

# Mapping Non-Market Concepts: Is Reconciliation Possible?

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**Abstract:** Non-market activities of firms have been examined in the management field through different concepts such as Corporate Political Activity (CPA), Corporate Political Tie (CPT), and Political Corporate Social Responsibility (PCSR). However, the literature is ambiguous regarding whether these notions share common conceptual and intellectual maps or are mutually exclusive. This study aimed to investigate this ambiguity through bibliometric analysis. After eliminating documents in the Web of Science database, 583 related articles published between 2000-2021 emerged as final data. Analyses were performed via the R package Biblioshiny module. In short, as is evident from the findings, although CPA, CPT, and PCSR concepts have similar departure points, it does not seem possible to gather them under a single conceptualization since they also have diverging points that make reconciliation problematic.

**Keywords:** bibliometric analysis, non-market strategies; state-business relations; corporate political activity; corporate political tie; political corporate social responsibility

**Öz:** Firmaların piyasa dışı aktiviteleri yönetim alanında Kurumsal Politik Aktivite (KPA), Kurumsal Politik Bağ (KPB) ve Politik Kurumsal Sosyal Sorumluluk (PKSS) gibi farklı kavramlar üzerinden incelenmiştir. Ancak literatürde bu kavramların ortak kavramsal ve entelektüel haritalar paylaşıp paylaşmadığı veya birbirini dışlayıp dışlamadığı konusunda belirsizlikler bulunmaktadır. Bu çalışmanın amacı bu belirsizliği bibliyometrik analiz yoluyla araştırmaktır. Web of Science veri tabanındaki dokümanların eleme işleminin ardından 2000-2021 yılları arasında yayımlanan ilgili 583 makale nihai veri olarak ortaya çıkmıştır. Analizler R paketi Biblioshiny modülü aracılığıyla gerçekleştirilmiştir. Kısacası bulgulardan da anlaşılacağı üzere KPA, KPB ve PKSS kavramları benzer çıkış noktalarına sahip olsa da uzlaşmayı sorunlu hale getiren farklılaşan noktalara da sahip olduğundan bunları tek bir kavramsallaştırma altında toplamak mümkün görünmemektedir.

**Anahtar Kelimeler:** bibliyometrik analiz, piyasa dışı stratejiler; devlet-iş ilişkileri; kurumsal politik aktivite; kurumsal politik bağ; politik kurumsal sosyal sorumluluk

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✎ Research Paper

## Introduction

Non-market strategies describe a firm's coordinated course of action to manage the institutional or societal framework of economic competition to improve the firm's performance and competitive advantage (Mellahi et al., 2016:53). The existing body of research on these strategies has explored varying mechanisms, antecedents, and outcomes of the non-market concepts (Brown et al., 2018; Faccio et al., 2006; Guo et al., 2012; Hadani & Schuler, 2013; Hillman et al., 2004; Rajwani & Liedong, 2015; Werner, 2015). In accordance, some of these researchers have examined the reasons why firms use non-market strategies, while others have investigated the effects of non-market strategies on firm performance and firm value. Accordingly, it is evident that non-market activities of firms are studied through Corporate Political Activity (CPA), Corporate Political Tie (CPT), and Political Corporate Social Responsibility (PCSR) concepts and their antecedents and outcomes, which provide a substantial nomological network of the non-market field. However, there is a tendency in the existing literature that these concepts are widely used interchangeably, which consequently blur the boundaries between them. So far, there has been little discussion on this equivocalness. In this study, we are mainly concerned with eliminating this confusion by examining the conceptual and thematic maps of three important concepts (CPA, CPT, and PCSR) that create and dominate the non-market field. We analyzed their development process, theoretical affiliations, conceptual relations, and the points where they diverge and converge. Furthermore, we did not only examine the conceptual map of the field but also the social maps among the researchers to give a full description of the field.

With this aim in mind, we employed the bibliometric analysis technique in the study. Fundamentally, bibliometric reviews examine bibliographic information from an academic view to build and evaluate the patterns of the components and topics in a given field (Kumar et al., 2021:2). While this study dealt with the boundaries among non-market concepts, it did not only reflect the summary of existing literature but also tried to draw a new framework for the literature by trying to reveal the convergent and divergent points of non-market field concepts. In light of this search, our study aimed to find answers to the following research questions:

- RQ1. How are non-market strategies conceptualized in management research?
- RQ2. What is the intellectual structure of the non-market field?
- RQ3. How have non-market concepts evolved over the years?

RQ4. What are the convergent and divergent points of non-market concepts?

RQ5. Is reconciliation among these concepts possible?

### Conceptual Evolution of the Non-market Field in Management Research

In this section, in order to reinforce the bibliometric analysis, we carried out a literature review embracing the most prominent articles of the field. Accordingly, we acquired an in-depth understanding providing the underlying theories, used mechanisms, performance foci, and desired strategy outcomes of the non-market concepts. Table 1 shows the results of the review.

**Table 1.** Basic Foundations of Non-market Concepts

	<b>CPT</b>	<b>PCSR</b>	<b>CPA</b>
<b>Theories</b>	Resource-Based Theory Network Theory Agency Theory	Sustainability Approach Stakeholder Theory Resource Based View Social Contract Theory Habermasian Theory	Resource Dependence Theory Stakeholder Theory Collective Action Theory
<b>Performance Focus</b>	Financial Performance	Triple Bottom Line	Financial Performance
<b>Mechanisms</b>	Informal and Formal Ties	Informal and Formal Ties, Lobbying, PAC Contributions, Comment Letters, Collaboration with NGO's	Lobbying, PAC Contributions, Comment Letters
<b>Desired Strategy Outcome</b>	Competitive Advantage	Legitimacy	Controlling Resources, Designing Field

Although the state-business phenomenon has long been studied within the fields of social sciences, the conceptualization of non-market-related concepts in the field of management is relatively new. In the early 2000s, non-market studies in man-

agement developed through two motor concepts, namely the Corporate Political Activity (CPA) and Corporate Political Tie (CPT). Furthermore, these concepts can be traced back to two grassroots studies namely Fisman (2001) and Schuler et al. (2002) who did not explicitly name them. Referring to Schuler et al.'s (2002) study, Hillman and her colleagues' seminal review on CPA in 2004 is of great significance as it marks the first attempt to conceptualize firms' political activities within the management domain (Hillman et al., 2004). Right after Hillman's work, a detailed examination of Faccio (2006) focuses on political connections among firms and state representatives, which is subsequently named corporate political ties (CPT) (Faccio, 2006). Thus, at the beginning of the 2000s, while CPA emerged as a full concept, CPT started to be shaped by researchers.

