



THE RELATIONSHIP PERSONALITY TYPES WITH POLITICAL SKILL IN HEALTH INSTITUTIONS EMPLOYEE*

Ümit NALDÖKEN¹

Mehmet Veysi KAYA²

ABSTRACT

Personality characteristics, growing conditions, experiences, social environment conditions of individuals show differences in their behaviors due to reasons. On account of, it is normal for the employees to work in organizations to differ their political skills in their relations with their superiors, subordinates and colleagues. In line with these explanations in study, the effect of type A and B personality traits on political skills was investigated in this study. The population of this research, which is designed as descriptive and cross-sectional type, consists of administrative staff of Sivas Cumhuriyet University Health Services Application and Research Hospital. 273 people included in the study sample and 276 people were reached. Survey method as data collection tool. The questionnaire consists of three parts; demographic information form, a and b type personality trait scale, political skill inventory. The data were evaluated with SPSS 22 descriptive statistics and analyzes. 62.7% of the participants were male, 69.9% in the 30-39 age group, 35.9% were pre-associate and 43.1% had a total working period of more than 10 years. 70.3% of the participants has been identified that they have a type personality characteristics. It found that type A personalities (5,16) are above the averages of political skills according to type B personalities (3,59).

Keywords: Personality Types, Political Skills, A and B Personality, Health Sector and Services, Health Management

ARTICLE INFO

*This work was presented as oral presentation at the 4th International Health Sciences and Management Congress on June 20-23, 2019, University of the Üsküdar, İstanbul.

¹Assistant Profesor, University of the Sivas Cumhuriyet, Department of Health Administration, unaldoken@cumhuriyet.edu.tr

 Orcid Number: <https://orcid.org/0000-0003-1295-8358>

²Graduate Student, University of the Sivas Cumhuriyet, Health Sciences Institute, Department of Health Administration, m.veysikaya4@gmail.com

 Orcid Number: <https://orcid.org/0000-0001-6935-7524>

Recieved: 25.07.2019

Accepted: 10.04.2020

Cite This Paper: Naldöken, Ü., Kaya, M.V. (2020). The Relationship Personality Types with Political Skill in Health Institutions Employee. Journal of International Health Sciences and Management, 6(10): 1-11.

1. INTRODUCTION

In today's competitive conditions, businesses need more time, money and talent in order to have a sustainable and profitable structure. The time, money and talent needed should be organized with the right planning and goals. At this point, the harmonization of organizational goals and personal goals helps enterprises and employees achieve their desired success (Akçakanat and Uzunbacak, 2017: 787).

Based on personality models, it is seen that personality traits of individuals have come to the fore in business and social life behaviors (Aydın, 2016: 31). In this context, in order to provide good services to enterprises, qualified human resources and human resources need to be upgraded. The success graph in enterprises is realized only with qualified human resources (Seferoglu, 2004: 85).

Due to the rapid changes and developments in science and technology, working life renews itself. In this process of innovation, the employees affected by the change need to be equipped with some knowledge and skills and develop their existing skills in order to adapt to the development process and contribute to the development. Employees can gain some negative behaviors while gaining the existing skills (Yıldız, 2018: 60-61).

In recent years, many new concepts related to organization and organizational effectiveness have been discussed and explored in the literature. One of these behaviors is political behavior. Political behavior is considered as a process consisting of activities related to its advantages / disadvantages within the organization, which is not seen as part of the official duty understanding of the employee in the workplace, but which affects / tries to influence it (Özdemir and Gören, 2015: 522).

People with political skills and those who can use them will have a better interaction with their leaders, making more use of their leaders' limited time and organization resources. Therefore, people with political skills will be able to reach their career success faster (Kati, 2016: 5).

