PERCEIVED ORGANIZATIONAL POLITICS TOWARD JOB OUTCOMES IN MANUFACTURING INDUSTRY

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DECLARATION

We hereby declare that:

(1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

(2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) Equal contribution has been made by each group member in completing the research project.

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LIST OF ABBREVIATIONS

POPs	Perceived Organizational Politics
SME	Small and Medium Enterprises
GDP	Gross Domestic Product
MOHR	Ministry of Human Resources
JS	Job Stress
JP	Job Performance
TI	Turnover Intention
CSE	Core Self Evaluation
DOSM	Department of Statistics Malaysia

PREFACE

It is compulsory to conduct research project in order to accomplish our study - Bachelor Degree of Business Administration (Hons). The topic of the research project is "perceived organizational politics (POPs) toward job outcomes". This research study is conducted because manufacturing industry is the essential key for economic growth as it has made a significant contribution to Malaysia's Gross Domestic Product (GDP) and export.

Nowadays, most of the manufacturing companies encounter politics within the organization. The higher level of politics in organization will lead to low job outcome such as increase in the job stress; high turnover intention and poor job performance. It will directly affect the productivity and performance of country. Moreover, this research study will provide better understanding of job outcome among the employees in manufacturing industry in Pulau Pinang on a study of perceived organizational politics (POPs).

In this research, it is also concerned about how the three elements of job outcomes will be affected by the perceived organizational politics (POPs) in the manufacturing industry. In short, this research study will provide some improvement on the performance of employees through the study of perceived organizational politics (POPs) among the manufacturing's employees in Pulau Pinang.

ABSTRACT

It is known that employees are one of the key sources in an organization therefore organizational politics will bring a huge impact towards employee's performance. The purpose of this study is to investigate the relationship between Perceived Organizational Politics towards Job Outcomes among. Whether perceived organizational politics will affect employee's job stress, job performance and turnover intention. This research is focus on manufacturing industry in Pulau Pinang. Statistical Analysis System (SAS) was used in this research in order to run the reliability analysis, correlation analysis, multivariate analysis and to identify the relationship among dependent variable and independent variables. Pearson Correlation Coefficient was used to examine the relationship between three independent variables. Multivariate data analysis was used to analyze more than one dependent variable. In this research, by using Wilks' lambda statistics, it can compare variances with equal sample sizes for the dependent variable. Besides that, questionnaires have been distributed to 384 manufacturing industry's employees in Pulau Pinang. The result showed that, all the variables are significantly and positively relationship with perceived organizational politics. This research also suggests that organizational should put more effort in order to avoid organizational politics happen in their organizational. This will bring huge impact towards the organizational profitability. On the other hand, this research is believed to improve the gap on organizational politics towards job outcome on manufacturing industry in Pulau Pinang.

CHAPTER 1: INTRODUCTION

1.0 Introduction

This research is about perceived organizational politics (POPs) toward job outcomes. To study about the interrelationship for dependent variable: job stress, job performance and turnover intention and independent variable: perceived organizational politics. This research is to examine research questions and accomplish research objective to identify the relationship of dependent variable and independent variable. In chapter 1, it is about the research background, research question, the objective of this research; figure out the hypothesis of the research to determine the relationship and the problems result in this research. In the last part, it will present chapter layout for this research to determine the main study in every chapter.

1.1 Research Background

1.1.1 Overview of Perceived Organizational Politics (POPs)

Outcome can be defined as something that follows as a consequence or result. According to Vigoda-Gadot and Talmud (2010), perceptions of organizational politics have been widely studied and emerge as a good predictor of job outcomes since the 1990s. Perceived organizational politics is a kind of the feeling among the employees towards their company environments. Besides that, perceived organizational politics have judge as subjective and dysfunctional phenomena, basically perceived by employees as purely selfish act of individual to complete successive objectives whereas minimization or its understanding may affect to the job outcome such as absenteeism, burnout, job stress and turnover intention (Butt, Imran, Shah, &

Jabbar, 2013). From different point of view, there are several studies have tested perceived organizational politics in relation to a handful of job outcome-related variables (Vigoda-Gadot & Talmud, 2010). At the same time, better comprehension of perceived organizational politics also would be able to enhance the job outcomes (Butt et al., 2013). Therefore, perceived organizational politics is able to bring positive effect towards company as well as negative effects.

Organizational politics is a type behavior that conflicting with accepted rules of organization, are a platform to promote self-interest (Goodman, Evans, & Carson, 2011). Organizational politics is the behavior of the employees on how they reacts toward something they want. According to Bauer and Erdogan (2009), organizational politics will have negative effect towards an organization because they will increase their power to achieve their targeted objective. Goodman et al. (2011) also stated that organizational politics are characterized as subjective rather than an objective reality. Hence, politics perceptions are able to have a consequence to employee's behaviors, attitudes, or anxiety. Basically, organizational politics is a negative action because it involves actions that are only for the self-interest and ignore other feeling as well as other wealth.

Moreover, power and politics play an important role in which employees can use positive or negative power to influence others in the workplace. If employees are encouraged to do unethical behavior to get ahead and favouritism trumps the quality of work, an organization faces consequences of decreases in productivity and higher turnover rates and stress. Without clear policies and chains of command may leads employees to spend more time on searching for answers and attempt to fix problems than actually completing quality work.

According to Bai, Han, and Harms (2014), organizational politics is an action of a person which directed toward the objective of their personal self-interests without regard for the well-being of their organization or others and it will negatively impact the performance and well-being of workers. Organizational

politics not only for individual-level perception, at the same times it similarly as a team-level reality. A group of individuals who work interdependently to achieve a general objective defined as a team (Bai, Han, & Harms, 2014), however the understanding of working toward a common team objective will lost and team progression able to suffer as a result when organizational politics exist as a shared perception of team members.

Organizational politics will result in negative impact towards the organization and will affect the profitability of the organization. One of the job outcomes is the employees will have job stress. According to Rashid, Karim, Rashid and Usman (2013), when the employees is feeling stress in their working environment, they will assume that their job is a kind of threatening. As a result, it will cause the employees to have negative emotion which will affect to their job performance. Besides that, the goal of the employee is difficult to reach. There is various type of the stress that will happen towards the employees. Responsibility pressure is one of the reasons to cause job stress. The more job responsibility you holding the higher the stress level. The employees need to concern about the product, quality and worker of the organization (Rashid, Karim, Rashid, & Usman, 2013). Improper of management will affect the production of the organization as well as the relationship among the workers, which will cause organization politics. In addition, role conflict will also lead to job stress. When the employees is assign to the role that is not match with the current position, they will worry that not able to perform well.

On the other hand, stress can be created when the individual work demand doesn't match with the work capabilities. It will create the psychology pressure towards the employees in the workplace. Stress can be created due to the disagreement of management and inequity of the power among the employees. When these happen, the employees will have clashes among each other which will lead to the organizational politics happen. This will also affect the performance of the employees in the workplace (Danish, Humayon, Aslam, Usman, & Tariq, 2014). Politics is linked to the uncertainty situation that faced by employees in the workplace. When employees is not clear with

the information then they will feel stress. Perceived organizational politics considered as a source of stress towards the organization that will create harmful consequence. Therefore, perceived organizational politics have high chances of positive relationship with the employee stress level.

According to Treadway, Ferris, Hochwarter, Perrewe, Witt and Goodman (2005), job performance is a multidimensional concept, it traditionally as the aspects of the work that contribute to create the products of the organization. In other way, job performance as well can be categorized as "contextual performance", this type of job performance are the employees who involves themselves with others, follow the organizational rules, sustain the organizational goals and work with excitement (Treadway, et al., 2005). Employees' job performance is important for an organization since without a quality performance, organization will face a huge problem for their operation. The job performance provides sufficient opportunity for seeking advantage and favouritism for the uncertainty innate in the new realities. While the similar norm, value and objective between the employees and the organization have significant impact to the performance, it may reduce the perception of politics; as a result the job performance will be increase.

Hence, the job performance of an employee will affect by the perception of organizational. The organizational politics will lead to a negative outcome in the job performance (Bodla & Danish, 2009). When the organizational politics is high in an organization, the job performance of an employee are probably decline. In other words, it was a negative relationship within the organizational politics and performance and it consequences for their work attitude and behavior in their performance. There is a harmful consequence on the job attitudes and behaviors because of the perceived politics. For instance, when the perceived organizational politics of an organization are high, it will bring the destruction in job performance due to the attitude and behavior that result from the perceived politics. According to Saleem (2015), since perceived organizational politics are frequently interferes with the standard procedure of organizations such as promotions, rewards system, and decision making which harm the performance and productivity at both

organizational and individual level and perceived organizational politics has an significant influence on job outcomes.

On the other hand, in the journal indicated by Abubakar, Chauhan and Kura (2014) defined that, turnover intention is one of the most important attitude challenges that managers constantly faced at work. Besides, it is estimated that employee's turnover is costly to organizations regarding the separation costs, late replacement costs and training costs of new employees. So, the reasons why employees have intention to quit their job is very crucial to top management as employees are considered to be the most valuable asset and an element of investment for the growth of any organization regardless of their category (Kanchana, 2013).

Many researchers have conducted research to examine the effect of perceived organizational politics on turnover intention. However, most of the researches show positive relationship between perceived organizational politics and turnover intention. According to Agarwal (2016), work environments with organizational politics can be considered as a job demand that builds emotional anxiety among employees. Employee's perceived organizational politics will cause reducing in work engagement, which consecutively affects innovative work behaviors and turnover intention negatively. Meisler and Vigoda-Gadot (2014) have mentioned that, lower perceptions of organizational politics will enhance employees' job satisfaction and reduce both turnover intentions and negligent behavior.

Intentions to quit and job stress resulting from perceived organizational politics tend to be higher among employees who felt they had little control compared to those who felt they had higher level of control (Vigoda-Gadot & Talmud, 2010). In the other word, organizational politics will affect the turnover intention and the level of job stress among the employees. This is due to the environment factor of the organization. A political working environment will bring negative effect towards the organization. This can be proven by Zhang and Lee (2010) research which mentioned that although individuals may experience work stress which could lead to turnover

intentions, the positive relationship is strongest when political perceptions are the highest. Thus, when the levels of perceived organizational politics are low, turnover intentions are considerably lower.

Comprehensive and integrative is needed to conceptualize the process of organizational politics. The specific purpose is to determine the nature and strength of relationship between perceived organizational politics, job stress, job performance and turnover intentions. Work stress, work attitudes and turnover intentions are main focus in this study but not on hard measures of performance (i.e., economic or financial indicators).

1.1.2 Overview of Manufacturing Industry in Malaysia

Manufacturing is the process of transforming components, raw materials to finished goods. Manufacturing needs machine setup and labour to produce the product. There is 0.6% of employees increase in the manufacturing industry in year 2016 (The Office of Chief Statistician Malaysia Department of Statistics, 2016). This shows that the manufacturing need more labour to run their business. According to The Office of Chief Statistician Malaysia Department of Statistics in 2016, employees can be categories as managers, professional, executives, technicians and associate professionals, clerical and related occupations, plant and machine operators and assemblers and elementary occupations in year 2014.

Figure 1.1 Salaries and wages for paid full-time employees, 2014

Category of occupation	Paid full-time employees	%	Salaries & wages (RM billion)	%	Average salaries & wages per workers per annum (RM)
Managers, professionals and executives	187,092	9.1	18.5	30.3	98,685
Technicians and associate professionals	212,917	10.4	9.5	15.6	44,537
Clerical and related occupations	132,114	6.4	3.6	5.9	27,219
Plant & machine operators and assemblers	1,423,337	69.3	27.4	45.1	19,271
Elementary occupations	98,305	4.8	1.9	3.1	19,313
Total	**2,053,765**	**100**	**60.9**	**100**	**29,638**

Source: Department of Statistics Malaysia

From the table above, it is clearly stated that the higher the level of management team such as managers, professionals and executive which under business level (Pearce II & Robbinson, 2015) will receive more salary while the operation team such as plant and machine operator and assemblers which under functional level (Pearce II & Robbinson, 2015) will entitled lesser salaries than managers and professionals team. According to the Pearce II and Robbinson (2015), it indicates that a high-risk taker will have high return while less risk taker will have less return. This is the reason why the salaries of the business level are slightly higher than functional level. The risk taken by the business level is slightly higher than functional level since the business level decision will affect the objective of the company and more tend to do the right things while the main responsibility of the functional level is to do the things right (Pearce II & Robbinson, 2015). The salaries of the manufacturing's employees were increased by 5.9% in December 2016 (The Office of Chief Statistician Malaysia Department of Statistics, 2016).

The sales and productivity of manufacturing sector was increase by 10.6% and 10.0% respectively in December 2016 (The Office of Chief Statistician Malaysia Department of Statistics, 2016). It shows the increasing of the sector and it will definitely affect country Gross Domestic Product (GDP). GDP is a quantitative tool to measure the total economics activities of the nation (Gross

Domestic Product). In a more specific sentence, GDP will provide monetary value of the total economics activities cross over the periods (Gross Domestic Product). GDP is also antecedent to determine the country's health and use as a comparison tool with previous year. The GDP for the manufacturing sector was steadily increased from year 2014 to year 2017 with the value 54, 919 million to 66, 796 million respectively.

Figure 1.2 Malaysia GDP from Manufacturing Industry

Source: Department of Statistics Malaysia

From the graph above, it clearly shows the GDP of manufacturing is increasing all over the 4 years. The GDP was account 22.9 % in year 2014 (Kasim, 2017). There are different subsectors under manufacturing such as food, beverages and tobacco products; electrical and electronic products; transport equipment and textiles, wearing apparel and leather products. Malaysia's manufacturing industry has been charting remarkable growth since the early 1980s when the country witnessed a transition from being a predominantly agricultural economy to one that was industrial-based. The average production of manufacturing was 5.18% from year 1991 until 2006 (Malaysia munufacturing production, 2017). Besides, according to the Malaysia manufacturing production (2017) stated that the higher level in the production of manufacturing was 38.45% which fall in year 2000. Manufacturing constitutes the largest single component of Malaysia's economy and it has contributed more to Malaysia export.

Manufacturing industries has contributed more to Malaysia's export. According to Department of Statistics (2017), manufacturing industry stands for 82.2% of Malaysia's total exports in 2016. Export will improve Malaysia economic growth and incomes. World Bank (2011) mentioned that Malaysia is an upper-middle income country (Countries' Overview, 2016). The export to the China, Singapore and US was increasing in August 2016 ("Malaysia's Exports Rise to RM67.58 bil", 2016). At the moment, the economists predict that the exportation will reduce however it was increasing by 1.5% ("Malaysia's Exports Rise to RM67.58 bil", 2016). This contribution comes from the palm oil, electrical and electronic product which include semi-conductor ("Malaysia's Exports Rise to RM67.58 bil", 2016). The palm oil, electrical and electronic product which include semi-conductor is categories under the manufacturing sector.

This sector needs a lot of potential employees to contribute. Therefore, retaining employees is important in this industry. The increasing of the manufacture industry will require number of labour in order to increase their productivity and operation. Hence, employee's retention is important for the industry if not an artificial intelligent technology such as robots will replace human being. Manufacturing industry continues to develop rapidly and has since become an important catalyst to the country's economic growth.

1.2 Problem Statement

According to The Office of Chief Statistician Malaysia Department of Statistics (2017), a statistic report showed there was an increase in productivity by 10% in December 2016. Recently, there was a news established by New Straits Times in October 2016 reported that one of the states in Malaysia, Pulau Pinang, was laying off 2, 000 workers in the manufacturing industry. However, we found that the number of employees in manufacturing industry has increased by 0.6%. Furthermore, World Bank (2011) mentioned that Malaysia is an upper-middle income country (Countries' Overview, 2016). In these few years, manufacturing

industry continues to develop rapidly and has become an important catalyst to the country's economic growth. Comparing export to import in Malaysia, manufacturing industries has contributed more to exports by standing 82.2% of Malaysia's total exports in 2016 (Department of Statistics, 2017) which means increased in exports can improve Malaysia economic growth and income. Hence, company needs lots of potential employees to contribute continuously to further improve productivity in manufacturing industry. Therefore, retaining employees is very important in this industry.

Moreover, employees is kind of intangible asset of the company, because a company need employees to run its operating activities. Therefore, performance of employees are essential tools for the success of organization especially in the production line (Dobre, 2013). The relationship between organizational commitment and turnover intention in Malaysia manufacturing industry to be negative and strong with significant relationship. Apart from the research of Agarwal (2016) also found that a perception of high politics and disapponitment results in higher turnover intentions. Other than that, there are several researchs conduct surveys related to turnover intention with other factors such as perceived organizational politics. So, company need to be more concern on turnover problems as employees are very important towards a company. Lastly, perceived organizational politics has served as a key concern for this research to find out the influences of perceived organizational politics towards manufacturing industry in order to raise awareness of management on this issue.

In addition, there was a finding about salary in manufacturing industry has increase in year 2015 and 2016; the figures were 5.3% and 5.6% respectively (Jayaram, 2015). Based on the statistic, the hiring trends are expected to increase. At the meantime, turnover rate was expected to be reduced as the pay increases. However, Malaysia was recorded as the third highest voluntary turnover rate at 9.5% in year 2015 in South East Asia (Jayaram, 2015) and manufacturing industry was found to experience high staff turnover among various industries at 24% of employees leave in year 2013. Based on the result, the actual outcome is different with the expectation. Thence, others than salary, management also need to concern more on job environment such perceived organizational politics.

Figure 1.3 Aon Hewitt 2015-2016 Malaysia Salary Increase Survey

By Industry	Salary Increase Average		Trend
	2016 Projected	2015 Actual	2016 vs 2015
Telecommunications	6.6	6.5	▲
Transportation/Logistics/Shipping Services	6.2	5.1	▲
Construction/Engineering	6.2	6.4	▼
Energy (Power/Oil/Gas)	6.1	5.2	▲
Consumer Products	6.1	5.5	▲
Manufacturing	5.9	5.6	▲
Retail (inc. Wholesale & Distribution)	5.8	6.3	▼
Banking/Finance	5.7	5.4	▲
Life Sciences (Pharma/Medical Devices)	5.7	5.6	▲
Hi – Tech	5.2	5.0	▲
Hospitality/Restaurants/Travel	5.2	4.9	▲
Malaysia Overall	**5.8**	**5.6**	▲

Source: Aon Hewitt's Views

According to Schneider (2016), negative influences of perceived organizational politics are the playing of favourites; poor organizational citizenship behaviors such as backstabbing among employees; the decline in job satisfaction and increases of job stress; an indifferent employee attitude shown in decreases in commitment to the organization and its goals, and poor job performance; negligent behaviors; disruption of return on employees investment; lower morale; and higher rates of employees turnover. Based on this statement, we expect to find out that perceived organizational politics have relationship with job performance. However, according to Lasonde (2016), in American firms that employ for manufacturing facing a great shortage in 2016, with 79% of these companies saying they had trouble filling the job opening. Without potential employees, it is difficult for a company to growth. Shortage of talent employees is a big problem for an organization to fulfill the need and want of consumers (Lasonde, 2016). At the meantime, Malaysia is facing the same problem which is shortage of skilled workers. The management style or the company culture has contributed 25% to turnover intention of employees. Meanwhile, the lacking of career progression has contributed 36% as one of the reasons of turnover intention.

