

WHAT IS KNOWN AND UNKNOWN: A BIBLIOMETRIC ANALYSIS OF ORGANIZATIONAL POLITICS

Nirojan JASINTHA

Department of Human Resource Management, Faculty of Management Studies and Commerce, University of Jaffna, Sri Lanka
jasinthabn@univ.jfn.ac.lk

Abstract

The concept of organizational politics has come a long way to become one of the key factors in an organization's success. Albeit organizational politics is frequently studied by academics and practitioners, the idea generation and research framework have remained scattered and fragmented because no systematic effort has been made to understand the underlying concept of organizational politics. Therefore, a bibliometric examination of published work on organizational politics was warranted for further development of knowledge in the terrain. Hinging on published research studies on organizational politics, the current study aims to push back the frontiers of the literature by highlighting known and unknown areas and the most recent trends in organizational politics. The study analyses the data in terms of authors, universities, most cited articles, and the citing papers between 2010 and 2021. En masse, 377 research papers met the number of criteria set out. VOS viewer software was employed to carry out the analysis. The results of the study disclose a raising tendency in the field of organizational politics and highlight the most cited and prominent researchers in the field. Among the research published in the Scopus-indexed journals, the United States is the dominant country in the publications than other countries such as Germany, Israel, Turkey, Sweden, Greece Pakistan, Indonesia, and India. The study surely becomes a significant breakthrough for future research studies.

Keywords: Bibliometric Analysis, Organizational Politics, Influential researchers, Scopus-indexed journals

1. INTRODUCTION

Organizational politics has drawn a lot of attention in fundamental and applied research over the past three decades. While some consider organizational politics as an extreme sociological dynamic (Mouzelis, 2017), others contend that it is a workspace phenomenon that reflects the political climate of a company (Nica et al. 2016). Research scholars maintain that employee attempts to acquire personal benefits at the expense of the company through organizational politics are inappropriate (Mansbridge, 2018). The term "organizational politics" refers to behavior that is "self-serving, inconsistent with organizational goals, and premeditated to hurt individuals, groups, or entities" (Hochwarter & Thompson, 2010). Organizational politics, according to Kacmar and Baron (1999), "involves acts by individuals that are focused toward the goal of increasing their self-interests without consideration for the well-being of others or their organization." Landells and Albrecht (2016) proposed five dimensions of organizational politics that could include both positive and negative perspectives based on their qualitative research (Landells & Albrecht, 2015). These dimensions are: (1) establishing and using relationships; (2) enhancing personal reputation; (3) managing decisions and resources; (4) influencing decision-making; and (5) using communication channels. Since neither the POPS nor the measures developed by Hochwarter and colleagues explicitly concentrate on influencing decisions or gossip, the addition of dimensions focused on "controlling decisions and resources," "influencing decision-making," and "the use of communication channels" broadens the scope of the existing measures. Landells and Albrecht's (2016) measure focuses on employee views of the corporate political climate rather than personal experiences of politics, which is consistent with the majority of existing measures of organizational politics.

Notably, recent research shows that all facets of organizational politics are of great interest to many academics, professionals, and practitioners (Erin & Landells, 2017). Therefore, while evaluating supervisors and coworkers who have engaged in self-service conduct, organizational politics perception (POP) is mentioned (Saleem, 2015). However, heavily political organizations frequently encounter complexity and ambiguity. These politicized beliefs undermine moral qualities, such as commitment, OCB, and loyalty, and encourage workers

to act in their interests (Kengatharan & Puviraj, 2021; Martin & TaoPeng, 2017). Outcomes in terms of the dedication, happiness, and productivity of the workforce can be reduced through politics in the organization. Additionally, POP is said to be connected to employee burnout, job stress, and plans for turnover (Tong et al., 2015). Concerning published literature reviews, a few thorough reviews suggest a research framework for future studies, despite the fact that many recent studies have attempted to understand the effects of perception of organizational practices, as well as their antecedents and consequences on an organization's betterment and prosperity.

On the other hand, organizational best practices and the HRM discipline will benefit greatly from the investigation and consolidation of these organizational politics that are employed in several organizations. A quantitative approach called bibliometric analysis is used to evaluate knowledge structures and the development of research topics by looking at pertinent publications. Remarkably, bibliometrics has been used relatively frequently in management despite the apparent advantages of bibliometric-based evaluations (Donthu et al., 2021). This study addresses a significant research gap and creates "economies of overview" on the perception of organizational politics as an academic subject of interest by using a huge data set for bibliometric analysis.

