errors 308  
Meindl, J.R. 92, 99  
memory processes 320, 321  
dysfunctional team learning 323, 328–9  
Mengzi (Mencius) 7  
Menzel, P.J. 65  
Mereck 386  
mergers and acquisitions 408, 411–12, 449  
Meyer, J.P. 138, 141–2, 143, 144  
Michelin 406  
Miethe, T.D. 10  
Milanovich, D.M. 302  
Millon, T. 41–2, 44–5  
Milosevic, S. 92  
mindfulness technique 49–50  
Miner, J.B. 332  
Minnesota Innovation Research Program (MIRP) 432  
Minnesota Multiphasic Personality Inventory 43  
Mintzberg, H. 356  
Miron, E. 428–9  
misdirected energies 202, 208, 209, 212  
consequences of 202  
mission statements 114, 384–5  
missionary selling 392  
Mitsubishi 240  
mobbing 59, 67, 70  
see also bullying  
Moberg, D.J. 9  
moderation/temperance 121–2  
mordenization 406–8, 418  
monitoring, and theft 288, 296  
moral exclusion 118  
moral exemplars 12  
morale 413–14, 416
Index

Morgeson, F.P. 329
Morris, L. 26, 29–30, 32–3, 34
Morrison, E.W. 174
Moruyama, S. 155
Mosier, S.K. 157
Moss, S.E. 175, 176–7
motivation 361–74
and compensation 395–8, 399–400
expression through goals and traits 363–5
and humour 221
management team building and 384
managers’ perceptions of organizational change 413–14, 416
managing maladaptive managerial styles 369–74
motive–trait taxonomy of managerial styles 365–9
for working long hours 155–6
Motorola 310
Moyers, B. 98
Mudrack, P.E. 46
Mullen, B. 324
multiple identities 139, 144–5
incongruent 80–82
multiple organizational identity environments (MOIEs) 82–3
multi-source feedback 37, 170, 180, 370
Murningham, J.K. 328
Murphy, K.J. 241
Murphy, K.R. 168, 178, 182
Mutari, E. 156
Myers, D.G. 452

Nadler, D. 314
Nanoventions 395
Napier, R. 9
Naquin, C.E. 327
narcissism 337–8, 341
bright side 339
narcissistic personality disorder 23, 26, 31–3
National Aeronautics and Space Administration (NASA) 16, 168, 307
national culture 106, 174, 405–6, 450
National Health Service (NHS) 407–8
Nazi 241, 245
need for organizational identification (nOID) 84–5
negative affect 62
negative creativity 433
negative humour 219–29
negative work environments 66
negotiation 129–30
management team building 381, 383
Nemeth, C.J. 456
neo-natal intensive care unit (NICU) 187–215
implications of emotionality for management 210–11
nested collectives 144, 145, 146
Nettie, D. 333
networks, leaders’ 97–104
Neuman, J.H. 271
neuropsychology 217–18
neutral identification 80
neuroticism 324–5, 337
new public management 407
New Ravenia 398–401
New South Wales health system 188–9, 190
New York City Police Department 6
Nippert-Eng, C.E. 81
Nixon, R. 100–101
noble good 10, 15, 16–18
non-economic compensation 388, 389, 396
non-programmed innovations 424, 425
non-qualified stock options (NQSOs) 395
non-work life 85–7, 161–2, 162–3
non-zero-sum solutions 112
Noriega, M. 92
normalization of corruption see corruption normative commitment 137, 138, 142
norms 138
social identity and deviance 143–4
subjective norms regarding workplace deviance 141, 147
violation of 98, 101
Novak, B. 104
nurses/nursing 187–215

Oates, W. 158
observer’s view of personality 27
obsessive-compulsive disorder (OCD) 41
obsessive-compulsive personality disorder (OCPD) 26, 35, 40–57
aetiology of 42
assessment of 42–4
characteristic patterns 41
general effects 44–5
management 49–54
individual level 49–51
structural level 51–4
subtypes 41–2, 50–51
workplace effects 45–9
O’Byrne, K.K. 11
occupational stress 356–61
defining 358–9
person–environment fit model 359–60
personality and 360–61
see also stress
occupational subcultures 450–51
Office Space 261
offshoring 408, 411–12
Oldenburg, R. 86, 87
Oldham, J. 26, 29–30, 32–3, 34
Olivero, G. 373
Olweus, D. 61
openness 335–6, 341
dark side 337
optimal distinctiveness theory 452
Orenstein, R.L. 370
organizing ability 48–9
organizational aggression 270
organizational change 402–21
differences between directors' and managers' views 415–17
managers' experiences of and their perception of their organization 413–15
resistance to 255–6
scale, nature, intensity and complexity of 409–12