2. LITERATURE

2.1. A and B Personality

Type A and B personalities were first observed by two cardiologists Meyer Friedman and Ray Rosenman. The idea first came about when most of the workers' chairs repairing the chairs of their clinic's waiting room were only torn from the front. From this situation, both cardiologists understood that most heart patients were anxious and had a hard time sitting. They concluded that when they used this observation as a starting point and based on their clinical practice, their patients exhibited two different types of behavioral models. Their research led them to conclude that differences are personality-based (Griffin and Moorhead, 2013: 183).

The type A personality person is extremely competitive, impatient, dedicated to his / her work, sensitive to time, feeling more energetic than other people and maintains an intense work tempo. B-type personality characteristics of individuals with less conflict, maintaining a more balanced and comfortable life, trying to give enough opportunities for leisure activities outside of work (Durna, 2004: 199).

Table 1: Type A and B Personality Characteristics (Luthans, 2009: 285)

Type A Personality Characteristics	Type B Personality Characteristics
They are always on the move.	They do not have time concerns.
They walk and eat quickly.	They are patient.
They speak fast and are impatient.	They don't praise themselves.
They do two things at once.	Play for fun, not for winning.
They don't like to be idle.	They like to be comfortable.
They are obsessed with numbers.	They don't rush when they do their jobs.
They are aggressive and competitive.	They are naive.

In Table 1, the expressions regarding type A and B personality traits cover the contradictions and include general outlines. Although these expressions, which characterize these personality traits, are opposed to each other, there are no sharp distinctions in individuals.

Friedman and Rosenman stated that people cannot be purely A type or B type personalities, but they may be more prone to one of these two types (Griffin and Moorhead, 2013: 183).

2.2. Political Skills

Ferris et al. (2005: 127) stated that this concept "was using knowledge to influence others and behaving in a way that enriches the personal and organizational goals of others". Concerning political skill, Ahearn et al. (2004: 311), "the ability of an employee to use his knowledge of other employees to influence them to act for his or her goals".

Political skills are also closely related to the concepts of social intelligence, emotional intelligence, flexibility, self-efficacy, self-control, implicit knowledge and practical intelligence, machiavelism, self-esteem, ambition of power and desire to control (Ferris et al. , 2000: 28; Ammeter et al., 2002: 759).

Looking at the working areas from a wide angle; factors such as employee selection, performance evaluation, training opportunities and promotion are seen as political concepts in organizational conditions. In this direction, political skills; It is an interpersonal style that combines social intelligence and the ability to apply appropriate behavior. Political skills are basic career competencies that become even more important as the corporate ladder rises (Çokar, 2018: 15).

Considering the process of conceptualizing political skills in the organizational policy literature, many important different perspectives draw attention by both Ferris et al. Ferris et al. (2007: 292), it is seen that four basic sub-dimensions, namely the ability to establish networking ability, apparent sincerity, social astuteness and interpersonal influence, are put forward and the mentioned sub-dimensions are widely adopted by the researchers.

These four main dimensions are summarized below (Ferris et al., 2005: 128-129; Ferris et al., 2007: 292-293; Atay, 2010: 67-68; Moss and Barbuto, 2010: 159-161; Nair, 2018: 46 -47):

a) Networking Ability: In the political skills sub-dimension, people who have the ability to establish a relationship network are very easily able to make new friendships with other people, to conduct relationships and to communicate. They develop network of friendships and coalitions with valuable, influential and wealthy individuals for situations that may positively affect their goals and objectives of the organization in the future, and develop their friendship and try to dominate their relations. Internal and external networking enables employees to accumulate the social capital needed to receive promotions and high salaries.

b) Apparent Sincerity: In this sub-dimension, people who seem politically sincere exhibit a high level of accuracy, honesty, authenticity, sincerity, open-mindedness, reliability and sincerity. These people create a sense of trust and inspiration when they are perceived correctly by people without external factors. The success and effectiveness of the leader depends on the employees who trust that the leader acts in the interests of the employees. Looking sincere raises the level of trust that employees have in their leaders because the leader appears to have a high level of integrity and accuracy.