The current study was designed to shed new light on the known and unknown areas of organizational politics that were published in Scopus-indexed journals from 2010 to 2021 and draw counterpoints about the development and significance of politics and offer potential directions for future research. to the present study proffers specific recommendations for qualitative advancements that will ultimately enable more evidence-based assessment in organizational politics research, a field that is incipient day by day compared to the past because the workplace has become so complex and employees are skilled enough at backstabbing. The present study attempts to answer the following research questions: How many Scopus publications are in the field of politics? What are the global distribution and rising tendencies in the field of politics? What are the political industry's clusters? Who are the most cited, prominent researchers in the field of politics? What are the key phrases that have been used so far and are connected to the politics domain?

The purpose of the current study is to achieve the following goals: Understanding author-country collaboration in the field of politics; identifying the most referenced and noteworthy references, authors, and journals; examining key terms; and identifying research clusters are among the objectives. This study offers four contributions. The bibliometric analysis' goals are outlined in the first section, which is followed by a discussion of the study methodology in the second section. The third section summarizes the results of the significant bibliometric indices. The conclusion is then delivered.

2. BIBLIOMETRIC METHODOLOGY

This study uses bibliometric analytical tools and a quantitative methodology. A scientific computer-based review process known as "bibliometric" can identify authors or core research as well as their relationships by looking at all publications that were released over a specific period and related to a particular subject or field (Ruiz, Almodovar and Nguyen, 2018). Bibliometric analysis is "the application of statistical and mathematical approaches to books and other communication tools," according to Pritchard (1969). By examining all papers that were published over a specified period and related to a specific subject or field, a scientific computer-based review technique called "bibliometric" can identify authors or core research as well as their relationships (Ruiz et al., 2018). According to Pritchard (1969), bibliometric analysis is "the application of statistical and mathematical methodologies to books and other communication tools".

Reproducible methods are used in quantitative evaluations of the literature to increase reliability, reduce subjectivity, and encourage transparency. The domains of strategic management have also been mapped using bibliometric techniques (Nerur et al., 2008). These techniques could also improve the reviews inherently by making the review process more organized, transparent, and repeatable. In order to respond to the given research questions, the PRISMA approach was used. The PRISMA method has emerged as the gold standard for thorough and transparent systematic literature reviews and meta-analyses (Moher et al., 2009). Instead of a thematic analysis or bibliometric review, the PRISMA technique is used since it promotes transparency. The Scopus database, one of the largest interdisciplinary collections of peer-reviewed social science papers, is

used in this study to get bibliometric data (Norris & Oppenheim, 2007). According to Durán-Sánchez et al. (2019), Scopus is frequently recognized as a key resource for quantitative analysis. The search covered the years 2010 through 2021. It was done by using the TITLEABS-KEY ("organizational politics").

The 377 research publications in the field of politics were found after the initial search. A Microsoft Excel spreadsheet was then created and stored with the list of titles, abstracts, authors' names and affiliations, keywords, journal names, cited numbers and years, etc. that had been obtained. The duplicates were subsequently investigated and removed.

2.1. Measurement Tools

The VOS program is used in the current work to carry out a quantitative analysis. The presentation of maps made with suitable mapping technology is possible with the VOS viewer. As a result, the program can be used to display maps that were made using the VOS mapping approach and methods like multidimensional scaling. This function of the VOS viewer is very useful for presenting big bibliometric maps in a comprehensible manner (Van Eck & Waltman, 2010). Subsequently, the retrieved list containing the title, abstract, keywords, authors' names and affiliations, journal name, cited numbers and year, etc., was exported to a Microsoft Excel sheet. The duplicates were examined and removed (Gaitán-Angulo et al., 2018).

