AN INVESTIGATION INTO THE DETERMINANTS OF OFFICE POLITICS

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MASTER OF BUSINESS ADMINISTRATION

(CORPORATE GOVERNANCE)

UNIVERSITI TUNKU ABDUL RAHMAN

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DECLARATION

I hereby declare that:

(1) This Research Project is the end result of my 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) The word count of this research report is _____ 21,805 words _____ .

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LIST OF ABBREVIATIONS

POPS	Perception Of Political Scale
PDM	Participation In Decision Making
SSPS	Statistical Package For the Social Science
VIF	Variance Inflation Factor
KMO	Kaiser-Meyer-Olkin
ANOVA	Analysis Of Variance

ABSTRACT

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Famous philosophers Aritotle suggested that "Man is by nature a political animal". Man will use political tactic to maximize their own benefit. There are two models has been proposed in this research which is the Model 1 and Model 2. Model 1 examined the factors (goal unambiguity, budget allocation, decision making, pay and promotion and power) have relationship with the office politics. Model 2 examined the relationship between the office politics and job dissatisfaction. Quantitative method has been chose for this research and 247 respondents have respond to the research questionnaires. SSPS version 20 is being used to perform the data analysis. Furthermore, Factor analysis and multiple-linear regression analysis have been used to test the relationship between the office politics and factors (goal unambiguity, budget allocation, decision making, pay and promotion, and power). The results have shown that there is a positive relationship between the budget allocation and the job dissatisfaction. Whereas, there is negative relationship between goal unambiguity, pay and promotion, decision making and power. The recommendations for this research are the company should have the clear guide, organization justice and employee participation in order to reduce the office politics. The proposed recommendations can only minimize the political behavior and also to learn how to manage such behavior so that it does not directly harm others. In conclusion, politics behavior cannot be eliminate due to people by nature they are political.

CHAPTER 1

INTRODUCTION

1.1 Introduction/Background of the study

Politics is part of our lives and it is difficult to avoid it. The quote from Aristotle "Man is by nature a political animal". Man tends to behave politically in order to maximize their own benefit. According to the Online Oxford Dictionary, the definitions of the politics mean the government activities which consist of party involve and also the relationship between the states. Furthermore, it is also an activity in an organization in order to associate with the personal power and status (English Oxford Living Dictionaries, 2018). According to the dictionary, there are two types of politics which are organization politics and government politics. In this study, the researcher is mainly focusing on organization politics.

"Organizational politics is a social influence process in which behavior is strategically designed to maximize short-term or long-term self-interest, which is either consistent with or at the expense of others' interests" (Miller et al., 2008, p. 145). Olorunleke (2015) study suggested that there are few factors that lead to the office politic behavior which are a high hierarchy, uncertain environment, goal ambiguity, and others (Olorunleke, 2015). Organizations are filled with different kind of people, resources and objective. People may have a different opinion in term of allocating their resources. Therefore, each department

head is trying to use the politic tactic to influence the allocation of the resource. The most common that can be seen in each company is the budget allocation. For the uncertain environment such as the merger and acquisition or change of management, the employee also tries to protect their employment and start to build the coalition.

Olorunleke (2015) suggested that office politics cannot be avoid and it does not always mean that it is a bad thing. Office politics can help to influence the process in the decision making of the company (Olorunleke, 2015). In addition, the manager tries to influence his subordinate to support their decision making. This can help to speed up the decision-making process and also the work efficiency. Besides, it can centralize the staff in the organization (Sonaike, 2013). The research by Kinicki (2008) suggested that there are many departments in the organization and each of the department has their own function. It is important for the managers to know about the office politics to coordinate each department (as cited in Sonaike 2013). The researcher described the politic as the oil lubricant to smooth the process in the organization (Sonaike, 2013). In addition, positive political skill does not create an environment that has injustice, unfair and others (Cacciattolo, 2013).

According to the Khan and Hussain (2014), there is a need to have some politic in the office in order to help the team to be successful. However, too much of politic can also destroy the team harmony (Khan & Hussain, 2014). It is important the politics must be used in the positive way not to gain at the expenses of others. In the Khan and Hussain (2014) study suggested that one of the best ways to stay survives in the faculty is to join the powerful group (Khan & Hussain, 2014). If one of the member's works late every day, this will lead to his or her colleague boycott the member. Due to the colleagues may think that he or she is trying to please their superior by hard working. In addition, human being tends to maximize their self-interest, thus has caused the politic behavior appeared in the office.

For the negative outcome, the office politic can be self-serving due to the individual will try to pursue their own self-interest. The examples of self-interests are the promotion and salary increment (Olorunleke, 2015). Furthermore, office politics also cause the employee to be stress and quit their job. The studied by Nasurdin, Ahmad and Razalli (2014) showed that organization politic is one of the sources that cause the employee to be stress. Office politic affects the employee to be emotionally unstable, tension and frustration (Nasurdin, Ahmad, & Razalli, 2014). The employee will get exhausted due to the effort that they put is not match with the reward that they received (Nasurdin, Ahmad, & Razalli, 2014).

