

Index

- Adams, J. S., 309
 Adler, R. B., 277
 Agle, B. R., 358
 Aguinis, H., 225, 230
 Allred, K. G., 180
 Amason, A., 282
 Ammeter, A. P., 218
 Ancona, D. G., 293
 Anderson, C., 169, 198, 255
 Angrist, J., 188
 Appelbaum, S. H., 135
 Aquino, K., 121, 288
 Argyris, C., 5, 83, 91, 133, 136
 Armstrong-Stassen, M., 193
 Aron, A., 60
 Ashforth, B., 83, 274
 Ashton, M. C., 346
 Atkinson, J. W., 344
 Atkinson, M., 28
 Audi, R., 346
 Avolio, B. J., 275, 326, 342, 358
- Barbuto, J. E. Jr, 211, 265
 Bargh, J. A., 67, 68
 Barnard, C., 105, 270
 Baron, R. A., 179
 Barry, B., 214
 Bartel, C. A., 176
 Bass, B. M., 113, 340
 Baumann, N., 36
 Baumeister, R. F., 331
 behavior, 271
 ethical leader behaviors, 341
 influence behavior, 211, 217
 Benabou, R., 19
 Benfari, R. C., 228
 Berdahl, J. L., 178
 Bianchi, S. M., 188, 199
 Bielous, G., 228
 Bienenstock, E. J., 158
 Bies, R. J., 120
 Blasi, A., 342
- Blau, P. M., 191
 Blight, J. G., 44
 Boelens, L. R., 188
 Bordia, P., 310
 Boulding, K. E., 169
 Brackett, M. A., 195
 Brass, D. J., 171
 Brett, J. M., 192
 Brewer, M. B., 53, 74, 253
 Bridges, W. P., 189
 Brief, A. P., 170
 Brockner, J., 121, 309
 Brodbeck, F., 291
 Brotheridge, C. M., 309
 Bruins, J., 61, 124, 244
 Bryman, A., 341
 Bui, K. T., 253
 Bunderson, J. S., 290
 Burke, R. J., xiii, 233, 300
 Burke, W., 84, 139
 Burns, J. M., 355, 365
 Burt, R. S., 25
- Cai, D. A., 59
 Calder, B. J., 138
 Camerer, C., 71
 Capra, F., 360
 Carnevale, P. J. D., 169
 Caro, R., 23, 26
 Carson, P. P., 230, 244, 306
 Cartwright, D., 139
 Cartwright, S., 329
 Carver, C. S., 177
 Case, T., 214
 Cassirer, N., 190
 CBS, 23
 CEO, 4, 133
 Chen, S., 60, 67, 68, 71
 Chief Executive Officers, 4 *see* CEO
 Cialdini, R. B., 22, 26
 Clark, M. S., 60
 Clinton, W., 45

- Coch, L., 133, 284
 Cohen-Charash, Y., 118
 Coleman, P., 9, 91, 93, 305
 Collins, J., 319
 commitment, 162
 competition, 58, 85
 conflict, 69, 234, 283
 conflict sources and types, 283
 intragroup conflict, 289
 Confucius, 366
 Conger, J. A., 84, 134, 274, 307,
 328, 358
 cooperation, 58, 85
 Costa, P. T., 345
 Cousins, N., 45
 Couto, R. A., 356
 Craig, S. B., 342
 Crampton, S. M., 257
 Cropanzano, R., 309
 Crozier, M., 169
 Csikszentmihalyi, M., 363
 culture, 73, 277
 organizational culture, 197
 Cummings, J., 294

 Dahl, R. A., 171
 Daily, C. M., 84
 Damasio, A. R., 170
 Davidson, R. J., 177
 De Cremer, D., 309
 De Hoogh, A. H. B., 340, 346
 Deci, E. L., 331
 Deming, W. E., 90, 133
 Dent, E. B., 300
 Deutsch, M., 85, 86,
 140, 290
 DiFonzo, N., 310
 Dijke, M. V., 118, 288
 DiMaggio, P. J., 24
 Domarus, M., 43, 45
 Dooley, R. S., 292
 Dorriots, B., 302
 Douglas, C., 211
 Doz, Y., 106
 Dreher, G. F., 197
 DuBrin, A. J., 253
 Dunne, E. J., 232

 Eagly, A. H., 255
 Edelman, M., 28

 Eden, D., 138, 277
 Edmondson, A., 289
 Elangovan, A. R., 219
 Elovainio, M., 119
 Emerson, R. M., 155, 172
 emotion, 10, 179
 employee, 300
 employee commitment, 302
 employee participation, 310
 Erchul, W. P., 227, 249
 Erdley, C. A., 138
 Erez, M., 211
 Erikson, E. H., 47
 Etzioni, A., 257, 355
 European Commission, 187
 Evans, G. W., 256
 exchange, 9, 154