In the nutshell, perceived organizational politics will lead to some negative impacts in the organization such as low job performance, low job satisfaction and affects organization commitment when there are certain incidents. It is vital for company top managements of manafacturing industry to understand the power and impact of the perceived organizational politics.

1.3 Research Objectives

1.3.1 General Objective

The objective of this research is to identify the relationship between perceived organizational politics and job outcomes in manufacturing industry.

1.3.2 Specific Objectives

1. To determine whether there is a significant relationship between POPs and job outcomes in manufacturing industry.
2. To determine whether there is a significant relationship between POPs and job stress in manufacturing industry.
3. To determine whether there is a significant relationship between POPs and job performance in manufacturing industry.
4. To determine whether there is a significant relationship between POPs and turnover intention in manufacturing industry.

1.4 Research Questions

1. Is there any relationship between POPs and job outcomes in manufacturing industry?
2. Is there any relationship between POPs and job stress in manufacturing industry?
3. Is there any relationship between POPs and job performance in manufacturing industry?
4. Is there any relationship between POPs and turnover intention in manufacturing industry?

1.5 Hypotheses of Study

The research hypotheses for this study are:

1.5.1 Hypothesis One – Job Outcomes

H_0: There is no significant relationship between POPs and job outcomes (job stress, job performance and turnover intention).

H_1: There is a significant relationship between POPs and job outcomes.

1.5.2 Hypothesis Two – Job Stress

H_0: There is no significant relationship between POPs and job stress.

H_2: There is a significant relationship between POPs and job stress.

1.5.3 Hypothesis Three – Job Performance

H_0: There is no significant relationship between POPs and job performance.

H_3: There is a significant relationship between POPs and job performance.

1.5.4 Hypothesis Four – Turnover Intention

H_0: There is no significant relationship between POPs and turnover intention.

H_4: There is a significant relationship between POPs and turnover intention.

1.6 Significance of Study

This study is to enrich the gap and study how perceived organizational politics will influence job outcome in manufacturing industry. Organizational politics is one of the problems that face by many SME and large enterprises. Is it a problem that need to concern by employers to retain employees in order to improve company's productivity. There are various outcomes such as turnover rate, productivity, job satisfaction, organizational commitment and organizational citizenship behavior.

This research is done as a contribution for the companies in manufacturing industry to understand the influences of perceived organizational politics toward job outcomes of employees that will brings impact towards company growth. This research can be used as a guideline to reduce organizational politics by knowing employees' condition in workplace. We believe that this problem will have huge effect on organizations' internal environment. This is because all of the employees only take care for their own interest and pay no attention to the organization's goals and at the end it will affect the productivity of organization.

According to (Schneider, 2016), negative influences of organizational politics are: the playing of favourites; poor organizational citizenship behaviors such as backstabbing among employees; the decline in job satisfaction and increases of job stress; an indifferent employee attitude shown in decreases in commitment to the organization and its goals, and poor job performance; negligent behaviors; disruption of return on employees investment; lower morale; and higher rates of employees turnover.

In addition, this research will also help manufacturing industry top management to aware that the important of organization politics towards employees job outcome. It can provide as a reference for top management to avoid organization politics among their employees. Besides that, the top management also know that they need to hire potential employees so that they can improve the company's productivity. The problem of shortage employees will have a big influence towards the organization. Meanwhile, this research also brings influences towards the employees. Working environment will bring a huge impact towards employees working attitudes. Employees will put more effort in their job task if they are satisfied with the organization. As an opposite, they will show less involvement and will have the intention to leave the organization if they are dissatisfied with the organization. Employees is an asset to the organization therefore this research is important to all the top management that they should aware of the impact of organizational politics will bring towards employee's job outcome.

1.7 Chapter Layout

Chapter 1: Introduction

The first chapter is about perceived organizational politics toward job outcomes of manufacturing industry in Pulau Pinang. The introduction included research background, problem statement, research objectives, research questions, hypothesis and significant of this study.

Chapter 2: Literature Review

This chapter included literature review, review of relevant theoretical models, proposed theoretical/conceptual framework and hypothesis development. It uses to test the hypothesis on the work engagement of employees in manufacturing industry in Pulau Pinang.

Chapter 3: Research Methodology

This chapter focused on research method which contains sample size, data collection method, types of measurement scales and method of analysis.

Chapter 4: Research Result

This chapter will show the list of questionnaire that reported in charts and table with SAS. Then, the system will analyse the result that relate to research question and hypothesis.

Chapter 5: Discussion and Conclusion

Overall, this chapter will link from chapter 1 to chapter 4 and discuss on final discussion and conclusion of the research through the database. This chapter contains summary of statistical analysis, discussion of major findings, implication of the study, limitations of the study and recommendation.

1.8 Conclusion

In a nutshell, chapter 1 shows our study background, problem statement, research question and objective of our study. Moreover, this chapter provide the guide to proceed for the following chapters. Besides that, readers able to gain a better understanding of variables that will affect perceived organizational politics towards job outcome in manufacturing industry in Pulau Pinang.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

In this chapter, literature review on the related subject will be discussed based on information collected from journal articles and relevant research papers. Other secondary data have been used to support review of literature. There are five sections under Chapter 2. Section 2.1 is review of literature from studies done by previous researchers. Section 2.2 is review of relevant theories while Section 2.3 is proposed theoretical framework. Then, section 2.4 includes develop research hypotheses and in Section 2.5 is to provide a brief conclusion on Chapter 2.

2.1 Review of Literature

2.1.1 Independent Variable – Perceived Organizational Politics (POPs)

According to Harris, Harris and Harvey (2007), perceived organizational politics refer to organizational members' actions perceived to be self-interested and directed toward furthering members' own goals regardless for the well-being of others and organization. According to Bodla and Danish (2009) perceived organizational politics is an essential part of organizational life which are relating to influence, authority and power. Power is defines as an attempt to influence others and ability to prompt resources, energy and information on behalf of an ideal goal (Bodla & Danish, 2009). Besides that perceived organizational politics involves actions of individuals that will bring benefits to themselves instead of to the others or the organization. Political behaviors is the actions that going around the organization manager or executives but not following the appropriate procedure in order to get the

rewards or benefits. This kind of behavior is prohibited in the policies of the organization (Iqbal, 2016).

Perceived organizational politics are important because it provide an understanding of the informal processes of conflicts and co-operations in organizations, and their impact on the employees' performance (Vigoda-Gadot, 2006). According to Vigoda-Gadot, the perception of politics and fairness are strongly related because the higher the perception of politics to the organization member, the lower the level of fairness, justice and equity to them (Vigoda-Gadot, 2006). In another study used the theory of procedural of justice to argue that organizational politics is related to the relationship between the leader and employees, decision making processes along with efficiency of human resource systems in assigning job. Lack of equity, fairness and justice in these procedures is the major reason of causing organizational politics and therefore will affect the performance of organization (Kodisinghe, 2010).

On the other hand, organizational politics will have positive side which is competitive advantage. When the individual know how to use political skill to influences employees behavior and strategies, it is a positive politics. Political skill management is able to control the company environment that under stress situation. When one of the employees from the company has positive political skill, it will create effective environment that will avoid from unfairness and inequality happen in the company (Cacciattolo, 2015). Besides that, other argues that political skill can improve an individual, lead the organization to success as well as adapt to the environment. According to (Vigoda-Gadot, 2006) said that political behavior is positive when it serves the organization's vision and mission, develops teamwork, and it ethically well-balanced. Moreover, positive political behavior can be advantage in term of greater organizational equality. This is because positive political behavior will bring together the dissimilar interest of stakeholders. Stakeholder will be treated fairly and will cause them to put more effort to the organization. According to Vigoda-Gadot (2006) also mention that an organization should provide a positive outcome such as status and recognition, position and power,

organizational and personal goals, policy implementation and career advancement. When employee wants to reach the outcome, they need to have positive political behavior in order to motivate them to get all the cases mentioned above (Vigoda-Gadot, 2006).

Although organization politics have several positive sides however it also has its negative side. Organization politics will cause the employees resists to voice out their opinion in order to protect them from uncertainty argument. In the political environment, employees always feel that threatened by the individual who being self interest in the organization. There are also employees that will use their force and power to control others employees, egotism, and manipulate others to get their resources or when meet with disagreement. In addition, organizational politics will affect the employees' job performance and organizational commitment. Organizational politics will causes the employees feel stress and conflict in the workplace. According to Cacciattolo (2015) status of employees will affect the level of stress of employees. Employees with lower level of power tend to feel more stress when they work in a political organization. As a result, it will affect the performance of the employees in the workplace.

2.1.2 1st Dependent Variable – Job Stress (JS)

Stress is an unavoidable result of socioeconomic complexity and to some extent; it's a stimulant as well. It is directly related to job as well to employees in the organization. In the other word, job stress also called work stress or occupational stress and it has been defined as the experience of negative emotional states such as irritation, frustration, worry, anxiety and depression due to aspects that related to work (Rashid et al. 2013). According to Oosthuizen and Lill (2008), stress can be defined as "an adaptive response, mediated by an individual differences and/or psychological processes, which is an outcome of any external (environmental) action, situation, or event that places excessive psychological and/or physical demands on a person". Abbas,

Farah and Apkinar-Sposito (2013) explained stress is an imprecise or misused term and a system of measurement should present a structure and language that facilitates the understanding of a subject. However, they debate that stress is the subjective feelings that work demands go beyond the individual's belief in their ability to deal with (Rashid et al. 2013).

Generally, organizations politics will reduce the efficiency of the employees for the reason that employees feel insecure, job stress, preference of workers on personal liking and disliking (Nadeem, Ahmad, & Batoo, 2015). According to Shar, Nazar, Bhatti and Shaikh (2010), 33% of overall stress is caused by factors outside an organization while 67% stress is due to internal factors within an organization. Furthermore, according to Bodla, Afza and Danish (2014), job stress is a vital factor in the organization which is created when individual physical and emotional capabilities are not match with the job demands and it created a physiological and psychological pressure on the employees at the place of work. Nadeem, Ahmad and Batoo (2015) has mentioned that job stress increases the tensions of the employees reduces productivity of the workers and it has also affect the performance of organizations. To further elaborate, job stress is liable for low organizational commitment when stressors are increases in the working environment it leads to job dissatisfaction among the workers when the stressors is removed from the organization such as political tactics to enhances the performances of employees (Danish et al., 2014). Stress of employees affects the productivity of the worker and it also has affected the health of the worker (Nadeem et al., 2015). Thus, health and safety is an important issue for the organizations.

2.1.3 2nd Dependent Variable – Job Performance (JP)

A highly performing individual is important and need of an organization, because it is the key of the organization in order to achieve the goals and objective. High performance employees are capable to deliver their task effectively and these allow the organization gain the competitive advantage. Besides, performance is also prerequisite for an employees' future career development, it can get promoted and offer more easily in the organization compare to the low performers (Sonnentag & Frese, 2011). On the other words, the organization is unable to consume the competitive advantage if the performance of the employees is low. For instance, if the employees is low performance, he or she may not concern on their task that assigned by their superior and they will proceed their task leisurely. For this situation, it will slow down the whole organization's performance and operations.

Jankingthong and Rurkkhum (2012) defined that job performance can be categories for two types, which are task performance and contextual performance. Task performance is direct involved in goods and service produce, indirect supporting activities for core technical processes or central job task of organization that behave by an employee (Jankingthong & Rurkkhum, 2012). In other words, the task performance is effective to the job officials perform activities that will contribute to the core technical and this type of behavior will directly relate to the organization reward system. However, the contextual performance is referring to the effort of an employee that is not directly associated to their core duty function and it also an informal job that helps to form the social, organizational and psychological context in organization (Jankingthong & Rurkkhum, 2012).

Job performance as a multi-dimensional concept, it can be distinguishing to the most basic level which is the process aspect such as behavior and the outcome aspect of performance. Next, according to Sonnentag, Volmer and Spychala (2008) there are difference between the task performance and contextual performance. These two types of performance are based on the

different job an individual perform. The task performance also name as in-role job performance is, it is job specific and it is predicted by capability. Moreover, it also is a part of the formal job description for an employee (Sonnentag, Volmer, & Spychala, 2008). Conversely, the contextual performance more comparable in all jobs as well as it is mainly to predicted by the personality and motivation of employees such as assists others and voluntary to completed the activities beyond their formal job requirements. On the other words, this type of performance is an extra-role behavior and is a not rewarded task by the formal system (Sonnentag et al., 2008).

2.1.4 3rd Dependent variable –Turnover Intention (TI)

According to the Curtis (2017), it stated that turnover is a process through which a staff leave the organization while turnover intention is a measurement of whether the employees tend to leave the organization or the organization plan to layoff employees. Hence from the defination of turnover intention, it is clearly state that the employees' turnover can be either voluntary or involuntary. Apart from that, the defination of turnover intention also proven by Shaw, Delery and Gupta (1998), which agree that the turnover intention can be classified into voluntary and involuntary. Voluntary turnover intention is giving the meaning of the employees has the thought to leave their current job without any unwilingness. On the other hand, involuntary turnover intention is the company decided to layoff the employees. Thus, turnover intention is the thought of the employees whether want to leave the current job and the current organization.

Moreover, intention is a immediate antecedent of the actual behaviors (Abubakar, Chauhan, & Kura, 2014). A quote from M. Mulcahy wrote that employees are company's greatest asset. In the other word, employees is very important toward company. Besides, once the employees left the organization, the probability of losing the intangibe asset such as knowledge will also lost (Cho & Song, 2017). Thus, it is very inportant to know the reason of

employees turnover and retain the employees. A huge cost can be incurred to replace the employees or to hire employees. This is due to a lot of activity need to be involve for hiring a talent employees. Hence, turnover intention is concerning by every organization since it is preveance. On the other hand, turnover of the employees will bring huge effect toward organization and remaining employees. It can cause several negative impact such as the cost of organization, work disturbing, and job stress.

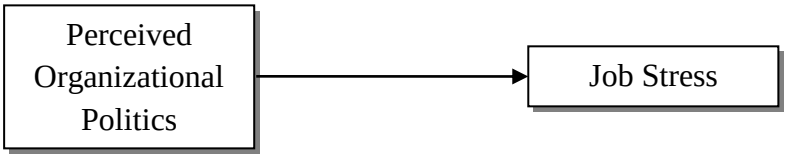
When an employee resign, organization will face with financial cost which required to recruit new people to replace departed employees as well as provide training for new employees (Abubakar et al., 2014). Hence, it is an extremely costly toward an organization. Besides, (Ongori, 2007) also stated that employees turnover is very expensive from the point of view of the organization. Apart from that, when there is employees leave the current job, the remaining employees need to take over the departed employees job, it will definitely disturbing the work and increasing the job stress of the employees who take over the job.

In addition, Zhang and Lee (2010) recognized there are variety reason for employees to leave their job voluntary, hence there is a consistent research sign showing that voluntary turnover can be clarified by employees' turnover intention. However, it is not that easy to get the voluntary turnover intention reason. Therefore, in this research perceived organization politics is the antecedent toward turnover intention.

2.2 Review of Relevant Theoretical Models

2.2.1 Job Stress (JS)

Figure 2.1 Model related to perception of organizational and job stress



Adapted from: Rashid, U., Karim, N., Rashid, S., & Usman, A. (2013). Employee's Perception of Organizational Politics and its Relationship with Stress. *Asian Journal of Business Management*, Vol. 5 (4), 348- 352.

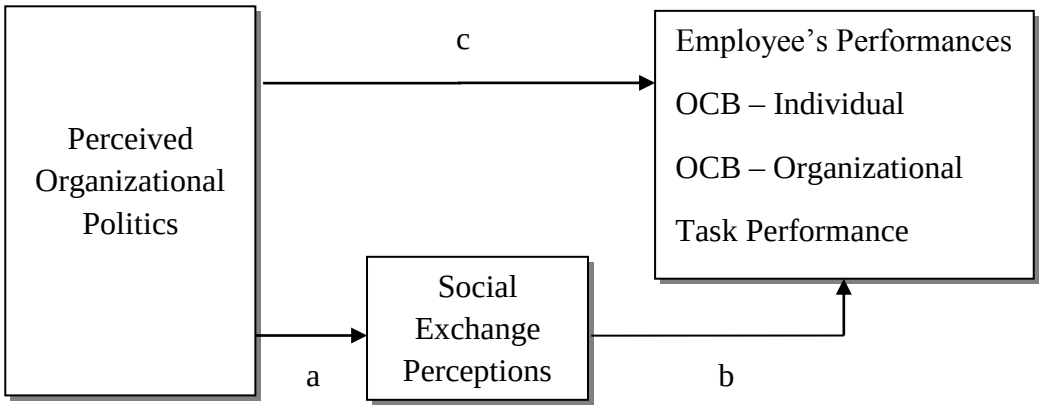
There are many research studies has found that the relationship between perceived organizational politics and job stress. Generally, previous studies usually anticipated a positively relationship between perceived organizational politics and job stress. For instance, the relationship between perception organizational politics and job stress (refer to Figure 2.1) was examined in the context of Pakistan by Rashid et al. (2013). With a sample size of 70 employees from various organizations included Peshawar, Abbottabad and Islamabad. The result of the study show a positive relationship which is the political perception of employees has strongly effect on certain outcomes such as job stress. Furthermore, employees those who face high pressure on job due to organization politics may also experience great stress and show nervous behavior. This obviously shows that if the environment of organization is politically changed, the employees would face stress at their job leading to unwanted impact on both employees and organizations.

Moreover, the research conducted by Goodman et al. (2011) was used to investigate the collaboration of perceived accountability on the politics perceptions and job stress relationship. In order to test the relationship, the researchers conducted survey by distributed the questionnare to students whom joined upper level undergraduate management courses which included junior and senior level at large Southeastern University. Eventually, the outcome in this research study has indicate that perceiving organizational politics and high levels of accountability stated more quality concern on stress and also report more job versus non-job conflict. Therefore, this research also has shows the positively relationship between perceived organizational poitics and job stress.

On the others hand, there was another research conducted by Bodla et al. (2014) to investigate the impact of employees perceptions of organizational politics and job stress at the place of work among various education sectors of Lahore, Pakistan in public as well as private sector. The respondents are included administrative staff, faculty members, employees and also managers. Similarity, this study has supports the previous studies that perceived organizational politics have positive relationship with job stress at the workplace and the major consequences is that it increases the level of job stress of the employees which leads to diminishing organizational commitment and increases the level of switching off the employees from one organization to another organization. This shown a clear evidence that organizational commitment and job stress level is increases due to lack of environmental justice or the ambiguous situations that created by the employees. In additions, this study helps managers and employees on how the organizational politics and stress level of employees should be tackled in an organization and enhances the organizational performance of employees. Thence, these results from several researches have strongly supports our prediction that perception of organizational politics has significantly related to job stress.

