

STRESS AND WELL-BEING AT THE STRATEGIC LEVEL

Edited by Peter D. Harms
and Chu-Hsiang (Daisy) Chang

RESEARCH IN OCCUPATIONAL
STRESS AND WELL-BEING

VOLUME 21

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RESEARCH IN OCCUPATIONAL STRESS AND WELL-BEING

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and Chu-Hsiang (Daisy) Chang

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INVESTOR IN PEOPLE

OVERVIEW

Volume 21 of *Research in Occupational Stress and Well-being* is focused on promoting theory and research in the increasingly important area of occupational stress, health, and well-being. In the past few years, as the world has dealt with the ongoing consequences of a global pandemic, the critical role played by institutions in the well-being of their employees and citizens has become increasingly clear. To that end, we felt the need to shine a spotlight on an oft-overlooked area of research concerning how organizations can both promote and inhibit well-being. To that end, we solicited a series of chapters investigating how organizational policies and decisions could impact stress and well-being (whether intentionally or not), how best to assess stress and well-being in organizations, how individuals in the upper echelons of companies shaped the emotional tone of their organizations and the experiences of their followers, and how the experiences and obligations of strategic leaders shape their own lives.

Although research on stress and well-being is well-established in the organizational literature when it comes to the study of individuals, this is generally not the case for scholars who investigate macro-level phenomena. Consequently, we were thrilled to be able to assemble an eclectic and talented group of authors who have broken new ground when it comes to understanding how, when, and why psychological phenomena such as stress and well-being can play a role in organizational functioning and success.

In our chapter by Bass, Milosevic, and DeArmond, the authors change the level of analysis for stress and well-being and utilize conservation of resource theory and dynamic capabilities to examine how firms experience and adapt to stress events. Our second chapter by Irwin and Willis expands on this by examining how strategic decisions impact members of firms, both leaders and employees, and stress and well-being can, in turn, impact strategic decisions. In the third chapter, Cobb and Brummel further delve into the issue of strategic decision-making by expanding on how policy decisions by corporate leaders can impact the stress and well-being of their employees by promoting or hindering their ability to establish health boundaries and balance between their work and nonwork lives. The next chapters both dig deeper into how stress, well-being, and emotions impact the decision-makers themselves. First, in the fourth chapter, Wright, Silard, and Bourgoin shed light on the nature of loneliness in the CEO position and how the various aspects of the job can contribute to feelings of isolation even among the highly successful. Next, in the fifth chapter, Hyde and Borgholthaus investigate how CEO affect intensity can influence strategic decision-making with regard to risk and also firm performance. Finally, in the last two chapters, we have examples of innovative methods for assessing and understanding stress, well-being, and emotions at the organizational level. In the sixth chapter, Lindgren, Wang,

Upadhyay, and Kobayashi use sentiment analysis to assess the emotional tone of organizations in order to enable a deeper understanding of corporate values and priorities. And finally, in the seventh chapter, Welbourne reviews 20 years of research concerning the assessment and promotion of energy in the workplace and how it can drive firm-level performance and sustainability.

Our goal for this issue was to provide avenues for expanding the study of stress and well-being beyond the individual. We are thrilled with our author teams and how they managed to introduce and integrate such a diverse and interesting set of ideas, both in terms of advancing theory and methods. We believe that this volume provides critical insights into the cutting-edge research going on in our field and we are grateful to the author teams and the staff at Emerald who helped to put it all together in this volume of *Research in Occupational Stress and Well-being*.

Peter D. Harms and Chu-Hsiang (Daisy) Chang

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