 Falbe, C. M., 122, 214
 Falbo, T., 253
 Farmer, S. M., 61, 215
 Featherstone, L., 194
 Fedor, D. B., 301
 Feldman, M. S., 343
 Ferch, S., 328
 Ferrazzi, K., 22
 Ferris, G. F., 18
 Finkelstein, S., 228
 Fiol, C. M., 311
 Fischer, A. H., 190
 Fiske, S. T., 67, 91, 119
 Fletcher, J. K., 195
 Fligstein, N., 22
 Florian, V., 46
 Follett, M. P., 139
 Forgas, J. P., 179
 Forret, M. L., 195
 Frank, R. H., 179
 Frederickson, B. L., 329
 French, J. R. P., 61, 72, 85,
 89, 139, 171, 224,
 225, 244
 Freud, S., 34, 43
 Friedkin, N. E., 158
 Frost, D. E., 229
 Fry, L. W., 340
 Fu, P. P., 12
 Fulmer, I. S., 329
 Fung, S., 253
 Fursenko, A., 44

- Galinsky, A. D., 22, 119, 178, 287
 Gandz, J., 18
 Gaski, J. F., 225, 230
 Gelfand, M. J., 198
 generativity, 47
 Gervey, B. M., 137
 Gibbons, D. E., 107
 Gibson, R., 323
 Giddens, A., 73
 Gladstein, D. L., 281, 284
 Glew, D. J., 136
 Goleman, D., 363
 Goodwin, S. A., 55, 68, 198
 Gough, H. G., 37
 Graham, J. W., 319, 320
 Grams, W. C., 275
 Granovetter, M., 161
 Gravenhorst, K. M., 211
 Greene, C. N., 229
 Greenleaf, R. K., 319
 Gruenfeld, D. H., 287
 Gruber, K. J., 253
 Guetzkow, H., 283
 Guinote, A., 67
 Gupta, D., 197
- Hackman, J. R., 113, 281
 Hafer, C. L., 19
 Halpin, A., 326
 Hansen, M., 113
 Harter, S., 326
 Hartman, A., 22
 Harvey, J. B., 133
 Hechter, M., 165
 Heidegger, M., 326
 Heider, F., 137
 Heller, J., 83
 Henderson, V., 137
 Hess, C. W., 229
 Hindess, B., 70
 Hinkin, T. R., 210, 225, 266
 Hirsch, B. T., 188
 Hobfoll, S. E., 323
 Hochwarter, W. A., 210
 Hofstede, G., 78, 84, 255, 277
 Hogan, R., 83
 Hogarth, R. M., 324
 Hogg, M. A., 53, 277, 303, 305, 311
 Hollander, E. P., 133, 207, 305
 Holloman, C. R., 293
- Holsti, O., 42
 Homans, G. C., 158
 Home, A. M., 135
 Hong, Y., 138
 Hooijberg, R., 277
 Hook, J. L., 189
 House, R. J., 33, 264, 340, 366
 Howell, J. M., 340, 342, 344, 348, 349,
 351, 352, 353, 369
- Ilies, R., 319, 329
 implicit theories, 136, 277
 individual, 21, 90
 influence, 10, 72, 207
 influence behavior
 influence process, 272
 influence tactics, 60, 209
 influence triggers, 265, 275
 interdependence, 4, 5, 84, 229, 363
 cooperative interdependence, 94
 goal interdependence, 85
 Ishida, H., 198
 Islam, G., 287
 Izard, C. E., 170
- Jackson, K. M., 284
 Jacobs, J. A., 192
 Jahoda, M., 331
 Janis, I. L., 288
 Janssen, O., 136
 Jehn, K. A., 283
 Jesaitis, P. T., 134
 Johnson, D. W., 85, 140,
 284, 290
 Johnson, L., 23
 Judge, T. A., 345
 Jung, D. I., 358
 justice, 119, 125
- Kahneman, D., 330
 Kalshoven, K., 342
 Kanter, R. M., 17, 84, 133
 Kanungo, R. N., 341, 359
 Kegan, R., 276
 Keller, R. T., 233
 Kelly, G. A., 136
 Kelman, H. C., 61, 123, 303
 Keltner, D., 22, 67, 120, 169
 Kemper, T. D., 170
 Kennedy, J. F., 44, 47, 83

