# Contents

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

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

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

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

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

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

9. Organizational politics and workplace stress  
   *Russell Cropanzano and Andrew Li*  
   139
10. The emotion of politics and the politics of emotions: Affective and cognitive reactions to politics as a stressor  
    *Yongmei Liu, Gerald R. Ferris, Darren C. Treadway, Melita L. Prati, Pamela L. Perrewé and Wayne A. Hochwarter*  
    161
11 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

12 A micro-political perspective of strategic management

Jane Gunn and Stephen Chen

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

Simon Albrecht

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

Jonathon R.B. Halbesleben and Anthony R. Wheeler

15 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

16 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

17 Speaking truth to power: Three perspectives on consultation

Robert T. Golembiewski

18 Twelve foundations for the power position of consultants

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

19 Organizational politics: Building positive political strategies in turbulent times

Ronnie Kurchner-Hawkins and Rima Miller

Index