2.2.2 Job Performance (JP)

Figure 2.2 Model related to Perceived Organizational Politics (POPs) to Performance through Social Exchange Perceptions



Adapted from: Bodla, Afza, & Danish (2014). *Relationship between Organizational Politics Perceptions and Employees' Performance; Mediating Role of Social Exchange Perceptions: Pakistan Journal of Commerce and Social Sciences.* Vol. 8 (2), 426- 444

This research was conducted by Bodla et al. (2014), the conceptual framework shown above was developed. The framework consists of one mediating variable which is social exchange perceptions. This variable is show there is a positive relationship with the independent variable (perceptions of organizational politics) and the dependent variable (employees' performance). Moreover, this framework also indicate of one dependent variable which included of OCB–Individual, OCB–Organizational and task performance. There is a negtive relationship with the independent variable (perceptions of organizational politics) shown in this developed framework. Besides, the social exchange perception will have a partially mediate the relationship between the independent variable and dependent variable.

This research is to study and investigate how the employees' performance will effcted by the politics perceptions and the impact of the employees' performance that lead by this perceptions in incidence of social exchange relationship. Next, based on the research, Bodla et al. (2014) stated the concept of the organizational politics is the employees will feel there is unfair and unjust for them when they perceived that their work setting are due to political in nature. The previous researcher stated that the negative perception of organizational politics will consequece to the dissatisfied of employees due to the unfair and unjust environment and at the end they will be forced either to leave the department or organization. Further, the unfair environment will reciprocating the unequal reward system and this situation will reduce the employees working effort and performance. The performance and productivity of employees also will affeced by their behavior in work, so it is important to understand and study their behavior.

As a result, this research was indicate that the task performance of employees will only increase when the perception of organizational politics is due to the mediating variable which is the social exchange perception. This mediating variable is the reasons that cause the is positive relationship between the perceived organizational politics and the task performance.

Meanwhile, a different perspective from another researcher (Treadway et al., 2005) said that perceived organizational politics will be affected by person-organization fit and in role job performance. The author mentioned that the value of employees and organization would reduce the perception of politics when the fit increase and therefore it will increase employee's job performance. This studies showed that perceived organizational politics have a relationship with in and extra role job performance. Besides that, these author also stated that the relationship of job performance and perceived organizational politics will be affected by work environment. Supervisor and employee's goals is one of the key factor of organizational politics that will brings a huge impact towards employees job performance. When employees are clear about their goals, they will have better understanding in their work. Employee's personality characteristic such as extraversion and

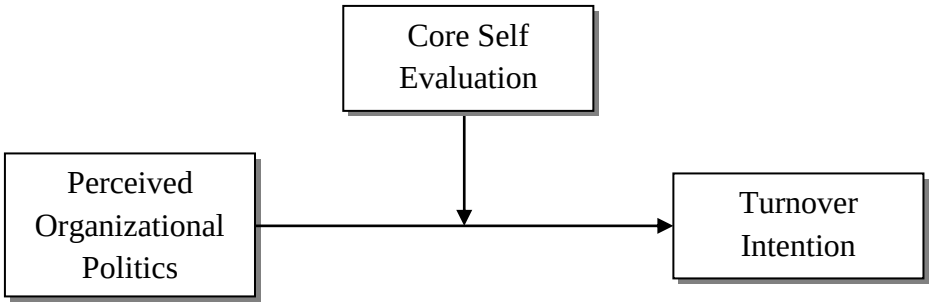
conscientiousness will affect employee's job performance by causing organizational politics as well.

Besides, Aftab, Mughal and Arif (2013) was indicated the employees performance may come from positive or negative way when they perceived organizational politics. The performance of an employee my affect sucessful of an organization. Positive impacts has been observed through the perceived organizational politics. The positive impacts only came when employees are try to increase performance and work hard to compete for the position they desired. It will incresce the productivity within the organization. However, most of the time negative impacts may be generated from the perceived organizational politics. For instance, certain employees only perform the task they like. This research was provided result with negative relationship between the perceived organizational politics and employees' performance. The employees' performance will low when an organization's politics is high.

Furthermore, the research conducted by Nadeem et al. (2015) was used to define the consequence of organizational politics on employee's performance in the public sector organizations of Karachi, Pakistan. The target respondents are employees from the different public sector organizations different industries in the country. In order to measure the relationship, a self-administered questionnaire has been used. Ultimately, the results in this research study has shows that there is negative relationship between organizational politics and performance of the worker. On the other word, perceived organizational politics will affect the performance of employees and it is harmful not only for workers but also for the companies.

2.2.3 Turnover Intention (TI)

Figure 2.3 Model related to Perceived Organizational Politics (POPs) and Core Self Evaluation (CSE) on Turnover Intention (TI)



Adapted from: Javed, Abrar, Bashir & Shabir (2014). *Effect of Perceived Organizational Politics and Core Self Evaluation on Turnover Intention: A South Asian Perspective*,2162-3058.

Javed, Abrar, Bashir, and Shabir (2014) examine the joint effects of perception of organizational politics and core self-evaluation on the turnover intention. Besides, in their research, core self-evaluation is a moderator variable. They have used core self-evaluation to examine the relationship of perceived organization politics and turnover intention. One of the hypothesis in their research shows relationship between perceived organizational politics and employee's turnover intention is positive. This hypothesis also had been conducted by other researcher such as Abubakar et al. (2014).

Collectively, in their research, it stated that there are a lot of previous reseacrh had shows there are positive relationship between perceived organizational politics and turnover intention. On the other word, it means that when the employees view the organization as unequal place or as a political place, they wil be more encourage to leave the current job and organizational which can be also classified as higher or increase the turnover intention. Hence, in Javed et al. (2014) research, they have tested how perceived organizational politics will lead to turnover intention.

Apart from that, on this Javed et al. (2014) also mentioned that the relationship between perceived organizational politics and turnover intention become fragile while using core self-evaluation as a moderating variable when core self-evaluation is great.

Moreover, the regression result on this Javed et al. (2014) research for the hypothesis of there is a positive relationship between perception of organizational politics and employee's turnover intention was supporting. In the other word, this hypothesis is accepted and there is a positive relationship between perceived organizational politics and turnover intention. This outcome persistent with analysis of Abubakar et al. (2014) which also support the hypothesis and accept the hypothesis.

Research from Abubakar et al. (2014), is mentioned how important is the turnover intention toward an orgainizational. Turnover intention is a big challenge for organizational. It is investigating the relationship between perceived organizational politics and turnover intention. Athough in this research, it mentioned it is unable to avoid the skill full employees to resign from the current job, but the orgainization must realize the effect on the perceived organizational poltics toward turnover intention. The hypothesis for the research also had been accpted and result can be determine a positive relationship between perceived organizational politics and turnover intention.

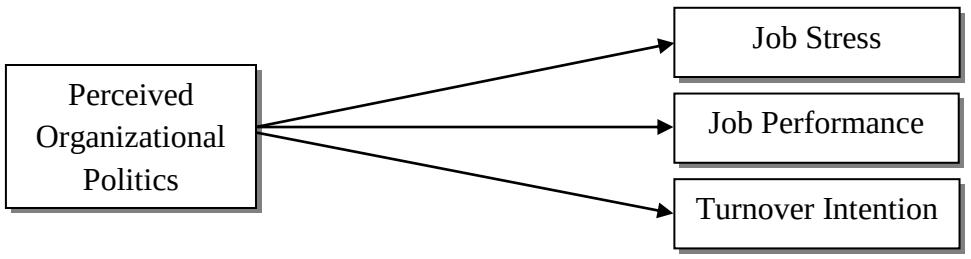
Furthermore, there is another researcher supported that perceived organizational politics is positively and significantly related to turnover intentions (Zhang & Lee, 2010). The result shows that there is a positive relationship between perceived organizational politics and individuals' intentions to leave from organization. Zhang and Lee (2010) mentioned that, once there is perceived politics, employees are likely to view office as a self-focused atmosphere and is categorized by their self-serving behavior. Besides that, when individuals started to have the feelings of leaving the organization, political situations are more likely to strengthen their intention to leave.

However, the hypothesis of the relationship between perceived organizational politics and turnover intention become weaker while using core self-evaluation as a moderating variable when core self-evaluation is high had been rejected or it can be say as the resut was not support this curent hypothesis which means that the core self-evaluation is do not affect the relationship between peceived organizational politics with turnover intention.

As conclusion, from the previous research is stated and prove that there, it stated and prove that there is a positive relationship between peceived organizational politics and turnover intention. The higher the turnover intention occur it means that the higher the peceived organizational politics.

2.3 Proposed Theoretical/ Conceptual Framework

Figure 2.4 Proposed Theoretical Framework



Independent Variable (IV) Dependent Variable (DV)

Source: Developed for research

This research study's model and their hypothesis association is draw upon perceived organizational politics in measuring three variables – job stress, job performance and turnover intention to deal with employees' layoffs in manufacturing industry. As shown in Figure 2.4, framework is developed based on the review of job outcomes related theories in the previous section. Hence, this research comes up with hypotheses to study the relationship between perceived organizational politics (IV) and other three job outcomes (DV).

2.4 Hypotheses Development

2.4.1 Relationship between POPs and Job Stress (JS)

Stress is result from the uncertainty of organizational politics and it is likely to be a threat to the employees and to the organization (Goodman et al., 2011). Besides that stress is created when the job burden is higher than the abilities and it is difficult for the employees to cope. As a result, the stress level will increase (Bodla & Danish, 2009). Perceived organizational politics is an obstacle that will affect employee's performance in the workplaces. Employees need to invest a huge amount of effort to address perceived organizational politics, this will increase the level of job stress. Previous investors investigate the impact of perceived organizational politics towards job stress. The result that they found is perceived organizational politics is positively related to job stress (Abbas & Raja, 2014). According to Danish et al. (2014) when employees have higher pressure they will feel more stress however it also depends on the tolerance limit of the employees (Danish et al., 2014). When employees are exposed to job stress, they will put efforts to cope or remove their stress. Perceived organizational politics is also an obstacle to the achievement of the employee's goals. Organization politics happen in the working place will reduce employee's motivation and hence increase the feelings of job stress (Abbas & Raja, 2014).

Hypothesis Two

H_0: There is no significant relationship between POPs and job stress.

H_2: There is a significant relationship between POPs and job stress.

2.4.2 Relationship between POPs and Job Performance (JP)

Working environment free of politics will not only help the employees to perform better and take decisions freely but it will also help the organizations to grow by achieving its goals and objectives efficiently and effectively (Aftab, Mughal, & Arif, 2013). Employee's behaviors at work are very important as these affect performance and productivity of employees. There was a finding that perceived organizational politics are having a negative result on the employee's performance, however, employee's performance can be enhanced by providing them a working environment free of politics in their organizations (Aftab et al., 2013). Besides, based on Treadway et al. (2005) the relationship between politics perceptions and job performance for elder employees was significant and inverse. Furthermore, Rosen, Levy and Hall (2006) mentioned that these findings recommend when employees have better access to information about behaviors that are acceptable and preferred at work, perceptions of politics are reduced and work outcomes are improved.

Hypothesis Three

H_0: There is no significant relationship between POPs and job performance.
H_3: There is a significant relationship between POPs and job performance.

2.4.3 Relationship between POPs and Turnover Intention (TI)

According to research done by Javed et al. (2014) showed they have agreed on the idea that perceived organizational politics clearly increase individual's plan to leave the organization and increase in perceived organizational politics will affect workplace outcomes. Abbas, Raja, Darr and Bouckenooghe (2012) also conducted a study to investigate the collective special effects of perception of organizational politics and psychological capital on job satisfaction, turnover intentions, and performance and the results provide a strong support for the perception of organizational politics has a positive effect on turnover intentions. In addition, Zhang and Lee (2010) have found that perceptions of organizational politics will moderate the relationship between stress and turnover intentions. Although individuals may experience work stress, which could lead to turnover intentions, this positive relationship is strongest when political perceptions are the highest. Hence, intention to leave and job stress resulting from perceived organizational politics was higher among employees who felt they had little control compared to those who felt they had a high level of control (Talmud & Vigoda-Gadot, 2010).

Hypothesis Four

H_0: There is no significant relationship between POPs and turnover intention.
H_4: There is a significant relationship between POPs and turnover intention.

2.5 Conclusion

In a nutshell, this chapter discussed all relevant literature on perceived organizational politics related theories and models. It provides an insight to the research topic particularly in predicting perceived organizational politics influence towards job outcomes. Thus, proposed framework and research hypotheses has been created and formed to proceed with the research methodology in the following chapter – Chapter 3.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

The purpose of this chapter is to emphasis all of the process flow that conduct in this research. First of all, research design will be discussed followed by explanation of methods of data collection in detail. Furthermore, the procedure of sampling design is discussed together with the research instrument which includes questionnaire design, pilot test, construct measurement, data processing and data analysis.

3.1 Research Design

Research design is very important in a research study as it come out with the steps to facilitate the gathering and analysing of the necessary information. Besides, it can serve as a tool for us to have better understanding the relationship of perceived organizational politics toward job outcome. The research consists of two different types which are qualitative and quantitative research. Besides, the nature of the study can be exploratory, descriptive and causal or any combination of these, which is depends on the stage to which knowledge about the related topic has advanced (Sekaran U. , 2005).

In this research, quantitative research method have been employed due to the fact that fixed alternative question is found in questionnaire and this research has been go through the statistically procedure. In addition, this research method allows the researchers to obtain the accurate outcomes that are objective as the data collected through distribute the questionnaire. This research is not using qualitative as research design because qualitative are more concentrated on narrative, visual portrayal and explanation, which is more suitable for exploratory research. Thence,

quantitative is more favourable to apply in this research after justification by all of the researchers.

Moreover, descriptive research was adopted in this research study because it is more favourable to illustrate conclusively the two variables are causally related. According to Sekaran (2003), descriptive research can be used to describe the characteristics of the variables of interest in a situation. Furthermore, it may picture a particular circumstance; provide solution about what is occurring and methods plus the causes and effects.

3.2 Data Collection Methods

There are two types of data which are primary and secondary data. Data collection from both primary and secondary data sources are important to gather all relevant data and information that would be used to test the hypotheses and to find out research outcome in order to confirm the accuracy of collecting data and the findings are valid.

3.2.1 Primary Data

Primary data are data collected for specific research problems; using procedures that fit the research problem best (Hox & Boeijie, 2005). For this research, questionnaire is used as the main sources of primary data collection method. This is because according to Zikmund (2003), questionnaire is the main tool to gather the direct expression, perception, opinion and description from target respondents. Questionnaires are distributed to the employees of manufacturing industry in Pulau Pinang, Malaysia.

Besides that, collect data by using questionnaire can attempt to achieve low cost, easy to conduct and efficient. Through this method, researchers can reach every respondent for further interview if needed. On the other hand, if

respondents have any enquiry about the questions, this will be the best way to for them to reach the researchers for clear and accurate explanation for their enquiries.

3.2.2 Secondary Data

Based on primary data, materials created by other researchers are made available for reuse by the general research community is called secondary data (Hox & Boeijie, 2005). Secondary data can be data received from books, newspaper, journals, directories, articles, periodicals, magazine and internet resources (Sekaran & Bougie, 2016). Internet resources refer to the obtainable online database such as ProQuest, ScienceDirect, EBSCOhost, and JSTOR that can be used to retrieve relevant journals and articles for research.

3.3 Sampling Design

3.3.1 Target Population

Target population are defined as a specified group of population which the researchers intended to collect data or statistic from them (Hair, Bush, & Ortinau, 2003). Employees in manufacturing firms are chosen as target population to conduct this research.

The statistics provided by Department of Statistics Malaysia in 2016 showed the survey conducted in 2014 was total 2,053,765 employees in manufacturing industry, however in this research focus only on managers, professional and executives which consists of 187,902 employees in the manufacturing industry. Since this research topic is more suitable to choose this category of employees as mentioned above.

3.3.2 Sampling Frame and Sampling Location

A sampling frame is referring to a list of all the elements in the population or a list of elements that a sample has been draw from. Besides, the difference between sampling frame and population is that the sampling frame is specific while population is more common. The sampling frame in this research study is to focus on all of the employees who contributed in manufacturing industry. Moreover, sampling location is the location where the researchers distribute the questionnaires and collect data from target respondents. Based on report of Department of Statistic Malaysia in 2014, Pulau Pinang is the second largest state contributed to manufacturing sector. The largest contribution is Selangor which stands 28.8% followed by Pulau Pinang 12.5%, Johor 12.4% and Sarawak 12.0%. However, it has found that Pulau Pinang was layoff 2,000 workers in the manufacturing sector in year 2016. Thence, this served as a gap for us to choose the industrial area in Pulau Pinang as sampling location to conduct our research.

3.3.3 Sampling Elements

In this research, the employees in the manufacturing industry will take part as our respondents. These respondents will provide their experience and knowledge to our research. The questionnaire will distribute to different range of employees in term of their age, gender, education level, and working period. These results can help the research to generate a different perspective based on different background employees. Besides that, this can help the research to generate an accurate and reliable result.

3.3.4 Sampling Technique

There are two categories of sampling technique which is probability and non-probability. Probability sampling is choosing from the known population while the non-probability sampling is choosing from the unknown population. Probability samplings have four types which is systematic sampling, cluster sampling, stratified sampling and simple random sampling. Meanwhile, non-probability samplings have four type of sampling which are convenience, snowball, quota and judgement.

In this research, researchers decided to use non probability technique and convenience sampling to select respondents. This is because, the population in manufacturing industry is too large therefore non probability technique is much easier comparing to probability technique. Convenience samplings mean that target population who are free to answer questionnaire for researchers. Thus, convenience samplings are chosen in this research because there are various categories of employee in manufacturing industry. By using this method, it is easier to get the complete information.

3.3.5 Sampling Size

As mentioned in Chapter 1, the statistics provided by Department of Statistics Malaysia in 2016 showed the survey conducted in 2014 was have 187, 902 employees in the manufacturing industry who work as the managers, professional and executives. The reasons choose this category of occupation as the target population is due to this population is more suitable for the study and Pulau Pinang manufacturing will be the target location.

A quote from Robert and Daryle (1970), if the population is known, then by using the table shown below to determine the sample size and there are no calculations needed. As a result, the sample size will be 384 respondents for this study.

Table 3.1 Table for Determining Sample Size from a Given Population

Population Size	Sample Size
30,000	379
40,000	380
50,000	381
75,000	382
100,000	384

Source: Robert V. K. & DaryleW. M. (1970). *Educational and Psychological Measurement (607-610).*

3.4 Research Instrument

In order to collect data, questionnaire has been developed by the researchers. Hence, questionnaire is the research instrument used in this research which consists of a series of written questions coupled with a few developed answer choices for the respondent. Besides, the design of the questionnaire was close-ended. The reason that using questionnaire as the research instrument is because it is easy to conduct by just distribute the questionnaire and then collect back the questionnaire, unlike other method such as interview which needed a good communication skills and interview also time consuming. Furthermore, questionnaire can be involving large number of respondent which can be used to enhance the reliability of the result.