On the other hand, after the 2010s, due to being used interchangeably and inconsistently within the literature, some studies described CPT as a mechanism of CPA (Lawton et al., 2013). We consider that this tendency depends upon the relatively late conceptualization of CPT. However, the current study revealed that these concepts have similar performance foci, which are financial, but have different fundamental theories, connection mechanisms, and desired strategic outcomes.

According to the existing body of research, CPA is mainly dependent upon resource dependence theory (Hillman et al., 2004). Thus, firms which are affected by governments' regulative actions in economic spheres, which depend on governmental contracts for survival or owe much of their financial performance to state spending, are inclined to engage more in CPA either collectively or individually to control their political environment (Hillman et al., 2004:845; Lawton et al., 2013:88). On the other hand, CPT has generally been originated from a resource-based view. Accordingly, to maximize their advantages from political contexts, organizations should place a high value on their capabilities and resources (Holburn & Zelner, 2010; Oliver & Holzinger, 2008; Mc Williams et al., 2002). Thus, CPT is considered as an organizational capacity that enables firms to get a competitive advantage.

Another divergence point for CPA and CPT is the political strategies that they apply. First, firms engage in CPA through strategies such as campaign contributions, lobbying, executive testimony before legislators and regulators, operating a government relations office, and contributing to industry and trade political action committees (PACs) (Lux, et al. 2011:224). Here, CPA strategies aim to control legislative drafting to steer the output on their own account. Thus, the emergent policy would be beneficial for the firms' organizational interests. The conceptual

definition of CPA also emphasizes these participation strategies in the legislative drafting as “...*corporate attempts to shape government policy in ways favorable to the firm*” (Hillman, 2004:837).

On the other hand, CPT refers to both informal and formal connections with government institutions and their representatives as a political strategy. Here, informal links refer to personal connections with government officials that are established through varying channels (i.e., being friends, relatives) while formal linkages generally refer to institutional connections between government agencies and firms that are established through co-partnership, as it is in state-economic enterprises. The concept defined as “the boundary-spanning personal and institutional linkages between firms and constituents’ parts of the public authorities” (Faccio, 2006) also indicates mostly individual connections of firms to enable a firm to acquire or retain a competitive advantage (Lawton & Rajwani, 2011). Furthermore, considering the establishment and legitimization of the related political strategy, we may conclude that while CPA is a more appropriate strategy for institutionally developed contexts in which these mechanisms are legally described and can be audited, CPTs are more appropriate for relatively low institutional development level contexts in which the mechanisms used by CPA are either inapplicable or inappropriate.

The last point CPA and CPT differentiate is their desired organizational outcome. CPA desires to control scarce resources by engaging in the legislative process through idiosyncratic political strategies, which at the same time enable firms to design the legislative and political environment surround them. This control, in return, provides a fertile environment to achieve goals. On the other hand, CPT desires a capacity of the connected firm that the firm’s rivals do not have; it enables the development of core competency for the firm that eventually provides higher financial performance.

Further, especially with the rise of sustainability in management after the mid-2010s, another concept on non-market activities of firms, namely the Political Corporate Social Responsibility (PCSR), has been put forth. The concept is defined as the political engagement of firms with states to provide community services that governments either hesitate or do not have the capability to provide (Frynas & Stephens, 2015; Mellahi et al., 2016; Scherer & Palazzo, 2007). Thus, like CPA, PCSR activities are carried out through firms’ initiations that target to affect regulations by connecting with the related state institutions. From several aspects, PCSR concept has more convergencies with CPA in comparison to CPT. They both

target regulative institutions to achieve their goals. Besides, the mechanisms they utilize to communicate with these institutions are similar, which mainly consist of lobbying. Furthermore, it has been stated in the literature that the relationship between CPA and PCSR can be reciprocal. Accordingly, CPA and PCSR benefit from the resources they have created for each other (Den Hond et al. 2014; Mellahi et al., 2016; Shirodkar et al. 2024).

Although PCSR is highly converged with CPA, it still has divergent and specific features that differentiate it from other non-market concepts. The first and foremost divergence arises from the imposer's motivation to gain legitimacy in the eye of the society (Delannon & Raufflet, 2021:478). It has been shown that firms engage in PCSR and try to be regulator institutions in areas in which states either hesitate, overlook, or ignore to organize (Djelic & Etchanchu, 2017:643; Scherer & Palazzo, 2011:901). Thus, through their voluntary activities, either individually or with other voluntary institutions, firms do not only fill the regulative gaps in the related context through their PCSR activities but also gain legitimacy in the eyes of society.

Second, the theoretical bases of PCSR depend upon two confronting research streams (Scherer & Palazzo, 2007). The first stream embraces a functionalist approach and explains PCSR with resource dependence theory and normative stakeholder theory. Predominantly in these studies, PCSR is accepted as a strategic instrument that prioritizes firms' economic transactions, while at the same time, realizing their duties toward society (Frynas & Stephens, 2015). The basic assumption behind this acceptance is the concrete differentiation of the sphere of influence between the state and firms. Since the state regulates the economic sphere along with others, firms, within this area, both gain legitimacy and fulfill their responsibilities against its stakeholders by contributing to this environment with their existence. On the other hand, the critical stream accepts firms as political actors with others in a deliberative democracy and assumes that firms prioritize their social performance in comparison to financial performance (Scherer & Palazzo, 2011). Hence, the legitimacy of the firms in the eyes of the society derives from these deliberative PCSR activities which require firms to act with society for the society as a political actor. Here, the most common theories are descriptive stakeholder theory, social contract theory, and Habermasian theory.

Along with its desired strategy outcome and underlying theories, the last divergence point of PCSR among non-market activities is its performance focus. While CPA and CPT activities prioritize firms' financial performance, PCSR is concerned about the social, environmental, and economic performance of the firms' activities.

This performance indicator is also known as Triple Bottom Line (TPL) (Elkington & Rowlands, 1999; Elkington, 1998). Although which triple bottom line indicator is prioritized more by firms is dependent on the research stream of the related authors embraced, PCSR still diverges from the other two non-market concepts with its consideration of performance as a triple structure.

