



Mapping the Terrain of Organizational Politics Research: Insights from a Bibliometric Analysis

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Abstract: This study employs a bibliometric analysis to investigate the landscape of organizational politics research. The study aims to uncover thematic trends, historical patterns, influential works, and productive source titles by examining scholarly publications from diverse sources. Three predominant themes emerge from the analysis: “Perceptions and Effects of Organizational Politics,” “Leadership and Political Behavior,” and “Organizational Performance and Politics.” The findings highlight the multidimensional nature of organizational politics and its intersections with leadership dynamics and overall organizational effectiveness. The historical trends reveal a surge in research output, underscoring the growing importance of understanding organizational politics in contemporary workplaces. Highly cited papers shed light on seminal contributions that have shaped the discourse on organizational politics, offering insights into how they influence employee attitudes, behaviors, and outcomes. The analysis of productive source titles identifies key journals that have played a pivotal role in disseminating research on organizational politics. The implications of these findings provide directions for future research endeavors and managerial practices aimed at addressing the complexities of organizational politics and its impact on employee well-being and organizational performance.

Keywords: Organizational politics, bibliometric analysis, leadership behavior, workplace dynamics, employee attitudes

JEL Classification: M12, M14, D73

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1. INTRODUCTION

The interplay between organizational dynamics and the intricate realm of politics has long fascinated researchers, offering diverse interpretations and profound implications within organizational contexts. Organizational politics, a frequently dissected term, encompasses behaviors strategically devised to serve personal interests, often conflicting with an organization's overarching objectives or individual well-being (Ferris et al., 1989; Vigoda-Gadot, 2007). This intricate interweaving of calculated actions, power dynamics, and vested interests has captivated scholars across generations, urging them to unravel the multifaceted nature of organizational politics and comprehend its far-reaching ramifications. A firm grasp of the core underpinnings of organizational politics is crucial, given its significant influence over human resource management (HRM) functions, decision-making processes, employee morale, and overall productivity (Vigoda et al., 2010).

Within the dynamic realm of organizational studies, organizational politics has gradually revealed layers of complexity and significance, like the unfolding of an intricate puzzle. This concept encompasses an array of behaviors, ranging from strategic coalition-building to advance personal gains (Fischer, 2004) to more concealed tactics involving manipulation, subversion, and the calculated misuse of power (Kipnis et al., 1980). This diversity highlights the inherent challenge of grasping, let alone defining, the expansive landscape of organizational politics.

The concept of organizational politics probes into power dynamics, human motivations, and the intricate fabric of workplace relationships. Pursuing personal interests often intersects with organizational goals, shaping an organization's journey toward success or decline. To fully fathom this intricate interplay, exploration is required across historical, theoretical, and practical dimensions that influence the emergence and consequences of organizational politics.

The crux of the challenge emerges from the potential negative impact of organizational politics on the seamless functioning of entities. This impact is most evident when individual self-interest diverges from the broader organizational vision. This brings forth a central problem: How can organizations adeptly navigate the complex landscape of organizational politics to foster an environment conducive to collaboration, innovation, and sustainable prosperity? This question takes on significant weight as the tendrils of organizational politics entwine with critical aspects like promotions, decision-making, and equitable reward distribution (Vigoda et al., 2010). If left unaddressed, the intricate nature of organizational politics has the potential to corrode organizational coherence, underscoring the need for comprehensive understanding and strategic intervention.

In today's rapidly evolving organizational environment, addressing organizational politics transcends theoretical discourse and gains practical urgency. Organizations strive to balance individual aspirations with collective objectives, harnessing the positive aspects of politics while mitigating its detrimental effects. This warrants a nuanced exploration of factors contributing to organizational politics, its operational mechanisms, and strategies for managing and mitigating its adverse impacts.

This paper's objectives align with the intricate landscape of organizational politics and include:

1. **Assessing the Publication Landscape:** A comprehensive examination of research publications within organizational politics from 1977 to 2023.
2. **Unveiling Publication Trends:** Discerning prevailing trends in organizational politics literature over the specified period.
3. **Exploring Prevailing Themes:** Identifying and analyzing dominant themes that captivate scholars within organizational politics.
4. **Analyzing Influential Publications:** Evaluating the impact of specific publications that shape discourse on organizational politics.

The research questions that guide this study include:

1. What is the current publication landscape in organizational politics, and how has the volume evolved?
2. What are the prevailing trends in publications related to organizational politics, and how have they evolved from 1977 to 2023?
3. Within organizational politics, what themes attract the most scholarly attention, indicating focal points of research?
4. Which publications have significantly influenced discourse on organizational politics, shaping the academic and practical landscape?

This study's objectives and research questions aim to provide a holistic understanding of organizational politics' evolution, trends, and themes. Unveiling the research landscape, emergent trends, and influential publications enriches academic discourse and practical applications. The insights garnered can guide scholars, practitioners, and policymakers in navigating the complex terrain of organizational politics, fostering informed decision-making, ethical conduct, and collaborative achievements.

2. METHODS

The methodology deployed in this study aligns with the rigorous standards of academic research. Through systematic data collection (see Figure 1), quantitative analysis, and sophisticated visualization techniques, the study provides comprehensive insights into the landscape of organizational politics literature. The careful selection of tools and methodologies ensures a robust exploration of publication trends, collaboration dynamics, and thematic clusters within organizational politics.

2.1 Data Collection

The bibliometric analysis was conducted on August 31, 2023, utilizing data extracted from the esteemed Scopus database. The search criterion employed "Organizational Politics" exclusively within article titles. This deliberate selection ensured alignment with the research area and the study's overarching purpose. The resultant corpus of documents, totaling 463, aptly embodies the domain under scrutiny, intricately intertwined with the research's focus.