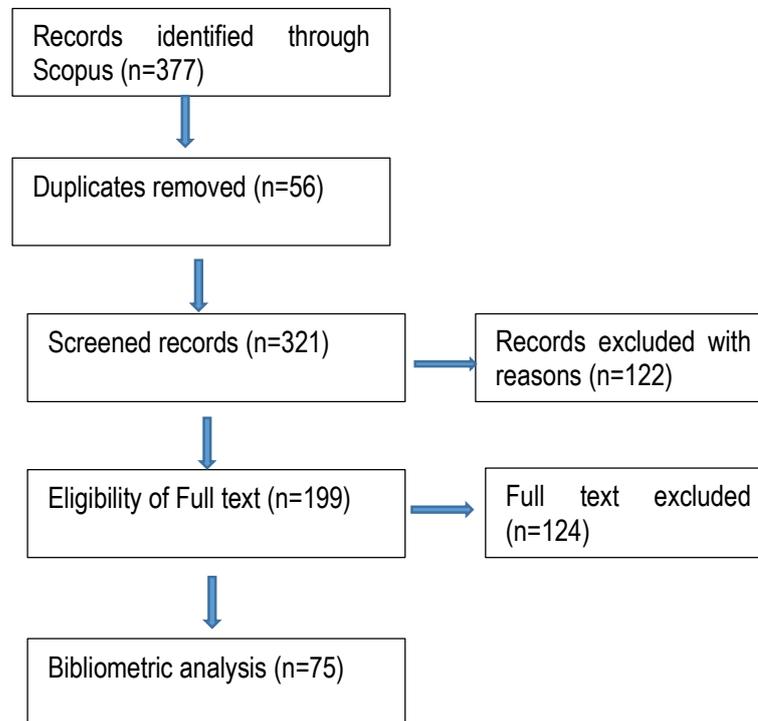


FIGURE 1 - THE PRISMA METHOD FOR ORGANIZATIONAL POLITICS

3. RESULTS

Using the biblioshiny software package, primary information on the data was generated. As shown in Figure 1, a total of 75 papers were published in 64 journals by 137 authors from 92 countries. Figure 2 displays the number of publications per year. Further, the overall upward tendency can be witnessed. The total number of publications on organizational politics research gradually increased from 19 in 2010 to 59 in 2021, which suggests that organizational politics research has increasingly garnered the attention of academics. Based on the trend of the column chart, it can be divided into three different time frames:

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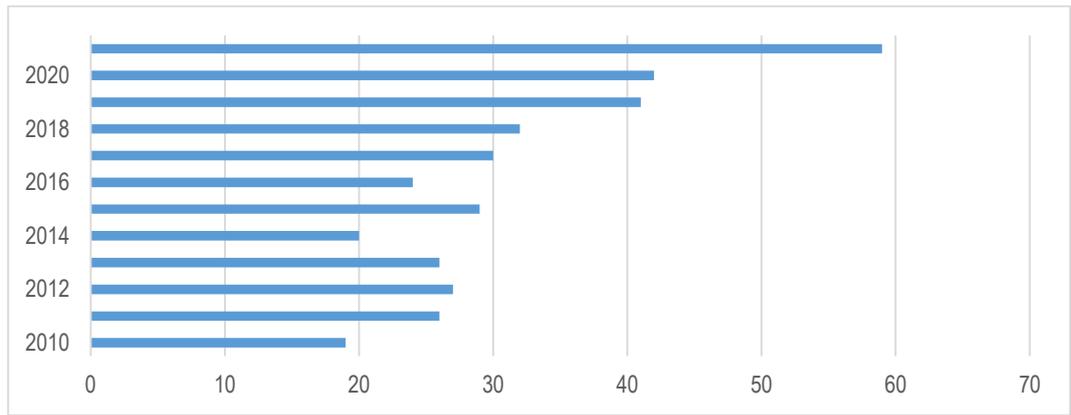


FIGURE 2 - NUMBER OF ORGANIZATIONAL POLITICS ARTICLES PUBLISHED IN 12 YEARS

Articles were published over the last 12 years as follows:

- 2010–2013: during this period, the total number of articles published each year is nearly 20-30, and the evolution is comparatively sluggish. It is the stage of higher attention being given to the perception of organizational politics worldwide research.
- 2014-2017: in 2014, the number of articles reduced sharply (19 articles), and in the following two years, it fluctuated somewhat to around 30 articles.
- 2018-2021: the number of articles published on politics increased rapidly from 2019 to 2021 from 30 to nearly 60. It can be noted that, in 2021, 59 articles were published. This stage is recognized as the rapid development period in publishing the articles in Scopus indexed