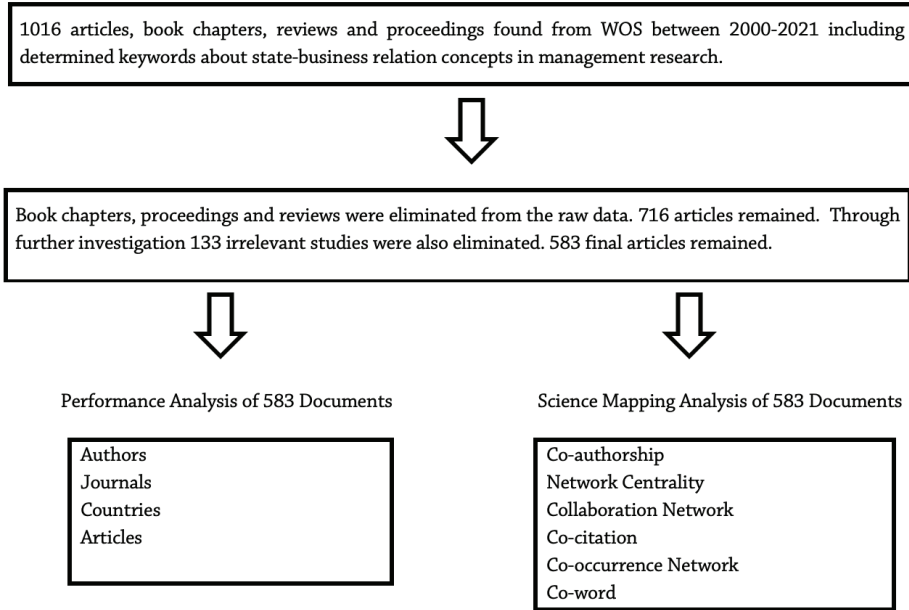
In the existing study, we used bibliometric methodology to analyze the data that covers all journals in the scope of SSCI and published articles on our study subject without separating the impact factor. Bibliometric analysis has become attractive in business research. Researchers utilize the analysis for several purposes, including identifying new patterns in the performance of articles and journals, investigating collaboration patterns and research elements, as well as examining the intellectual framework of a certain area in the existing literature (Donthu et al., 2021:285). Furthermore, to reinforce the results of the bibliometric analysis, we conducted a literature review examining the articles published on the relevant subject in prominent journals of the field.

## Methodology

Keywords that we considered essential in non-market relations in business research were taken as a basis for the search. We used the following search query as TITLE-ABS-KEY (“political tie” OR “political connection” OR “political connectedness” OR “political capability” OR “political resources” OR “corporate political activity” OR “political relation” OR “state-business relation” OR “political networking capability” OR “political CSR” OR “government business relation”) to reach all related articles.

We downloaded data from the Web of Science, which has a very large data set in the field of business. Only English-language articles published between 2000 and 2021 were included in the search. Table 2 summarizes the elimination process of the documents and the final data. As a result of the first search, there were 1016 manuscripts left. Due to the elimination criteria of the study, book chapters, proceedings, and reviews were eliminated, which resulted in 716 articles. Further investigation of the data showed that although we restricted the search to the management and business field, there were still studies from irrelevant research streams such as feminist studies, social movements that generally refer to the relations among NGOs (Non-Governmental Organizations), and states and businesses. We also eliminated these studies from the data. Hence, the resultant number of articles in the current study was 583. Consequently, first, we applied performance analysis and then science mapping on these 583 articles.

**Table 2.** Elimination of the Documents and Final Data



Within the framework of the relevant keywords, bibliometric analysis was performed in two sections as performance analysis and science mapping analysis. Authors' productivity, the most cited authors, the most frequent and cited journals, the most productive countries, and the most cited articles were examined in performance analysis. On the other hand, in science mapping analysis, co-authorship, network centrality, collaboration network, co-citation, co-occurrence, and co-word analyzes were applied. Co-authorship analysis looks at how researchers connect within a field of study. Network centrality analysis, in particular, provides insight into the relative relevance of authors, institutions, and countries, which may not always be shown in citations or publications (Donthu, 2021:290). It provides four different perspectives of networks. Hence, the quantity of relational ties a node has within a network is essentially defined as the degree of centrality, while the ability of a node to connect previously disconnected sets of nodes is referred to as betweenness centrality where nodes serve as an entrance for information flow. Closeness centrality, on the other hand, refers to a node's proximity to every other node in the network, the ability of nodes to transmit information and knowledge across the network easier. Those nodes reflect shorter pathways than others in



the network. Finally, eigen centrality describes the relative significance of a node in a network, with nodes connected to other nodes via high connectivity being essential for information transmission (Kumar et al., 2021:12). Collaboration network analysis shows how different groups of researchers or institutions work together. Co-citation analysis assumes that articles that are often cited together have identical themes. (Hjørland, 2013:1318). Co-occurrence analysis shows major themes of the field of study (Baker et al., 2021). Lastly, co-word analysis is a technique that looks at the actual text of the publication itself, using either cited or referencing publications as a focus point or reference (Donthu, 2021:289).

### Performance Analysis

This study benefits from performance analysis to investigate authors' productivity and the most cited authors. In addition, we examined the most frequent and cited journals, the most productive countries, and the most cited articles.

#### Authors

We present the most productive authors in the field in Table 3 below. Accordingly, the most productive author regarding the number of publications was found as Rajwani T., followed by Hadani M. with 10 publications and Werner T. with 8 publications. However, the picture changed according to the fractionalized frequency score, which quantifies an individual author's contributions to the published set of papers. In this regard, while Werner T. made the highest contribution, he was followed by Hadani M. with a 4.33 FF score and Rajwani T. with a 3.75 FF score.

**Table 3.** Most Productive Authors

Author	TP	FF
Rajwani T	11	3.75
Hadani M	10	4.33
Werner T	8	4.67
Zhang L	8	2.48
Barron A	6	3.67
Brown LW	6	2.08
Liedong TA	6	3.00
Schuler DA	6	2.25
Wahab EAA	6	2.00
Gul FA	5	1.92

Lawton T	5	1.75
Mellahi K	5	1.42
Scherer AG	5	2.42
Shirodkar V	5	2.50
Sun P	5	1.42
White GO	5	1.5

**TP:** Total Publications; **FF:** Fractionalized Frequency

Local citation analysis, on the other hand, gives the most cited authors and their related study within the field. According to the analysis, Faccio M.'s study dated 2006 appeared as the most cited article in the field, followed by Hillman A.J. with her 2004 study and Fan J.P.H with his 2007 study.

**Table 4.** Top-10 Most Cited Authors

Local Cited References	Citations
Faccio M, 2006	186
Hillman Aj, 2004	153
Fan Jph, 2007	145
Faccio M, 2006	122
Hillman Aj, 1999	122
Fisman R	117
Khwaja Ai	102
Johnson S, 2003	97
Goldman E, 2009	92
Scherer Ag, 2011	92

### *Journals*

According to journal analysis in Table 5 and Table 6 below, the most frequent journals were the Journal of Business Ethics, Business & Society, and the Journal of Corporate Finance. Regarding ethics concerns of non-market relations of firms and these relations' direct and indirect reflections on societies, the first and second rankings were not unexpected. Furthermore, the third journal may signal us that non-market relations in general are addressed with their financial consequences for the firms.