In order to improve the accuracy, there are total 450 sets of questionnaires distributed to the target respondents. The reason of chosen 450 is to prevent the problem of unable to archive the minimum requirement of 384 as our target population has more than 100, 000 employees. Most of questionnaires are collected back on the spot while some of it has collated back after few days. Eventually, there is only 384 set of questionnaires has been collected back. Although it is unable to collect back all of the questionnaire, but at least it has achieve the minimum requirement of 384.

3.4.1 Questionnaire Design

Construct measurement measures questionnaire validity. Our questionnaire contains two sections as shown below:

Table 3.2 Questionnaire Section A & B

Section	Components/Variables
Section A	Part 1: Perceived organizational politics Part 2: Job Stress Part 3: Job Performance Part 4: Turnover Intention
Section B	Demographic Profile

Source: Develop for the research

There are 2 sections of the questionnaire being involved in the questionnaire. Section A is consisting of 4 parts while section B just consists of 1 part.

Part 1 in section A consists of 9 questions to cover the independent variable, perceived organizational politics, while part 2, part 3 and part 4 in section A consists of 20 questions to measure the dependent variable which are job stress, job performance and turnover intention.

For the section B, the question design is regarding the demographic information of the respondents. This section is consisting of 9 questions which concerning the respondent's gender, age, ethnic group, marital status, education level, income status, company position, employment status as well as the working years in the particular company.

3.4.2 Pilot Study

Researchers have run the pilot test to ensure the questionnaire is reliable and able to generate more accurate result for this research. In this research, the researchers went to manufacturing industry in Pulau Pinang and distributed questionnaire for 30 respondents. Moreover, this pilot test result help the researchers to ensure the reliability and accuracy of the questionnaire that being used in this research. Below shows the pilot study's schedule implementation:

Table 3.3 Schedule for Pilot Study

Date Taken	Activity
5th June 2017	• Distribute questionnaire by visit manufacturing factors one by one in Pulau Pinang. • Distribute 30 sets of questionnaires to respondent who are willing to fill up. • Collected back on the spot.

Source: Develop for the research

For the pilot study, as mentioned above researchers find 30 respondents to conduct the questionnaire. Researchers went to Pulau Pinang to distribute the questionnaire on 5th June 2017. Besides that, they went to the factories to get permission before distribute questionnaire to the employee. Hence, the result for pilot test is collected on the same day. The result was shown in the table 3.3.

Table 3.4 Reliability Analysis for Pilot Test

Variables	Dimensions	Number of Item	Cronbach's Alpha
Independent Variable (IV)	Perceived Organizational Politics (POPs)	9	0.908669
Dependent Variables (DV)	Job Stress	7	0.761117
	Job Performance	10	0.845443
	Turnover Intention	3	0.924403

Source: Develop for the research

According to Table 3.4, perceived organizational politics, job performance and turnover intention with coefficient alpha value 0.908669, 0.845443 and 0.924403 respectively. This table showed that these three variables have a very good reliability. However, the coefficient alpha for job stress is slightly lower compare to others. The coefficient alpha is 0.761117, which represent a good reliability. Since all the variables are reliable in the reliability test, thus, this questionnaire is used in the full study.

3.5 Constructs Measurement (Scale and Operational Definitions)

3.5.1 Origin of Construct

Table 3.5 Table of Origins of Construct

Dimension	Resources Used	Scale of Measurement
Perceived Organizational Politics (POPs) *(Independent Variable)*	Bodla, M. A., & Danish, R. Q. (2009). Politics and Workplace: An Empirical Examination of the Relationship Between Perceived Organizational Politics and Work Performance. *South Asiam Journal of Management*.	Interval
Job Stress (JS) Turnover Intention (TI) *(Dependent Variables)*	Bodla, M. A., & Danish, R. Q. (2009). Politics and Workplace: An Empirical Examination of the Relationship Between Perceived Organizational Politics and Work Performance. *South Asiam Journal of Management*.	Interval
Job Performance (JP) *(Dependent Variable)*	Munisamy, S. (2013). Identifying Factors That Influences Job Performance Amongst Employees in Oil Palm Plantation. *Faculty of Applied Social Sciences*.	Interval

Source: Develop for the research

3.5.2 Scale of measurement

The process of assembly the data in the form of numbers can be known as a measurement. The numbers will carry some of the information which is being measured. In order to measure the grade of variables and objects, scale is used as an instrument. The scale consists of four categories which are nominal scale, ordinal scale, interval scale and ratio scale (Sekaran U. , 2003).

3.5.2.1 Nominal scale

According to Sekaran and Bougie (2016), a nominal scale lets the researcher to allocate subjects to certain categories or groups. It categorize individuals or objects into mutually exclusive and collectively exhaustive groups, thus such scaling tells us nothing more about the two groups and gives some basic, categorical, gross information, personal data such gender or department.

Example of nominal scale:

Q1) Gender:

☐ Male
☐ Female

Source: Developed for the research

3.5.2.2 Ordinary scale

Based on Sekaran and Bougie (2016), an ordinary scale can categorizes the variables and rank-orders in categories. With any variable for which the categories are to be ordered according to some preference, the ordinary scale would be used. The preferences would

be ranked (e.g., from the best to worst; first to last) and numbered 1, 2, and so on.

Example of nominal scale:

Q2) Age:

☐ 20 years old or below
☐ 20-29 years old
☐ 30-39 years old
☐ 40-49 years old
☐ 50 and above

Source: Developed for the research

3.5.2.3 Interval scale

According to Sekaran and Bougie (2016), an interval scale numerically equal distances on the scale represent equal values in the characteristics being measured. It allows researcher to compare differences between objects. The differences between two values on the scale is a good example of an interval-scaled instrument.

Example of nominal scale:

1. Strongly Disagree (SD)
2. Disagree (D)
3. Neutral (N)
4. Agree (A)
5. Strongly Agree (SA)

No		SD	D	N	A	SA
1	Favoritism rather than merit determines who gets ahead around here.					
2	Rewards come only to those who work hard in this organization.					
3	People in this organization attempt to build themselves up by tearing others down.					
4	There has always been an influential group in this department that no one ever crosses.					
5	Promotion in this department generally goes to high performers.					

Source: Developed for research

3.6 Data Processing

Data process is to process primary data that had distributed and return from respondents before proceed to the data analysis. Adjustment for the questionnaire such as modified to incorporate corrective action might be taken to make sure the questionnaire that collected is useable. There are 4 process occupied for this research which are data checking, data editing, data coding and data transcribing.

3.6.1 Data Checking

To avoid and reduce error, this particular process is able to detect the questionnaire that returned from the respondents may be unaccepted due several reasons such as to part of incomplete answer for the questionnaire, missing information, or the respondents did not understand the instruction. Hence, this process assists to find valid and accurate questionnaire in order to develop an accurate analysis for the data.

3.6.2 Data Editing

This process is to examine collected data, researchers able to detect the problem and make a correction on the omission, inconsistencies, error or illogical answer of respondents' questionnaire. According to Kothari (1985), data editing can be classified in two types wich are field editing and central editing. Field editing is done by respondents while the central editing is done by the researcher after receiving all the questionnaire from respondents.

3.6.3 Data Coding

Assign number to the participants' responses are the activities in this process. When the researcher key in the data into database, the apply number can ensure, make it is easy and systematically to go through this process. All the data collected are coded using SAS Enterprise Guide to accomplish this process. The code range is from 1 to 5, the minimum is 1 and 5 will be the maximum code range.

For Part A, the label and coding for personal detail:

Q1	Gender	Male =1 Female =2
Q2	Age	Below 20 Years Old = 1 20 - 29 Years Old = 2 30 - 39 Years Old = 3 40 - 49 Years Old = 4 Above 49 Years Old = 5
Q3	Ethnic Group	Malay = 1 Chinese = 2 Indian = 3 Others = 4
Q4	Marital Status	Single = 1 Married = 2

		Others = 3
Q5	Highest Education Qualification	SPM = 1 STPM = 2 Diploma = 3 Bachelor Degree/Advance Diploma = 4 Master Degree = 5 Others = 6
Q6	Income Status	Below RM1,000 = 1 RM1,000 to RM1,999 = 2 RM2,000 to RM2,999 = 3 RM3,000 to RM3,999 = 4 RM4,000 to RM4,999 = 5 Above RM5,000 = 6
Q7	Company Position	Employee = 1 Senior employee = 2 Executive = 3 Senior Executive = 4 Manager = 5
Q8	Employment Status	Full-time = 1 Part-time = 2
Q9	Year of employment	Less than 1 year = 1 2-3 years = 2 4-5 years = 3 5 years and above = 4 Others = 5

Source: Developed for research

For dimensions of Part B, the answer for each question is coded as below:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

3.6.4 Data Transcribing

This step is to transcribe all the raw data into testable form. On other words, the researchers have to transcribe all the data coded into SAS Enterprise Guide to run the regression to generate the result for data analysis.

3.7 Data Analysis

Statistical Analysis System (SAS) Enterprise Guide is computer software that used to analyse data. All the information get from the questionnaire have been checked and key in to the SAS Enterprise Guide. There are some questions have been reverse coding in a SAS Enterprise Guide.

3.7.1 Descriptive Analysis

Descriptive analysis is a method for the researchers to generate the frequency distribution for each question in the questionnaire. Descriptive analysis is referring to the data that convert into an easier method to understand such as present the data into a pie chart, histogram.

Section B of questionnaire contained 8 questions about respondents' demographic information. In this section, a pie chart is used in order to shows the frequency distribution. The reason of using pie chart is because presentation of the chart is easier for the reader to read and understand all the element of the questionnaire.

3.7.2 Scale Measurement – Reliability Test

Reliability measurement is to test respondents' internal consistency response. Besides, it also measure random error from the questionnaire. As mentioned in the 3.4.2 pilot study, researchers have done the pilot tests which consist of 30 questionnaires that get from 30 people of employees. The purpose of pilot test is to evaluate the reliability of the statement and respondent. The test used by most researchers to find out the reliability is Cronbach's Coefficient Alpha. The symbol for the Coefficient alpha is "α".

The higher the coefficient alpha, the more reliable the questionnaire is. The range for the coefficient alpha is from 0 to 1 which "0" represents the poor reliability while "1" represents the complete consistency or very good reliability. Cronbach's Coefficient alpha is grouped in below table:

Table 3.6 Cronbach's Coefficient Alpha (α)

Coefficient Alpha(α)	Level of Reliability
0.80 to 0.95	Very good reliability
0.70 to 0.80	Good reliability
0.60 to 0.70	Fair reliability
<0.60	Poor reliability

Source: Sekaran, U. (2003). *Research method for business: A skill building approach, 4th edition.* Carbondale: John Wiley and Sons.

Based on the table above, it shows that if the coefficient alpha is between 0.80 to 0.95 will represent very good reliability. For the good reliability, the range for the coefficient alpha is within 0.70 to 0.80. Besides, questionnaire with fair reliable when the value of the coefficient alpha is from 0.60 to 0.70, lastly, coefficient alpha with poor reliability is the value below than 0.60.

3.7.3 Inferential Analysis

3.7.3.1 Pearson's Correlation Coefficient

Pearson Correlation Matrix is suitable for interval scale variables. It will tell the strength, importance and direction of the variables (Sekaran & Bougie, 2016). The range for the correlation is from -1.0 to +1.0. If the variables are perfectly positive correlated (positive linear relationship), then the correlation coefficient is 1.0. However, the coefficient will be -1.0 where they are perfectly negative correlated. When the coefficient value exceeds 0.8, there is a strong correlation whereas correlation is weak when the value is less than 0.5.

Questions in Section A are using Pearson Correlation Coefficient to test the relationship between the variables while Likert Scale has been used to show the level of agreement on each question regarding perceived organizational politics toward job outcome in manufacturing industry. This test is able to show the direction, strength and significance of the relationships among independent and dependent variables. The strength of relationship between variables is interpreted based on the coefficient range as shown below:

Table 3.7 Rules of Thumb of Pearson Correlation Coefficient

Coefficient Range	Strength of Association
±0.91 to ±1.00	Very strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but define relationship
±0.00 to ±0.20	Slight, almost negligible

Source: Hair, J., Money, A., Samouel, P., & Page, M. (2007). Research Methods for Business. New York: John Wiley & Sons, Inc.

3.7.3.2 Multivariate Data Analysis

Multivariate Data Analysis (MVA) refers to any statistical technique used to analyze data that arises from more than one variable. Thus, it is used when there are two or more dependent variables, and is typically followed by significance tests involving individual dependent variables separately. The result is a single value expressive a combination of the entire set of variables that best achieves the objective of the specific multivariate analysis. Some researchers stated that the purpose of multivariate analysis is to measure, explain, and predict the degree of relationship among variates (multiple combinations of variables) (Hair, Black, Babin, & Anderson, 2010).

The formula equation for multivariate analysis:

$$Y_i = w_1X_1 + w_2X_2 + w_3X_3 + ... + w_nX_n$$

3.8 Conclusion

This chapter explain about the research methods that used for this study. It explains about the methods on how data is being gaining, processing and analyzing. There are few research approaches that used to conduct this research study which involve of data collection methods, sampling design, the research instrument, constructs measurement, data processing and data analysis. Moreover, SAS Enterprise Guide software is used to examine the reliability of our questionnaire for the pilot study.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

There is a discussion about 30 sets questionnaires were distributed to the respondents in manufacturing industry in the previous chapter and these 30 sets questionnaire are used to run the pilot test. Whereas in chapter 4, researches further discuss about the full study of reliability test of the questionnaire by using SAS Enterprise Guide to analyse and interpret the data in detail. Besides, there are various analyses that involved such as descriptive analysis, scale measurement and inferential analysis. In a nutshell, it has concluded with a summarization of the entire chapter 4.

4.1 Descriptive Analysis

This part consists of 9 questions of respondents' demographic profile that to be analyse. The questions are gender, age, ethnic group, marital status, highest education qualification, income status, company position, employment status and years working in current company.

4.1.1 Respondent Demographic Profile

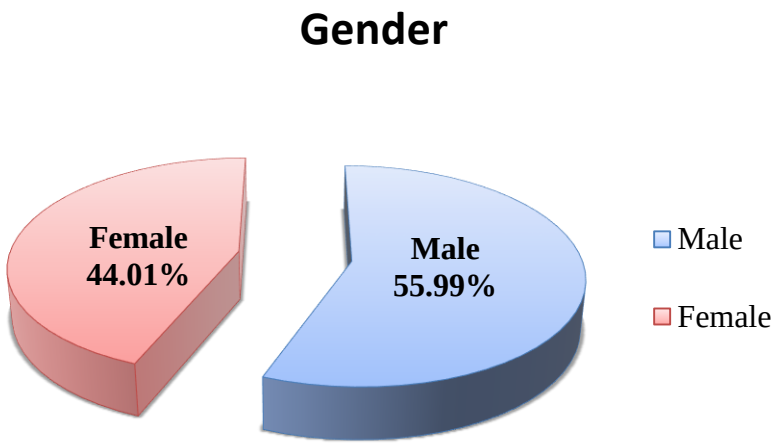
4.1.1.1 Gender

Table 4.1 Statistics of Respondents' Gender

Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Male	215	55.99	215	55.99
Female	169	44.01	384	100.00

Source: Developed for the research

Figure 4.1: Statistics of Respondents' Gender



Source: Developed for the research

The table 4.1 and figure 4.1 are shown that there are two gender groups which are female and male are participated in the questionnaire survey. There are 215 male employees with percentage is 55.99% and 169 female employees with percentage is 44.01% are working in the manufacturing industry. This study can clearly see that majority of the respondents are male employees.

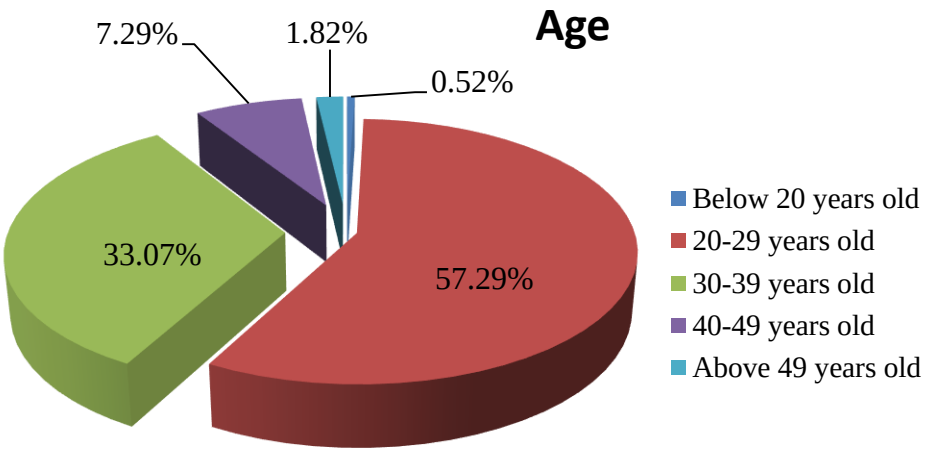
4.1.1.2 Age

Table 4.2 Statistics of Respondents' Age

Age	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Below 20 years old	2	0.52	2	0.52
20-29 years old	220	57.29	222	57.81
30-39 years old	127	33.07	349	90.89
40-49 years old	28	7.29	377	98.18
Above 49 years old	7	1.82	384	100.00

Source: Developed for the research

Figure 4.2: Statistics of Respondents' Age



Source: Developed for the research

The table 4.2 and figure 4.2 shown that there are five age groups of respondents participated in this research. The table and pie chart shown that, there are 2 respondents (0.52%) are below 20 years old; 220 respondents (57.29%) are 20 to 29 years old; 127 respondents (33.07%) who are from 30 to 39 years old; 28 respondents (7.29%) from 40 to 49 years old and 7 respondents who are above 49 years old. The largest age group of respondents that consists in this research are 20 to 29 years old which more than 50%.