c) Social Astuteness: People with political skills observe other people in the organization in a smart and meaningful way; it has a strong insight and a high self-consciousness. Acts creatively and intelligently when establishing relationships with people. Socially intelligent leaders can quickly assess a situation, identify alternative ways to address it, and consistently make the right behavioral choice. The social mentality allows leaders to successfully guide units, conduct high performance and positive peer reviews.

d) Interpersonal Influence: Politically, people with this ability have a subtle and convincing personal ability that has a strong impact on people within and around the organization. Interpersonal influence consists of the ability to shape decisions, gain strength through influence, and change impact initiatives to achieve compliance from superiors, subordinates, and peers. However, in order to achieve a specific purpose, it can behave according to a situation according to the behaviors of other individuals and adapt itself to the new situation. It also affects other employees and accustomed to the new situation.

2.3. The Relationship A and B Personality with Political Skills

It is possible to see if there is something in common when you look at it by using your type A personality and political abilities. For example, individuals with type A personality have an action-oriented structure. They tend to act well by analyzing opportunities to influence their environment, as in politically skilled individuals. Without being overly affected by situational changes and power foci, they are patient until they get the change they want and take action when they have the time (Bateman and Crant, 1993: 105). However, as B-type personality trait, they differ in their ability to show political skills because they are comfortable, not in a hurry in their work, act more flexibly in human relations and do not have a competitive structure.

When the researches related to political skills are considered, it is determined that there is no study which examines the relationship between type A and type B personality. Therefore, this study was designed to explain and determine the relationship between them.

3. MATERIAL AND METHOD

3.1. Purpose and Scope of the Research

The aim of this study is to determine the A and B type personality traits and political skill usage levels of administrative staff in hospital units and to measure the predictive power of A and B type personality, political skills and sub-dimensions. In addition, it is aimed to determine whether there is a significant relationship between political skills with type a and b personality types, whether personality types have a significant effect on political skills. For this purpose, administrative staff working in various administrative units of the hospital were included in the study.

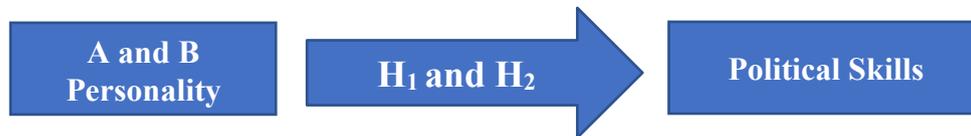
3.2. Population and Sample of the Research

The population of the study consisted of 938 administrative staff working in Sivas Cumhuriyet University Health Services Application and Research Hospital. In the research, simple random sampling method, which is one of the probable sampling methods, was selected. For $\alpha = 0.05$, $H = \pm 0.05$ and proportions $p = 0.5$ and $q = 0.5$, the sample size was calculated as 273 administrative staff (Ural and Kılıç, 2013: 46). Data were collected from 276 administrative staff in March-April 2019 by explaining the purpose of the study and obtaining verbal consent of the participants.

3.3. Model and Hypothesis of the Research

The research model which is formed by considering the relationships between variables used in the research is shown below.

Model 1: Model of the Research



The hypotheses developed within the research model established are as follows:

H₀: There is no a statistically significant relationship between personality types and political skills.

H₁: There is a statistically significant relationship between personality types and political skills.

H₂: Personality types have a significant effect on political skills.

3.4. Data Collection Tool and Analysis Methods

Descriptive and cross-sectional type data were collected by questionnaire method. The survey method consists of three parts. In the first part, there are 5 questions prepared by using the relevant literature in order to determine the characteristics of the participants. In the second part, the scale for measuring personality traits of type A and type B is 8-point Likert type and consists of 7 expressions with two opposite poles. The scale was developed by using the expressions of the scale adapted to Turkish by Arıkan and Aktaş (1988) by using the personality inventory developed by Friedman and Rosenman. In order to determine the personality traits according to this scale, the numerical values of the responses they gave to the expressions were summed and multiplied by three. In case the score obtained is above 100 (minimum 21, maximum 168), the participant's type A; If it is less than 100, it is concluded that it exhibits B

type personality (Aktaş, 2001: 34). In the third part, the Political Skill Inventory Scale for measuring political skills, 7 of Likert type, which was developed by Ferris et al. (2005) and used by Özdemir and Gören (2015), consisted of 18 items.