subcultures and enhancing a culture of change 454–5
UK prevailing business climate 404–9
organizational characteristics 303, 304
team derailment 310–12
organizational courage 18–19
organizational culture
bad leadership 101
and bullying 64–6
culture change programmes 50, 408, 410, 411–12
developing organizational courage 18–19
ethnographic study of NICU 197–212
humour and 225–6
management team development 387–8
managing territoriality 262–3
OCPD management 53
and subculture formation 450
organizational ecology theory 404
organizational identification 76
subcultures and 455–7
organizational innovation 426–30, 435, 435–7
organizational justice 285–301
compared with traditional approach to theft 287
dimensions of 288–91
explaining employee theft 291–7
after detection 297
before hire 292–4
during employment 294–6
organizational memory 237
organizational performance 92
organizational practices and routines 235–51
taken-for-granted practices and normalized corruption 239–47
organizational size 447–8, 449
organizational structure 53, 63
ESD and normalized corruption 244–6, 247–8
organizational support, perceived 146, 147
organizational values see values
orthogonal subcultures 448
outgroups see ingroups and outgroups
outsider aggression 278–9
outsourcing 408, 411–12
overcommitment 142
overidentification 78
overtime 153–5
see also work hours
pain, emotional 190, 194
see also toxic emotions
parallel aggregate effects 340–43, 348
paranoid personality disorder 25, 35
participation 296, 413–14, 416
Paul, St 112
Paunonen, S.V. 339
Pavlovian conditioning 132–3
pay cut 289, 290
Pelld, L.H. 434
perceived behavioural control 140, 141, 147
perceived organizational support 146, 147
perceptions of organizations
managers' experiences of organizational change and 413–15, 416
rater 178–9
and trust 127
perfectionism 44, 46, 47
perfectionist workaholism 158
performance appraisal 105, 168
see also feedback
performance-based reward systems 64
performance cue effects 323, 329
performance feedback see feedback
performance levels 175–6
performance management systems 407
Perkins, T.S. 81
Perry, E.L. 174
person–environment (P–E) fit model 359–60
personal competence 196
personal identity 75
personal values 205–6
personality
characteristics and managerial styles 356–79
dispositions and subcultures 451
and humour 221–2
manager's and derailment 5
and occupational stress 360–61
and performance feedback 174–5
traits see traits
victim of bullying 61–2
Personality Diagnostic Questionnaire (PDQ) 43
personality disorder not otherwise specified 26
personality disorders 22–39, 40
  histrionic 23, 26, 33–5
  managing 36
  narcissist 23, 26, 31–3
OCPD see obsessive-compulsive personality disorder
other ‘types’ 35–6
prevention and coping 36–8
successful psychopath 23, 26, 27–31, 35
personality integration 363–4
personality testing 288, 292–3, 347
personalization 257, 263–4
perspective on aggression 270–71, 272
Peters, T.J. 424, 426
Peterson, C. 9
Petrides, K.V. 45
petty tyranny 59, 60, 67
Philips, C. 11–12
Philipson, I. 84, 86
physical well-being see health
piecework plan 390
Pierce, J.L. 254
Pillmore, E.M. 243
place, loss of 260–61
placement model 375
planned behaviour, theory of 139–45, 147, 148
planning 309
plant-level procedural justice 274–5
Plato 7
Pollio, H.R. 226
Porter, G. 46, 47–8, 155
Porter, M.E. 404
positive creativity 433
positive humour 219–29
positive organizational behaviour (POB) 191–4, 213
positive organizational scholarship (POS) 190, 213
positive psychology (PP) 191–4, 228–9
Post, P. 161
post-traumatic stress disorder (PTSD) 69
power
  differences and bullying 63
  legitimate 106
  relational power and aggression 279
  power distance 174, 450
  power motive 360, 362–3, 364
    combined effect with extraversion on managerial styles 368–9
Pratt, M.G. 76, 79, 82–3
predatory bullying 63
premature consensus 323, 326–7
premium-priced options 395
prescriptive behavioural techniques 49
pressure on dissenters 327
primary alienation 117
primary interventions 49, 52, 53