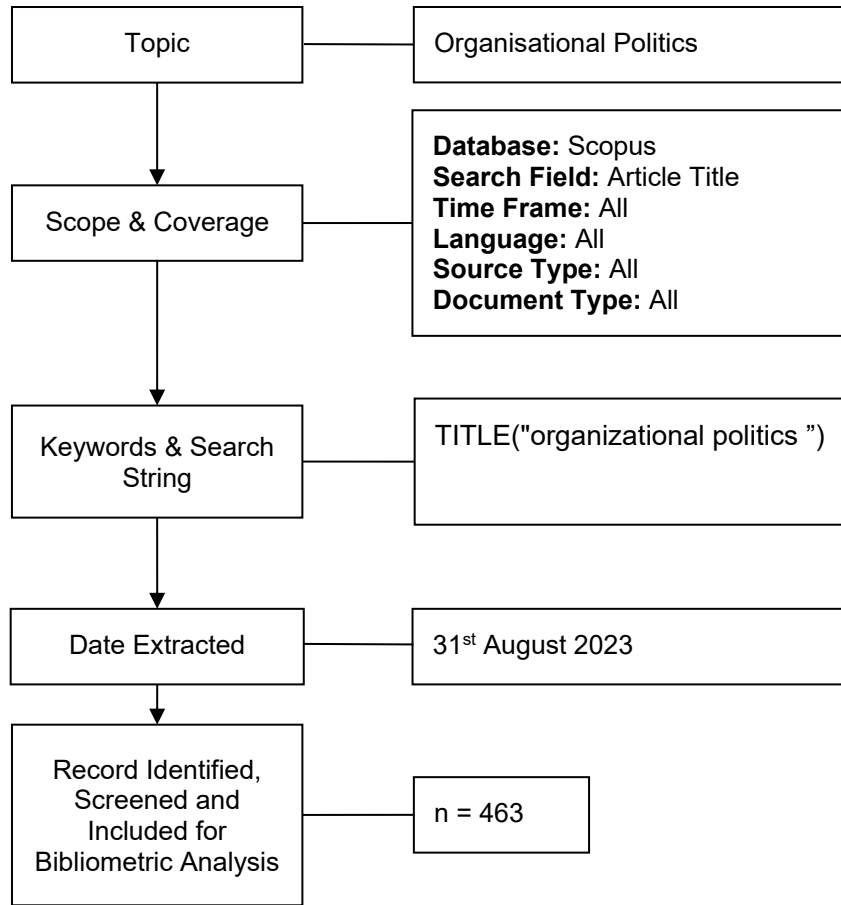


Figure 1. Flow diagram of the search strategy.
Source: Punj et al. (2023), Moher et al. (2009)

2.2 Scope and Coverage

Scopus, a reputable scholarly database, was chosen as the primary data source for this study. The search parameter was confined to the article title, encompassing all languages and source types within the selected time frame. This comprehensive approach, extending across all documents, ensured a broad representation of the research landscape related to organizational politics. The specific search query utilized was “TITLE(“organizational politics”)”, meticulously designed to extract articles directly associated with the research subject. The research strategy employed for document selection and inclusion was grounded in the principles of bibliometric analysis. Through a systematic approach, the documents retrieved from the Scopus database were sorted and filtered to align with the criteria established for this study.

2.3 Analysis Tools

In the quantitative assessment of the dataset, the bibliometric analysis involved employing bibliMagika (Ahmi, 2024) as a robust tool. This tool facilitated the computation of pivotal percentage and citation metrics. These metrics include TP (total number of publications), NCA (Number of contributing authors), NCP (number of cited publications), TC (total citations), C/P (average citations per publication), C/CP (average citations per cited

publication), h-index (*h*), g-index (*g*), and m-index (*m*). These metrics offer profound insights into the scholarly impact, collaboration patterns, and overall influence of the publications within organizational politics.

To ensure data integrity and accuracy, the authors' keywords underwent a meticulous process of cleaning and harmonization. OpenRefine, a versatile tool, was instrumental in this process, contributing to the refinement of the dataset and enhancing its coherence. Additionally, the study employed VOSviewer (van Eck & Waltman, 2010), a powerful visualization tool, to generate a network visualization showcasing the co-occurrence of authors' keywords. This visualization technique provides a comprehensive overview of the interconnectedness and thematic clusters prevalent in the body of literature related to organizational politics.

3. RESULTS AND ANALYSIS OF FINDINGS

The comprehensive methodology employed in this study has facilitated an intricate analysis of the landscape of organizational politics literature, guided by the research questions and objectives outlined earlier. This study unravels the multifaceted nature of organizational politics by delving into publication trends, collaborative dynamics, and thematic clusters within this domain. The subsequent sections present the outcomes of this analysis, offering insights into the evolution of research, the emergence of trends, and the influential factors shaping this field. To commence our exploration, we begin with an overview of the primary information derived from the bibliometric analysis. Table 1 provides a comprehensive snapshot of the key statistics extracted from the dataset. This summary encapsulates the publication years span, the total number of publications, the number of contributing authors, the number of cited papers, the total citations amassed, and various citation metrics. These metrics provide a solid foundation for understanding organizational politics literature's volume, impact, and collaboration patterns.

Table 1. Main information

Main Information	Data
Publication Years	1977 - 2023
Total Publications	463
Citable Year	47
Number of Contributing Authors	1159
Number of Cited Papers	380
Total Citations	13,914
Citation per Paper	30.05
Citation per Cited Paper	36.62
Citation per Year	302.48
Citation per Author	12.01
Author per Paper	2.50
Citation sum within h-Core	13,386
h-index	66
g-index	108
m-index	1.40

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

3.1 Current State of Publication

To comprehend the current state and growth trends within the literature on organizational politics, our investigation begins by delineating key characteristics of the publications under scrutiny. The composition of the publication landscape unfolds through carefully examining document types, source types, languages, and subject areas. This meticulous analysis provides insights into the structural facets of the field but also sheds light on the multidisciplinary nature of organizational politics research.

Document and Source Types

Table 2 unveils the distribution of document types and source types within the dataset, offering a panoramic view of the diversity and outlets of scholarly contributions. The document types encompass articles, book chapters, conference papers, reviews, books, editorials, errata, notes, short surveys, and retracted documents. Among these, articles constitute the most prominent category, comprising 79.05% of the total publications, emphasizing in-depth research investigations. Book chapters, conference papers, and reviews follow suit, reflecting the varied forms through which scholars engage with the discourse of organizational politics.