Data were collected from 276 administrative staff in March-April 2019 by explaining the purpose of the study and obtaining verbal consent of the participants. SPSS (Statistical Package for Social Sciences) 22.0 package program was used in the analysis of the data obtained from the data collection tool.

The reliability of the data collection tools was tested by calculating the Cronbach Alpha coefficient based on the alpha value. The overall internal consistency coefficient of Political Skill Inventory Scale was 0.939. Whether the data is normally distributed, as a result of the normality analysis the skewness coefficient was -0.454 and the kurtosis coefficient was -0.727. Kolmogorov – Smirnov was evaluated and $p > 0.05$ was found. The data is normal distribution with 95% confidence for all groups. Parametric tests were used in the study because the data fit the normal distribution. In this context, descriptive statistics, t tests, Pearson correlation analysis were used to reveal the relationships between variables, and simple linear regression analysis was used to test the explanatory power of variables. In addition, descriptive statistical methods such as arithmetic mean, standard deviation, frequency and percentage distribution were used.

4. FINDINGS

Table 2: Distribution of Demographic Characteristics of the Participants

Gender	N	%
Female	103	37.3
Male	173	62.7
Total	276	100.0
Age	N	%
20-29	50	18.1
30-39	193	69.9
40 and Above	33	12
Total	276	100.0
Education Status	N	%
High School	73	26.4
Associate Degree	99	35.9
Bachelor's Degree	92	33.3
Master's Degree	12	4.3
Total	276	100.0
Working Experience	N	%
1-5 year	46	16.7
6-10 year	111	40.2
More than 10 year	119	43.1
Total	276	100.0
Personality Type	N	%
Type A	194	70.3
Type B	82	29.7
Total	276	100.0

When the demographic distributions of the participants were examined; It is seen that 62.7% are men, 69.9% are in the 30-39 age range, 35.9% are associate degree graduates and 43.1% are working for more than 10 years. It was determined that 70.3% of the participants had A type personality.

Table 3: Descriptive Statistics of the Political Skill Scale of the Education Status of the Participants

Variables	(I)Education Status	(J)Education Status	Average Difference (I-J)	Standard Error	P
Networking Ability	Associate Degree	High School	-.2345	.1848	0.583
		Bachelor's Degree	-.5228	.1735	0.015*
	Master's Degree	-.5336	.3662	0.465	

*p< 0,05

In terms of educational status, statistically significant difference was only found between associate graduates and bachelor's degree graduates in the relationship building sub-dimension. In the other t test results, not statistically significant difference was found between the participants' gender, age, total working year and political skills and sub-dimensions.

Table 4: Descriptive Statistics of the Political Skill Scale of the Personality Types of the Participants

	Personality Types	N	\bar{X}	S.S.	p
Networking Ability	A Personality	194	4.67	0.99	0.000*
	B Personality	82	3.18	1.01	
Apparent Sincerity	A Personality	194	5.82	1.11	0.000*
	B Personality	82	4.30	1.52	
Social Astuteness	A Personality	194	5.19	1.09	0.000*
	B Personality	82	3.53	1.05	
Interpersonal Influence	A Personality	194	5.35	1.10	0.000*
	B Personality	82	3.73	1.36	
Political Skills	A Personality	194	5.16	0.87	0.000*
	B Personality	82	3.59	1.00	

Descriptive statistics of the study variables are given in Table 4. When the arithmetic mean values in Table 4 are examined, it is seen that the administrative personnel who participated in the research had A type personality trait (5.16 ± 0.87) and they were quite successful in using their political skills compared to those with B type personality (3.16 ± 1.00). The same successful situation is also seen in terms of the sub-dimensions of political skill, and averages above 5 values have been obtained in all of the sub-dimensions, except for establishing networking ability.