private sector
  scale and dimensionality of change 409–17
  shareholder value maximization 404–6
  ‘proactive’ employees 61
  proactive innovations 425
  problem identification 52, 430–31
  problem-solving 5, 223
  procedural justice 276–7, 290–91, 296
  processing stage of learning 320, 321
    dysfunctions in team learning 323, 325–7
procrastination 47
Procter & Gamble 246, 385
productivity 404, 413–14, 416, 418
profitability 413–14, 416
programmed innovations 424, 425
pro-innovation bias 426–30
propensity to trust 129
psychological capital management 192
psychological contract 196
psychological safety 308, 326
  territoriality and psychological discomfort 258–9
psychological well-being 227–8
  and organizational change 413–15, 416, 417
    outcomes of bullying 68–9
    workaholism and 161, 162–3
    see also stress
psychopathology orientation to theft 286–8
psychopaths 23, 26, 27–31, 35, 118
psychotherapy 37, 49–51
public limited companies (plcs) 409–17, 418
public sector 406–8, 418
scale and dimensionality of change 409–17
punitiveness 93–4, 96
pyramid model of learning 319–22
  teams 322–3
Quality of Working Life project (QoWL) 403, 405, 409, 418–19, 419
quantum organization 18–19
Quick, J.C. 52, 54, 373
Quine, L. 59
race 173–4
Rachman, S.J. 8, 9
radicalness of innovations 424, 425
Rafaeli, A. 82–3
Raine, A. 62
Rate, C.R. 8, 14–15
rational emotive behaviour therapy (REBT) 370–71
rationalists 81
rationalization of corruption 235, 237–8, 238
employee willingness to speak out 243
Rayner, C. 59–61
Razr phone 310
reaction and interaction 345–6, 348
reactionary defences 257
reasonable doubt 100–102
reasoned action, theory of 139–40
recall 320, 321
dysfunctional team learning 323, 328–9
redundancies 408, 411–12
re-energizing of non-work life 85–7
reflection 119–20
Reingold, J. 241
Reizschutz 77
relational connectedness 280
relational model of workplace aggression 268–84
methodological impediments to 280–81
relational power 279
relationship-based perspective 91
relationship conflicts 306, 434
relationships
humour and relationships between high- and low-status people 226
OCPD and risky situations 50
perpetrator–victim relationship in aggression 278–80
rater–ratee 176
reputation, injured 257–8
Resch, M. 69–70
resiliency 194
resistance to change 255–6
resource-based theory 404
respect 113
respecting workplaces 87
restaurants 291, 296
kitchens 65
restricted stock 395
restructuring 405–6
retribution 261, 269
revolutionary innovations 424
reward systems see compensation/reward systems
Rhodes, C. 122
Richards, C.B. 261
Rink, F. 144, 145
risk
antisocial personality type 28, 29
coping with 130–31
and courage 10, 13–14, 15, 16–18
OCPD and risky situations 50
sources of in the employment relationship 127–9
and trust 126, 127–31, 133–4
risky shift 452
Rissler, A. 155
Robbins, A.S. 52, 158, 159, 161
Roberson, L. 173
Robinson, B.E. 158, 161
Robinson, S. 179, 269, 270, 277
Roby, T.B. 309
role-based emotion 203–4, 208–9, 211, 212
consequences of 204
Roosevelt, T. 101
Rosa, R.R. 155
Rosen, C. 179
Rothschild, J. 10
Rotondo, D.M. 223
Rousseau, D.M. 87, 139, 143
routinization
corruption 237
innovation 432
Rove, K. 104
Roy, D.F. 225–6, 228
Ruiz, J.M. 338
rules 196
Rumsfeld, D. 100
Rutherford, C. 155, 156
Sackett, P.R. 433
Saddam Hussein 92, 96
Sala, F. 223
Salancik, G. 92, 99
salaried hour plan 390
salary plans, straight 392–3
Salas, E. 306, 308, 311, 312
salespeople, incentives for 391–3
Salin, D. 61, 64
Sankey, D. 382
Sarbanes–Oxley Act (American Competitiveness and Corporate Accountability Act) 90–91, 106
Sauer, J. 425
Sawaf, A. 307
scapegoating 323, 327–8
Schaef, A.W. 78, 164
Schat, A.C.H. 268, 279
Schein, E.H. 398, 399–400, 445–7
Schell, M. 382
schizoid personality disorder 25
schizotypal personality disorder 25–6
Schmitt, N. 332
Schneider, B. 374–5
Schotte, C. 43
Schubinski, M. 69–70
Scott, K.S. 158
secondary alienation 117
secondary deviation 453
secondary interventions 49, 52, 53–4
secrecy 114
security orientation 288
security/stability career anchor 399
