Contents

Series Foreword xi
Preface xiii
Acknowledgments xvii
Editors xix
Contributors xxi

SECTION I Construct Specification, Theory Development, and Methodological Considerations

Chapter 1 Politics in Organizations: History, Construct Specification, and Research Directions 3
Gerald R. Ferris and Darren C. Treadway

Chapter 2 The Positive Side of Organizational Politics 27
Wayne A. Hochwarter

Chapter 3 Politics in Perspectives: On the Theoretical Challenges and Opportunities in Studying Organizational Politics 67
Douglas A. Lepisto and Michael G. Pratt

Chapter 4 Measurement and Methodology in Organizational Politics Research 99
Lynn A. McFarland, Chad H. Van Iddekinge, and Robert E. Ployhart
SECTION II  Critical Research Issues in Organizational Politics

Chapter 5  It's Fairly Political Around Here: Relationship Between Perceptions of Organizational Politics and Organizational Justice ................................................. 133
Maureen L. Ambrose

Chapter 6  Organizational Citizenship Behavior: A Review of the Political Perspective ......................................................... 161
Mark C. Bolino and William H. Turnley

Chapter 7  Abusive Supervision as Political Activity: Distinguishing Impulsive and Strategic Expressions of Downward Hostility ......................................................... 191
Bennett J. Tepper, Michelle K. Duffy, and Denise M. Breaux-Soignet

Chapter 8  Organizational Politics and Stress: The Development of a Process Model ......................................................... 213
Pamela L. Perrewé, Christopher C. Rosen, and Christina Maslach

Chapter 9  How Organizational Climates Reflect the Motives of Those in Power ......................................................... 257
Lawrence R. James and Rustin D. Meyer

Chapter 10 Politics in and Around Teams: Toward a Team-Level Conceptualization of Organizational Politics ......................... 287
Eran Vigoda-Gadot and Dana R. Vashdi

Chapter 11 Leadership and Organizational Politics: A Multilevel Review and Framework for Pragmatic Deals ......................................................... 323
Francis J. Yammarino and Michael D. Mumford
Chapter 12  Power, Politics, and Social Networks in Organizations ......................................................... 355  
Daniel J. Brass and David M. Krackhardt

Chapter 13  Organizational Politics in Strategic Management and Entrepreneurship ........................................ 377  
Robert A. Baron, Sean Lux, Garry L. Adams, and Bruce T. Lamont

Chapter 14  The Cultural Psychology of Social Influence: Implications for Organizational Politics .................. 411  
Lisa M. Leslie and Michele J. Gelfand

SECTION III  Individual Differences in Organizational Politics

Chapter 15  The Intersection of Race and Politics: A Framework for Racialized Organizational Politics Perceptions ..... 451  
Atira C. Charles and Stella M. Nkomo

Chapter 16  Political Skill in the Organizational Sciences ............... 487  
Gerald R. Ferris, Darren C. Treadway, Robyn L. Brouter, and Timothy P. Munyon

Chapter 17  Political Will in Organizations .................................. 529  
Darren C. Treadway

Chapter 18  Personality and Reactions to Organizational Politics ... 555  
L. A. Witt and Paul E. Spector

Index .................................................................................................................... 589