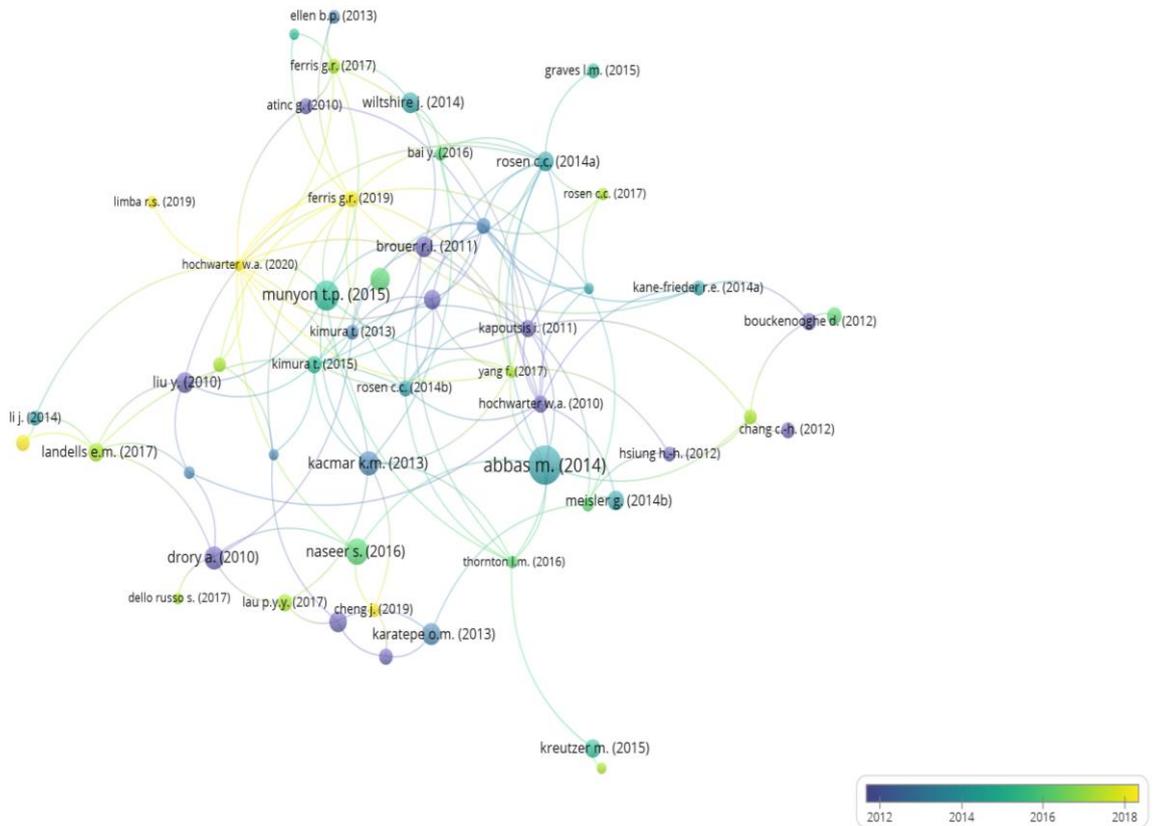


FIGURE 3 - CITATION ANALYSIS

3.1. Citation Analysis

Citation analysis involves counting the number of times an article is cited by other works to measure the impact of a publication or author. As per this citation analysis, the bigger nodes have more citations. It is important to note that the larger nodes reflect the most cited papers since the more citations a document gets, the larger is its node. The color of the citation rings changes from cool to warm, visually representing the progress of scientific knowledge. A yellow citation tree ring indicates a hotspot in current research. As per this, the yellow nodes are the recently cited articles in the domain of organizational politics. Green nodes are cited between 2015-2017.

The top 8 most cited journal articles by organizational politics are presented in Table 1. The number of citations shows how popular the paper is among researchers in the organizational politics area. Most of these papers are survey papers related to the theme of perceived organizational politics, antecedents, consequences of politics, and political skills. In various ways, the significance of politics was reemphasized in all of these research studies. They believe that organizational politics is unavoidable in any organization as it is pervasive. Abbas (2014) authored the first-ranked article, titled “Combined Effects of Perceived Politics and Psychological Capital on Job Satisfaction, Turnover Intentions, and Performance”. This paper presents an overview of the organizational politics concept and its impacts on various employee outcomes such as satisfaction, turnover intentions and performance of employees, challenges, issues, and the emerging trend of politics.

TABLE 1 - TOP 8 MOST CITED ARTICLES

No	Title	Author	Year	Cited by
1	Combined Effects of Perceived Politics and Psychological Capital on Job Satisfaction, Turnover Intentions, and Performance	Abbas et al.	2014	242
2	Political Skill and Work Outcomes: A Theoretical Extension, Meta-Analytic Investigation, and Agenda for the Future	Munyon et al.	2015	142
3	Antecedents and consequences of organizational politics: a select study of a central university	Mishra et al.	2016	110
4	Perils of being close to a bad leader in a bad environment: Exploring the combined effects of despotic leadership, leader member exchange, and perceived organizational politics on behaviors	Naseer et al.	2016	110
5	Ethical Leadership and Subordinate Outcomes: The Mediating Role of Organizational Politics and the Moderating Role of Political Skill	Kacmer et al.	2013	96
6	Change-oriented organizational citizenship behavior in public administration: The power of leadership and the cost of organizational politics	Vigoda-Gadot	2012	93
7	Politics and power in the multinational corporation: An introduction	Geppet & Dörrenbächer.	2011	91
8	Organizational politics and human resource management: A typology and the Israeli experience	Drory & Vigoda	2010	81