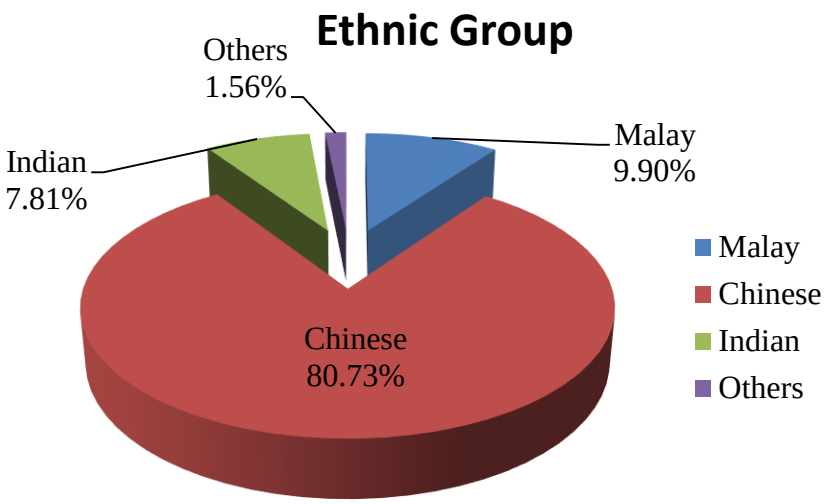
4.1.1.3 Ethnic Group

Table 4.3 Statistics of Respondents' Ethnic Group

Ethnic	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Malay	38	9.90	38	9.90
Chinese	310	80.73	348	90.63
Indian	30	7.81	378	98.44
Others	6	1.56	384	100.00

Source: Developed for the research

Figure 4.3: Statistics of Respondents' Ethnic Group



Source: Developed for the research

Based on the table 4.3 and figure 4.3, there are four group of ethnics contributes in the research. The largest contributors consist in this research are Chinese which is 310 respondents (80.73%). There are 38 Malay respondents which stand for 9.90 % and 30 respondents from Indian which is 7.81% while the rest of the respondents are from other ethnic which is 6 respondents (1.56%).

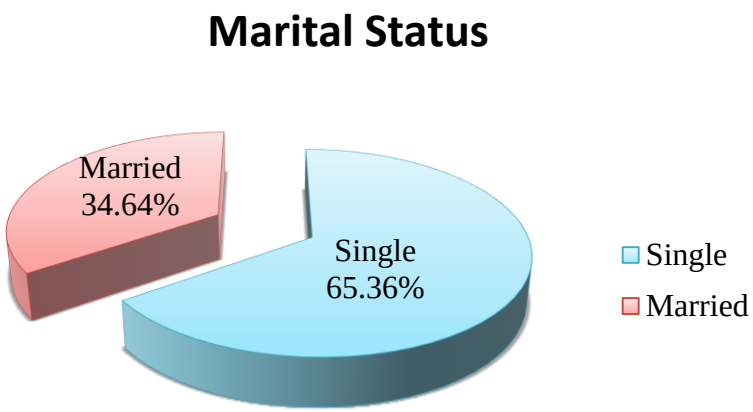
4.1.1.4 Marital Status

Table 4.4 Statistics of Respondents' Marital Status

Marital	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Single	251	65.36	251	65.36
Married	133	34.64	384	100.00

Source: Developed for the research

Figure 4.4: Statistics of Respondents' Marital Status



Source: Developed for the research

Based on the table and figure above, there are two group marital status of respondent in this questionnaire survey. Throughout this research, there are 251 respondents from the single marital status which is 65.36%, while 133 respondents are from married marital status. Most of the contributors are from single marital status.

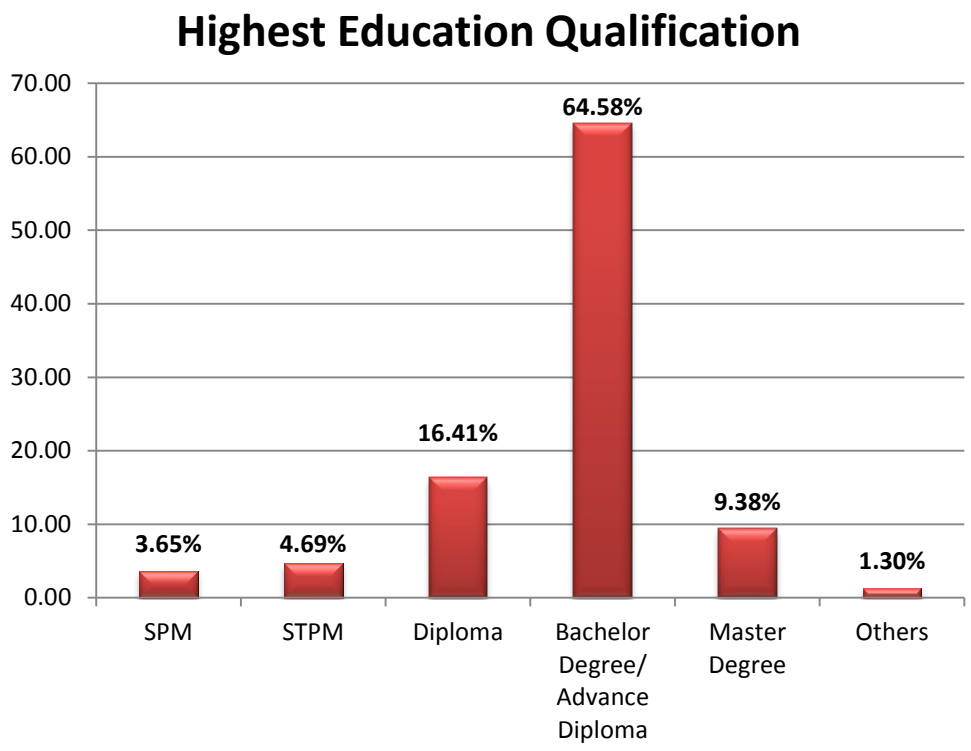
4.1.1.5 Highest Education Qualification

Table 4.5 Statistics of Respondents' Highest Education Qualification

Education	Frequency	Percent	Cumulative Frequency	Cumulative Percent
SPM	14	3.65	14	3.65
STPM	18	4.69	32	8.33
Diploma	63	16.41	95	24.74
Bachelor Degree/ Advance Diploma	248	64.58	343	89.32
Master Degree	36	9.38	379	98.70
Others	5	1.30	384	100.00

Source: Developed for the research

Figure 4.5: Statistics of Respondents' Highest Education Qualification



Source: Developed for the research

From the table 4.5 and figure 4.5, there are six categories of educational qualification, which include SPM, STPM, Diploma, Bachelor Degree/ Advance Diploma, Master Degree and others. Most of the respondents are from the Bachelor Degree/ Advance Diploma category which consists with 248 respondents (64.58%). There are 63 respondents who came from Diploma which is 16.41%; 36 respondents (9.38%) from Master Degree; 18 respondents (4.69%) from STPM and 14 respondents (3.65%) from SPM. Last, 5 respondents (1.30%) are came from others categories of educational qualification.

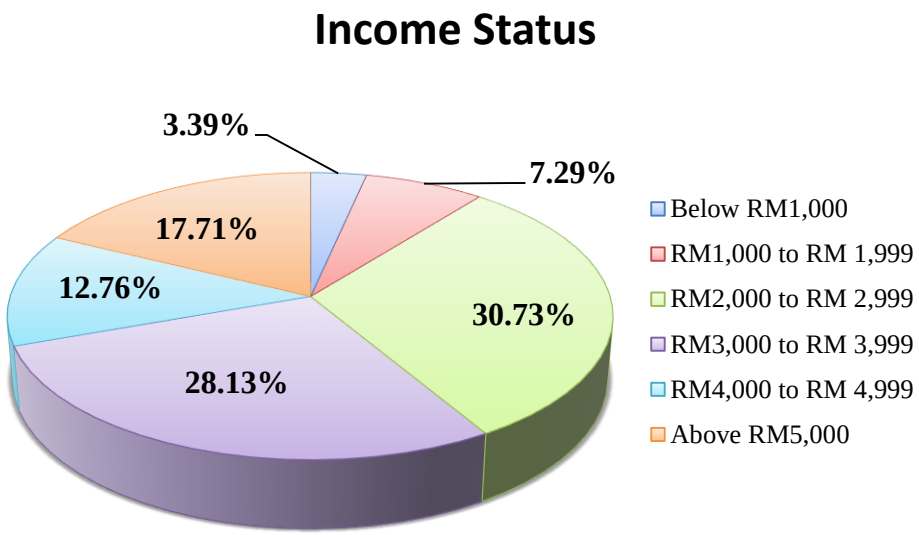
4.1.1.6 Income Status

Table 4.6 Statistics of Respondents' Income Status

Income	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Below RM1,000	13	3.39	13	3.39
RM1,000 to RM 1,999	28	7.29	41	10.68
RM2,000 to RM 2,999	118	30.73	159	41.41
RM3,000 to RM 3,999	108	28.13	267	69.53
RM4,000 to RM 4,999	49	12.76	316	82.29
Above RM5,000	68	17.71	384	100.00

Source: Developed for the research

Figure 4.6: Statistics of Respondents' Income Status



Source: Developed for the research

The table 4.6 and figure 4.6 are shown that there are six groups of respondents' income status. The largest numbers of respondents' income group are RM 2, 000 to RM 2, 999 which is 118 respondents (30.73%). While, there are 108 respondents (28.13%) income status fall under RM 3, 000 to RM 3, 999; 68 respondents (17.71%) income is above RM 5, 000; 49 respondents (12.76%) income is between RM 4, 000 to RM 4, 999. The respondents' income who between RM 1, 000 to RM 1, 999 have 28 persons (7.29%), while 13 respondents (3.39%) income are below RM 1, 000.

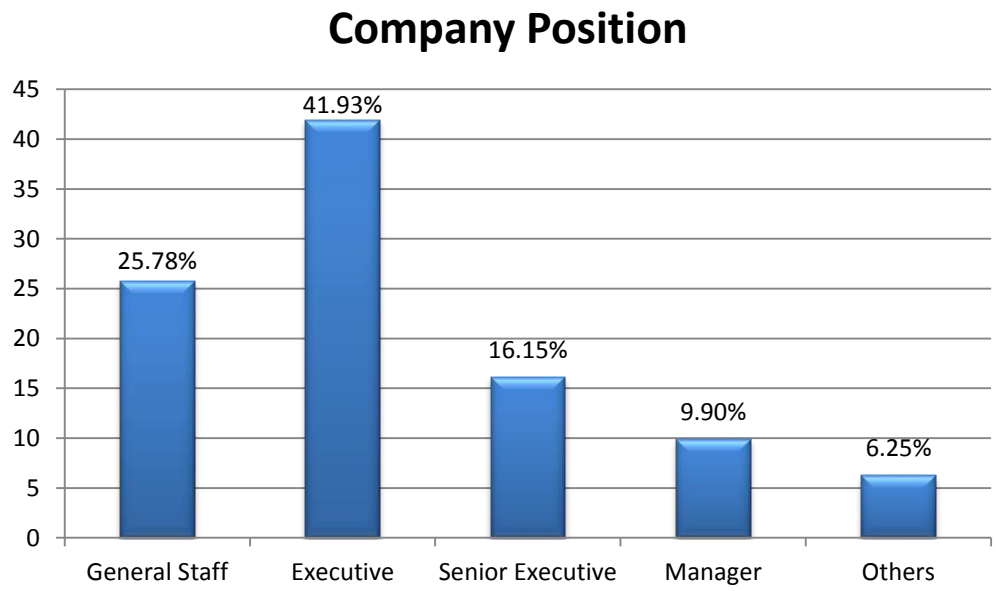
4.1.1.7 Company Position

Table 4.7 Statistics of Respondents' Company Position

Position	Frequency	Percent	Cumulative Frequency	Cumulative Percent
General Staff	99	25.78	99	25.78
Executive	161	41.93	260	67.71
Senior Executive	62	16.15	322	83.85
Manager	38	9.90	360	93.75
Others	24	6.25	384	100.00

Source: Developed for the research

Figure 4.7: Statistics of Respondents' Company Position



Source: Developed for the research

The table 4.7 and figure 4.7, there are six categories of company position that hold by the respondents which are General Staff, Executive, Senior Executive, Manager and others. Most of the respondents are hold the position of executive which is 161 respondents (41.93%). The second higher contributed in this research is the respondents who are general staff which is 99 respondents (25.78%).

There are 62 respondents (16.15%) hold the position for senior executive; 38 respondents (9.90%) from manager and 24 respondents from others position.

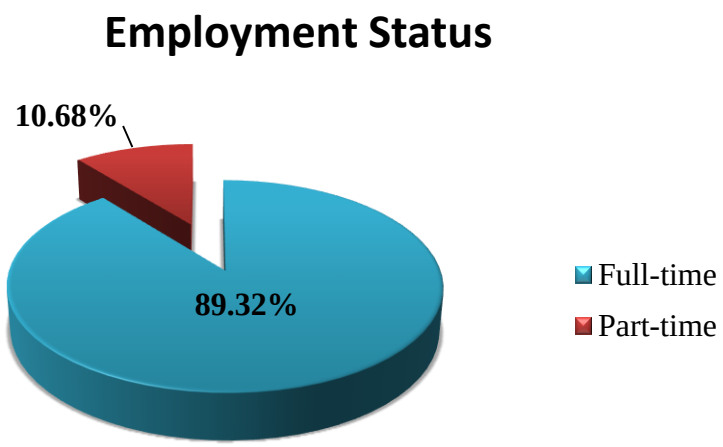
4.1.1.8 Employment Status

Table 4.8 Statistics of Respondents' Employment Status

Employment Status	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Full-time	343	89.32	343	89.32
Part-time	41	10.68	384	100.00

Source: Developed for the research

Figure 4.8: Statistics of Respondents' Employment Status



Source: Developed for the research

The table 4.8 and figure 4.8 are shown that there are two groups of respondents' employment status which are full-time and part-time status. The result is clearly shown that the full-time employees are the largest contributors in this questionnaire survey which are 343 respondents, it is around 90% of respondents are full time employees. Meanwhile, 41 respondents are part time employees.

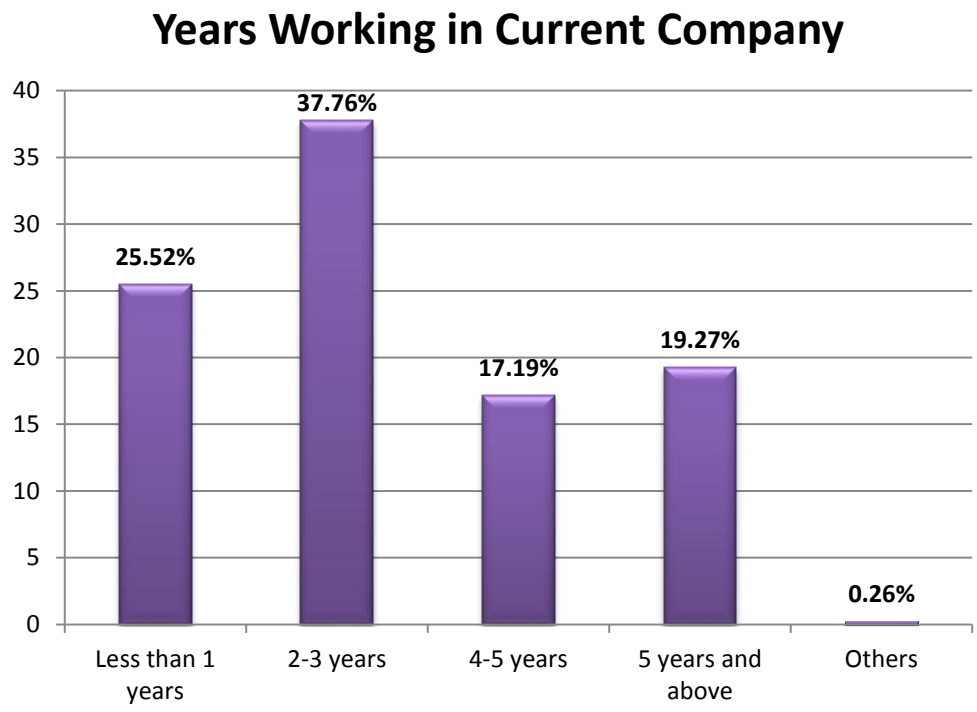
4.1.1.9 Working Years in Current Company

Table 4.9 Statistics of Respondents' Years Working in Current Company

Working Year	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Less than 1 years	98	25.52	98	25.52
2-3 years	145	37.76	243	63.28
4-5 years	66	17.19	309	80.47
5 years and above	74	19.27	383	99.74
Others	1	0.26	384	100.00

Source: Developed for the research

Figure 4.9: Statistics of Respondents' Years Working in Current Company



Source: Develop for the research

Table 4.9 and figure 4.9 presented the result regarding the numbers of years that respondents working in the company. There are 98

respondents (25.52%) who works less than one year; 145 respondents (37.76%) works for 2-3 years; 66 respondents (17.19%) works in the company for 4 to 5 years; 74 respondents works more than 5 years in current company while 1 of the respondents (0.26%) are from others.

4.1.2 Central Tendencies Measurement of Constructs

The measurement of mean and standard deviation value of the independent variables and three dependent variables will be illustrated and discussed in this part. There are 24 questions shown in section A of the questionnaire and which will be test by using SAS Enterprise Guide. Besides, five interval scale were used to measure the score of mean and standard deviation which are included 1= Strongly Disagree (SD), 2= Disagree (D), 3= Neutral (N), 4= Agree (A) and 5= Strongly Agree (SA).

4.1.2.1 Perceived Organizational Politics (POPs)

Table 4.10 Central Tendencies Measurement of Perceived Organizational Politics (POPs)

No	Items	Mean	Mean Ranking	Standard Deviation	SD Ranking
1	Favoritism rather than merit determines who gets ahead around here.	2.69531	5	0.98996	3
2	Rewards come only to those who work hard in this organization.	3.58594	2	1.03359	2
3	People in this organization attempt to build themselves up by tearing others down.	3.11198	3	1.12900	1
5	There has always been an influential group in this department that no one ever crosses.	2.54948	7	0.95193	7
7	People here usually don’t speak up	2.58854	6	0.95183	5

	for fear of retaliation by other individuals.				
8	I have seen changes made in policies here that only serve the purpose of a few, not the work unit or organization.	2.73177	4	0.95235	6
9	Promotion in this department generally goes to high performers.	3.66927	1	0.98155	4

N=384

Source: Developed for the research

According to the Table 4.10, it can be clearly seen that the statement of "Promotion in this department generally goes to high performers." has the greater mean with 3.66927 but its standard deviation has graded at number 4 with 0.98155. Besides, the statement of "There has always been an influential group in this department that no one ever crosses." has the lowest mean and standard deviation; the figure was 2.54948 and 0.95193 respectively. Moreover, "People in this organization attempt to build them up by tearing others down." has shown with the highest value of standard deviation (1.12900) with the mean of 3.11198. In addition, the statement that shows the second highest value in both of mean and standard deviation is "Rewards come only to those who work hard in this organization." the figure was 3.58594 and 1.03359 respectively.

4.1.2.2 Job Stress (JS)

Table 4.11 Central Tendencies Measurement of Job Stress (JS)

No	Items	Mean	Mean Ranking	Standard Deviation	SD Ranking
2	If I had a different job, my health would probably improve.	2.76563	4	1.08263	1
3	I get irritated or annoyed over the ways things are going here.	2.85417	3	1.03444	3
4	I seem to tire quickly.	2.91146	2	1.06571	2
7	I really care about the fate of this organization.	3.62500	1	0.92823	4

N=384

Source: Developed for the research

From the table 4.11, the statement of "I really care about the fate of this organization." has highest value of mean (3.62500) when it has compare to other statements, but this statement ranks last in standard deviation which is only 0.92823. On the other hand, the statement of "If I had a different job, my health would probably improve." has the value highest of standard deviation (1.08263) while it has shown the lowest means with 2.76563. At the means time, the statement of "I seem to tire quickly." has shown second highest value of means and standard deviation; the figure was 2.91146 and 1.06571 respectively.