Table 5: Correlation Analysis Results of Research Variables

Variables	1	2	3	4	5	6
1. Personality Types	1					
2. Networking Ability	-.566**	1				
3. Apparent Sincerity	-.486**	.614**	1			
4. Social Astuteness	-.576**	.759**	.626**	1		
5. Interpersonal Influence	-.531**	.743**	.648**	.743**	1	
6. Political Skills	-.619**	.910**	.788**	.905**	.891**	1

N= 276, **p<0,01

When the relationships between the variables were examined by means of Table 5, it was found that there was a negative, moderate and statistically significant relationship ($r = -0.619$, $p <, 01$), especially between personality types and political skill. In this case, the hypothesis H_1 (there is a statistically significant relationship between personality types and political skills) is accepted.

It is seen that there is a negative, moderate and statistically significant relationship ($r = -0.566$, $p <, 01$) between personality types and forming a network ability from the sub-dimensions of political skill. A negative, moderate and statistically significant relationship was found between personality types and apparent sincerity, another sub-dimension of political skill ($r = -0.486$, $p <, 01$). The presence of a negative, moderate and statistically significant relationship ($r = -0.576$, $p <, 01$) between personality types and social astuteness, another sub-dimension of political skill, can be seen in Table 5. Finally, there was a negative, moderate and statistically significant relationship ($r = -0.531$, $p <, 01$) between personality types and interpersonal influence, another sub-dimension of political skill. Table 5 also includes the relationships among the political skills sub-dimensions themselves. Accordingly, there are positive, moderate and statistically significant relationships between the dimensions.

Table 6: Results of Regression Analysis to Determine the Effect of Personality Types on Political Skills

Variables	B	t	P	R ²	Adjusted R ²	F
Constant	6.728	40.591	-0.619	0.383	0.381	169.966
Personality Types	-1.571	-13.037	0.000*			

N=276, *p<0,05

When the results of the regression analysis in Table 6 are examined, it is seen that personality types are a significant predictor of political skill ($R = -, 619$, $R^2 =, 383$, $F = 169,966$, $p <, 05$). In this case, it can be said that 38.1% of the variance of political skill is explained by personality types. In this case, H_2 (Personality types have a significant effect on political skills) hypothesis was accepted.

Political Skills = $6,728 + (-1,571 * \text{Personality Types})$ One unit increase in personality types decreases political skills by 1,571 units.

The hypothesis H_0 (There is no a statistically significant relationship between personality types and political skills.) was rejected because there was a significant relationship between personality types and political skills.

5. DISCUSSION AND CONCLUSION

When the demographic distributions of the participants were examined; It is seen that 62.7% are men, 69.9% are in the 30-39 age range, 35.9% are associate degree graduates and 43.1% are working for more than 10 years. It was determined that 70.3% of the participants had A type personality. The average score of the political skills scale was $5,16 \pm 0,87$ for type A personality and $3,16 \pm 1,00$ for type B personality. According to this, it was found that the administrative personnel had type A of personality trait above their average level of political skills and subdimensions.

Correlation analysis revealed that there was a significant and negative relationship between personality types and political skills ($r = -0.619$, $p < ,01$). As a result, it can be stated that the level of using political skills of individuals with type B personality is lower than those with type A personality. It was found that there was a significant and negative relationship between personality types and subdimensions of political skills (networking ability $\rightarrow -0.566$; apparent sincerity $\rightarrow -0.486$; social astuteness $\rightarrow -0.576$; interpersonal influence $\rightarrow -0.531$).

The findings indicated that the mean score of the political skills of the participants was 4.69; the mean score of interpersonal influence was 4.88; the average score of social astuteness 4.70; the mean apparent sincerity of 5.37. When the averages of the sub-dimensions of political skills are considered, it is seen that apparent sincerity is highest; it is seen that networking ability is the lowest average dimension. When the political skills are evaluated in general and the subdimensions one by one, it can be said that the political skills of the participants are moderate medium.