Table 2 displays the top 8 journals in which the most papers in the organizational politics field were cited during 2010-2021. The top three journals were the Journal of Management (499 citations), the Journal of Business Ethics (357 citations), Journal of Business and Psychology (192 citations) had a great number of citations within the given time.

TABLE 2 - THE TOP 8 JOURNALS OF POLITICAL RESEARCH WITH A HIGH NUMBER OF CITATIONS

No	Source	Citations
1	Journal of Management	499
2	Journal of Business Ethics	357
3	Journal of Business and Psychology	192
4	Journal of Organizational Studies	139
5	Personnel review	88
6	Journal of Management and Organization	70
7	Journal of Career Development International	51
8	European Management Journal	50

3.4. Co-citation Analysis

Co-citation analysis helps researchers grasp the internal intimacy of the scientific literature in a particular research topic and illustrate the developing character and structure of scientific emergence. The foundation of co-citation analysis is the idea that the more frequently two items are referenced together, the more likely it is that their content is related. Numerous co-citation analysis techniques could be used, depending on the unit of study, including document co-citation analysis, author co-citation analysis, and journal co-citation analysis (White & Griffith, 1981; White & McCain, 1998). Co-citation analysis may also assist in identifying and representing the most significant articles in a research domain. As a result, the author used co-citation analysis to investigate the most popular politics research subjects. It is important to note that the larger nodes reflect the most cited papers since the more citations a document gets, the larger is its node. As per the analysis, it is noted that the research studies of Ferris et al, Hotchwater, Kacmer, Rosen and Cropanzano, and Pfeffer are the most cited ones. The blue color nodes are considered to be the co-citations of 2010 to 2013 and the yellow nodes are considered to be the recent co-citations.