On the other hand, the most cited journals were the Academy of Management Review, Strategic Management Journal, and the Journal of Business Ethics, respectively. For the first two journals, this is not unexpected due to their prestigious position among the related journals in the field. However, the third journal, which is also the first journal in the most frequent journals list, indicates that the ethical concerns of these connections and their reflections are both highly studied and at the same time impactful issues in the field when two tables are interpreted together.

**Table 5.** Most Frequent Journals

Sources	No. of Articles	% of Articles
Journal of Business Ethics	50	9
Business & Society	23	4
Journal of Corporate Finance	16	3
Journal of Business Research	14	2
Pacific-Basin Finance Journal	12	2
Strategic Management Journal	12	2
Business History	11	2
International Business Review	11	2
International Review of Economics & Finance	11	2
Journal of Banking and Finance	10	2
Journal of World Business	10	2

**Table 6.** Most Cited Journals

Sources	No. of Articles
Academy of Management Review	1633
Strategic Management Journal	1373
Journal of Business Ethics	1367
Journal of Financial Economics	1364
Academy of Management Journal	1167
Journal of International Business Studies	914
Journal of Management	821

Journal of Finance	773
Journal of Management Studies	680
The American Economic Review	589
Administrative Science Quarterly	498
Journal of Corporate Finance	497
Business & Society	443

### *Countries*

Table 7 shows the most productive countries of non-market studies between 2000-2021. According to Table 6, China appears as the most productive country, with 140 articles and a percentage of 24, the USA and the United Kingdom follow China respectively with 117 and 72 articles and percentages of 20 and 12. Although there are many contributions from different countries all over the world, with a total percentage of 56%, these three countries constitute most of the articles written. Moreover, China, the USA and the United Kingdom are also leaders in citations (4226, 3201 and 2068, respectively). This domination may arise from two basic reasons. First, regarding networking abilities and capacities, researchers from these countries are more engaged with each other, bringing out a fertile academic environment for production. The collaboration network analysis below also reinforces this argument on the power of networking. The second reason may arise from more economy politic reasons. Giving their economic developmental level, these three countries are among the largest economies in the world according to the International Monetary Fund 2021 report (International Monetary Fund, 2021). Especially, the USA and China are the biggest economies with their huge multinational conglomerates and economic institutions that affect the world business and economy through both their multinational and even transnational positions and by being role models to firms within other contexts. Thus, it is not surprising that researchers from these countries produce more about the non-market relations of these firms. In other words, considering the sphere of influence of these huge economies, it is normal for researchers and stories from these countries to be more pervasive and fruitful.

**Table 7.** Top Most Productive Countries

Country	No. of Articles	% of Articles	Citations
China	140	24	4226
USA	117	20	3201
United Kingdom	72	12	2068
Australia	37	6	819
Malaysia	23	4	282
France	20	3	321
Canada	18	3	639
Indonesia	12	2	33
New Zealand	12	2	144
Denmark	11	1	326
Germany	11	1	49

### Articles

Table 8 demonstrates the top 10 most cited articles between 2000-2021 regarding non-market field concepts in management and business research. Faccio et al.'s (2006) article is the most cited article, which shows that firms with political connections are more likely to be bailed out and show better performances than non-connected ones (TC=1562). Hillman et al.'s (2004) article is the second most cited article during this period which is a review article about corporate political activity (TC=693). Furthermore, Wang and Qian's (2011) article about corporate philanthropy and corporate financial performance follows Hillman et al.'s (2004) article (TC=512). Scherer et al.'s (2006) article is in the fourth place (TC=318), which is about transnational corporations in global governance. Moreover, Schuler et al.'s (2002) article examines pursuing strategic advantage through political action (TC=311). Boubakri et al.'s (2012) article gives information about the political connections of newly privatized firms (TC=283). Another article of Boubakri et al.'s (2008) is about political connections and the cost of equity capital (TC=282). The next article is Mellahi et al.'s (2016) article on a review of the non-market field literature (TC=256). Frynas et al.'s (2006) article tell first-mover advantages in international business and firm-specific political resources (TC=235). Last, Lux et al.'s (2011) article is about the antecedents and outcomes of corporate political activity (TC= 212). As it can be seen in the topics of the articles, studies have focused on corporate political activity and corporate political ties and a little on political corporate social responsibility concepts.

**Table 8.** Top-10 Most Cited Articles

Paper	Total Citations (TC)
Faccio M, 2006, Am Econ Rev	1562
Hillman AJ, 2004, J Manage	693
Wang H, 2011, Acad Manage J	512
Scherer AG, 2006, Bus Ethics Q	318
Schuler DA, 2002, Acad Manage J	311
Boubakri N, 2012, J Corp Financ	283
Boubakri N, 2008, J Corp Financ	282
Mellahi K, 2016, J Manage	256
Frynas JJG, 2006, Strategic Manage J	235
Lux S, 2011, J Manage	212

### Science Mapping Analysis

Science mapping analysis was used in this study to understand the intellectual structure of the field via the identification of central ideas, research concepts, and the associations among them, to evaluate the dynamics of the research landscape, and to identify collaborations among researchers. We performed co-authorship, network centrality, collaboration network, co-citation, co-occurrence, and co-word analyses in science mapping.

#### *Co-authorship*

Table 9 shows authorship patterns in four different periods as follows: 2000-2005, 2006-2011, 2012-2017, and 2018-2021. It is obvious from the table that the largest increase in most of the parameters is in the 2012-2017 period. One of the reasons for this may be that the related subjects have started to be studied more in the field in this period. Another reason may be that one of the most cited articles (TC=512), that of Wang and Qian's (2011), written at the beginning of this period may have influenced the scholars in the field. There is a vital increase in the number of articles written from the 2000-2005 period (11) to the 2012-2017 period (231). In addition, author appearances and author numbers also display an essential rise in the 2012-2017 period (576 and 497, respectively). What is more, although the number of single-authored articles does not show a dramatic change, the number of multi-authored articles demonstrates a significant increase in the 2018-2021

period (657). Moreover, the collaboration index rises to 2.49 in the 2018-2021 period, and accordingly, collaborations among scholars increase. On the other hand, articles per author and authors per article do not show a critical change overall.