4.1.2.3 Job Performance (JP)

Table 4.12 Central Tendencies Measurement of Job Performance (JP)

No	Items	Mean	Mean Ranking	Standard Deviation	SD Ranking
1	I gain personal growth by learning various skills in my work.	4.03125	2	0.72195	10
2	The management appreciates my suggestions and leadership	3.53385	9	0.96622	3
3	Supervisors encourage me to do well in my work.	3.74479	4	0.96545	6
4	I am rewarded for the quality of my efforts	3.48698	10	1.00382	1
5	I am valued by my supervisor.	3.65365	5	0.94625	7
6	The company has a positive image towards my friends and family.	3.58073	7	0.96613	4
7	My job brings positive changes to me.	3.58073	8	0.96613	5
8	I am able to solve problems immediately to satisfy my manager.	3.76823	3	0.82451	8
9	I understand the importance to value and respect my colleagues.	4.05990	1	0.81376	9
10	I am happy with my job.	3.59635	6	1.00187	2

N=384

Source: Developed for the research

According to table 4.12, the statement with highest mean is "I understand the importance to value and respect my colleagues." which is 4.05990, but its standard deviation has ranked at number 9 with 0.81376. Besides that, "I am rewarded for the quality of my efforts." has lowest value of mean (3.48698) with the standard deviation of 1.00382 which has ranked in number 1. For the lowest standard deviation is the statement of "I gain personal growth by learning various skills in my work." which is 0.72195, but it has ranked at number 2 in mean which is 4.03125. On the other hand, the question of 6 "The

company has a positive image towards my friends and family." and 7 "My job brings positive changes to me." are show the same amount in both of mean and standard deviation, which is 3.58073 and 0.96613 respectively.

4.1.2.4 Turnover Intention (TI)

Table 4.13: Central Tendencies Measurement of Turnover Intention (TI)

No	Items	Mean	Mean Ranking	Standard Deviation	SD Ranking
1	I often think about quitting.	3.15365	2	1.23264	1
2	I will probably not staying with this organization for much longer.	2.97396	3	1.21322	2
3	I have taken an interest in job offers in the newspaper.	3.40885	1	1.15260	3

N=384

Source: Developed for the research

Based on the table 4.13, the statement that has the highest average score (mean) is "I have taken an interest in job offers in the newspaper." which is 3.40885 with the lowest standard deviation of 1.15260. The statement of "I often think about quitting." is the second highest value of mean (3.15365) while it has highest standard deviation (1.23264) among the statements. Although the statement of "I will probably not staying with this organization for much longer." has shown the lowest average score (mean) which is 2.97396, but it has shown second highest value of standard deviation (1.21322).

4.2 Scale Measurement

The SAS Enterprise Guide is used for reliability analysis to evaluate the independent variable: perceived organizational politics, dependent variables: job stress, job performance and turnover intention. For this research, total 384 respondents contain in the reliability analysis.

4.2.1 Reliability Analysis

To test the reliability, Cronbach's alpha is widely use. As mentioned in chapter 3, reliability test is use to test the internal consistency for all the variables. Besides, testing the internal consistency, it also determines whether the questionnaire consist of random error.

Table 4.14: Cronbach's Alpha Reliability Test

		Pilot Test			Full Study		
Variables	**Dimensions**	**No. of Items**	**Cronbach's Alpha**	**Reliability Result**	**No. of Items**	**Cronbach's Alpha**	**Reliability Result**
Independent Variable	Perceived Organizational Politics	9	0.908669	Very Good	7	0.614023	Fair
Dependent Variables	Job Stress	7	0.761117	Good	4	0.609897	Fair
	Job Performance	10	0.845443	Very Good	10	0.872114	Very Good
	Turnover Intention	3	0.924403	Very Good	3	0.818486	Very Good

Source: Develop from the research

According to the table above, all variables are shown reliability. For the perceived organizational politics and job stress, it shows a fair reliability since the Cronbach's alpha is more than 0.6. However, job performance and turnover intention are represented a good reliability with the Cronbach's

alpha more than 0.8. Hence, the variables are shows the level of the internal consistency respectively.

At first, the independent variable, perceived organizational politics which measure by 9 items in the pilot test showed the Cronbach's alpha value of 0.9087. However, in the full study, researchers are only using 7 items to measure the internal consistency in order to increase the Cronbach's alpha value. Hence, in the full study the Cronbach's alpha value is 0.6140 by measure from 7 items. The Cronbach's alpha is indicating fair reliability.

Next, the first dependent variable is job stress. Job stress is measured by 7 items in the pilot study and the result of the Cronbach's alpha is 0.7611. However, in the full study, the Cronbach's alpha value was decreasing into 0.6098 which only measure by using 4 items. This alpha value is ranked the lowest among all the dependent variables. The Cronbach's alpha is indicating fair reliability.

Moreover, the Cronbach's alpha value for job performance which measured by 10 items ranked the highest among the independent variables in full study. It has a very good reliability results which are 0.8454 in pilot study and 0.8721 in full study. The Cronbach's alpha is indicating very good reliability.

Lastly, the Cronbach's alpha value for the turnover intention which measure by 3 items ranked the second highest among the dependent variable which is 0.8184. The Cronbach's alpha value has slightly decreased from pilot test to full study. The Cronbach's alpha is indicating very good reliability.

In a nutshell, the questionnaire is reliable and consistent as the reliability test showed the Cronbach's alpha value between 0.6 to 0.7 for the perceived organizational politics and job stress except for the job performance and turnover intention which showed the Cronbach's alpha value between 0.8 and 0.9.

4.3 Inferential Analyses

4.3.1 Pearson Correlation Analysis

Pearson Correlation Coefficient is used and it is reflected on the covariance technique. The significant, direction and strength of the bivariate relationship will be specifying by this analysis amongst absolutely all the involved variables. That was measured at an interval or ratio level for example organizational capability, knowledge management, perceived organizational support, and organizational culture. The number indicating the Pearson Correlation is stated to as a correlation coefficient. On the other hand, correlations of +1 representing that flawless relationships among the two variables are exist.

4.3.1.1 Correlation between POPs and Job Stress

Table 4.15 Correlations between POPs and job stress

		Job Stress	**POPs**
POPs	Pearson Correlation	0.29512	1
	Sig. (2-tailed)	<.0001	
Job Stress	Pearson Correlation	1	0.29512
	Sig. (2-tailed)		<.0001

Source: Developed from the research

Hypothesis 2:

H_0: There is no significant relationship between POPs and job stress.
H_2: There is a significant relationship between POPs and job stress.

According to Table 4.15, there is a positive relationship between perceived severity and intention, due to the positive value of correlation coefficient (0.29512). Therefore, when perceived organizational politics in an organization increase, the employees' job stress is high. Besides, the value of the correlation coefficient is 0.29512, which falls within the coefficient range from ±0.21 to ±0.40 have indicates that the relationship between perceived organizational politics and job stress is small but define relationship. The relationship between these two variables is significant, as the p-value (0.0001) is less than alpha value (0.05).

4.3.1.2 Correlation between POPs and Job Performance

Table 4.16 Correlations between POPs and job performance

		Job Performance	**POPs**
POPs	Pearson Correlation	0.23228	1
	Sig. (2-tailed)	<.0001	
Job Performance	Pearson Correlation	1	0.23228
	Sig. (2-tailed)		<.0001

Source: Developed from the research

Hypothesis 3:

H_0: There is no significant relationship between POPs and job performance.
H_3: There is a significant relationship between POPs and job performance.

According to Table 4.16, the relationship between perceived organizational politics and job performance is positive due to the positive value (0.23228) of correlation coefficient. Thus when the

perceived organization politics in an organization is getting serious, it will affect the employee's job performance. The value of correlation coefficient is 0.23228 which is between the coefficient range ±0.21 to ±0.40. This result shows that the relationship between perceived organizational politics and job performance is small but define relationship. Moreover, the relationship between perceived organizational politics and job performance is significant as the p-value is 0.0001 which is less than the alpha value 0.05.

4.3.1.3 Correlation between POPs and Turnover Intention

Table 4.17 Correlations between POPs and turnover intention

		Turnover Intention	**POPs**
POPs	Pearson Correlation	0.35977	1
	Sig. (2-tailed)	<.0001	
Turnover Intention	Pearson Correlation	1	0.35977
	Sig. (2-tailed)		<.0001

Source: Developed from the research

Hypothesis 4:

H_0: There is no significant relationship between POPs and turnover intention.

H_4: There is a significant relationship between POPs and turnover intention.

According to Table 4.17, there is positive relationship between perceived organizational politics and turnover intention; this is because the positive value of correlation coefficient is 0.35977. Thus, when

perceived organizational politics is serious in an organization, it will increase the employee's intention turnover rate. In addition, the value of the correlation coefficient is 0.35977 which falls in the coefficient range which is ±0.21 to ±0.40. This result shows that the relationship between perceived organizational politics and turnover intention is small but define relationship. Besides that, these two variables relationship is significant as the p-value is 0.0001 is less than alpha value 0.05.

4.3.2 Multivariate Data Analysis

Table 4.18 Multivariate Statistics

Multivariate Statistics and F Approximations					
S=3 M=9 N=178.5					
Statistic	**Value**	**F Value**	**Num DF**	**Den DF**	**Pr > F**
Wilks' Lambda	0.51222770	4.08	66	1072.9	<.0001
Pillai's Trace	0.57915800	3.93	66	1083	<.0001
Hotelling-Lawley Trace	0.78128076	4.24	66	928.29	<.0001
Roy's Greatest Root	0.46228913	7.59	22	361	<.0001
NOTE: F Statistic for Roy's Greatest Root is an upper bound.					

Source: Developed from the research

The multivariate F ratios are shown in Table 4.18. This is statistical analysis software to determine the results for different multivariate tests. Besides that, researchers can use this to determine which they can use as criterion. By using Wilks' lambda statistics, we can compare variances with equal sample sizes for the dependent variables across the group and we would have selected this at the start of the analysis. In this analysis its value is approximately ∧=0.5122 and represents the amount of variance unaccounted for; eta square is equal to the difference between Wilks' lambda and 1.00, which would be approximately η2=0.4878 in this result. Through SAS Enterprise Guide, the result that we get from the multivariate F ratio is 4.08. With 66 and 1072.9 df, that F ratio has a probability of occurring (Pr> F) of < .0001 the alternative

hypothesis was true. We therefore reject the null hypothesis and conclude that the multivariate F ratio is statistically significant. After that, we will proceed with the examination of the univariate results.

Table 4.19 Univariate Test Statistics

F Statistics, Num DF=22, Den DF=361					
Variable	**Total Standard Deviation**	**R-Square**	**R-Square / (1-RSq)**	**F Value**	**Pr > F**
JS Average	0.6988	0.2935	0.4155	6.82	<.0001
JP Average	0.6287	0.1731	0.2093	3.44	<.0001
TI Average	1.0278	0.1760	0.2135	3.50	<.0001

Source: Developed from the research

The univariate results are shown in Table 4.19, the relevant results are shown in the columns label R-Square, F value, and Pr> F. With a statistically significant F ratio, the R-Square column can be interpreted as an eta-square value for the effect strength associated with the dependent variable.

Meanwhile we will use a Bonferroni adjustment to evaluate the statistical significance of univariate F ratios. In this case, we divide alpha value .05 by 3 (the number of dependent variables) to derive a Bonferroni-corrected alpha level of α=0.0167 against which we would evaluate the univariate results. By using modified alpha level, we can determine that the dependent variables of job stress, job performance and turnover intention statistically significant difference with perceived organizational politics.

The univariate F ratio for job stress is 6.82, job performance is 3.44 and turnover intention 3.50 with a probability of occurring (Pr> F) of <.0001. This probability value meets our modified alpha level of α=0.0167 and we therefore judge the effect of the independent variable to be statistically significant. Thus, we reject H_0. On the basis of the R-Square value, we determine that the independent variable perceived organizational politics for approximately 3% of the total variance in the job stress scores, 2 % for job

performance and turnover intention. P-value <.0001 less than Bonferroni-corrected alpha is 0.0167. Therefore there is significant relationship with perceived organizational politics.

4.4 Conclusion

As conclusion, SAS Enterprise Guide has been used to investigate the relationship between the independent variable and three dependent variables. Besides that, descriptive analysis is executed to know the target respondents' demographic information. Reliability analysis in the scale of measurement is to examine the reliability of each of the independent and dependent variable in the questionnaire. Moreover, in inferential analysis, Pearson Correlation Coefficient and Multivariate analysis have been used to investigate the relationship between variables of independent and dependent. All of these results will be brought forward to next chapter for further discussion.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

In this chapter, summary of statistical analysis will be discussed, included data interpretation on descriptive and inferential analysis from data collected through the field survey. The chapter continued by the discussion on the implications of the study and some limitations and recommendations for future research.

5.1 Summary of Statistical Analyses

5.1.1 Descriptive Analysis

5.1.1.1 Respondent Demographic Profile

The demographic analysis shown there are 384 respondents contributed in this research. The majority of gender in this research is male who stands an amount of 215 (55.99%) respondents out of 384 respondents whereas female consisted of 169 respondents (44.01%).

There are 220 respondents (57.29%) participated in this questionnaire are between age of 20 to 29 years old. The second highest age group belongs to 30 to 39 years old which have 127 respondents (33.07%) and followed by the age between 40 to 49 years old which have 28 respondents (7.29%). The next group will be the age above 49 years old is 7 respondents (1.82%). While the least amount of participants which are only 2 respondents (0.52%) belongs to the age group of below 20 years old.

Chinese is the largest ethnic group respondents participated in questionnaire survey, which are 310 respondents (80.73%). The second largest will be the Malay ethnic group which has 38 respondents (9.90%) and Indian ethnic group consists of 30 respondents (7.81%). The smallest group will be the others ethnic group which only includes 10 respondents (1.56%).

Besides, those participating respondents who are still single stands on 65.36% which is 251 respondents out of 384 respondents while the married respondents only consist of 133 which are 34.64% out of participated respondents.

There are 248 respondents (64.58%) who hold Bachelor Degree/Advances Diploma certificate. Next, only 63 respondents (16.41%) hold Diploma certificate followed by 36 respondents of Master Degree holder (9.38%), 18 STPM holders (4.69%), 14 SPM holders (3.65%) and 5 respondents (1.30%) with others.

The result showed that the most common amount of salary received by the respondents is below RM 2, 000 to RM 2, 999 (30.73%) and RM 3, 000 to RM 3, 999 (28.13%). The other amount of salary are below RM 1, 000 (3.39%), RM 1, 000 to RM 1, 999 (7.29%), RM 4, 000 to RM 4, 999 (12.76%) and above RM 5, 000 (17.71%).On the other hand, 10.68% are those whom are working for part-time and 89.32% are full-timers.

Most of the employed participants are in executive level (41.93%) in their company and the others are general staff (25.78%), senior executive (16.15%), manager (9.90%) and others (6.25%).

Lastly, the number of years that respondents served on their company less than one year is 98 respondents (25.52%). Most of the respondents have been working for 2 to 3 years in current company which consists of 145 respondents (37.76%); 66 respondents (17.19%)

are working in the company for 4 to 5 years; 74 respondents are working more than 5 years in current company and 1 of the respondents (0.26%) are from others.

5.1.2 Central Tendencies Measurement of Constructs

Table 5.1 Central Tendencies Measurement of Constructs

Variables	Mean		Standard Deviation	
	Highest	Lowest	Highest	Lowest
POPs	3.66927	2.69531	1.12900	0.95183
Job Stress	3.62500	2.76563	1.08263	0.92823
Job Performance	4.05990	3.48698	1.00382	0.72195
Turnover Intention	3.40885	2.97396	1.23264	1.15260

Source: Developed for the research

5.1.3 Reliability Test

Regarding the reliability test from 384 respondents conducted in full study, all variables have reliability above 0.6. Thence, the questionnaire for this study is reliable. The reliability for three dependent variables are ranked from the highest which job performance is 00.872114, followed by turnover intention is 0.818486 and lastly job stress is 0.609879. Based on the result indicates that all dependent variables are good and excellent in reliability. For the independent variable which is perceived organizational politics, the alpha value is 0.614203.

5.1.4 Inferential Analysis

5.1.4.1 Pearson Correlation Coefficient

Table 5.2 Results of Pearson Correlation Coefficient

		Job Stress	Job Performance	Turnover Intention
POPs	Pearson Correlation	0.29512	0.23228	0.35977
	Sig. (2-tailed)	<.0001	<.0001	<.0001
	N	384	384	384

Source: Developed for the research

Pearson Correlation Coefficient is used to determine the relationship of all the variables. Based on the results, showed that all the variables (job stress, job performance and turnover intention) had significant relationship with perceived organizational politics. The highest correlation coefficient value between all the variables is turnover intention (0.35977), followed by job stress (0.29512) and job performance (0.23228). Thus, all of the p-value is <.0001.

5.1.4.2 Multivariate Data Analysis

Table 5.3 Results of Multivariate Data Analysis

Statistic	Value	F Value	Num DF	Den DF	Pr > F
Wilks' Lambda	0.51222770	4.08	66	1072.9	<.0001

Source: Developed for the research

Multivariate data analysis is used to determine the results for different multivariate tests. Based on the results from Wilk's Lambda showed that the value is 0.5122 which represents the amount of variance unaccounted for; eta square is equal to the difference between Wilks'

Lambda and 1.00, which is 0.4878. SAS Enterprise Guide resulted that multivariate F ratio is 4.08. With 66 and 1072.9 df, that F ratio has a probability of occurring (Pr>F) of <.0001 the alternative hypothesis was true. Therefore, null hypothesis is rejected and concluded that the multivariate F ratio is significant.

5.2 Discussions of Major Findings

Table 5.4 Result's Summary for Hypotheses Testing

Hypotheses	Significant Level	Correlation Coefficient	Conclusion
Hypothesis 2: H_2: There is a significant relationship between POPs and job stress.	<.0001	0.29512	H2 is supported.
Hypothesis 3: H_3: There is a significant relationship between POPs and job performance.	<.0001	0.23228	H3 is supported.
Hypothesis 4: H_4: There is a significant relationship between POPs and turnover intention.	<.0001	0.3977	H4 is supported.

Source: Developed for the research

5.2.1 Job Stress

H_2: There is a significant relationship between POPs and job stress.

This research shows that perceived organizational politics and job stress had a significant relationship because pearson correlation coefficient analysis for perceived organizational politics had a correlation of 0.29512 and has a p-value of smaller than 0.0001 which is less than alpha value 0.05. This result

shows perceived organizational politics and job stress had significant relationship, therefore we accept H_2 and rejected H_0.