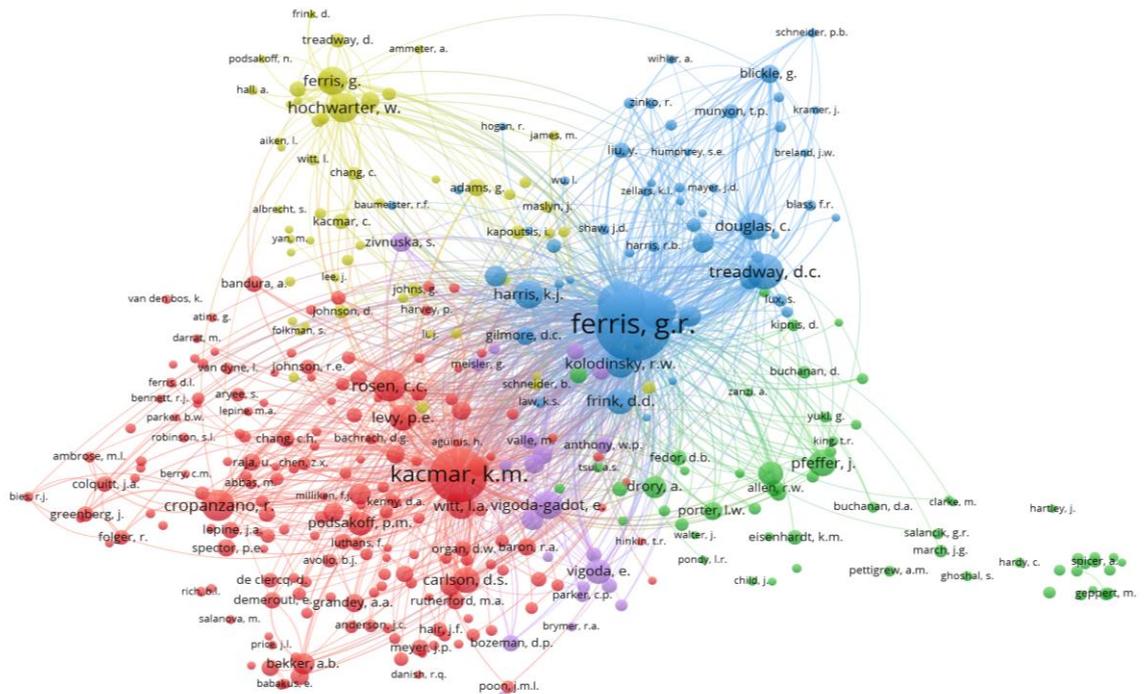


FIGURE 5 - CO-CITATION BASED ON CITED AUTHORS

3.5. Research-based on Countries

According to the analysis, researchers from 92 countries have published at least one article on the perception of organizational politics. Figure 6 shows the nations in which organizational politics-related research articles have been published at a high level. In addition to that, Germany, Isreal, Turkey, Sweden, and Greece also have a considerable amount of studies as per the database. 18 counties contribute to the organizational politics research domain with a high amount of research articles. Among them, the United States has more and more publications on organizational politics. Specifically, Pakistan, Indonesia, and India have the emergence of political studies nowadays. Prior to these three countries Malaysia, Canada, China, and India were doing political research.

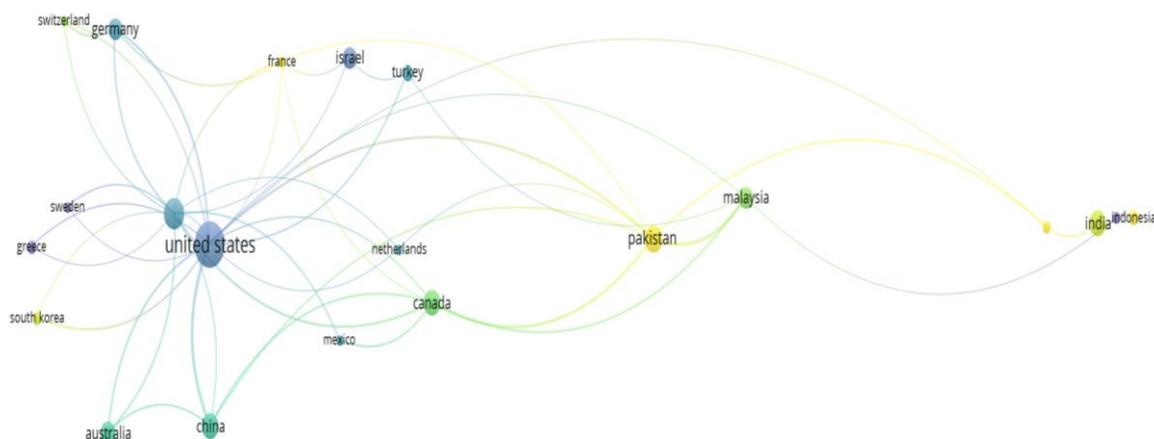


FIGURE 6 - COUNTRY COLLABORATION NETWORK

3.6. Thematic Analysis

To capture the theme map of organizational politics research in detail, the author keywords and index keywords from bibliographic records were clustered and classified with the help of VOS software. As per Figure 5, it can be seen the key themes of organizational politics. They are perceived organizational politics (#1), job satisfaction (#2), political skills (#3), organizational commitment (#4), political behaviour (#5), organizational citizenship behavior (#6), job performance (#7) and leadership (#8). These key themes and the number of occurrences in the research article from 2010-2021 are shown in Figure 7.

Organizational politics, also named workplace politics, refers to each employee's agenda within a firm and the actions they take to obtain, grow, and exert influence and resources in order to achieve a desired result (Munyon et al., 2015). As a first theme, this article focused on perceived organizational politics. It is a person's subjective assessment of the degree to which colleagues and managers exhibit such self-maximization behavior in the workplace. POP is significant because a variety of work attitudes, stress markers, and actions are linked to it. Organizational politics is perceived based on the perceiver's interpretation of personally witnessed events and other people's behaviors, even when this assessment is incorrect (Abbas et al., 2014). Mostly this can be harmful to the company due to misinterpretations. It is quite a challenge rather to the actual organizational politics. The next theme is political skills. Political skill is the capacity to successfully comprehend others at work and to use that understanding to persuade them to take actions that advance one's own and/or the organization's goals. In addition to that, high political skill individuals are more likely to comprehend others, recognize those who possess valuable assets or connections, and form amiable, trustworthy, and advantageous social networks with them. Individuals who possess this talent are excellent at creating and utilizing various societal networks (Chen et al., 2022). In fact, the person who perceives that the environment is political, tend to enhance his political skill in order to survive in the organization. Furthermore, another theme that is closely interconnected with politics is political behaviour. It is human behavior that includes politics and authority is known as political behavior. Informal efforts to sway are what constitute political behavior. To further their interests, those with political aptitude will engage in this political behavior.