These findings, that Özdemir and Gören (2016: 7) in the study explained the relationship between political skills and psychological capital with the sample of 325 teachers working in 15 primary and secondary schools in Altındağ district of Ankara; Braddy and Campbell's (2014: 6) study of the leaders' political skills in 2009 and 2010 based on the opinions of 200 leaders of their work; Wihler et al. (2015: 46) examined the relationship between the political skills, leadership and performance of the leaders by taking the opinions of 190 leaders; Akçakanat and Uzunbacak's (2017: 798) study of 324 university administrative staff and the relationship between proactive personality and political skills explain study; Nair's (2018: 64) study of 593 teachers and explaining the relationship between political skills and leadership styles; Alga and Özdemir (2018: 320) explained the relationship between impression skills and political skills with 201 employees; Yıldız (2018: 68) 442 students with the sample of the study of social skills and social skills explained the results are consistent with the moderate level of political skills is compatible with.

Findings of this study; Özdemir and Gören (2016), Braddy and Campbell (2014), Akçakanat and Uzunbacak (2017), Nair (2018), Alga and Özdemir (2018) with Yıldız (2018) in his studies overlap the highest dimension of the political skills coincided with the fact that apparent sincere and the lowest one was to networking ability.

6. RECOMMENDATIONS

In subsequent studies in order to confirm the results of this study, white collar or health personnel working in the private sector can be identified as a sampling. It is thought that the inclusion of other variables that have mediator or regulatory effect in the relationship between personality variables A and B and political skills used in this study will contribute to the literature. Hospital decision-making bodies are thought to be better for the institution in the context of political skills in the selection of personnel with type A personality in the manager selection process.