**Table 9.** Authorship by Period

Periods	2000-2005	2006-2011	2012-2017	2018-2021
Articles	11	44	231	297
Author Appearances	14	105	576	802
Author	14	95	497	688
Articles per Author	0.5	0.5	0.46	0.43
Authors per Article	2	1.98	2.45	2.32
Authors of single authored articles	2	13	42	31
Authors of multi authored articles	12	82	455	657
Collaboration Index	2.40	2.41	2.43	2.49

### *Network Centrality*

Table 10, Table 11 and Table 12 list the most significant authors, institutions, and countries respectively according to various criteria of centrality. This study examined four criteria of centrality namely degree of centrality, betweenness centrality, closeness centrality, and eigen centrality.

The quantity of relational ties a node has within a network is essentially defined as the degree of centrality. The ability of a node to connect previously disconnected sets of nodes is referred to as betweenness centrality, where nodes serve as an entrance for information flow. Closeness centrality, on the other hand, refers to a node's proximity to every other node in the network, the ability of nodes to transmit information and knowledge across the network easier. Those nodes reflect shorter pathways than others in the network. Finally, eigen centrality describes the relative significance of a node in a network, with nodes connected to other nodes via high connectivity being essential for information transmission (Kumar et al., 2021:12).

**Table 10.** Centrality Measures for Authors

Rank	Degree of Centrality	Betweenness Centrality	Closeness Centrality	Eigen Centrality
1	Rajwani T	Rajwani T	Rajwani T	Rajwan
2	Hadani M	Hadani M	White GO, Bod-deweyn JJ	Hadani M
3	Wahab EAA, Gul FA	Schuler DA	Liedong TA, Lawton TC	Gul FA, Bliss MA
3	-	-	-	Zhang LA, Chen XH
4	-	Zhang L, Gul FA	Hadani M	Wahab EAA, James K
4	-	-	-	Zain MM
5	-	-	Schuler DA	-

**Table 11.** Centrality Measures for Institutions

Rank	Degree of Centrality	Betweenness Centrality	Closeness Centrality	Eigen Centrality
1	Univ Surrey	Chinese Univ Hong Kong	Chinese Univ Hong Kong	Univ Surrey
2	Chinese Univ Hong Kong	Univ Surrey	Univ Surrey	Chinese Univ Hong Kong

**Table 12.** Centrality Measures for Countries

Rank	Degree of Centrality	Betweenness Centrality	Closeness Centrality	Eigen Centrality
1	China	UK	UK	China
2	UK	USA	USA	UK
3	Australia	China	China	Australia
4	-	Australia	France	-
5	-	France	Australia	-
6	-	Netherlands	Canada	-
7	-	Malaysia	Netherlands	-

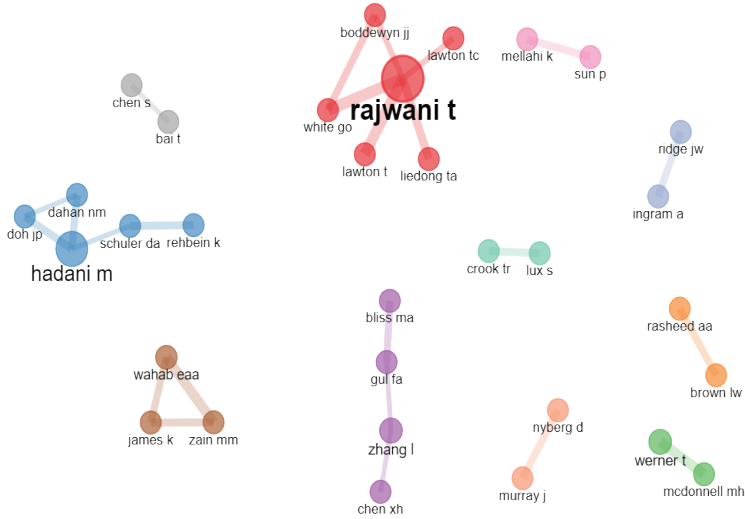


Regarding authors' all types of centralities, Rajwani T. stands out as the most important author. This shows that Rajwani has a critical place in the field and within the scope of the network. He is not only the one who has the greatest number of ties within the network, but also through his betweenness and closeness centrality position, he connects the unconnected groups with each other and has close connections with every other node within the network. Thus, he serves both as the entrance point of information flow and at the same time, is the closest person who transmits this knowledge to every other node. Consequently, his position within the non-market studies field network with the highest eigenvalue score makes him the most crucial researcher for the field in terms of information transfer among other highly connected nodes. On the other hand, Hadani M. is in second place in three types of centralities, thus after Rajwani, Hadani also seems to have an essential role in the field. Regarding institutions, with a similar logic, the University of Surrey has a significant place in the degree of centrality and eigen centrality, which makes it an institution with the greatest number of ties with other nodes and also with the most important position regarding its ability to information transfer. On the other hand, the Chinese University of Hong Kong is the most vital institution in betweenness and closeness centrality, which implies that although the University of Surrey has most of the ties within the network, the Chinese University of Hong Kong is one that both connects the unconnected groups with the rest of the network and thus transmits the information and knowledge to other nodes. Finally, in terms of countries' position within the non-market studies network, it was revealed by the analyses that while China plays an important role in the degree of centrality and eigen centrality, the UK seems to be more effective in-betweenness and closeness centrality.

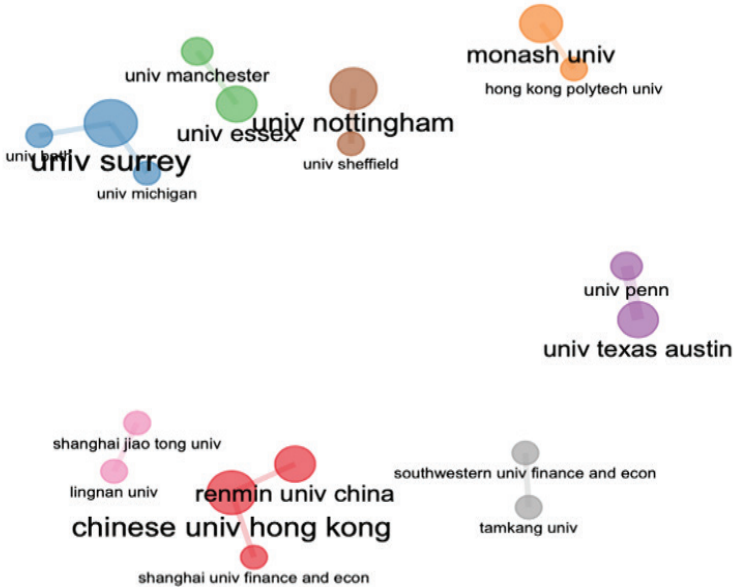
### *Collaboration Network*

Fig. 1, Fig. 2, and Fig. 3 illustrate the author collaboration network, institution collaboration network, and country collaboration network, respectively. Figure 1 shows that there are eleven groups in the author collaboration network and there is no connection between these groups. Accordingly, it seems the authors do not prefer working together but in individual groups. As it is obvious from Fig. 2. above, the University of Surrey and the Chinese University of Hong Kong have a significant place in the institution collaboration network as revealed by the network centrality scores of them previously. Institutions prefer working in individual groups in an institution collaboration network, similar to an author collaboration network. Finally, Fig. 3. indicates that China is at the center of the country's collaboration network. Al-

