

# THE ROLE OF LEADERSHIP IN OCCUPATIONAL STRESS

# RESEARCH IN OCCUPATIONAL STRESS AND WELL BEING

Series Editors: Pamela L. Perrewé,  
Jonathon R. B. Halbesleben  
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

RESEARCH IN OCCUPATIONAL STRESS AND  
WELL BEING VOLUME 14

# THE ROLE OF LEADERSHIP IN OCCUPATIONAL STRESS

GUEST EDITORS

**WILLIAM A. GENTRY**

*Center for Creative Leadership, Greensboro, NC, USA*

**CATHLEEN CLERKIN**

*Center for Creative Leadership, Greensboro, NC, USA*

SERIES EDITORS

**PAMELA L. PERREWÉ**

*Florida State University, Tallahassee, FL, USA*

**JONATHON R. B. HALBESLEBEN**

*University of Alabama, Tuscaloosa, AL, USA*

**CHRISTOPHER C. ROSEN**

*University of Arkansas, Fayetteville, AR, USA*



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

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

First edition 2016

Copyright © 2016 Emerald Group 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: 978-1-78635-062-6

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

# CONTENTS

LIST OF CONTRIBUTORS	vii
EDITORIAL ADVISORY BOARD	ix
OVERVIEW	xi
ACKNOWLEDGMENTS	xiii
WORKAHOLISM AMONG LEADERS: IMPLICATIONS FOR THEIR OWN AND THEIR FOLLOWERS' WELL-BEING	
<i>Malissa A. Clark, Gregory W. Stevens, Jesse S. Michel     and Lauren Zimmerman</i>	1
STRESS, WELL-BEING, AND THE DARK SIDE OF LEADERSHIP	
<i>Seth M. Spain, P. D. Harms and Dustin Wood</i>	33
THE PROMISE AND PERIL OF WORKPLACE CONNECTIONS: INSIGHTS FOR LEADERS ABOUT WORKPLACE NETWORKS AND WELL-BEING	
<i>Kristin L. Cullen-Lester, Alexandra Gerbasi and     Sean White</i>	61
DO YOU BELIEVE WHAT I BELIEVE? A THEORETICAL MODEL OF CONGRUENCE IN FOLLOWER ROLE ORIENTATION AND ITS EFFECTS ON MANAGER AND SUBORDINATE OUTCOMES	
<i>Melissa K. Carsten, Mary Uhl-Bien and Tracy L. Griggs</i>	91

<b>AN ENRICHMENT/IMPAIRMENT PERSPECTIVE ON LEADING IN MULTIPLE DOMAINS: THE IMPACT ON LEADER/FOLLOWER WELL-BEING AND STRESS</b>	
<i>Michael E. Palanski, Gretchen Vogelgesang Lester, Rachel Clapp-Smith and Michelle M. Hammond</i>	115
<b>RESOURCE UTILIZATION MODEL: ORGANIZATIONAL LEADERS AS RESOURCE FACILITATORS</b>	
<i>Jennifer K. Dimoff and E. Kevin Kelloway</i>	141
<b>HOLISTIC LEADER DEVELOPMENT: A TOOL FOR ENHANCING LEADER WELL-BEING</b>	
<i>Cathleen Clerkin and Marian N. Ruderman</i>	161
<b>ABOUT THE AUTHORS AND EDITORS</b>	187