1.2 Problem statement

Buchanan (2008) suggested that office politics subject is still under-explored. Olson, Bao and Parayitam (2014) research stated that most of the researchers focused on the two areas which are the perception of the organization politic and employee politic behavior (Olson, Bao, & Parayitam, 2014). Furthermore, the research by Meriac and Villanova also suggested having more research on the behavior of the employee during the politic situation and their reaction (as cited in Vigoda-Gadot & Drory, 2006; Cacciattolo, 2013). Furthermore, to understand the employee politic behavior, there is a need to understand the factors that cause the politic situation (Cacciattolo, 2013). Many of the researcher suggested that there are many area still can be examined under the office politics subject, therefore, the office politics subjects have been chosen in research in order to further investigate the factors that lead to the office politics.

The work by Daud, Isa, Nor, & Zainol (2013) suggested that office politics is a major issue in the business world today due to the employee using the influence to maximize their own benefit. The employee that have much time for the office politics pay less attention for their

works (Daud, Isa, Nor, & Zainol, 2013). This may lead to low efficiency of the company thus will affect the work performance of the company. Furthermore, office politics also have an effect on the job dissatisfaction (Ferris & Kacmar, 1992). It is important to have job satisfaction among the employee in order to maintain the company performance. Therefore, this research also examined the effect of the office politics on the job satisfaction of the employee.

1.3 Research questions

1) What are the factors that influence the office politics?
2) What is the relationship between office politics and job dissatisfaction?

1.4 Research objectives

- The first objective of this research is to examine the factors that influence the office politics.
- The second objective of this research is to investigate the relationship between office politics on the job dissatisfaction.

1.5 Significance of the study

It is important to understand the factors that affect the office politics due to it will help working adult in improving their interaction with others. Office politics is part of life and it is difficult to avoid. Most of the people view politic as negative however the office politic has contributed to the organization. Office politic can help the employee to work toward to the

organization goal. Sometimes, it is hard to get each department to be coordinate if without politics. Besides that, the working adult will have understanding the purpose behind the political behavior. This can help them to understand their peer and improve the interaction between them. In addition, individual have some idea about the political system that surrounds them and learn how to manage it.

Secondly, this study will help the employee to improve their soft skill, especially during decision making. It helps the manager to have the effective decision making because of it able to centralizes and manage the employee (Sonaike, 2013). The interaction between the employees is also important it can affect the working environment. Furthermore, the employee can be able to work together toward the company target. Organization politics can help to set the equilibrium among the different interest and view of the stakeholder (Cacciattolo, 2013). In addition, it also will help the manager in improving their department team building. The work by Butcher and Clarke (2006) suggested that the managers that understand the political behavior are having an advantage. Due to the manager will know how to manage it so that to develop equality among the employee (Butcher & Clarke, 2006).

Thirdly, managers can improve their managing skills. If the level of the organization politic is high, it might cause the employee to be stress and high absentees. If the employee finds that there is no change in the current situation, the employee may choose to leave the company. Furthermore, if the company turnover rate is high, it also will affect the operation of the company. The company needs to spend cost to find a suitable candidate. Human capital is difficult to replace especially those specialists. In addition, there will be an increase in the workload of another employee that continues to stay in the office. They might need to handle the double size of the work due to not enough manpower.

1.6 Delimitations

Due to the time constraint and the limitation of the budget, there is needed to use the sample size. The delimitation of this study is using the above 200 sample size to represent the population. The researcher chooses the respondents from the Klang Valley, Shah Alam, Subang, and Kuala Lumpur. Kuala Lumpur is a federal state of Malaysia and most of the big company is located at here. The respondents could come from different background. However, the result of this research does not represent the whole country and also another country.

1.7 Outline of Chapter

Chapter 1 - Introduction

This chapter has included the background study, problem statement, research question, significant of the study of this research. Furthermore, it has shown the purpose of this study and the question that the researcher aims to prove it.

Chapter 2 – Literature review

For the literature review part, many of the past research regarding office politics have been summaries in this part. Besides that, these chapters also discuss the relationship between the six factors which are goal unambiguity, budget allocation, decision making, pay and promotion, power and job dissatisfaction with office politics. In addition, the hypothesis development also has included in this chapter.

Chapter 3 – Research methodology

The main focuses of this chapter are the sample size, data collection method, measurement scale for each variable, the type of analysis of the data set. Each of the variable measurement scales has been choosing and it is relevant to use to measure the variable. Furthermore, there were also Tables to show before and after the revised measurements scale. Besides that, the pre-test had been conducted on the questionnaires. This is to check whether the respondents had the same interpretation as the researcher on each question. There are a few types of data analysis has been chosen which are descriptive analysis, factor analysis, reliability test, and simple and multiple-linear regression. After the data was being analyzed and it had discussed in chapter 4 and 5.