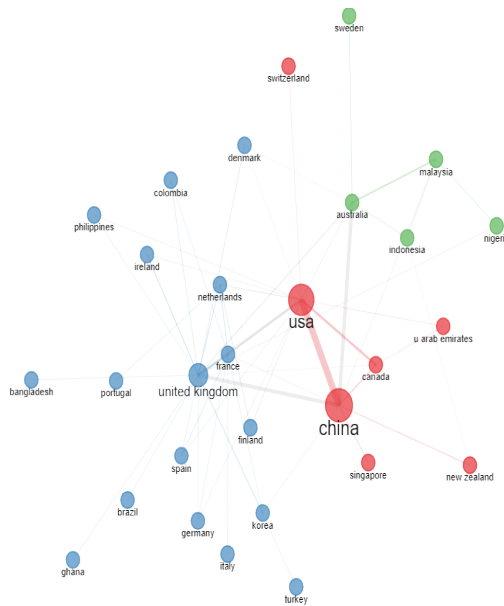
though countries seem to be working together more than the other two collaboration networks, it can be seen from the figure that there are two main groups led by the UK and China in terms of country collaboration networks in the field.



**Figure 1.** Author Collaboration Network



**Figure 2.** Institution Collaboration Network

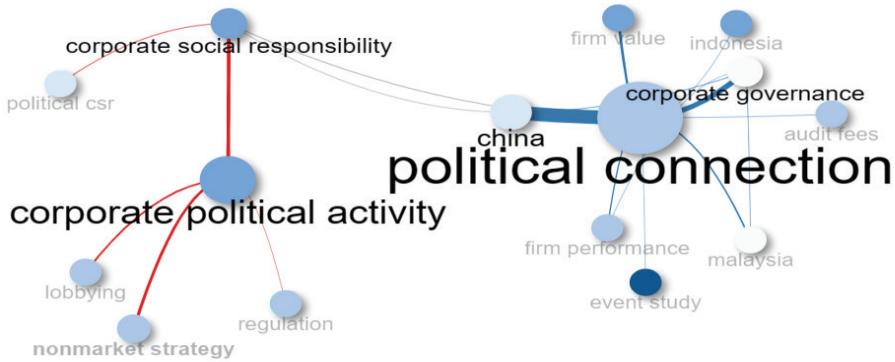


**Figure 3.** Country Collaboration Network

### *Co-Citation*

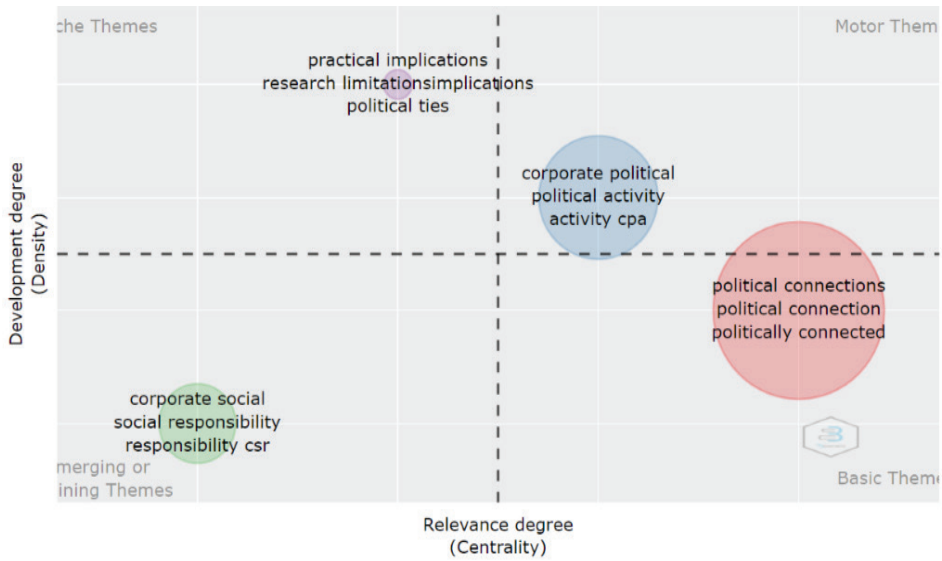
Co-citation analysis in Fig. 4 shows the field's early-stage intellectual picture that brings out invisible colleges. Accordingly, there were two author groups that existed at the beginning gathering around A.J. Hillman and M. Faccio. While Hillman provides the early description of CPA-based non-market relations, Faccio draws our attention to CPT-based non-market relations. Therefore, the field was organized around two invisible colleges, namely the CPA school and CPT school, in which one was more crowded than the other at that time. Consistent with co-citation analysis results, historiography analysis showed that although both groups cited each other later, they were separately approaching the non-market phenomena at the beginning. Fig. 5 shows the historical paths' development belonging to each group's identification with the core authors.