Turning to source types, journals emerge as the predominant avenue for disseminating organizational politics research, accounting for 83.37% of the publications. This highlights the scholarly engagement with journals as a platform for discussing and disseminating novel insights. Books and conference proceedings also contribute significantly, with 10.58% and 3.67%, respectively. The diversity of source types underscores the multidimensionality of organizational politics as a field of study.

Table 2. Document type, source type, and language

Document Type	TP	%	Source Type	TP	%	Language	TP	%
Article	366	79.05	Journal	386	83.37	English	455	98.27
Book Chapter	43	9.29	Book	49	10.58	Chinese	3	0.65
Conference Paper	22	4.75	Conference Proceeding	17	3.67	Portuguese	2	0.43
Review	16	3.46	Book Series	11	2.38	Russian	2	0.43
Book	5	1.08				French	1	0.22
Editorial	4	0.86				Indonesian	1	0.22
Erratum	2	0.43				Malay	1	0.22
Note	2	0.43				Polish	1	0.22
Short Survey	2	0.43				Turkish	1	0.22
Retracted	1	0.22				Ukrainian	1	0.22

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

Languages of Publication

Language, a key facet of scholarly dissemination, carries implications for the accessibility and global reach of research. English is the dominant language for organizational politics publications, constituting 98.27%. Chinese, Portuguese, Russian, French, Indonesian, Malay, Polish, Turkish, and Ukrainian collectively contributed 1.73%. This prevalence of English underscores its role as the lingua franca of academic discourse, facilitating the dissemination of research across international boundaries.

Multidisciplinary Nature and Subject Areas

Organizational politics traverses diverse subject domains by its very nature, reflecting the interplay of human behavior, management practices, and sociopolitical dynamics. Table 3 elucidates the multidisciplinary engagement of scholars within organizational politics.

Table 3. Subject area

Subject Area	TP	%
Business, Management and Accounting	275	59.40%
Social Sciences	160	34.56%
Psychology	109	23.54%
Economics, Econometrics and Finance	60	12.96%
Arts and Humanities	46	9.94%
Computer Science	36	7.78%
Engineering	24	5.18%
Medicine	23	4.97%
Decision Sciences	20	4.32%
Energy	11	2.38%
Environmental Science	10	2.16%
Mathematics	6	1.30%
Multidisciplinary	5	1.08%
Nursing	5	1.08%
Earth and Planetary Sciences	3	0.65%
Agricultural and Biological Sciences	2	0.43%
Biochemistry, Genetics and Molecular Biology	2	0.43%
Physics and Astronomy	2	0.43%
Chemical Engineering	1	0.22%
Neuroscience	1	0.22%
Pharmacology, Toxicology and Pharmaceuticals	1	0.22%

Source: Generated by the author(s) using bibliomagika® (Ahmi, 2024)

The subject areas span Business, Management, and Accounting (59.40%), Social Sciences (34.56%), Psychology (23.54%), Economics, Econometrics, and Finance (12.96%), Arts and Humanities (9.94%), Computer Science (7.78%), Engineering (5.18%), Medicine (4.97%), Decision Sciences (4.32%), Energy (2.38%), Environmental Science (2.16%), and a myriad of other disciplines. This mosaic of subject areas reflects organizational politics' far-reaching impact and interdisciplinary nature, illuminating its relevance to diverse academic and practical domains.

By addressing Research Question 1, we endeavor to comprehensively understand the current state and growth patterns within the organizational politics literature. This analysis enriches our comprehension of the field and positions us to explore the thematic and conceptual nuances that shape this scholarly discourse.

3.2 Publication Trends

In exploring the evolving landscape of organizational politics research, Figure 2 and Table 4 coalesce to provide a comprehensive depiction of the field's temporal dynamics, elucidating the intricate relationship between publications and their corresponding citations across different years. Figure 2 serves as a visual representation of the temporal evolution of organizational politics research. The bar graph vividly illustrates the number of publications per year, tracing the trajectory of scholarly output over time.

Simultaneously, the line graph overlays the number of citations per year, offering insights into the field’s cumulative scholarly impact.

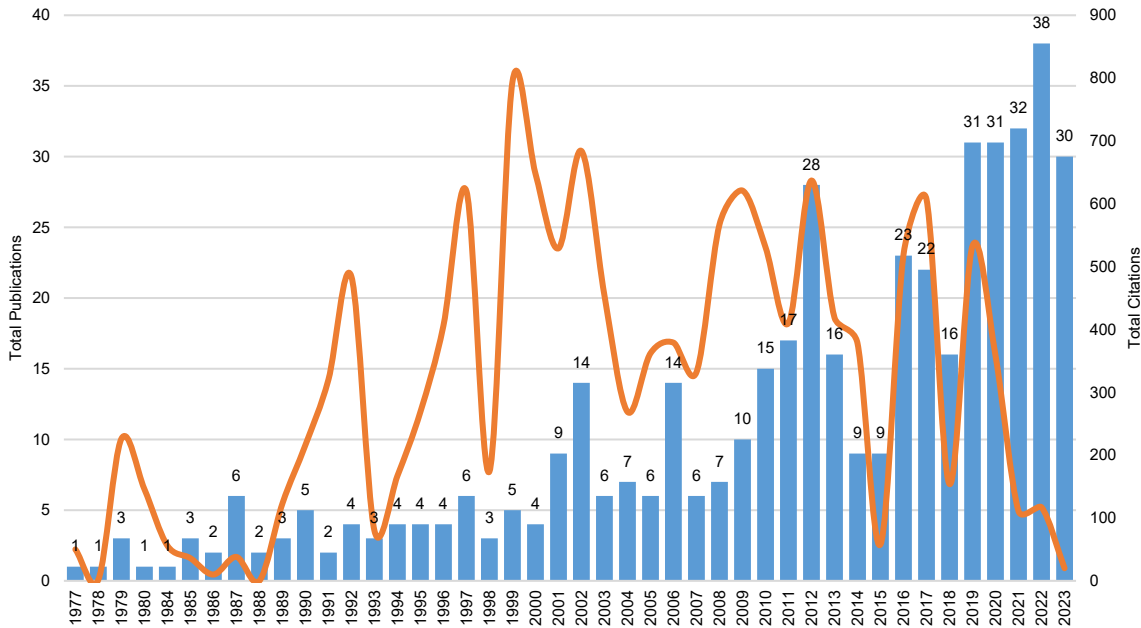


Figure 2. Total publication and citations per year
 Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