Based on the result, perceived organizational politics and job stress is consistence with previous studies done by (Rashid et al. 2013), which is positive relationship in the research. Perceived organizational politics can be function as a potential work stressor for employees that will cause job stress. Workplace politics is a continuous activity that will brings impact on employees towards their job outcome. Besides that, this research clearly shows that when employees work in a political environment, their stress level will increase and hence affect the productivity.

5.2.2 Job Performance

H_3: There is a significant relationship between POPs and job performance.

The hypothesis three examined the relationship between perceived organizational politics and job performance among employees in manufacturing industry. Based on the result given, p value is <.0001 which is less than the alpha value 0.05. Meanwhile, there is a positive relationship between perceived organizational politics and job performance in the Person correlation coefficient value is 0.23228.

Perceived organizational politics toward job performance shows that the strength is small but defines relationship. Therefore, when perceived organizational politics increase it will affect the employee's job performance. There is significant relationship between perceived organizational politics and job performance show from the studies of (Bodla et al., 2014). The result shows that the relationship between perceived organizational politics and job performance is positive. Perceived organizational politics is important in an organization due to it will affect employee's job performance. In this research, researchers proven that perceived organizational politics will have positive

relationship with job performance, which mean when there is politics in the organization; the employee's job performance will increase.

5.2.3 Turnover Intention

H_4: There is a significant relationship between perceived organizational politics and turnover intention.

The result from research stated that, perceived organizational politics are significant related to turnover intention because the pearson correlation coefficient analysis for turnover intention had a correlation of 0.3977. Besides that, turnover intention has a p-value smaller than 0.0001 which is less than 0.05. So, we can conclude that perceived organizational politics has significant relationship with turnover intention, thus we accept H_4 reject H_0.

In this research, the result from previous researches is consistence with this research which is perceived organizational politics and turnover intention has positive relationship. According to (Delle, 2013), the higher the level of organizational politics will create a higher rate of turnover in the organization. In addition, this research also mentioned that organizational politics is a common element in all working environment and it will influence to a variety of domains. Thus, organizational politics have a tremendous effect towards employees work as well as the organization. Throughout this research, it proved that when there are politics in the organization, employees will feel uncomfortable and difficult for them to continue their work. Therefore, they will choose to leave the organization and seek for better opportunities.

5.3 Implication of the Study

Managerial Implications

5.3.1 Job Stress (JS)

The result of this research shows positive relationship between perceived organizational politics and job stress. This result is supported by Nadeem et al. (2015) which shows that the organizations politics may reduce the efficiency of the workers for the reason that workers are feel job insecure, job stress, preference of workers on personal liking and disliking. Most of the job stress is due to internal factors within an organization such as organization politics. Consequently, the workers unable to perform well as the job stress may increases the tensions of the workers. On the other hand, the positively relationship is also support by Bodla et al. (2014) which shows that increases in job stress level is due to lack of environmental justice and ambiguous situations that created by the workers and it will leads to high turnover intention.

Thence, the managements in manafacturing industry should provide a good and harmonious working environment to their employees. For instant, the top management can set aside an hour in every week to bring their team into a fun environment such as arrange a motivational speaker to come into the office or go out for lunch together. In addition, the workers in the company also should understand how to respect each others and learn the ways of solving problem so that they will have greater productivity in their work performance as reduce in job stress and conflict within an organization.

5.3.2 Job Performance (JP)

The results from this research shows that the positive relationship between perceived organizational politics and job performance. The performance of employees can be served as a tool for organization to gain the competitive advantage. On the other word, employees with poor performance may lead to slow down the whole organization's performance and operations. This result is approved by the research which done by Mahmood, Talat and Rizwan (2014), it indicated that job performance will be affected by perceived organizational politics.

Thence, perceived organizational politics are capable to generate a positive relationaship with job performance. Organization will occur positive or negative competition within employees in order to earn better position or promotion when organization exsiting with politics. Employees are try to increace their effort for their task and promote themselve (Aftab et al., 2013).

The result from this research shown perceived organization politics will increase job performance of employees. However, the performance may be affected when employees continuously received an unfair reward. The involvement task and commitments of an individual will reduce when the distribution rewards of organization are political driven (Abbas & Raja, 2014). Therefore, the top management of manufacturing industry should apply effective employees reward systems in the organization. The reward can be in term of monetary or non-monetary rewards such as incentive, bonus and insurance benefits. Rewarding good performance is important as it can significantly increase work performance as well as increases the productivity.

Employees' empowerment is one of the powerful methods to motivate employees, since they feel being appreciated by organization. Manager may assign some empowerment to employees for some minor decision making or control their own specific tasks. It may increase the responsibility of

employees toward their task as well as toward organization. Eventually, it leads to increase the performance or productivity.

5.3.3 Turnover Intention (TI)

According to this research, the result shows positive relationship between perceived organizational politics and turnover intention. This result is supported by Javed et al. (2014), employees will increase the turnover intention when they view the organization as a political place. It is the biggest challenges for an organization to retain and satisfy the employees to ensure the turnover rate is low.

Therefore, management of manufacturing industry should encourage the employees to involve in the extra-curricular activities or programs which held by organization. Through the programs, the relationship among the employees within the organization is able to enhance, for instance through annual trip, group problem solving activities, Corporate Social Responsibilities (CSR) and competition among various departments in the company. This is because develop interpersonal relationship in the workplace may help workers to achieve the sense of belongings so that they will perform better when get supportive by each other.

Apart from that, the positive relationship also supported by the Abubakar et al. (2014) which indicating the turnover intention is the big challenges for the organizational and it must be know the effect of the perceived organizational politics toward turnover intention. Once the organizational knew the impact of the perceived organizational poitics towards turnover intention, they might take some serious action to prevent it.

Since, the organizational is unable to avoid the turnover intention of the full skill employees then they must do something where is more special compare with the competitors. For instance, organization can using Herzberg's two factors theory to motivate employess. This theory is discussing about how intrinsic motivators and extrinsic motivators to motivate employees. Hence, the oganization must make sure the job itself is challenging enough to fully utilize the ability of the employees, once the ability of the employees recognize the responsibiity should be increase at the end the given power should be increasing as well. Besides, the equity theory must be apply for this case since the responsibility increase, the salary must be align with the responsibility and the ability of the employess. This is to avoid unfair feeling in the employees.

5.4 Limitations of the Study

There is some limitation for the researcher to conduct this study. It was a barrier for the researchers to obtain more accurate and better results.

5.4.1 Sampling Size and Involvement of Respondents

First and foremost, there are over 1, 000 manufacturing's employees stated by Malaysia The Office of Chief Statistician Malaysia Department of Statistics (2016). However, researchers used 384 sets of the questionnaires to represent the large population.

Besides, as the involment of respondents is voluntary basis, hence, respondents have an option to be involment themselves whether fill up the questionnaire or refuse to do so. Since not all employees are willing to involve themselves, hence it is hard to involve every single of employees in completing this study.

Morever, some of the respondents just rougly fill up the questionnaires without a appropriate understanding and reading. This will definetely affect the result of the reliability and accuracy.

5.4.2 Sampling Location

Some limitations are lying on the research methodology. One of the limitations is the location where the survey has been conducted. Pulau Pinang is selected as the sampling location due to there is a second largest manufacturing industry. Although it is the second largest manufacturing in the Malaysia, it still have some difficulty to represent the whole manufacturing industry in Malaysia since every manufacturing from each state might contribute to the industry itself and there are total of 13 states in

Malaysia. Therefore, the data obtained solely from one state is not enough to represent the whole manufacturing industry.

In addition, as stated in the previous chapter most of respondents in this study were Chinese. Thus, it is unable to gain opinion from other ethnics. This can be proved by the Department of Statistics Malaysia (2017), it comes out a pdf file which consist the statistics of labour force by ethnic in every state.

Figure 5.1 Statistics of Labour Force by Ethnic in Pulau Pinang

Jadual 5: Tenaga buruh mengikut kumpulan etnik, Pulau Pinang, 1982–2016
Table 5: Labour force by ethnic group, Pulau Pinang, 1982–2016

('000)

Tahun *Year*	Jumlah Total	Warganegara Malaysia *Malaysian citizens*					Bukan Warga-negara Malaysia *Non Malaysian citizens*
		Jumlah *Total*	Bumiputera	Cina *Chinese*	India *Indians*	Lain-lain *Others*	
2011[r]	**787.5**	699.2	296.0	332.5	69.0	1.7	88.2
2012[r]	**795.8**	702.0	303.4	326.1	70.5	2.0	93.8
2013[r]	**826.1**	716.6	308.7	335.3	70.9	1.6	109.6
2014[r]	**852.5**	739.3	330.4	335.1	71.9	1.9	113.2
2015	**848.1**	735.7	327.1	331.6	75.5	1.5	112.4
2016	**845.5**	731.0	324.4	332.5	72.0	2.1	114.5

Nota/*Note:*
[r] Statistik 2011-2014 dikemaskini berdasarkan anggaran penduduk semasa tahun berkenaan.
The 2011-2014 statistics were updated based on the population estimates of the respective years.

Source: Department of Statistic Malaysia

According to the table above, it shows the population of Chinese is more than the population of Bumiputera and Indian.

5.4.3 Questionnaire Survey

The following limitation will be the questionnaire itself. The content of the questionnaire is consisting the professional terms. Since the questionnaire is obtained from others researcher, and the term used will be more professional and technical term, it brings some obstacles for respondents to understand. There is half of the respondent feedback that they do not understand the term and required researchers to explain one by one for them in order to completing the survey.

5.4.4 Resources Constraints

The last limitation is time and financial constraints. In order to complete this study, there are incurred high transportation and accommodation expenses since the distance from Kampar to Pulau Pinang is far and the period for staying in Pulau Pinang while conduct the survey, as an undergraduate student, most of them will not working while still pursuing the bachelor. Hence, they are zero income and they will be facing some financial problem.

Moreover, this research is required to complete in around seven to eight months and at the same time researchers is required and responsible to complete another task which given by others subject. In the others hand, researchers also need cope with a lot of exam and in order to maintain or get the good result they need the time to study.

In a nutshell, there is a time and financial constraint for the researcher to complete this study for undergraduate students.

5.5 Recommendations for Future Research

Throughout the research, researchers are obtained there are some limitations in this research and this shows that the results of the research might not be very reliable. The researchers have some recommendation for future researchers to minimize and avoid the limitations faced throughout the research. The future researchers can take these recommendations as consideration.

First and foremost, the sample size of the research may increase since the numbers respondents are not enough to represent the large numbers of population or the whole industry population and it will affect the accuracy of result. Expansion of research to a larger sample size is capable to make the result more accurate and reliable. The researchers in this research are only focus on Pulau Pinang which is the second largest population in the manufacturing industry. In order to gain the accurate result and can represent whole industry's sample size, the future research should conduct research in different others state or industries in Malaysia.

Apart from that, most of the population in Pulau Pinang state is Chinese. Consequently, most of the contributed respondents in this study are Chinese as well. It will reduce the probability for the researchers to catch the opinion from different ethnic. The researchers are suggesting that, the survey should be equally involved all ethnics in the study in order to explore the different point of view.

Besides, the researchers found weaknesses while conducting the questionnaire survey. There are some of respondents do not understand questions because some of the questions contained some professional terms. The recommendation to future researchers is to change the questions into common sentences to make it easier for the respondents to understand and it is capable to reduce the probability of misunderstanding on questions and also reduces the time for researchers to make an explanation to the respondents.

Last but not least, the researchers recommended future researchers to use the traditional questionnaire distribution method along with the online questionnaire

distribution method as well as conduct an interview as the data collection method. The online questionnaire distribution method may help the researcher to reduce their research time and financial constraints. In addition, it can reduce the limitation of boundaries as well, by involving respondents from different states compared to the traditional method. Thus, interview may assists the researchers to get data on the spot after completed the interview and it may help the researchers to catch additional information compared to the close-ended questionnaire.

5.6 Conclusion

In this chapter, we had summarized all the descriptive analysis and inferential analysis. The discussion on the hypothesis test in this study had been provided as well. Throughout this research, the results show that perceived organizational politics has significant relationship with job outcomes. The result from this research are showing a positive relationship and this can be support by other researchers.

By using the result, this research provides a better understanding for the management to known the possible job outcome of employees that may affected by the organizational politics. It is proven that the perceived of organizational politics in an organizational may lead to high job stress as well as turnover intention, even the performance of the employees are increased when they perceived the organizational politics. Therefore, the management should diagnose these problems before it conveys a negative effect to the organizations.

On the other hand, in order to reduce the change of low reliability of result, the researchers had point out the limitation and few suggestions for future research to avoid the limitation. The researchers hope the suggestion could help future researchers to contribute in the perceived organizational politics towards job outcomes.

In conclusion, this research contributes to the manufacturing industry by have a better understanding of the association between perceived organizational politics towards job outcomes. It represents a significant contribution of 23% to Malaysia GDP in year 2016. The results indicate that intention to leave could be influenced by organizational commitment.

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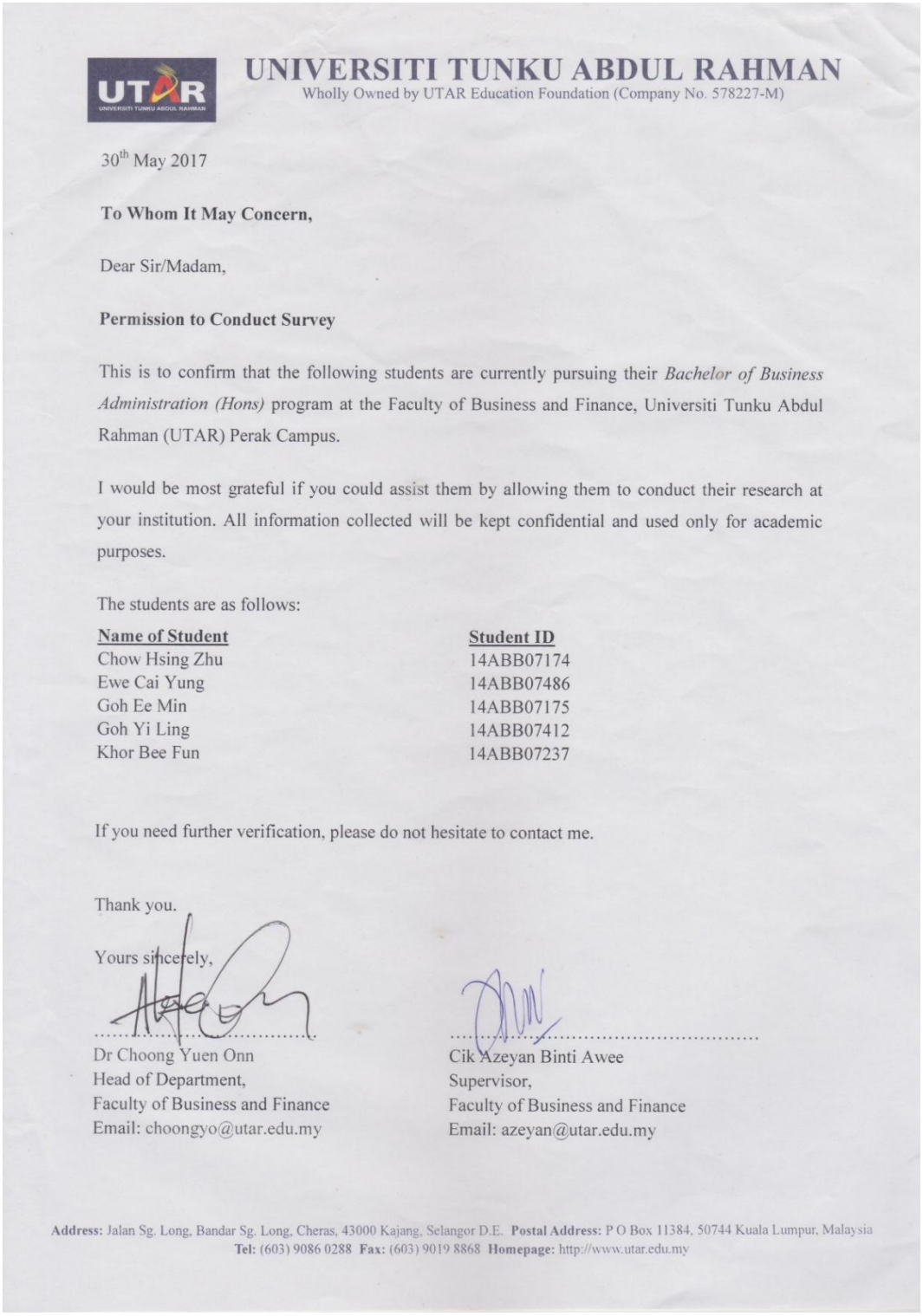
Appendix A: Letter of Permission to Conduct Survey



UNIVERSITI TUNKU ABDUL RAHMAN
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

30th May 2017

To Whom It May Concern,

Dear Sir/Madam,

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

Name of Student	Student ID
Chow Hsing Zhu	14ABB07174
Ewe Cai Yung	14ABB07486
Goh Ee Min	14ABB07175
Goh Yi Ling	14ABB07412
Khor Bee Fun	14ABB07237

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,

Dr Choong Yuen Onn
Head of Department,
Faculty of Business and Finance
Email: choongyo@utar.edu.my

Cik Azeyan Binti Awee
Supervisor,
Faculty of Business and Finance
Email: azeyan@utar.edu.my

Address: Jalan Sg. Long, Bandar Sg. Long, Cheras, 43000 Kajang, Selangor D.E. **Postal Address:** P O Box 11384, 50744 Kuala Lumpur, Malaysia
Tel: (603) 9086 0288 **Fax:** (603) 9019 8868 **Homepage:** http://www.utar.edu.my

Appendix B: Questionnaire

UNIVERSITI TUNKU ABDUL RAHMAN (UTAR)
FACULTY OF BUSINESS AND FINANCE
BACHELOR OF BUSINESS ADMINISTRATION (HONS)
FINAL YEAR PROJECT

SURVEY QUESTIONNAIRE

Perceived Organizational Politics toward Job Outcomes
in Manufacturing Industry

Dear Respondent,

We are researchers of Bachelor of Business Administration (Hons) from University Tunku Abdul Rahman (UTAR). We are conducting a survey on health tourism in Malaysia**.** This research can be a reference for medical service providers to have a better understanding in decision making process on foreign tourists' intention.

Your co-operation to answer those questions is very important in helping our research. We appreciate if you could complete the following questionnaire. Any information obtained regarding with this study will remain confidential. In any written reports or publications, no one will be identified and only group data will be presented.

Thank you very much for your time and participation.