## LIST OF CONTRIBUTORS

- Melissa K. Carsten* Department of Management and Marketing,  
College of Business Administration,  
Winthrop University, Rock Hill, SC, USA
- Rachel Clapp-Smith* College of Business, Purdue University  
Northwest, Hammond, IN, USA
- Malissa A. Clark* Department of Psychology, University of  
Georgia, Athens, GA, USA
- Cathleen Clerkin* Center for Creative Leadership,  
Greensboro, NC, USA
- Kristin L.  
Cullen-Lester* Center for Creative Leadership,  
Greensboro, NC, USA
- Jennifer K. Dimoff* Department of Psychology, Saint Mary's  
University, Halifax, NS, Canada
- William A. Gentry* Center for Creative Leadership,  
Greensboro, NC, USA
- Alexandra Gerbasi* Surrey Business School, University of  
Surrey, Guildford, Surrey, UK
- Tracy L. Griggs* Department of Management and  
Marketing, College of Business  
Administration, Winthrop University,  
Rock Hill, SC, USA
- Jonathon R. B.  
Halbesleben* Department of Management, Culverhouse  
College of Commerce, University of  
Alabama, Tuscaloosa, AL, USA
- Michelle M.  
Hammond* Kemmy Business School, University of  
Limerick, Limerick, Ireland
- P. D. Harms* Department of Management, University of  
Alabama, Tuscaloosa, AL, USA

- E. Kevin Kelloway* Department of Psychology, Saint Mary's University, Halifax, NS, Canada
- Gretchen Vogelgesang Lester* Lucas College of Business, San Jose State University, San Jose, CA, USA
- Jesse S. Michel* Department of Psychology, Auburn University, Auburn, AL, USA
- Michael E. Palanski* Saunders College of Business, Rochester Institute of Technology, Rochester, NY, USA
- Pamela L. Perrewé* College of Business, Florida State University, Tallahassee, FL, USA
- Christopher C. Rosen* Department of Management, Sam M. Walton College of Business, University of Arkansas, Fayetteville, AR, USA
- Marian N. Ruderman* Center for Creative Leadership, Greensboro, NC, USA
- Seth M. Spain* School of Management, Binghamton University, New York, NY, USA
- Gregory W. Stevens* Globoforce, Southborough, MA, USA
- Mary Uhl-Bien* Department of Management, Entrepreneurship, and Leadership, Neeley School of Business, Texas Christian University, Fort Worth, TX, USA
- Sean White* Grenoble Ecole de Management, Grenoble, France
- Dustin Wood* Department of Management, University of Alabama, Tuscaloosa, AL, USA
- Lauren Zimmerman* Department of Psychology, University of Georgia, Athens, GA, USA



## EDITORIAL ADVISORY BOARD

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

Chu-Hsiang (Daisy) Chang  
*Michigan State University,  
Department of Psychology, USA*

Yitzhak Fried  
*Texas Tech – Rawls College of  
Business, USA*

Dan Ganster  
*Colorado State University,  
Department of  
Management, USA*

Leslie Hammer  
*Portland State University,  
Department of Psychology, USA*

Russ Johnson  
*Michigan State University,  
Department of Management, USA*

John Kammeyer-Mueller  
*University of Minnesota, USA*

E. Kevin Kelloway  
*Saint Mary's University,  
Department of Psychology,  
Canada*

Jeff LePine  
*Arizona State University,  
Department of Management, USA*

Paul Levy  
*University of Akron, Department of  
Psychology, USA*

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

Norbert Semmer  
*University of Bern, Department of  
Psychology, Switzerland*

Sabine Sonnentag  
*Department of Psychology,  
University of Mannheim, Germany*

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

Lois Tetrick  
*George Mason University,  
Department of Psychology, USA*

Mo Wang  
*University of Florida, Department  
of Management, USA*



## OVERVIEW

For this volume of *Research in Occupational Stress and Well Being*, we have partnered with guest editors from the *Center for Creative Leadership* to assemble a collection of unique insights examining occupational health through a leadership lens. This volume consists of seven chapters, each focusing on a different aspect of leadership and the role that leaders may play in facilitating stress and well-being in the workplace.

The first two chapters examine how certain traits and behaviors of leaders can exacerbate occupational stress. In the chapter “Workaholism among Leaders: Implications for Their Own and Their Followers’ Well-Being,” Malissa A. Clark, Gregory W. Stevens, Jesse S. Michel, and Lauren Zimmerman explore the issue of workaholism, and the negative impact that workaholic leaders can have in the workplace. They introduce a conceptual model linking workaholism to both leaders’ and followers’ well-being through affective, cognitive, and behavioral pathways. In the chapter “Stress, Well-Being, and the Dark Side of Leadership”, Seth M. Spain, P. D. Harms, and Dustin Wood examine the role of dark side personality characteristics in the workplace. Using a functionalist approach, the authors provide a concise review of dark side characteristics and discuss how such characteristics might facilitate leader emergence and produce stress experiences for their followers.