Temporal Distribution of Publications

The bar graph’s ascending trend denotes the progressive growth in publications. It showcases the organic development of the field, from its modest inception in the late 1970s to its vibrant current state. The 1980s and early 1990s witnessed a relatively modest number of publications, reflecting the nascent stage of organizational politics research. However, a palpable shift occurred in the mid-1990s, marked by a pronounced increase in scholarly output. This upsurge signifies the heightened attention and growing interest in understanding the dynamics of organizational politics.

Cumulative Scholarly Impact

The line graph overlaps the bar chart offers a nuanced perspective on the field’s impact over time. The line’s trajectory, mirroring the publications’ trend, reveals the accumulation of citations across the years. This confluence underscores the increasing influence of organizational politics research. Notably, the line exhibits a slight time lag compared to the bar graph, emphasizing the intricate process through which scholarly impact accrues.

Temporal Synchrony: Publications and Citations

The interplay between the bar and line graphs underscores a significant correlation between scholarly output and impact. The spikes in the line graph correspond to periods of heightened scholarly engagement, aligning with peaks in the bar graph. This synchronous pattern illustrates the relationship between prolific research output and subsequent recognition and citation of these contributions.

Table 4. Number of publications per year

Year	TP	NCA	NCP	TC	C/P	C/CP	h	g	m
1977	1	1	1	50	50.00	50.00	1	1	0.02
1978	1	1	1	2	2.00	2.00	1	1	0.02
1979	3	11	3	226	75.33	75.33	3	3	0.07
1980	1	5	1	146	146.00	146.00	1	1	0.02
1984	1	2	1	56	56.00	56.00	1	1	0.03
1985	3	4	3	36	12.00	12.00	3	3	0.08
1986	2	3	2	10	5.00	5.00	1	2	0.03
1987	6	6	5	38	6.33	7.60	3	6	0.08
1988	2	3	0	0	0.00	0.00	0	0	0.00
1989	3	4	3	123	41.00	41.00	3	3	0.09
1990	5	7	5	216	43.20	43.20	4	5	0.12
1991	2	3	1	320	160.00	320.00	1	2	0.03
1992	4	7	3	484	121.00	161.33	3	4	0.09
1993	3	4	3	80	26.67	26.67	3	3	0.10
1994	4	10	4	167	41.75	41.75	4	4	0.13
1995	4	7	3	269	67.25	89.67	3	4	0.10
1996	4	13	4	406	101.50	101.50	4	4	0.14
1997	6	10	4	620	103.33	155.00	4	6	0.15
1998	3	3	3	174	58.00	58.00	2	3	0.08
1999	5	17	5	794	158.80	158.80	5	5	0.20
2000	4	10	4	648	162.00	162.00	4	4	0.17
2001	9	18	8	529	58.78	66.13	5	9	0.22
2002	14	39	14	684	48.86	48.86	11	14	0.50
2003	6	11	6	454	75.67	75.67	6	6	0.29
2004	7	19	5	269	38.43	53.80	4	7	0.20
2005	6	11	6	362	60.33	60.33	5	6	0.26
2006	14	24	13	379	27.07	29.15	11	14	0.61
2007	6	10	5	332	55.33	66.40	5	6	0.29
2008	7	15	7	567	81.00	81.00	7	7	0.44
2009	10	23	7	621	62.10	88.71	5	10	0.33
2010	15	40	14	531	35.40	37.93	8	15	0.57
2011	17	32	14	410	24.12	29.29	8	17	0.62
2012	28	60	26	637	22.75	24.50	14	25	1.17
2013	16	36	14	419	26.19	29.93	8	16	0.73
2014	9	23	8	378	42.00	47.25	5	9	0.50
2015	9	17	9	58	6.44	6.44	5	7	0.56
2016	23	54	22	519	22.57	23.59	11	22	1.38
2017	22	58	21	607	27.59	28.90	13	22	1.86
2018	16	38	13	154	9.63	11.85	7	12	1.17
2019	31	98	25	533	17.19	21.32	9	23	1.80
2020	31	93	25	358	11.55	14.32	11	18	2.75
2021	32	102	27	111	3.47	4.11	6	8	2.00
2022	38	119	24	117	3.08	4.88	6	8	3.00
2023	30	88	8	20	0.67	2.50	3	4	3.00
Total	463	1159	380	13914	30.05	36.62	66	108	1.35

Note: TP=total number of publications; NCA=Number of contributing authors; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; h=h-index; and g=g-index, m=m-index.

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

In conjunction with Figure 2, Table 4's meticulous analysis of publication trends, scholarly engagement, citations, and indices contributes to a comprehensive understanding of the field's development. As we progress through the subsequent sections, these insights will further illuminate the temporal evolution of organizational politics research. Through

rigorous analysis, we aim to address Research Question 2, shedding light on the prevailing trends in the publication landscape of organizational politics literature. This examination not only contextualizes the field's growth but also unveils the shifting areas of focus and priorities that have shaped the scholarly discourse over the years.

3.3 Prevalent Themes

In organizational research, exploring prevalent themes and the interconnectedness of concepts often requires advanced analytical techniques. One such approach is co-occurrence network analysis, which offers a unique lens to unravel the multifaceted landscape of scholarly discourse. At the heart of this approach lies VOSviewer, a specialized software tool that transforms textual data into visually comprehensible maps, allowing researchers to identify clusters of related keywords and their interdependencies. Co-occurrence network analysis hinges on the idea that keywords appearing together in academic literature suggest a thematic relationship. This methodology unveils the latent patterns of interconnectedness among concepts, shedding light on the prevailing themes that emerge from the vast research articles. By mapping these relationships, researchers gain valuable insights into the thematic currents that shape scholarly conversations.