Best Regard,

CHOW HSING ZHU
EWE CAI YUNG
GOH EE MIN
GOH YI LING
KHOR BEE FUN

Instruction for Completing the Questionnaire

1. There are **TWO (2)** sections in this questionnaire. Kindly answer **ALL** the questions in Section A and Section B.
2. Completion of this questionnaire will take you approximately 10-15 minutes.
3. This questionnaire will be kept strictly **CONFIDENTIAL**.

Please be informed that accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, University Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Acknowledgement of Notice

[ ] I have been notified by you and I hereby understood, consented and agreed per UTAR notice.
[ ] I disagree, my personal data will not be processed.

Last but not least, please read the instruction carefully before answering the question. Thank you for your cooperation and willingness to answer the questionnaire. Your response will be kept confidential and used solely for academic purposes.

Section A:

Please circle only ONE appropriate number that BEST represents your agreement with the statement on the scale 1 to 5.

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

Part 1: Perceived Organizational Politics (POPs)

No		SD	D	N	A	SA
1	Favoritism rather than merit determines who gets ahead around here.					
2	Rewards come only to those who work hard in this organization.					
3	People in this organization attempt to build themselves up by tearing others down.					
4	If coworkers offer to lend some assistance it is because they expect to get something out of it, not because they really care.					
5	There has always been an influential group in this department that no one ever crosses.					
6	Since I have worked in this department I never seen the pay and promotion policies applied politically.					
7	People here usually don't speak up for fear of retaliation by other individuals.					
8	I have seen changes made in policies here that only serve the purpose of a few, not the work unit or organization.					
9	Promotion in this department generally goes to high performers.					

Part 2: Job Stress (JS)

No		SD	D	N	A	SA
1	I worked under a great deal of tensions.					
2	If I had a different job, my health would probably improve.					
3	I get irritated or annoyed over the ways things are going here.					
4	I seem to tire quickly.					
5	I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful.					
6	I am proud to tell others that I am part of this organization.					
7	I really care about the fate of this organization.					

Part 3: Job Performance (JP)

No		SD	D	N	A	SA
1	I gain personal growth by learning various skills in my work.					
2	The management appreciates my suggestions and leadership					
3	Supervisors encourage me to do well in my work.					
4	I am rewarded for the quality of my efforts					
5	I am valued by my supervisor.					
6	The company has a positive image towards my friends and family.					
7	My job brings positive changes to me.					
8	I am able to solve problems immediately to satisfy my manager.					
9	I understand the importance to value and respect my colleagues.					

10	I am happy with my job.					

Part 4: Turnover Intention (TI)

No		SD	D	N	A	SA
1	I often think about quitting.					
2	I will probably not staying with this organization for much longer.					
3	I have taken an interest in job offers in the newspaper.					

Section B:

Please tick (√) for the most appropriate responses / answer in the following items.

Q1) Gender:

- ☐ Male
- ☐ Female

Q2) Age

- ☐ Below 20 Years Old
- ☐ 20 - 29 Years Old
- ☐ 30 - 39 Years Old
- ☐ 40 - 49 Years Old
- ☐ Above 49 Years Old

Q3) Ethnic group

- ☐ Malay
- ☐ Chinese
- ☐ Indian
- ☐ Others, please specify: _____

Q4) Marital Status

- ☐ Single
- ☐ Married
- ☐ Others, please specify: _____

Q5) Highest education qualification

- ☐ SPM
- ☐ STPM
- ☐ Diploma
- ☐ Bachelor Degree / Advance Diploma
- ☐ Master Degree
- ☐ Others, please specify: _____

Q6) Income status

- ☐ Below RM 1, 000
- ☐ RM 1, 000 to RM 1, 999
- ☐ RM 2, 000 to RM 2, 999
- ☐ RM 3, 000 to RM 3, 999
- ☐ RM 4, 000 to RM 4, 999
- ☐ Above RM 5, 000

Q7) Company position

- ☐ Employee
- ☐ Senior employee
- ☐ Executive
- ☐ Senior Executive
- ☐ Manager

Q8) Employment Status

- ☐ Part-time
- ☐ Full-time

Q9) How many years working in current company?

- ☐ Less than 1 year
- ☐ 2-3 years
- ☐ 4-5 years
- ☐ 5 years and above
- ☐ Others

Appendix C: Pilot Test Results

PILOT TEST

Perceived Organizational Politics

Reliability Test (Perceived Organizational Politics)

The CORR Procedure

9 Variables:POPQ1(R) POPQ2 POPQ3(R) POPQ4(R) POPQ5(R) POPQ6 POPQ7(R) POPQ8(R) POPQ9

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
POPQ1(R)	30	3.20000	1.03057	96.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ2	30	3.96667	0.92786	119.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ3(R)	30	4.00000	1.20344	120.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ4(R)	30	3.56667	1.10433	107.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ5(R)	30	3.26667	0.98027	98.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ6	30	3.13333	1.16658	94.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ7(R)	30	3.56667	0.89763	107.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ8(R)	30	3.26667	0.90719	98.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ9	30	3.86667	0.89955	116.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.908669
Standardized	0.910681

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
POPQ1(R)	0.683348	0.898668	0.682044	0.901305	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ2	0.748214	0.894617	0.745147	0.896805	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ3(R)	0.724387	0.896281	0.721124	0.898527	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ4(R)	0.685610	0.898728	0.674832	0.901814	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ5(R)	0.801798	0.890392	0.805968	0.892393	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ6	0.659590	0.901317	0.656422	0.903109	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ7(R)	0.538940	0.908005	0.549283	0.910518	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ8(R)	0.701976	0.897811	0.707576	0.899493	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
POPQ9	0.683802	0.899021	0.688362	0.900858	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data

Job Stress

Reliability Test (Job Stress)

The CORR Procedure

7 Variables:JSQ1 JSQ2(R) JSQ3(R) JSQ4(R) JSQ5 JSQ6 JSQ7

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
JSQ1	30	3.50000	0.82001	105.00000	2.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ2(R)	30	2.63333	1.12903	79.00000	2.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ3(R)	30	3.93333	0.73968	118.00000	3.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ4(R)	30	4.00000	0.52523	120.00000	3.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ5	30	3.96667	0.76489	119.00000	2.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ6	30	3.96667	0.76489	119.00000	2.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ7	30	3.80000	0.80516	114.00000	2.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.761117
Standardized	0.760319

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
JSQ1	0.592627	0.706768	0.606920	0.702725	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ2(R)	0.654371	0.690111	0.652028	0.692460	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ3(R)	0.425698	0.742585	0.413837	0.744507	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ4(R)	0.386449	0.751732	0.388617	0.749713	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ5	0.523151	0.723149	0.500441	0.726193	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ6	0.571661	0.713151	0.550434	0.715307	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ7	0.256259	0.776790	0.257485	0.775871	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data

Job Performance

Reliability Test (Job Performance)

The CORR Procedure

10 Variables:JPQ1 JPQ2 JPQ3 JPQ4 JPQ5 JPQ6 JPQ7 JPQ8 JPQ9 JPQ10

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
JPQ1	30	4.16667	0.69893	125.00000	3.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ2	30	3.83333	0.87428	115.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ3	30	3.93333	0.98027	118.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ4	30	3.73333	0.86834	112.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ5	30	3.86667	0.81931	116.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ6	30	3.66667	0.95893	110.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ7	30	3.90000	0.71197	117.00000	2.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ8	30	3.76667	0.85836	113.00000	2.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ9	30	4.26667	0.73968	128.00000	2.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ10	30	3.96667	0.71840	119.00000	2.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.845443
Standardized	0.844783

Cronbach Coefficient Alpha with Deleted Variable

	Raw Variables		Standardized Variables		
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
JPQ1	0.456911	0.838377	0.490339	0.835086	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ2	0.604520	0.825166	0.566482	0.828108	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ3	0.508871	0.835827	0.468109	0.837093	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ4	0.698344	0.815856	0.655245	0.819771	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ5	0.659405	0.820361	0.611160	0.823940	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ6	0.673062	0.817750	0.645339	0.820713	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ7	0.451459	0.838783	0.485055	0.835564	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ8	0.487717	0.836333	0.537058	0.830824	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ9	0.412451	0.841909	0.438103	0.839782	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JPQ10	0.473487	0.837078	0.521539	0.832246	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data

Turnover Intention

Reliability Test (Turnover Intention)

The CORR Procedure

3 Variables:TIQ1(R) TIQ2(R) TIQ3(R)

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
TIQ1(R)	303	3.66667	1.18419	110.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
TIQ2(R)	303	3.50000	1.10641	105.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
TIQ3(R)	303	3.56667	1.13512	107.00000	1.00000	5.00000	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.924403
Standardized	0.924995

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
TIQ1(R)	0.822232	0.911355	0.821910	0.911517	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
TIQ2(R)	0.839903	0.896015	0.840747	0.896458	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
TIQ3(R)	0.877997	0.864596	0.878518	0.865728	1:Strongly Disagree 2:Disagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data

Appendix D: Full Study Reliability Test

Full Study Reliability Test

Perceived Organization Politics

Reliability Test (POPs)

The CORR Procedure

7 Variables:POPQ1(R) POPQ2 POPQ3(R) POPQ5(R) POPQ7(R) POPQ8(R) POPQ9

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
POPQ1(R)	384	2.69531	0.98996	1035	1.00000	5.00000	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
POPQ2	384	3.58594	1.03359	1377	1.00000	5.00000	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
POPQ3(R)	384	3.11198	1.12900	1195	1.00000	5.00000	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
POPQ5(R)	384	2.54948	0.95193979	1000	1.00000	5.00000	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
POPQ7(R)	384	2.58854	0.95183994	1000	1.00000	5.00000	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
POPQ8(R)	384	2.73177	0.95235	1049	1.00000	5.00000	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
POPQ9	384	3.66927	0.98155	1409	1.00000	5.00000	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.614023
Standardized	0.614578

Cronbach Coefficient Alpha with Deleted Variable

	Raw Variables		Standardized Variables		
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
POPQ1(R)	0.311286	0.582046	0.302042	0.585870	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
POPQ2	0.175515	0.627328	0.179628	0.624969	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
POPQ3(R)	0.454573	0.527841	0.457683	0.532471	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
POPQ5(R)	0.467021	0.531077	0.469789	0.528139	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
POPQ7(R)	0.367320	0.564120	0.372451	0.562236	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
POPQ8(R)	0.377270	0.560880	0.381373	0.559180	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
POPQ9	0.164679	0.627957	0.154875	0.632576	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data

Job Stress

Reliability Test (JS)

The CORR Procedure

4 Variables:JSQ2(R) JSQ3(R) JSQ4(R) JSQ7

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
JSQ2(R)	3842	76563	1.08263	1062	1.00000	5.000001	:Strongly Disagree 2:Diagree 3:Neutral 4:Agree 5:Strongly Agree 99:Missing Data
JSQ3(R)	3842	.85417	1.03444	1096	1.00000	5.000001	: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JSQ4(R)	3842	.91146	1.06571	1118	1.00000	5.000001	: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JSQ7	3843	.62500	0.92823	1392	1.00000	5.000001	: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.609897
Standardized	0.586490

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
JSQ2(R)	0.580394	0.377133	0.565712	0.347712	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JSQ3(R)	0.615777	0.354065	0.595705	0.320234	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JSQ4(R)	0.518506	0.434178	0.498846	0.406932	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JSQ7	-.060058	0.801348	-.060012	0.801882	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data

Job Performance

Reliability Test(JP)

The CORR Procedure

10 Variables:JPQ1 JPQ2 JPQ3 JPQ4 JPQ5 JPQ6 JPQ7 JPQ8 JPQ9 JPQ10

Simple Statistics

Variable	N	Mean	Stud Dev	Sum	Minimum	Maximum	Label
JPQ1	3844.03125	0.721951548	1.00000	5.000001	Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data		
JPQ2	3843.53385	0.966221357	1.00000	5.000001	Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data		
JPQ3	3843.74479	0.965451438	1.00000	5.000001	Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data		
JPQ4	3843.48698	1.003821339	1.00000	5.000001	Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data		
JPQ5	3843.65365	0.946251403	1.00000	5.000001	Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data		
JPQ6	3843.58073	0.966131375	1.00000	5.000001	Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data		
JPQ7	3843.58073	0.966131375	1.00000	5.000001	Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data		
JPQ8	3843.76823	0.824511447	1.00000	5.000001	Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data		
JPQ9	3844.05990	0.813761559	1.00000	5.000001	Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data		
JPQ10	3843.59635	1.001871381	1.00000	5.000001	Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data		

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.872114
Standardized	0.868504

Cronbach Coefficient Alpha with Deleted Variable

	Raw Variables		Standardized Variables		
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
JPQ1	0.398320	0.872618	0.406014	0.869856	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JPQ2	0.567689	0.861824	0.554421	0.858317	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JPQ3	0.575236	0.861205	0.563429	0.857601	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JPQ4	0.613186	0.858179	0.596923	0.854921	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JPQ5	0.749091	0.846867	0.739467	0.843229	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JPQ6	0.690701	0.851610	0.684697	0.847777	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JPQ7	0.725595	0.848644	0.725839	0.844367	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JPQ8	0.527226	0.864588	0.538200	0.859602	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JPQ9	0.362912	0.875517	0.378525	0.871939	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JPQ10	0.670925	0.853179	0.669289	0.849044	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data

Turnover Intention

Reliability Test(TI)

The CORR Procedure

3 Variables: TIQ1(R) TIQ2(R) TIQ3(R)

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
TIQ1(R)	384	3.153651	1.232641	211	1.00000	5.000001	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
TIQ2(R)	384	2.973961	1.213221	142	1.00000	5.000001	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
TIQ3(R)	384	3.408851	1.152601	309	1.00000	5.000001	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.818486
Standardized	0.816860

Cronbach Coefficient Alpha with Deleted Variable

	Raw Variables		Standardized Variables		
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
TIQ1(R)	0.721625	0.697356	0.717490	0.697952	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
TIQ2(R)	0.763843	0.652153	0.759385	0.653144	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
TIQ3(R)	0.542025	0.871672	0.542243	0.871734	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data

Appendix E: Pearson Correlation Coefficient

Pearson Correlation Coefficient

Correlation Analysis

The CORR Procedure

4 Variables:POP Average JS Average JP Average TI Average

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
POP Average	384	2.99033	0.54938	1148	1.00000	4.57143	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JS Average	384	3.03906	0.69882	1167	1.00000	5.00000	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
JP Average	384	3.70365	0.62872	1422	1.40000	5.00000	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data
TI Average	384	3.17882	1.02782	1221	1.00000	5.00000	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data

Pearson Correlation Coefficients, N = 384
Prob > |r| under H0: Rho=0

	POP Average	JS Average	JP Average	TI Average
POP Average	1.00000	0.29512	0.23228	0.35977
1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data		<.0001	<.0001	<.0001
JS Average	0.29512	1.00000	0.10085	0.38102
1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data	<.0001		0.0483	<.0001
JP Average	0.23228	0.10085	1.00000	0.27158
1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data	<.0001	0.0483		<.0001
TI Average	0.35977	0.38102	0.27158	1.00000
1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data	<.0001	<.0001	<.0001	

Appendix F: Multivariate Analysis of Variance

Multivariate Analysis of Variance

Discriminant Analysis Results (MANOVA)

The DISCRIM Procedure

Univariate Test Statistics

F Statistics, Num DF=22, Den DF=361

Variable	Label	Total Standard Deviation	Pooled Standard Deviation	Between Standard Deviation	R-Square	R-Square / (1-RSq)	F Value	Pr > F
JS Average	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data	0.6988	0.6050	0.3866	0.2935	0.4155	6.82	<.0001
JP Average	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data	0.6287	0.5889	0.2671	0.1731	0.2093	3.44	<.0001
TI Average	1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree 99: Missing Data	1.0278	0.9610	0.4403	0.1760	0.2135	3.50	<.0001

Average R-Square

Unweighted	0.214199
Weighted by Variance	0.2049735

Multivariate Statistics and F Approximations

S=3 M=9 N=178.5

Statistic	Value	F Value	Num DF	Den DF	Pr > F
Wilks' Lambda	0.51222770	4.08	66	1072.9	<.0001
Pillai's Trace	0.57915800	3.93	66	1083	<.0001
Hotelling-Lawley Trace	0.78128076	4.24	66	928.29	<.0001
Roy's Greatest Root	0.46228913	7.59	22	361	<.0001

NOTE: F Statistic for Roy's Greatest Root is an upper bound.

Appendix G: Descriptive Analysis

Descriptive Analysis

One-Way Frequencies for Gender

The FREQ Procedure

1:Male 2:Female				
Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	215	55.99	215	55.99
2	169	44.01	384	100.00

One-Way Frequencies for Age

The FREQ Procedure

1:Below 20 Years Old 2: 20-29 Years Old 3:30-39Years Old 4:40-49 Years Old 5:Above 49 Years Old				
Age	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	2	0.52	2	0.52
2	220	57.29	222	57.81
3	127	33.07	349	90.89
4	28	7.29	377	98.18
5	7	1.82	384	100.00

One-Way Frequencies for Ethnic Group

The FREQ Procedure

1: Malay 2:Chinese 3:Indian 4:Others				
Ethnic Group	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	38	9.90	38	9.90
2	310	80.73	348	90.63
3	30	7.81	378	98.44
4	6	1.56	384	100.00

One-Way Frequencies for Marital Status

The FREQ Procedure

1: Single 2:Married 3:Others				
Marital Status	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	251	65.36	251	65.36
2	133	34.64	384	100.00

One-Way Frequencies for Highest Education Qualification

The FREQ Procedure

1: SPM 2:STPM 3:Diploma 4:Bachelor Degree 5:Master 6:Others				
Highest Education Qualification	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	14	3.65	14	3.65
2	18	4.69	32	8.33
3	63	16.41	95	24.74
4	248	64.58	343	89.32
5	36	9.38	379	98.70
6	5	1.30	384	100.00

One-Way Frequencies for Income Status

The FREQ Procedure

1: Below RM1000 2:RM1000-RM1999 3:RM2000-2999 4:RM3000-RM3999 5:RM4000-RM4999 6:Above RM5000				
Income Status	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	13	3.39	13	3.39
2	28	7.29	41	10.68
3	118	30.73	159	41.41
4	108	28.13	267	69.53
5	49	12.76	316	82.29
6	68	17.71	384	100.00

One-Way Frequencies for Company Position

The FREQ Procedure

1:General Staff 2:Executive 3:Senior Executive 4:Manager 5:Others				
Company Position	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	99	25.78	99	25.78
2	161	41.93	260	67.71
3	62	16.15	322	83.85
4	38	9.90	360	93.75
5	24	6.25	384	100.00

One-Way Frequencies for Employment Status

The FREQ Procedure

1: Full Time 2:Part-ti,e				
Employment Status	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	343	89.32	343	89.32
2	41	10.68	384	100.00

One-Way Frequencies for Years' Working in Current Company

The FREQ Procedure

1: Less Than 1 Years 2:2-3 Years 3:4-5 Years 4:5 Years and Above 5:Others				
Years' Working in Current Co'	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	98	25.52	98	25.52
2	145	37.76	243	63.28
3	66	17.19	309	80.47
4	74	19.27	383	99.74
5	1	0.26	384	100.00