The next three chapters of this volume examine the importance of interpersonal relationships to occupational health and well-being. In the chapter “The Promise and Peril of Workplace Connections: Insights for Leaders about Workplace Networks and Well-Being”, Kristin L. Cullen-Lester, Alexandra Gerbasi, and Sean White focus on workplace connections and the power of leaders’ networks. They propose that leaders’ social connections can impact well-being through providing access to resources (e.g., information, feedback, and support) and highlight four key aspects of networks that can influence well-being – centrality, structural holes, embeddedness, and negative ties. In the chapter “Do You Believe What I Believe? A Theoretical Model of Congruence in Follower Role Orientation and Its Effects on Manager and Subordinate Outcomes”, Melissa K. Carsten, Mary Uhl-Bien, and Tracy L. Griggs draw on relational leadership theory to examine a key ingredient of leadership: followership. The authors

introduce a theoretical model detailing how congruence, or incongruence, between leaders' and followers' "follower role orientation" (i.e., beliefs about how to enact a follower role) can create both good and bad stress through leader-member exchange (LMX). In the chapter "An Enrichment/Impairment Perspective on Leading in Multiple Domains: The Impact on Leader/Follower Well-Being and Stress," Michael E. Palanski, Gretchen Vogelgesang Lester, Rachel Clapp-Smith, and Michelle M. Hammond put forth a model of "multi-domain leadership" (MDL) that examines how leaders' knowledge, skills and abilities may be applied across multiple domains of life, such as work, community, and family. They describe both short-term and long-term effects of engaging in MDL, including how it may impact stress levels, self-efficacy, and self-awareness of leaders, as well as those around them.

The final section of this volume includes two chapters focusing on how leaders can promote workplace well-being. In the chapter "Resource Utilization Model: Organizational Leaders as Resource Facilitators," Jennifer K. Dimoff and E. Kevin Kelloway discuss the fact that despite high rates of health-related issues, and high availability of benefits, most employees fail to use the resources that are accessible to them. The authors introduce a perspective called "resource utilization theory" (RUT) to explain why employees do not use resources to deal with existing stressors, and propose that leaders hold a key role in facilitating the utilization of resources. In the chapter "Holistic Leader Development: A Tool for Enhancing Leader Well-Being", Cathleen Clerkin and Marian N. Ruderman argue that leader development initiatives need to be expanded to include well-being. They introduce a holistic development framework that focuses on building the intrapersonal competencies needed by modern leaders, and suggest that leader development is an underleveraged way to promote healthier work environments.

Together, these chapters illustrate the vital roles that leaders play in promoting well-being – or stress – in the workplace. Given this, we urge researchers and practitioners of occupational health to include discussions of leadership in their future work, in order to advance the field and create sustainable organizational change. We hope you enjoy this volume of *Research in Occupational Stress and Well Being*.

## ACKNOWLEDGMENTS

I would like to thank our guest editors, William A. Gentry and Cathleen Clerkin for taking on the role of guest editors for this volume. They managed the process beautifully and I am sure our readers will find this volume on the role of leadership in occupational stress and well-being to be very interesting, timely, and well done.

I would also like to acknowledge the contributions and hard work of Jonathon R. B. Halbesleben as co-editor of the series for the past five volumes. Due to his increased administrative responsibilities, he will no longer be able to co-edit *Research in Occupational Stress and Well Being*. Christopher C. Rosen and I would like to thank Jonathon for helping to make this series stronger and more visible. Jonathon has been a pleasure with whom to work, and Chris and I will miss working with our friend. Our very best to you, Jonathon.

Pamela L. Perrewé  
*Editor*