In our analysis, we employed VOSviewer to construct a network visualization map of the co-occurrence of author keywords within the organizational politics literature. This intricate map reveals the themes that have garnered significant attention and explores the complicated relationships between keywords often explored within the scholarly discourse. We set a minimum threshold of five occurrences for each keyword to ensure robustness and relevance. This criterion allowed us to focus on the most salient themes within the dataset, ensuring that only keywords with substantive scholarly attention were included in our analysis. Out of a pool of 719 keywords, 37 met the established threshold, demonstrating the richness and complexity of the organizational politics literature. Each keyword represents a distinct thread in the tapestry of organizational politics research, and their co-occurrence unveils the thematic clusters that researchers have collectively explored. Through this visualization, we aim to comprehensively understand the prevalent themes and their interrelationships, contributing to a deeper appreciation of the multifaceted landscape of organizational politics scholarship.

Figure 3 depicts a network visualization map of the co-occurrence of author keywords. This map offers a captivating insight into the prevalent themes emerging from the scholarly discourse on organizational politics. An intricate web of interconnected keywords provides a window into the dominant areas of investigation within this field. As we delve into this visualization, three prominent themes emerge, each contributing significantly to our understanding of organizational politics.

Leadership and Power Dynamics: The theme of leadership and power dynamics is central to the landscape of organizational politics. This cluster encompasses keywords such as “leadership,” “transformational leadership,” “emotional intelligence,” and “ethical leadership.” This theme underscores the intricate relationship between leadership approaches and the political behavior that unfolds within organizations. Researchers within this theme delve into questions concerning the role of leadership styles in shaping power dynamics, strategic maneuvering, and the utilization of influence. Exploring the interplay between leadership and organizational politics offers insights into how leaders’ actions can mitigate or exacerbate political tensions, ultimately impacting the organizational climate.

Employee Attitudes and Organizational Behavior: The second emerging theme revolves around employee attitudes and organizational behavior. Within this cluster, keywords like “job satisfaction,” “organizational commitment,” and “perceived organizational support” stand out. This theme delves into how organizational politics influence employees’ perceptions, attitudes, and behaviors. Researchers are drawn to understand how organizational and political behaviors affect employee morale, loyalty, and job satisfaction. By investigating the interconnections between politics and employee attitudes, this theme sheds light on the potential ripple effects of organizational politics on overall employee engagement and commitment.

Organizational Performance and Impact: The third theme that comes to the fore is the relationship between organizational politics and performance. Keywords such as “organizational performance,” “counterproductive work behavior,” and “job performance” form a distinct cluster. This theme delves into how political behaviors within an organization can impact its performance, productivity, and overall effectiveness. Researchers within this theme explore the intricate balance between political maneuvering that might hinder collaborative efforts and those that foster innovation and growth. This theme contributes to a holistic understanding of the broader organizational dynamics by examining the implications of organizational politics on performance metrics.

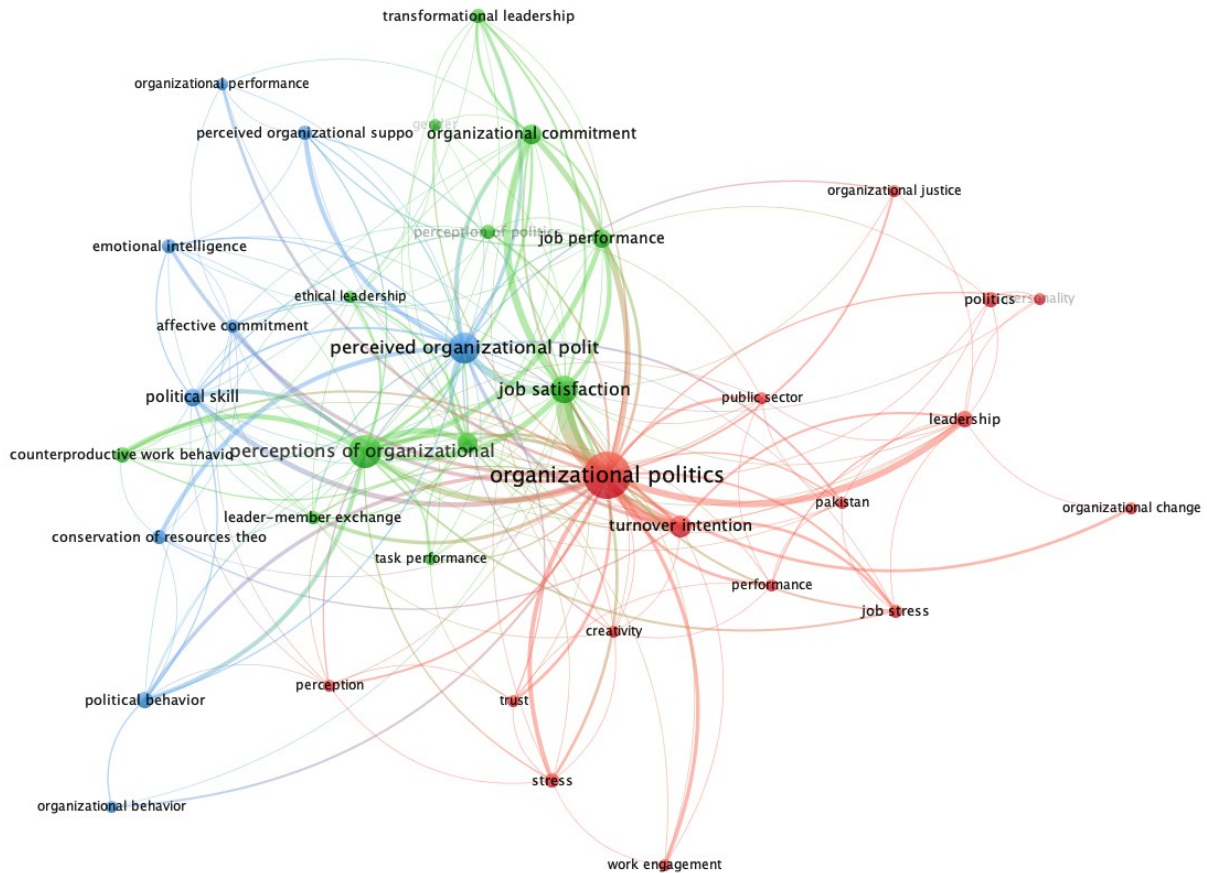


Figure 3. Network visualization map of the co-occurrence of author keywords
 Source: Generated by the author(s) using VOSviewer (van Eck & Waltman, 2014)