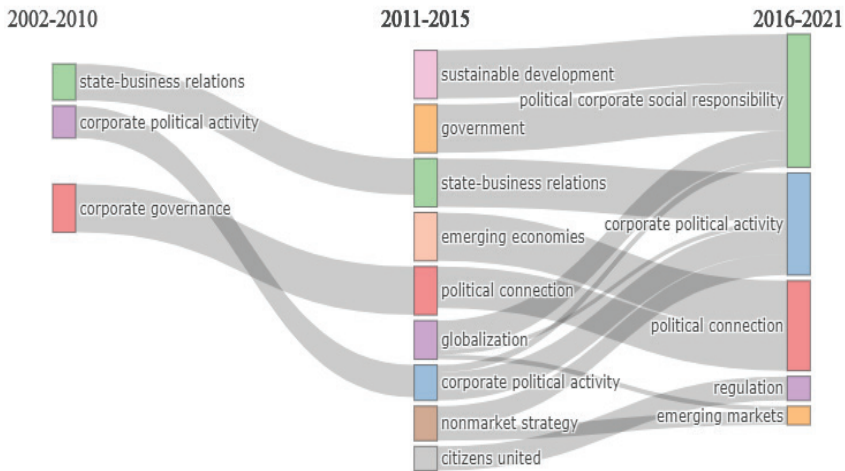


**Figure 6.** Co-occurrence Network Analysis

Furthermore, thematic map analysis in Fig. 7 reinforces co-occurrence analysis by providing the current dynamics in the field. Accordingly, the non-market field is dominated by corporate political activity (CPA) and corporate political tie (CPT) concepts. More precisely, CPA is the motor theme of the field with high centrality and density rates. In other words, CPA is the most used, hence the most developed concept in the field. On the other hand, although CPT's centrality is almost equal to CPA, it is less developed respectively. We interpret these results in light of the field's most productive countries and reasons arising from the context-specific nature (specifically institutional context) of the non-market studies. Hence, the number of publications originating from the USA and the UK exceeds China although China is the most productive country. When the institutional context, more specifically, the political orientation of the USA and UK as participatory democracies are thought of, it is evident that CPA is more appropriate for them. In other words, since CPA can be applicable to participatory democracies due to its mechanisms, it is unsurprising that CPA studies are more advanced, central, and dominant within the field. Likewise, since the Chinese political context is more appropriate for CPT, it is not unexpected for CPT to be the second most central concept. Furthermore, the political corporate social responsibility (PCSR) concept is an emerging concept in the field with its less developed and less central position on the map given the relatively new emergence of sustainability and responsibility concerns in the management field.



**Figure 7.** Thematic Map



**Figure 8.** Thematic Evolution of the Field by Important Time Zones

Fig. 8 above shows the thematic evolution of the field by important time zones. Accordingly, CPA is the first phenomenon conceptualized in the field in comparison to both CPT and PCSR. This finding is also consistent with the thematic map results. After 2010, on the other hand, these three concepts evolved into more fine-grained concepts in which every one of them refers to different dimensions or sides of non-market phenomena.. In this period, while CPA studies expanded its impact area, non-market activities started to be studied through the concept of “state-business relation”, which refers to a broader meaning that includes not only management but also political sciences and economics. Hence, it merged into CPA. Furthermore, “corporate governance” merged into the corporate political connection concept in both successor periods. Beginning with 2011, however, since CPT became more applicable in less developed institutional contexts, it comprehended the “emerging economy” notion along with the “political connection” notion and became an umbrella concept for political connection studies of those countries. Meanwhile, there were new concepts that emerged during the same period with the rise of environmental and social responsibility concerns of firms. Sustainable development was the most important and most extensive concept among others by being the origin of PCSR studies. Furthermore, PCSR seems more related to CPA than CPT. This result, on the other hand, is consistent with the co-occurrence results and with the related literature. Finally, along with the 2010 non-market field emerging as an umbrella term, it especially referred to corporate political activity and corporate political ties.

After 2015, furthermore, the current conceptual structure emerged. According to the thematic evolution map, as a representative of sustainability and CSR in the non-market literature, PCSR emerged by being a combination of sustainable development, globalization, government, and CPA concepts. Thus, the previous period's concepts, namely sustainable development, government, and globalization, unified and created a basis for the PCSR concept in the 2015 onward period. Political connection or CPT studies, on the other hand, developed and became the current structure through the merging of political connection and emerging economies' studies according to thematic map analysis. This result supports the idea that conceptualization, development, and emergence of CPT, in specific, and also non-market concepts, in general, are highly affected by the institutional developmental level, and relatedly political orientation, of the related countries in which it is studied. In other words, these concepts have a context-specific nature.

## Conclusion

According to thematic map results, in the related literature, Corporate Political Activity (CPA), Corporate Political Tie (CPT), and Political Corporate Social Responsibility (PCSR) are the most pervasive and prominent concepts, and they are umbrella terms for others that refer to non-market relations in general. Relatedly, in the existing study, CPA refers to firms' non-market activities such as lobbying, political action committees, and campaign contributions to influence government policy in favor of firms while CPT points out the political connections of firms (or firm representatives) as having informal or formal boundary-spanning relationships with a leading politician or political party or the government to create a competitive advantage against their rivals. Last, PCSR indicates the political activities developed by firms, by considering not only their own economic performance but also the benefit of society and the environment, to intervene in areas that the government has left untouched or cannot reach appropriately.

Bibliometric analysis comprised two complementary parts. In the first part, which was the performance analysis of the non-market literature from 2000 to 2021, we examined authors' productivity, most cited authors, most frequent journals, most cited journals, most productive countries, and most cited articles. The results of the performance analyses showed that Rajwani T. was the most productive author while Faccio M. was the most locally cited author. In other words, while Rajwani produced more than his colleagues, Faccio's works received the highest citations from within the field among other authors' works. Another important result was that the Journal of Business Ethics ranked first among the most frequent journals and third among the most cited journals. This result emphasized the importance of ethical and philosophical consideration of non-market activities of firms by recognizing the direct effects of these activities on society. Furthermore, the most productive countries were found to be China, the USA, and the UK, respectively. There can be two reasons that unveil this result. First, and foremost, these countries' researchers have more opportunities, hence capability, regarding networking as the collaboration network analysis showed. Thus, a fertile environment occurs in which researchers have the chance to produce more with each other. Second, the economies of the mentioned countries are among the largest ones according to the International Monetary Fund 2021 Report. Thus, the state-business relations of the firms within these countries do not only interest their own firms but also the other countries and firms around the world. These firms are generally multinational conglomerates that act as transnational actors within the world



economy. So, they both transfer their non-market relation experiences into other contexts by adapting the host countries' institutional culture and, so to say, role models to other firms in other contexts by engaging in non-market relations to create an appropriate environment for themselves (Rodgers et al, 2019; Rao-Nicholson et al. 2019). Thus, it would not be surprising that researchers from these countries produce more to understand how firms manage their non-market activities and to what extent these activities make firms achieve their aims. The last important finding in the performance analysis was that Faccio M., who has significant articles in the field of CPT, ranked first in most cited articles while Hillman A.J., who contributed valuable articles to the field of CPA, ranked second. This conclusion is consistent with the co-citation analysis results which coined that the non-market field, especially at the beginning of the 2000s, gathered around the seminal works of these two authors who created two similar but not the same invisible colleges and approaches on the state-business phenomenon.