In addition to the above three themes, political research consists of other employee outcome variables. Job satisfaction, commitment, job performance, organizational citizenship behaviour, and leadership. In fact, in order to understand the real meaning of politics, we have to have a deeper knowledge of employee and job outcomes while politics is all around. Therefore these outcomes have become themes. Here, the degree of contentment workers' experiences with their jobs is known as job satisfaction. Beyond their regular responsibilities, this includes their relationship with coworkers and supervisors, their opinion of the organization's policies, and the effect their work has on their daily lives. On the other hand, the relationship or link that workers have with their company is referred to as organizational commitment. Whether an employee will remain with the company for an extended length of time and put their all into achieving the company's objective depends critically on the organization's commitment. When an organization's commitment is

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identified, other characteristics like employee happiness, involvement, leadership division, work success, job performance, exertion of effort of employees, and job instability can also be predicted.

Organisational politics is not always advantageous for the business. In many circumstances, it can be a burden that negatively affects employee outcomes (Abun et al., 2018). Politics may not always be a negative thing, but it can squander time in offices and divert workers' attention away from their work. Therefore, the other themes are based on employee outcomes (Landells & Albrecht, 2019). Managing politics can consume a lot of time for managers. It can also be self-serving because dysfunctional politics can jeopardize an organization's reputation and many managers find it repugnant to use political savvy to control disorder at work. Additionally, when staff members exhibit extreme political conduct, they become less devoted to their company and their work performance suffers. Only in a few companies, politics can be a blessing, but in many vice versa.