These three prevailing themes encapsulate the core focus areas within the extensive discourse on organizational politics. Researchers seek to unravel the intricate fabric of political interactions within the organizational context by elucidating the connections between leadership, employee attitudes, and organizational performance. Each theme allows for deeper exploration, enabling a more nuanced understanding of the factors that shape the interplay between politics, power dynamics, and various organizational outcomes. Through this analysis, Research Question 3 is addressed, shedding light on the dominant themes that have captured scholarly attention within organizational politics.

3.4 Highly Cited Papers

Organizational politics has engendered extensive scholarly inquiry to comprehend its multifaceted nature and ramifications. Within this corpus of research, specific works have significantly risen above the rest regarding citations and enduring impact, contributing to developing theoretical frameworks and empirical insights. The top 20 highly cited documents in Table 5 provide a panoramic view of the pivotal contributions that have shaped the discourse on organizational politics.

Cropanzano et al. (1997) delve into the intricate interplay between organizational politics and support, illuminating their effects on work behaviors, attitudes, and stress levels. Published in the *Journal of Organizational Behavior*, this seminal work garnered substantial attention with 587 total citations and an average of 21.74 citations per year. Meanwhile, the seminal paper by Ferris & Kacmar (1992) in the *Journal of Management* meticulously examines “Perceptions of Organizational Politics,” contributing significantly to conceptualizing the phenomenon and accruing 468 citations at an average of 14.63 per year.

Chang et al. (2009) comprehensive meta-analysis in the *Academy of Management Journal* examines the intricate relationships between perceptions of organizational politics and various employee attitudes, strains, and behaviors, amassing 402 citations at an impressive average of 26.80 citations per year. Similarly, Randall et al. (1999) investigation into organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behavior, published in the *Journal of Organizational Behavior*, has secured 387 citations with an average of 15.48 per year.

A significant development in the field is the scale development by Kacmar & Ferris (1991), who introduced the “Perceptions of Organizational Politics Scale (Organizational Politics S),” as evidenced in the *Educational and Psychological Measurement*. Garnering 320 citations and an average of 9.70 citations per year, their work serves as a cornerstone for assessing perceptions of organizational politics. Ferris et al. (1996) further explore the predictive and stress-related implications of organizational politics perceptions, providing insights into outcomes and stress implications. This work in *Human Relations* has secured 307 citations, with an average of 10.96 per year.

Ferris et al. (2002) extend the trajectory by shedding light on the theoretical underpinnings of perceptions of organizational politics, charting research directions in the *Research in Multi-Level Issues*. This paper has garnered 258 citations, with an average of 11.73 citations per year. Additionally, Vigoda (2000) explores organizational politics in the public sector, delving into its implications for job attitudes and work outcomes in the *Journal of*

Vocational Behavior. With 249 citations and an average of 10.38 citations per year, this work has broad implications for public administration.

These top 20 highly cited documents collectively offer a comprehensive and multifaceted understanding of organizational politics, delving into aspects ranging from its antecedents and consequences to its theoretical underpinnings and impact on employee attitudes and behaviors. Their remarkable citation counts and sustained influence underscore their pivotal role in shaping the discourse of organizational politics, guiding further research endeavors, and informing organizational practices.

Table 5. Top 20 highly cited documents

No.	Author(s)	Title	Source Title	TC	C/Y
1	Cropanzano et al. (1997)	The relationship of organizational politics and support to work behaviors, attitudes, and stress	Journal of Organizational Behavior	587	21.74
2	Ferris & Kacmar (1992)	Perceptions of organizational politics	Journal of Management	468	14.63
3	Chang et al. (2009)	The relationship between perceptions of organizational politics and employee attitudes, strain, and behavior: A meta-analytic examination	Academy of Management Journal	402	26.80
4	Randall et al. (1999)	Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behavior	Journal of Organizational Behavior	387	15.48
5	Kacmar & Ferris (1991)	Perceptions of organizational politics scale (organizational politics S): Development and construct validation	Educational and Psychological Measurement	320	9.70
6	Ferris et al. (1996)	Perceptions of organizational politics: Prediction, stress-related implications, and outcomes	Human Relations	307	10.96
7	Ferris et al. (2002)	Perceptions of organizational politics: Theory and research directions	Research in Multi-Level Issues	258	11.73
8	Vigoda (2000)	Organizational politics, job attitudes, and work outcomes: exploration and implications for the public sector	Journal of Vocational Behavior	249	10.38
9	Miller et al. (2008)	Perceptions of organizational politics: A meta-analysis of outcomes	Journal of Business and Psychology	234	14.63
10	Andrews & Kacmar (2001)	Discriminating among organizational politics, justice, and support	Journal of Organizational Behavior	221	9.61
11	Parker et al. (1995)	Perceptions of organizational politics: An investigation of antecedents and consequences	Journal of Management	212	7.31
12	Kacmar et al. (2011)	Fostering good citizenship through ethical leadership: exploring the moderating role of gender and organizational politics	Journal of Applied Psychology	211	16.23
13	Allen et al. (1979)	Organizational politics tactics and characteristics of its actors	California Management Review	208	4.62
14	Kacmar et al. (1999)	An examination of the perceptions of organizational politics model: Replication and extension	Human Relations	201	8.04
15	Vigoda-Gadot (2007)	Leadership style, organizational politics, and employees' performance: An empirical examination of two competing models	Personnel Review	187	11.00
16	Witt (1998)	Enhancing organizational goal congruence: A solution to organizational politics	Journal of Applied Psychology	169	6.50

No.	Author(s)	Title	Source Title	TC	C/Y
17	Naseer et al. (2016)	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	Leadership Quarterly	164	20.50
18	Edwards & Kuruville (2005)	International HRM: National business systems, organizational politics and the international division of labour in MNCs	International Journal of Human Resource Management	163	8.58
19	Poon (2003)	Situational antecedents and outcomes of organizational politics perceptions	Journal of Managerial Psychology	162	7.71
20	Aryee et al. (2004)	Exchange fairness and employee performance: An examination of the relationship between organizational politics and procedural justice	Organizational Behavior and Human Decision Processes	156	7.80

Note: TC=total citations; C/Y=average citations per year.

