Contents

List of contributors vii
Preface: Challenges and new frontiers for organizational politics in modern worksites by Eran Vigoda-Gadot and Amos Drory ix

PART I: THE INDIVIDUAL’S PERSPECTIVE: POLITICS, PERSONALITY AND LEADERSHIP

1 Organizational politics, leadership and performance in modern public worksites: A theoretical framework 3
Eran Vigoda-Gadot and Yinnon Dryzin-Amit
2 Agreeableness and extraversion as moderators of the political influence compatibility–work outcomes relationship 16
John P. Meriac and Peter D. Villanova
3 Personality and politics perceptions: A new conceptualization and illustration using OCBs 29
Christopher C. Rosen, Chu-Hsiang Chang and Paul E. Levy
4 Antecedents, processes and outcomes of collective (group-level) politics in organizations 53
Keith James
5 The politics of impression management in organizations: Contextual effects 75
Amos Drory and Nurit Zaidman

PART II: ETHICS AND JUSTICE: VALUES, FAIRNESS AND THE POSSIBILITIES FOR TRUST IN WORKPLACE POLITICS

6 Organizational politics, definitions and ethics 89
Chris Provis
7 The direct and indirect influence of organizational politics on organizational support, trust and commitment 107
Simon Albrecht
8 Politics as determinant of fairness perceptions in organizations 122
Constant D. Beugré and Patrick R. Liverpool

PART III: EMOTIONS AND STRESS: ORGANIZATIONAL POLITICS AND EMPLOYEES’ WELL-BEING

9 Organizational politics and workplace stress 139
Russell Cropanzano and Andrew Li
10 The emotion of politics and the politics of emotions: Affective and cognitive reactions to politics as a stressor 161
Yongmei Liu, Gerald R. Ferris, Darren C. Treadway, Melita L. Prati, Pamela L. Perrewé and Wayne A. Hochwarter
The strain-related reactions to perceptions of organizational politics as a workplace stressor: Political skill as a neutralizer

Robyn L. Brouer, Gerald R. Ferris, Wayne A. Hochwarter, Mary Dana Laird and David C. Gilmore

PART IV: SYSTEMS AND PERFORMANCE: STRATEGY, CHANGE AND DECISION MAKING AS A POLITICAL PROCESS

A micro-political perspective of strategic management

Jane Gunn and Stephen Chen

Organizational politics: Affective reactions, cognitive assessments and their influence on organizational commitment and cynicism toward change

Simon Albrecht

The relationship between perceptions of politics, social support, withdrawal and performance

Jonathon R.B. Halbesleben and Anthony R. Wheeler

Competing perspectives on the role of understanding in the politics perceptions–job performance relationship: A test of the ‘antidote’ versus ‘distraction’ hypotheses

Wayne A. Hochwarter, Robert W. Kolodinsky, Lawrence A. Witt, Angela T. Hall, Gerald R. Ferris and Michele K. Kacmar

The symbiosis of organizational politics and organizational democracy

David Butcher and Martin Clarke

PART V: THE PROFESSIONALS’ PERSPECTIVE: HUMAN RESOURCE MANAGEMENT AND CONSULTING IN A POLITICAL ENVIRONMENT

Speaking truth to power: Three perspectives on consultation

Robert T. Golembiewski

Twelve foundations for the power position of consultants

Astrid I. Boogers-van Griethuijsen, Ben J.M. Emans, Janka I. Stoker and Arndt M. Sorge

Organizational politics: Building positive political strategies in turbulent times

Ronnie Kurchner-Hawkins and Rima Miller

Index