Within the science mapping analysis scope, co-authorship analysis revealed that although the number of articles increased from 2000 to 2021, collaboration among authors was not common due to the slight increase in the collaboration index, which raised from 1.67 to 2.60 within this time frame. Further, network centrality analysis suggested that Rajwani T. had the most critical position among the authors of the field with his central position among different author networks. This analysis relatedly revealed that the University of Surrey, with which Rajwani is affiliated, also had a central position among the institutions and was followed by Chinese University Hong Kong. Accordingly, the UK and China were the most central countries among others regarding the network centrality analysis. On the other hand, it is obvious from the analysis result that there is a strong collaboration between the USA and China. Together with the most productive countries' results, this centrality implies that the non-market field is dominated by researchers from these three countries. In other words, the intellectual landscape of firms' non-market activities inquiry field is occupied by these countries heavily. Since non-market strategies and mechanisms are context-specific and institutionally bounded, it can be concluded from the network centrality results that the related field is remarkably rich with examples of these contexts.

Co-word analysis' thematic maps, on the other hand, bring the conceptual clusters into the open, thus providing current dynamics within the field. Accordingly, CPA is the motor theme with its high centrality and high-density rates. This result is not striking, however, due to being one of the earliest, CPA is also a concept that

is mostly studied within the most productive countries. On the other hand, CPT is a less developed but equally central concept in comparison to CPA within the field. The possible reason behind its underdevelopment is thought to arise from its later emergence in the field and its convenience for less productive emerging countries, with its applied mechanisms. Finally, thematic maps showed that although PCSR has almost become a basic theme within the last five years, it is still an emerging concept in the field in comparison to CPA and CPT.

## Discussion

As has been indicated previously, state-business relations phenomena in the management field do not represent a concrete domain. In other words, although non-market strategies have long been studied, it is still not clear what the boundaries among the concepts are, in which areas they intersect and disjoin, and from which approaches these concepts discuss the non-market phenomenon. Moreover, are they idiosyncratic concepts and is it possible to merge them into an umbrella concept? Due to using these concepts interchangeably, it can be complicated to figure out which one of them would be appropriate for certain contexts, the research aims, or in general firms' political relation mechanisms. Thus, by applying the bibliometric methodology, we aimed to provide an accurate picture of the historical development processes that brought the concepts out, which relatedly provided intellectual and scientific maps of the field. In addition, to reinforce the bibliometric results, we conducted a literature review containing the most prominent articles in the field.

The literature review reinforced the idea that all three concepts occupy distinct places within the non-market field by touching each other at some points and diverging at others. As has been provided in the proposed framework of the existing study, although all three of them approach the non-market phenomenon from different perspectives, explain different motivations and mechanisms, and have differing performance foci, they still have convergent areas with each other. CPA clarifies state-business relations through resource dependence, stakeholder, and collective action theories while CPT is based on resource-based, network, and agency theories (Oliver & Holzinger, 2008; Hillman et al., 2004). On the other hand, PCSR describes relations depending on the sustainability approach, resource dependence theory, stakeholder theory, social contract theory, and Habermasian theory (Scherer & Palazzo, 2007). Regarding their performance focus, we can see that while CPA and CPT concepts share a common performance concern, name-

ly the financial performance of firms, PCSR considers performance in terms of a triple bottom line that refers not only to economic performance but also to the environmental and social performance of the firms. Furthermore, CPA and CPT diverge in connection mechanisms while PCSR utilizes the mechanism of the other two together (mostly converges with CPA). Thus, CPA activities of the firms are realized through the connection mechanisms of lobbying, PAC contributions, and comment letters. On the other hand, CPTs are generally established and developed through formal and informal ties with state representatives and institutions while PCSR uses both concepts' mechanisms. Finally, the desired strategy outcome of the three concepts unambivalently differs from each other. CPA focuses on controlling resources and designing the field, CPT attaches importance to competitive advantage, and PCSR focuses on filling the regulative gaps and gaining legitimacy.

These findings overall support the basic assumption of the existing study, which is contrary to the prevailing assumption in the literature (Lawton et al. 2013: 92). Thus, prominent concepts of the non-market field are similar, but not the same. Although they touch upon each other and converge in changing combinations, they are still different concepts, thus they have the power to explain the varying political activities of the firms within varying institutional boundaries. Reconciliation among them can apply to some extent; however, this does not necessarily mean that they can be employed interchangeably. On the contrary, they are to some point mutually exclusive alternatives that approach the non-market phenomenon from different perspectives. Nonetheless, it is important to remember that recent studies in the non-market field coined the interplay between PCSR and CPA (Sun et al., 2024:286) by emphasizing the possible reconciliation between them. Although it is an important attempt, it is still not entirely contradicting the results of the existing study. They show the possible collaboration areas of CPA and PCSR which mainly focus on the socio-political issues and environments around firms. However, they emphasize conceptually different structures of these two concepts which we think reinforces the existing study's basic arguments.

Although we mainly aimed to provide a theoretical contribution to the non-market field, there are inferences that can be achieved for the managerial or practical implications. First, it is evident from the results that firms engaging in non-market activities should consider the context in which they operate. Regarding the context, the political connection strategy would change. As an illustration, while in developed countries or Anglo-Saxon democracies, Corporate Political Activity is more appropriate, institutionally less developed, or state-dependent busi-

ness system countries require more direct connections among politicians and businesspeople, making Corporate Political Ties more operable. Second, PCSR, as an emergent concept, has a potential for firms to regard its desired strategy outcome. Considering the changing nature of the firm environment lately, due to sustainability concerns of both government and NGOs, PCSR has become an essential mechanism to establish and pursue legitimacy.

### Future Directions

While, in this study, we tried to reveal the convergent and divergent aspects of the concepts of CPA, CPT and PCSR, several research topics emerged that would shed light on future studies. One of these issues is the examination of whether CPT is a political capability or not, especially in emerging economies. Due to their political context, firms must develop their political capabilities to increase their competitive advantage in emerging economies. The reason for this is that companies with high ability to establish political ties may have a higher chance of getting a job from the government, especially in certain sectors. Therefore, in emerging economies, the relationship of firms to the state should be examined in more detail, and it should be investigated if CPT is a political capability in these contexts.

Furthermore, as we can see in network centrality analysis, the field is dominated by three countries, namely China, the USA, and the UK, and consequently, the existing knowledge about non-market activities of firms is limited to a greater extent with the firms operating within these contexts. Thus, it is obvious that in order to create a richer literature, we need more non-market examples from other countries and other contexts. Relatedly, considering the institutionally bounded nature of firms' political activities, this kind of flourish with alternative contexts would probably prosper the conceptual landscape of the non-market field by introducing possible substitute non-market mechanisms that may bring other related concepts into the light.

Last, thematic map analyses showed that although PCSR is on the way of being a basic and motor theme of the field, it can still be categorized as an emerging concept in comparison to the other two. Thus, further research could usefully explore how firms and NGOs collaborate to engage in non-market activities collectively, what the main drivers are, and how the process is established and developed.

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