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

3.5 Diverse Sources of Organizational Politics Research

The study of organizational politics is enriched by many sources that have explored its nuances, implications, and complexities. Table 6 underscores the range of source titles that have contributed significantly to the field, illuminating their productivity and impact through various metrics. Personnel Review emerges as one of the prominent sources, with 13 publications involving 38 contributing authors and cited in 12 papers. This source garners 340 citations, reflecting an average of 26.15 citations per publication and 28.33 citations per cited publication. The h-index of 6 highlights its influence, while the g-index and m-index values of 13 and 0.35 offer insights into its extensive impact.

Similarly, Politics in Organizations: Theory and Research Considerations has contributed significantly, publishing 11 documents involving 24 contributing authors and being cited in 11 papers. The total citation count of 223 corresponds to an average of 20.27 citations per publication and cited publication. This source demonstrates a lasting impact in the field with an h-index and g-index of 9 and 11, respectively. Human Relations, a renowned journal, has produced 11 publications with 35 contributing authors and has been cited in 11 papers. With a substantial total citation count of 1307, this source boasts an impressive average of 118.82 citations per publication and cited publication. The h-index value of 10 underscores its prominence in the field.

The Handbook of Organizational Politics, consisting of 10 publications involving 20 contributing authors and cited in 10 papers, has accumulated 247 citations. This amounts to an average of 24.70 citations per publication and cited publication. The h-index of 9 signifies its influential contributions. Additional sources, such as the Journal of Business Ethics, Journal of Management and Organization, and Journal of Applied Social Psychology, have contributed notably to organizational politics discourse. Each source's productivity, regarding publication count and citation impact, underscores its distinct value in advancing understanding within the field.

Table 6. Most productive source titles that published five minimum number of documents

Source Title	TP	NCA	NCP	TC	C/P	C/CP	h	g	m
Personnel Review	13	38	12	340	26.15	28.33	6	13	0.35
Politics in Organizations: Theory and Research Considerations	11	24	11	223	20.27	20.27	9	11	0.75
Human Relations	11	35	11	130 7	118.82	118.82	10	11	0.23
Handbook of Organizational Politics	10	20	10	247	24.70	24.70	9	10	0.50
Journal of Business Ethics	10	23	10	503	50.30	50.30	9	10	0.23
Handbook of Organizational Politics: Second Edition: Looking Back and to the Future	9	18	9	58	6.44	6.44	5	7	0.63
Journal of Management and Organization	8	18	6	99	12.38	16.50	5	8	0.56
Journal of Applied Social Psychology	7	24	7	329	47.00	47.00	6	7	0.20
Journal of Organizational Behavior	6	22	6	150 1	250.17	250.17	6	6	0.22
Journal of Business and Psychology	6	16	6	638	106.33	106.33	6	6	0.32
Frontiers in Psychology	6	26	6	91	15.17	15.17	4	6	0.57
Journal of Applied Psychology	5	10	4	545	109.00	136.25	4	5	0.15

Note: TP=total number of publications; NCA=number of contributing authors; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; h=h-index; and g=g-index, m=m-index.

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

These diverse source titles collectively emphasize the multidimensionality of organizational politics research, with each source offering unique insights and perspectives. The variation in citation metrics, such as average citations per publication, cited publication, and the h-index, underscores the richness and depth of the research landscape in organizational politics, exemplifying the field's dynamism and continued growth.

4. DISCUSSION

The present study embarked on a comprehensive bibliometric analysis of the organizational politics research landscape, aiming to shed light on its thematic evolution, influential publications, and key source titles. By examining scholarly publications in-depth, this study advances our understanding of the field and provides insights into its growth trajectory and emerging trends. The following discussion delves into the implications of the findings in the context of the research objectives and questions.

4.1 Evolution of Themes and Research Focus

The first research question sought to uncover the thematic evolution within organizational politics research. The analysis illuminated three predominant themes that have shaped the scholarly discourse in this field. These themes—"Perceptions and Effects of Organizational Politics," "Leadership and Political Behavior," and "Organizational Performance and Politics"—highlight the multifaceted nature of organizational politics and its intersections with leadership dynamics and overall organizational effectiveness. The extensive exploration of these themes underscores the recognition of organizational politics as a significant factor influencing employee perceptions, behavior, and overall organizational outcomes. Furthermore, these thematic clusters suggest a growing

awareness of the complexities of managing organizational politics and its impact on diverse facets of workplace functioning.

4.2 Historical Trends and Research Landscape

The second research question delved into organizational politics' historical trends and research landscape. The analysis revealed a surge in publications from the late 1990s onward, with a notable increase in research output in recent years. This trend reflects the growing significance attributed to understanding the nuances of organizational politics in contemporary workplaces. The continuous growth of publications indicates the topic's persistent relevance and impact on various organizational domains. Furthermore, the consistent citation patterns across the years demonstrate a sustained interest in seminal works and a solid foundation for subsequent research endeavors.

4.3 Key Contributions and Influential Works

Analyzing highly cited papers provided insights into the most impactful contributions to organizational politics. Notably, works such as Cropanzano et al. (1997), Ferris & Kacmar (1992), and Chang et al. (2009) have significantly shaped the understanding of how organizational politics influences work behaviors, employee attitudes, and stress. These influential works have garnered substantial citations and laid the groundwork for subsequent research exploring the intricate interplay between organizational politics and various organizational outcomes.