- Kershaw, I., 45
 Khatri, N., 324
 Kidd, J. M., 306
 Kilduff, M., 127
 Kim, K. I., 232
 Kipnis, D., 22, 210, 216
 Kirkman, B. L., 90, 133
 Kohlberg, L., 37
 Kollock, P., 163
 Konczak, L. J., 328
 Kotter, J. P., 207, 301
 Krackhardt, D., 21, 127
 Kramer, R. M., 179
 Krueger, J., 21
 Kuhl, J., 35
- Lam, S. S. K., 229
 Lammers, J., 8
 Langner, C., 35
 Larson, A., 161
 Lasane, T. P., 47
 Laub, J. A., 325
 Lawler, E. J., 10, 156
 leadership, 8, 107
 ethical leadership, 339
 leadership values and leadership
 power, 357
 participative leadership, 8, 133
 servant-leadership, 320
 Leana, C. R., 135
 Leary, M. R., 53
 Lee-Chai, A. Y., 33, 34
 legitimacy, 70, 122, 245, 266
 Lenski, G. E., 69
 Leonard, N., 265, 272
 Lerner, M. J., 19
 Leung, K., 84
 Leventhal, G., 310
 Lewicki, R. J., 86
 Lewin, K., 244
 Lewis, L. K., 310
 Lind, E. A., 118, 349
 Lindsfold, S., 305
 Lippitt, R., 291
 Littlepage, G. E., 217
 Lord Acton, 34
 Lord, R. G., 53, 138, 277
 Lowe, K. B., 307
 Lukes, S., 67
 Luthans, F., 340
- Mael, F. A., 311
 Magee, J. C., 71
 Maier, N. R., 308
Managing with Power, 25
 Maner, J. K., 68
 Marinho, R., 326
 Markovsky, B., 158
 Markus, H. R., 53, 74
 Maslow, A. H., 362
 Maume, D. J., 191
 McAdams, D. P., 35
 McAllister, D. J., 77, 86, 347
 McCauley, C. D., 196
 McClelland, D. C., 5, 33, 91, 92, 321, 356
 McElroy, J. C., 193
 Meyerson, D. E., 194
 Michaels, E., 332
 Miles, R. E., 135
 Mills, C. W., 60, 69
 Mintzberg, H., 105, 245
 Mohammed, S., 285
 Moore, W. L., 22
 Moorman, R. H., 118
 Morgenthau, H. J., 35
 Moses, R., 23, 25
 Mossholder, K. W., 231
 motivation, 10, 344
 motivation sources, 272
 Mullen, B., 253
 Mumford, M. D., 308
 Munduate, L., 11, 230, 302
- Nanus, B., 358
 Nebus, J., 109
 Nemeth, C. J., 282
 Nesler, M. S., 228
 Ng, T. W. H., 188
 Ng, S. H., 123
 Nietzsche, F., 73
 Novelli, L., 309
- O'Connor, J., 177
 Offer, A., 163
 Offerman, L. R., 137,
 138, 253
 Ohbuchi, K., 59
 Olekalns, M., 59
 Oreg, S., 300
 Organisation for Economic Co-operation
 and Development, 188

