Contents

List of Figures vii
List of Tables ix
List of Contributors xi
Acknowledgements xix

PART I NATURE OF THE ISSUES

Chapter 1 The Healthy Organization: Reducing High-risk Individual Behavior and Organizational Toxicity 3
Ronald J. Burke

PART II OPTIMAL INDIVIDUAL AND ORGANIZATIONAL OUTCOMES

Chapter 2 Becoming Fully Engaged in the Workplace: What Individuals and Organizations can do to Foster Work Engagement 55
Arnold B. Bakker, Wido G. M. Oerlemans and Lieke L. ten Brummelhuis

Chapter 3 Experiencing Flow in the Workplace and What Individuals and Organizations Can Do to Foster It 71
Evangelia Demerouti and Clive J. Fullagar

Chapter 4 Passion in Organizations 91
Adrian Furnham

Chapter 5 The Importance of Social Capital in the Workplace and How Individuals and Organizations Can Support Its Development 105
Fred O. Walumbwa and Amanda L. Christensen

PART III INDIVIDUAL RESOURCES

Chapter 6 Person–Situation Dynamics and Well-Being at Work: An Achievement Goal Theory Perspective 121
Christina G. L. Nerstad, Glyn C. Roberts and Astrid M. Richardsen

Chapter 7 When Pulling to the Negative Emotional Attractor is Too Much or Not Enough to Inspire and Sustain Outstanding Leadership 139
Richard E. Boyatzis
Chapter 8  The Emotional Intelligence Response to Coping with Narcissism in the Workplace  
*Roy Lubit*  

**PART IV**  
**ORGANIZATIONAL INITIATIVES**  

Chapter 9  Enhancing Well-being in Organizations through Selection and Development  
*Jill Flint-Taylor and Ivan T. Robertson*  

Chapter 10  Meaningful Work is Healthy Work  
*Paul Fairlie*  

Chapter 11  Discrimination in the Workplace and Employee Health  
*Robert L. Dipboye, Barbara A. Fritzsch and Lindsay Dhanani*  

Chapter 12  Changing Sexual Harassment within Organizations via Training Interventions: Suggestions and Empirical Data  
*Vicki J. Magley, Louise F. Fitzgerald, Jan Salisbury, Fritz Drasgow and Michael J. Zickar*  

Chapter 13  The Relationship between Work Design and Retirement: Implications for Organizational Policy  
*Amanda Griffiths, Alec Knight and Nor Diana Mohd Mahudin*  

Chapter 14  Creating a Safe and Healthy Work Environment: The Latest Thinking and Research Evidence  
*Sharon Clarke, Sara Guediri and Elinor O'Connor*  

Chapter 15  Inculcating Values-based Leadership: One Canadian Firm's Attempted Effort  
*Mark S. Schwartz*  

Chapter 16  Corporate Wellness Programs: Why Investing in Employee Health and Well-being is an Investment in the Health of the Company  
*Fikry W. Isaac and Scott C. Ratzan*  

*Index*