4.4 Productive Source Titles and Research Journals

Exploring the most productive source titles revealed a range of journals that have played a pivotal role in disseminating organizational politics research. *Personnel Review*, *Human Relations*, and *Journal of Business and Psychology*, among others, emerged as sources of notable productivity and influence. The prominence of these journals underscores the diverse outlets researchers have utilized to contribute to the field's development. The consistent citation impact of these sources signifies their enduring relevance in shaping scholarly discussions surrounding organizational politics.

4.5 Implications and Future Directions

This bibliometric analysis has significant implications for researchers and practitioners in organizational behavior and management. Additionally, they provide insights into potential future directions for organizational politics research.

Holistic Understanding of Organizational Politics: The identified themes—"Perceptions and Effects of Organizational Politics," "Leadership and Political Behavior," and "Organizational Performance and Politics"—underscore the multifaceted nature of organizational politics. Researchers and practitioners can benefit from a comprehensive view that considers the intersections of these themes. Recognizing that organizational politics affects not only employee perceptions but also leadership behaviors and organizational outcomes can guide the development of strategies that address this phenomenon holistically.

Informed Decision-Making: Analyzing highly cited papers and productive source titles offers a roadmap for researchers to build upon prior research. These influential works

have addressed key aspects of organizational politics and their effects. Future research can delve deeper into these aspects, exploring nuances, contingencies, and potential moderating factors. For practitioners, understanding seminal works and productive journals can assist in making informed decisions about which research findings to incorporate into organizational policies and practices.

Emerging Trends and Untapped Areas: The historical trends reveal a surge in research output in recent years, indicating a continued interest in organizational politics. This trend presents an opportunity for researchers to explore emerging trends, such as the impact of remote work, digital communication, and virtual collaboration on organizational politics. Additionally, there might be untapped areas within the themes identified, warranting investigation into specific contexts, industries, or organizational sizes that have received limited attention thus far.

Managerial Implications: The insights from this analysis can guide managerial practices by highlighting the potential challenges associated with organizational politics. Organizations can develop strategies to manage perceptions of politics, encourage ethical leadership, and promote open communication to mitigate the adverse effects of politics on employees' attitudes and behavior. Moreover, understanding the link between organizational politics and performance outcomes can inform leadership development programs and interventions.

Cross-Disciplinary Collaboration: The themes identified in this analysis intersect with various disciplines, including psychology, management, and leadership studies. As organizational politics is multifaceted, cross-disciplinary collaboration can lead to richer insights. Researchers from different disciplines can collaborate to explore the intersection of politics with areas such as diversity and inclusion, ethics, and technology, broadening the scope of understanding.

Longitudinal Studies: The historical trends in research output and citations invite researchers to engage in longitudinal studies that track the evolution of organizational politics over time. Such studies can uncover changes in perceptions, behaviors, and outcomes associated with politics as organizations adapt to changing societal, technological, and economic landscapes.

The implications derived from this bibliometric analysis are far-reaching for academia and practice. This study guides researchers and practitioners toward a more comprehensive understanding of this complex phenomenon by providing insights into the diverse facets of organizational politics, its effects, and its influence on organizational dynamics. Furthermore, the findings lay the groundwork for future research endeavors that delve into emerging trends and untapped areas within the organizational politics landscape.

5. CONCLUSION

In conclusion, this comprehensive bibliometric analysis has illuminated the landscape of organizational politics research, addressing key objectives and research questions. Through a systematic examination of scholarly publications, this study has unveiled the thematic evolution, historical trends, influential works, and productive sources within organizational politics. The identified themes—"Perceptions and Effects of Organizational Politics," "Leadership and Political Behavior," and "Organizational Performance and Politics"—underscore the multifaceted nature of organizational politics and its pervasive

influence on various aspects of organizational dynamics. These findings contribute to a deeper understanding of the field and provide a foundation for future research endeavors.

The analysis of historical trends revealed a growing interest in organizational politics research, particularly in recent years. This trend suggests an increasing recognition of the significance of organizational politics in contemporary workplaces and the topic's sustained relevance. Moreover, the consistent citation patterns across the years signify the enduring impact of seminal works, which continue to shape scholarly discussions.

The examination of highly cited papers highlighted the pivotal contributions of influential works to understanding organizational politics' effects on employee behavior, attitudes, and overall organizational outcomes. These works have laid the groundwork for subsequent research, encouraging scholars to delve deeper into the complexities of this phenomenon.

The analysis of productive source titles identified key journals that facilitate disseminating research on organizational politics. Journals like *Personnel Review*, *Human Relations*, and the *Journal of Business and Psychology* have played instrumental roles in advancing the field's knowledge and dissemination.

5.1 Limitations

While this study has provided valuable insights into the organizational politics research landscape, it is essential to acknowledge its limitations. First, the bibliometric analysis relies on the data available within the selected databases, which might not capture every publication in the field. Second, the co-occurrence analysis, while insightful, may not encompass all thematic connections within the field. Additionally, the study's quantitative nature might not fully capture the nuanced qualitative aspects of organizational politics.

5.2 Future Research Directions

As organizational dynamics continue to evolve, there are promising avenues for future research in organizational politics. Longitudinal studies could track the evolution of organizational politics over time, capturing its dynamic nature in response to changing contexts. Exploring emerging trends, such as remote work's influence on organizational politics or investigating the impact of technology on political behaviors, presents opportunities for contemporary investigations. Furthermore, cross-disciplinary collaborations could provide comprehensive insights by intersecting organizational politics with ethics, diversity and inclusion, and technology.

In conclusion, this study's findings underscore organizational politics' multifaceted and impactful nature within the broader organizational behavior landscape. By illuminating the thematic trends, influential works, and research trajectories, this study not only furthers our understanding of organizational politics but also offers directions for future research and practical applications to enhance organizational effectiveness and employee well-being.

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