segmenting tactics 83–4
Seiler, J. 443–4
selection 27, 36, 136
dark sides of personality and selection systems 347–50
hiring process and management team building 381–4
OCPD 52–3
prevention of maladaptive managerial styles 374–5
select-out criteria 37
and theft 286–8, 292–4
selection tests 286–8, 292–3
selectivity 202–3, 208, 209, 212
consequences of 203
self 26
identity and identification dysfunctions 75–89
self-assertiveness 174
self-attention theory 324
self-defeating humour 219–20, 222
self-doubt 68
self-enhancing humour 219–20, 222
self-esteem 32, 33
self-evaluations 175, 182
self-focused attention 323, 324–5
self-managing teams 326
self-serving biases 323, 327–8
Seligman, M. 9, 191, 229
Seropto, F. 6
service, sense of 399–400
‘seven deadly INs’ 194–7, 211–12
Severe Acute Respiratory Syndrome (SARS) 168–9
severity of aggression 270, 272
Shalley, C.E. 427
Shapiro, D.L. 101–2, 103, 106, 291, 296
shared mental models (SMMs) 305–6, 328
shareholder value maximization 404–6
Sheep, M. 83
Sheeldon, K.M. 361, 363
Shelp, E.E. 8, 9
Shepela, S.T. 9
Sherin, J. 371
Shimomitsu, T. 155
short-term incentives 393–4
Shorto, R. 82
sickness rate 414–15, 417
Sinkula, J.M. 305
Sirota Survey Intelligence 395–6
situated identity 139, 143–4, 145
situational characteristics
predictors of aggression 273, 274
and workaholism 159, 162–3
situational updates 313
Skarlicki, D.P. 269, 273, 274
Skilling, J. 3
skills
continuous upgrading and employment security 128
key skills 413–14, 416
KSAs 313–14, 374–5
managerial competence 356–7, 365–9
mix in teams 313–14
skills training 211, 371
Skogstad, A. 62, 67
‘skunk works’ activities 433
Slade Company 443–4, 444, 445
Small Business Association (SBA) 383
smiling 218–19
Smither, J.W. 372
social cocoons 239, 241
social cohesion 345
social competence 196
social distraction 323–4
social identity 75, 139, 143–5
impact on stereotyping 451–2
modifying deviant behaviour 146–7
reciprocal effects of deviance on 145
see also identification; identity
social learning effect (modelling effect) 137
social life 85–7, 161–2, 162–3
social loafing 311–12
social psychological perspectives 146
social support 53–4
socialization 64–5, 138, 226
of corruption 235, 238–9
employee willingness to speak up 243
socio-technical systems approach 423, 424
Socrates 6, 7, 119, 122
Socratic dialogue 50
South West Airlines 225
space 116
infringement of physical space 260
Space Shuttle 16, 168, 308
Sparks, K. 155
specialization, functional 323, 328
spectrum hypothesis 24, 25
Spence, J.T. 52, 158, 159, 161
Spinoza, B. 115
staff turnover 414–15, 417
staffing models 347–50
Stahl, M.J. 363
supplemental development approach to staffing 347–9
sustainability 192–4
toxic emotions and 194–7
Symons, C.S. 321
Szagun, G. 13–14
taken-for-granted practices 235, 239–47
target of aggression 270, 272
target-specific workplace aggression 276–8
task complexity 311
task conflicts 306–7, 434, 437
task differentiation 449–50
task interdependence 279–80
task-specific skills 313–14
tasks, engagement in 46–7
team-based reward systems 64, 310, 388, 390–91
team building 54
management team building see management team building
team fluidity 329
team halo effect 327
team orientation 308
teams 302–18
causes of derailment 304–14
dysfunctional team learning 322–9
humour and 226–7
innovation 426–30, 434, 435–7
management team building see management team building
nature of 302–4
personality traits
staffing models and 349
and team configuration 340–47, 348
team performance 226–7, 302–4
technical core 244
technical/functional career anchor 399
technical innovations 423, 424
technological change 127–8
termination of employment 288, 297
Terrion, J.L. 226, 228
territoriality 252–67
behaviour 256–60
feelings 253–6
infringement 260–61
managing 261–4
nature of 253
tertiary interventions 49, 52
thanks/recognition 204–5, 209
theft 142, 285–301
dimensions of organizational justice 288–91
explaining with organizational justice 291–7
traditional approaches 286–8
thematic apperception test (TAT) 360