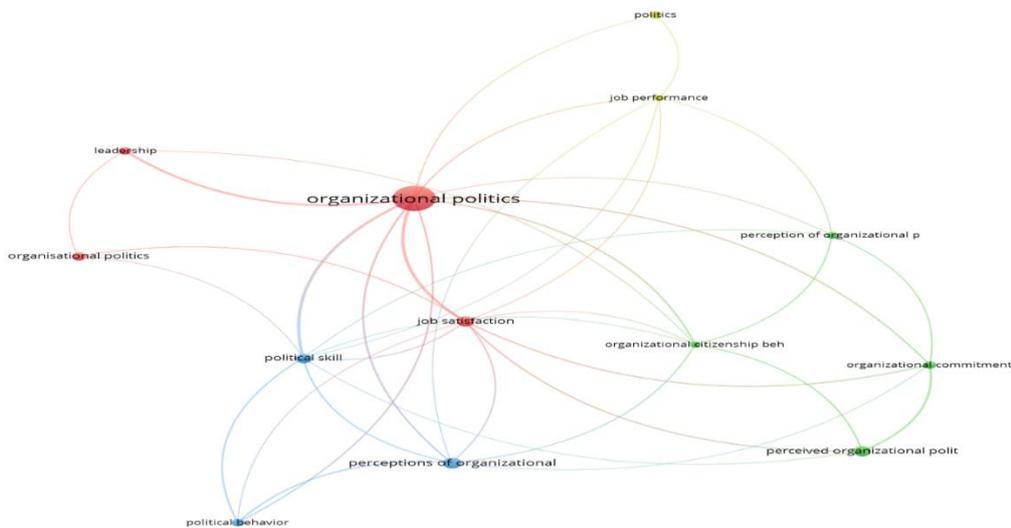


FIGURE 7 - KEY THEMES IN CLUSTERS

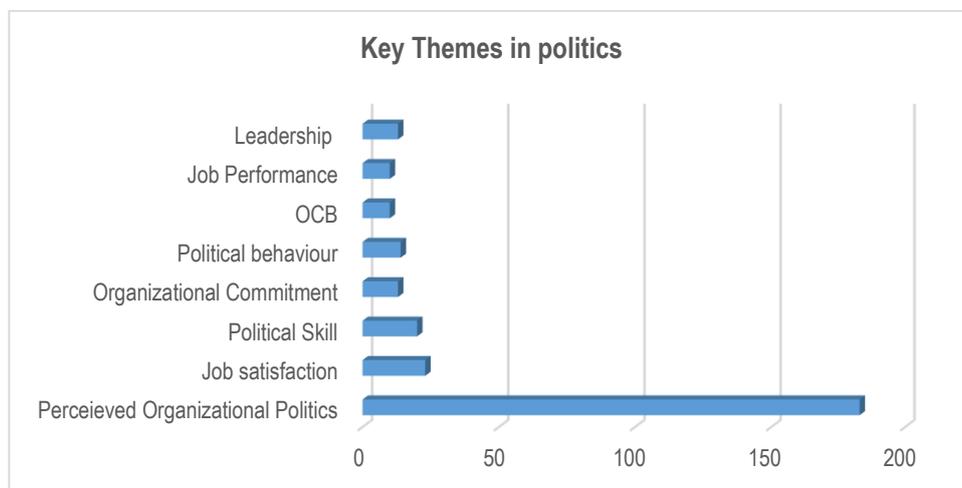


FIGURE 8 - NUMBER OF CO-OCCURRENCES OF THEMES

4. DISCUSSIONS

The number of articles, clusters, boundaries, sources, keywords, nations, and co-authors were all taken into account in the analysis. Between 2010 and 2021, 377 journal articles on organizational politics were published and included in this study. A rising trend of journal papers indicates that this topic is receiving greater attention; for example, starting with 19 articles in 2010 and ending with 59 in 2021. Minor changes were seen in journals

published in 2014 and 2016, nevertheless. Based on the country analysis, the eighteen most influential countries that have published organizational politics, the higher number of articles are from the United States. The most cited article is by Ferris et al. (2022). Frontiers reflect that “perception of organizational politics, political skill, and tactics” are highly correlated with organizational politics. More than that seven important clusters were identified in that analysis. Most importantly, organizational politics is highly linked with employee outcomes.

The study provides both theoretical and practical implications. The current bibliometric study will greatly promote organizational politics research by displaying a range of statistical methods and critically examining the trends and scope of the field. The Scopus database shows that the first political article used in the investigation is from 2010. The main ramifications for the researchers are, to be more precise: First, the study looked at the development of scientific research specifically in the context of organizational politics from 2010 to 2021 utilizing information from the global Scopus database. This is the first attempt to map an organized conceptual structure of the topic using bibliometric methodologies in the field of organizational politics, despite the fact that there have been prior attempts to conduct a thorough and systematic examination of academic organizational politics research. Additionally, this enables academics to contextualize their research within a growing subject and identify new areas for study. There are also seven clusters in the realm of organizational politics, according to the research. For organizational political behavior, this is entirely novel.

The need to concentrate on organizational politics has grown as a result of the strain placed on emerging nations as a result of business performance difficulties. As a result, as it will provide comprehensive knowledge of politics from earlier decades, this study will be widely used by academics and professionals. The bibliometric analysis of organizational politics research conducted between 2010 and 2021 using the Scopus database is clarified in this paper. The current study's objective is to identify common themes and organizational politics-related concerns by offering a thorough synthesis of earlier research. As a result, this study's comprehensive analysis of organizational politics can help people gain a more complete understanding of the subject and develop strategies for expanding politics at the organizational, policy, and implementation levels. The results of the study demonstrate the breadth and depth of organizational politics research. The networks and diagrams drawn from the available literature for this bibliometric analysis based on references demonstrate the interconnectedness of the publications on this research topic. In addition, the organizational politics research found seven groupings.

Despite the time and effort invested, this bibliometric study has some drawbacks. To begin with, this study only incorporated works that were listed in the Scopus database. Despite being one of the largest international databases, Scopus definitely does not contain all the articles on the subject of organizational politics research. Second, because the bibliometric study was conducted using quantitative methods, the publications' quality and content could not be assessed. Future research should conduct a more thorough content analysis that makes use of all international databases due to the limitations of the bibliometric analysis, which include variations in organizational political conceptualizations. More scholarly publications should be included in future investigations to improve generalizability. Thirdly, new issues and patterns have been uncovered as a result of this research. Finally, the bibliometric study on social awareness was carried out through 2022. Future researchers using information from databases like Journal Citation Reports may also increase the validity of this study.

5. CONCLUSIONS

Organizational politics, which is also referred to as bad behaviour within the organizational purview to destroy organizational practices, has grown significantly in prominence among researchers and organizational practitioners. Despite the rising popularity of the politics method among practitioners and academics, a comprehensive bibliometric analysis of the growing body of organizational politics literature has yet to be published. This study used information from the Scopus database to look into the development of academic research in organizational politics between 2010 and 2021. The ten most intriguing research clusters were determined by the findings. Remarkably, the study highlights influential researchers, the most cited papers, the countries, and keywords. This study gives a broad overview of organizational politics to identify the most

common problems and research breakthroughs based on the papers published in the Scopus database. In conclusion, this study becomes a roadmap for new research in the field of organizational politics.

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