REFERENCES

- Ahearn, K. K., Ferris, G. R., Hochwarter, W. A., Douglas, C., Ammeter, A. P. (2004). Leader Political Skill and Team Performance. *Journal of Management*. 30(3): 309-327.
- Akçakanat, T. & Uzunbacak, H.H. (2017). Proaktif Kişiliğin Politik Beceri Üzerine Etkisi. *Business & Management Studies: An International Journal*. 5(3): 786-807.
- Aktaş, A. M. (2001). Bir Kamu Kuruluşunun Üst Düzey Yöneticilerinin İş Stresi ve Kişilik Özellikleri. *Ankara Üniversitesi SBF Dergisi*. 56(4): 25-42.
- Arıkan, Ç. ve Aktaş, A. (1988). Kişilik Özellikleri ile Aile ve Çevre Yaşantısının Kalp Hastalığının Oluşumuna Etkisi. XXIV. Ulusal Psikiyatri ve Nörolojik Bilimler Kongresi. 19-23 Eylül, Ankara.
- Alga, E. ve Özdemir, M. (2018). Özel Sektör Örgütlerinde Politik Beceriler ile İzlenim Yönetimi İlişkisi. *Yönetim Bilimleri Dergisi*. 16(31): 30-329.
- Ammeter, A. P., Douglas, C., Gardner, W. L., Hochwarter, W. A. ve Ferris, G. R. (2002). Toward A Political Theory Of Leadership, *The Leadership Quarterly*, 13, 751-796.
- Atay, S. (2010). Geliştirilebilir Yönetim Becerisi. *Amme İdaresi Dergisi*. 43(2): 65-80.
- Aydın, C. (2016). A ve B Kişilik Tiplerinin Boş Zaman Davranışlarının Kıyaslanması. (Yüksek Lisans Tezi). Anadolu Üniversitesi. Eskişehir.
- Bateman, T. S., Crant M. J. (1993). The Proactive Component of Organizational Behavior: A Measure and Correlates. *Journal of Organizational Behavior*. 14(2): 103-118.
- Braddy, P. ve Campbell, M. (2014). Using Political Skill to Maximize and Leverage Work Relationships. Center For Creative Leadership. <https://www.ccl.org/wp-content/uploads/2015/04/UsingPoliticalSkill.pdf>. (Erişim Tarihi: 15.05.2019).
- Çokar, Ö. C. (2018). Sivil Toplum Kuruluşu Çalışanlarının Kontrol Odağı ve Politik Beceri Düzeylerinin Tükenmişlik Düzeylerine Etkisinin İncelenmesi. (Yüksek Lisans Tezi). Arel Üniversitesi. İstanbul.
- Durna, U. (2004). Stres, A ve B Tipi Kişilik Yapısı ve Bunlar Arasındaki İlişki Üzerine Bir Araştırma. *Yönetim ve Ekonomi*. 11(1): 191-206.
- Ferris, G. R., Perrewé, P. L., Anthony, W. P. ve Gilmore, D. C. (2000). Political Skill at Work, *Organizational Dynamics*, 28(4), 25-37.
- Ferris, G. R., Treadway, D. C., Kolodinsky, R. W., Hochwarter, W. A., Kacmar, C. J., Douglas, C., & Frink, D. D. (2005). Development Andvalidation of the Political Skill Inventory. *Journal of Management*, 31(1), 126-152.
- Ferris, G. R., Treadway, D. C., Perrewé, P. L., Brouer, R. L., Douglas C., Lux, S. (2007). Political skill in organizations. *Journal of Management*, 33(3), 290-320.
- Griffin, R. W. & Moorhead, G. (2013). *Organizational Behavior [Elektronik Sürüm]*. South-Western Cengage Learning: USA.
- Katı, Y. (2016). İşgörenlerin Politik Becerileri ve Kariyer Başarısı İlişkisi: Lider Üye Etkileşiminin Aracılık Etkisi. (Yüksek Lisans Tezi). Balıkesir Üniversitesi. Balıkesir.
- Luthans, F. (2011). *Organizational Behavior [Elektronik Sürüm]*. McGraw-Hill Higher Education: USA.
- Moss, J.A., Barbuto, Jr. J.E. (2010). Testing the Relationship Between Interpersonal Political Skills, Altruism, Leadership Success and Effectiveness: A Multilevel Model. *Institute of Behavioral and Applied Management*. 155-174.
- Nair, A. (2018). Okul Müdürlerinin Liderlik Stilleri ile Politik Becerileri Arasındaki İlişki (Tekirdağ Örneği). (Yüksek Lisans Tezi). İstanbul Sabahattin Zaim Üniversitesi. İstanbul.
- Özdemir, M. ve Gören, S. Ç. (2015). Politik Beceri Envanterinin Eğitim Örgütlerinde Geçerlik ve Güvenirlik Çalışmaları. *Kuram ve Uygulamada Eğitim Yönetimi Dergisi*. 21(4): 521-536.

- Özdemir, M. ve Gören, S. Ç. (2016). Politik Beceri ve Psikolojik Sermaye Arasındaki İlişkinin Öğretmen Görüşlerine Göre İncelenmesi. Hacettepe Üniversitesi Eğitim Fakültesi Dergisi. 31(2): 333-345.
- Seferoğlu, S. S. (2004). Öğretmenlerin Hizmet İçi Eğitiminde Yeni Yaklaşımlar. Akdeniz Üniversitesi Eğitim Fakültesi Dergisi. 1(1): 83-95.
- Ural, A. ve Kılıç, İ. (2013). Bilimsel Araştırma Süreci ve Spss ile Veri Analizi. Ankara: Detay.
- Wihler, A. Frieder, R. Blickle, G. Oerder, K. Schütte, N. (2015). Political Skill, Leadership, and Performance: The Role of Vision Identification and Articulation. Handbook of Organizational Politics: Looking Back and to the Future. https://www.aow.uni-bonn.de/pdfs/wihler_et_al_political-skill-leadership-and-preformance. (Erişim Tarihi: 15.05.2019).
- Yıldız, K. (2018). Political Skill and Social Loafing Behavior of University Students. International Online Journal of Educational Sciences. 10(2): 59-80.