- organization, 4, 21, 83, 90, 135, 311
 organizational change, 300
 organizational commitment, 233
 organizational effectiveness, 5
 organizational performance, 22
 Orloff, A. S., 189
 Orton, J. D., 112
 Overbeck, J. R., 76, 120
 Oyster, C. K., 231
- Page, D., 325
 Parker-Follett, M., 83
 Parsons, T., 69
 Patterson, K., 327
 Pearce, J. A., 225
 Pfeffer, J., 22, 29, 84, 88, 135, 164, 207,
 224, 262
 Piderit, S. K., 301
 Piskorski, M. J., 173
 Podsakoff, P. M., 230, 245
 Portegijs, W., 187, 189
 power
 base of power, 158, 179
 constructive power, 7
 cooperative power, 89
 definition of power, 3–4, 339
 expandable power, 93
 formal and informal power, 104
 implicit power theories, 140
 interpersonal power interaction
 model, 250
 interpersonal power inventory, 246
 IPI, 246 *see* interpersonal power
 inventory
 IPIM, 250 *see* interpersonal power
 interact
 optimal amount of power, 209
 power and influence skill, 22
 power base, 225
 power bases, 274
 power conceptualization, 69,
 72, 154
 power effects, 70
 power holder, 126
 power motivation, 38
 power network, 106
 power process, 170
 power processes and the self, 54
 see also self
 power sharing, 135
 power usage, 161, 175
 power use, 86
 social context and power, 87
 tamed power, 34
 understanding power and influence, 21
 proactive influence tactics, 210
 Proell, C. A., 10, 175
 Prowse, V., 189
 Pye, L. W., 92
- Rafferty, A. E., 300
 Rahim, M. A., 11, 139, 225, 291
 Rapoport, R., 192
 Raven, B., 225, 228, 244
 Raven, B. H., 139, 224, 250
 Rawlins, W. K., 292
 Rawls, J., 118
 Reave, L., 365
 Reichers, A. E., 301
 relationship, 10
 responsibility, 36, 40, 72
 Rest, J. R., 37
 Rind, B., 91
 Rokeach, M., 357
 Ronson, S., 282
 Rost, J. C., 363
 Rousseau, D., 105
 Routledge, C., 46
 Rudolph, H. R., 83
 Russell, B., 33, 35, 244, 355
 Ryan, M. K., 196
 Ryff, C. D., 330, 331
- Salam, S. C., 309
 Salancik, G., 114, 135
 Sartre, J. P., 342
 Schaufeli, W. B., 331
 Schmidt, S. M., 210
 Schoenewolf, G., 176
 Scholl, W., 91
 Schriesheim, C. A., 210, 225, 249
 Schwarzwald, J., 11, 61
 Schweiger, D. M., 310
 Sears, R. R., 37
 Sedikides, C., 53, 125, 126
 Seibert, S. E., 194
 Seibold, D. R., 310
 self, 52
 personal self, 55
 self-determination, 322

- social self, 56
 Sendjaya, S., 325, 326
 Sherif, C. W., 270
 Simons, T. L., 283, 286
 Sims, H. P., Jr, 233
 Sinaceur, M., 180
 Siu, R. H. G., 360, 364
 Smith, R. A., 189
 Snodgrass, S. E., 68
 Somech, A., 217, 305
 Soprano, T., 103
 Sosik, J. J., 329, 358
 Sparrowe, R. T., 112
 Spencer-Oatey, H., 92
 Spreitzer, G. M., 90, 135, 343
 Stahelski, A. J., 225
 Stanne, M. B., 86
 Stanton, Frank, 23
 Stasser, G., 290
 Staw, B. M., 293
 Steinel, W., 59
 Stewart D. D., 40, 47
 Stone, A. G., 321
 Student, K. R., 228, 233
- tactics
 influence tactics
 proactive tactics, 212
 Tajfel, H., 253, 311
 Tarr, N. D., 59
 Tedeschi, J. T., 169
 Tepper, B. J., 219
 Tetlock, P. E., 283
 Teven, J. J., 245
 Thacker, R. A., 211
 Thambain, H. J., 208, 232
 Thibaut, J., 67, 85, 120, 172, 282
 Thomas, K. W., 331
 Thye, S. R., 165, 174
 Tiedens, L. Z., 22, 27, 180
 Timberlake, S., 194
 Tjosvold, D., 56, 59, 140
 Tomaskovic-Devey, D., 189
 Treviño, L. K., 340
 Tropp, L. R., 57
 trust, 162
 Tucker, B. A., 308
 Turner, J. C., 53, 56, 341
 Tyler, T. R., 309
 United States Bureau of Labor
 Statistics, 187
 United States Department of State, 45
 United Nations Development Program,
 186, 188
 Uzzi, B., 161
- Vaill, P. B., 356, 365
 Vaillant, G. E., 38
 value, 12
 Van Dierendonck, D., 322
 Van Knippenberg, B., 7, 71, 118,
 214, 311
 Van Rooy, D. L., 195
 Van Vianen, A. E. M., 194
 Vecchio, R. P., 211
 Visser, J., 188
- Wagar, B. M., 59
 Wanberg, C. R., 301, 311
 Wang, H., 113
 Wanous, J. P., 301, 308
 Warr, P., 330
 Warren, D., 208, 232
 Waterman, A. S., 330
 Wayne, S. J., 211
 Weber, M., 139, 244
 Weick, K. E., 112, 302
 Weiner, B., 170
 Weiss, W. H., 136
 Welbourne, T. M., 84
 West, M. A., 308
 Westley, F., 358
 Whitehead, A. N., 356, 367
 Wilhelm, R., 360
 Wilkinson, I., 210
 Willer, D., 123, 158, 174
 Williams, C. L., 191
 Winter, D., 359
 Wright, E. O., 190
 Wu, K., 361
- Yamagishi, T., 165
 Yoder, J. D., 191
 Yukl, G., 92, 305
- Zaleznik, A., 209
 Zelditch, M., 238
 Zhong, C., 74