theory of planned behaviour 139–45, 147, 148
time of reasoned action 139–40
Thill, E.E. 324
third places 85–7
Thomas, H. 97–8
Thorne, A. 361
3M 385
360-degree feedback 37, 170, 180, 370
Tiedens, L.Z. 340
time clock problem 444, 445
Toffler, B.L. 241
tool improvement 443, 444, 445
Torma, G. 389
total quality management (TQM) 425
Townsend, A. 429
toxic emotions 194–7
and aggression 273–4
bright and dark 332–55
bright side of bright traits 335–6
bright side of dark traits 339–40
dark side of bright traits 336–7
dark side of traits for team configuration 340–47, 348
dark side of dark traits 337–9
selection system implications of dark sides of personality 347–50
expression of motives through goals and traits 363–5
and humour 221–2
managing extreme traits 36
managing maladaptive managerial styles 369–74
motive–trait taxonomy of managerial styles 365–9
and occupational stress 360–61
and personality disorders 24, 25
transactional leadership 176, 195
transactive memory loss 323, 329
transformational leadership 106–7, 176
Trice, H. 450–51
Tripp, T.M. 269
trust
breaking 201, 207–8, 209, 210–11, 212
consequences of 201
employee loss of trust in management 125–35
infidelity and betrayal of 195–6
opportunities for gain via organizational trust 125–6
and performance feedback 178–9, 181
referents of 126–7
subcultures and 456–7
team derailment 307
truth-supported wins 326
Tucker, P. 155, 156
Tyco 3, 4, 125, 243, 384, 387
Tyler, T.R. 456
Tynan, R.O. 327
type A behaviour 160
type A personality 338–9, 341
bright side 340
tyrrants, petty 59, 60, 67
see also bullying
Tziner, A. 178
ultimate innovations 424, 425
underidentification 80
unethical acts, handling discovery of 246–7, 247–8
Unilever 246
United Kingdom 402–21
prevaling business climate 404–9
scale and dimensionality of change affecting business organizations 409–17
United States Supreme Court judges 94–5
Usher, R. 112
Usui, C. 405, 406
validity of tests 292–3
values
espoused 446–7
organizational 450
core values 384–7
and workaholism 160, 162–3
personal 205–6
values-based commitment 141–3, 147
Van de Ven, A. 432
Van der Hulst, M. 153, 154, 155, 157
Van der Vegt, G.S. 328
Van Dyne, L. 343, 345–6
Van Velsor, E. 4–5
Vermeulen, F. 328
Vesterman, J. 306
victim
of aggression 270, 272
characteristics 274
of bullying 61–2
harm-doer as 102–3
virtues 112–13, 120–22
vocational counselling 375
Vrugt, A. 373

Wal-Mart 385, 386
Walker, L.J. 12
Wall Street analysts 128–9
Walton, D.N. 9, 10, 16
Warrenfeltz, R. 356–7, 365, 366, 367
Wasylyshyn, K.M. 372, 374
water-throwing play 443, 444, 445
Waterman, R.H. 424, 426
Watson, D. 62
Waung, M. 342
weak identity boundaries 76–8
Weaver, G.R. 242
Wegner, D.M. 329
Weisul, K. 382
Welch, J. 128
Weldon, E. 179
well-being see health; psychological well-being
West, M.A. 423, 424, 437
Western Electric studies 442–3
Wheatley, R. 356
whistleblowers 10, 105–6
White, D.G. 9, 13
Wigand, J. 105
Wilk, S.L. 374
Williams, B. 111
Williams, K. 405
Wilson, J. 96–7, 102
Wilson, VP. 96
Winter, D.G. 357, 364–5, 375
wiredtapping 100–101
Witt, L.A. 336–7
Woodard, C.R. 9, 10, 12–13
work, type of and OCPD 50–51
work addicts (WAs) 158–64
work enjoyment 158, 162–3
work enthusiasts (WEs) 158–64
‘Work Group Ownership of an Improved Tool’
443, 444, 445
work hours 152–7
and their effects 153–5
moderators of work hours–well-being relationship 156–7
motivations for working long hours 155–6
work intensification thesis 403
work involvement 158, 162–3
work–self balance 80
work–self distance 80
work–self intrusion 78–9
workaholism (work addiction) 84, 152–67
addressing 164
antecedents 159–60
definitions 157–8
evaluating components of 162–3
extra-work satisfactions and family functioning 161–2, 162–3
job behaviours 159, 162–3
OCPD 46–7, 47–8
personal and work situation characteristics 159, 162–3
psychological well-being 161
types of workaholics 158
work outcomes 160–61
Worldcom 3, 125, 131, 240, 384
Worline, M.C. 9
Youssef, C.M. 192, 193, 208–9
Zaltman, G. 423–5
Zapf, D. 66, 67
Zekany, K.E. 240
Zerubavel, E. 76
Zhou, J. 428