Chapter 4 – Research result and interpretation of the result

After the data being collected, the data had been scanned through. For the descriptive analysis, the research results were shown in the chart, graph and table form. Furthermore, there were interpretation and discussion on the chart and graph. Factor analysis is used to test the correlation among the item and to determine the grouping of that related item. Those items that had the low rotation were excluded. Besides that, reliability test also was used to check whether there were sufficient items. Lastly, the simple and multiple linear regression analysis was to determine whether the hypothesis being support or not.

Chapter 5 –Recommendation and conclusion

The result of the study will be discussed in this chapter deeply. In this chapter, the researcher will provide the implication of the result. Besides that, there will also be recommendation

provide for each factor. There are also few suggestions for the future research. In addition, there is a conclusion part to summarize each section of the research.

CHAPTER 2

LITERATURE REVIEW

2.1 Office politics

"Organizational politics is a social influence process in which behavior is strategically designed to maximize short-term or long-term self-interest, which is either consistent with or at the expense of others' interests" (Miller et al., 2008, p. 145). The research by Ferris (1989) defined the politic as the behavior in the office that to increase the self-benefit of the employee (Ferris, 1989; Nasurdin, Ahmad & Razalli, 2014). One of the researchers suggested that the act that will able to maximize the employee benefit and also to influence the person that has the authority to give rewards (Cropanzano, 1989; Nasurdin, Ahmad, & Razalli, 2014).

Ferris, Russ, and Fandt (1989) have proposed the perception of organization politic. There are three categories of the factors which influence organization politics. The first category is the organization influence or organization structure; the second category is job structure and the colleagues; the third category is the employee characteristic (Ferris, Russ, & Fandt, 1989, Ferris & Kacmar, 1992). Furthermore, there were also some consequences for the office politics which are the employee resign from the organization or the employee absenteeism (Ferris, Russ, & Fandt, 1989, Ferris & Kacmar, 1992). If the employee continues to stay in

the organization, they might likely engage in office politics (Ferris, Russ, & Fandt, 1989, Ferris & Kacmar, 1992). In the year 1991, Kamar and Ferris (1991) have suggested there are five dimensions to measure the organization politics. The five dimensions could include the Go Along to Get Ahead; Self-serving; Coworkers; Cliques and pay and promotion (Ferris, Russ, & Fandt, 1989; Ferris & Kacmar, 1992). During the year 1993, Nye and Witt (1993) further study on the Kamar and Ferris (1991) research. In the Nye and Witt (1993) study, the authors compare Survey of Perceived Organizational Support (SPOS) by the Eisenberger, Huntington, Hutchison, and Sowa (1986) with the Kamar and Ferris (1991) which the result showed that there opposite related. In the year 1997, a research has been done by the Kacmar and Carlson to further validate this concept. Kacmar and Carlon (1997) further suggested that some of the items in the Perception of Political Scale (POPS) are not up to date. They have commented that some of the items in the model are not updated, thus has further proposed has some new item to add in the conceptual model. The below has further discussed the three dimensions which are General Politic Behavior, Going Along to Get Ahead and Pay and Promotion.

General Politic Behavior occurs when the rules and regulations are not clear. The particular employee will start developing their own rules and the rules often benefit to the rules maker (Kacmar & Carlson, 1997). The process of decision making will be affected if there is no clear guide and target. The employee will start to use the politic tactic to influence the decision making. In addition, the scarce resource of the organization also will increase political behavior in the organization. Furthermore, the research also stated that the attractiveness of the resource also will affect the political behavior in the company (Kacmar & Carlson, 1997). An example has been raised which are the ticket to the sporting event compare to the pay and promotion (Kacmar & Carlson, 1997). The employee wants to get the pay and the promotion rather than to have the sporty event. That employee that do not like the sport will tend to relax a bit in their job. However, that employee who likes the sports event will work harder to get it.

Going Along to Get Ahead is where the employee does not want to have any conflict with the colleagues, thus they choose to get along with their employee. The researcher sees this as the political act although there is not any action taken by the employee (Kacmar & Carlson, 1997). Those coalitions may welcome these employees due to them not harm to their group (Kacmar & Carlson, 1997).

The last dimension that to be discussed is the pay and promotion. Every company has their own pay and promotion policy to reward their staff (Kacmar & Carlson, 1997). If the superior always rewards those subordinates that always support him, thus this behavior will likely to be imitated by the others (Kacmar & Carlson, 1997). Those employees will always support the decision of their superior made in order to get increase favoritism (Kacmar & Carlson, 1997).

According to the Robbins and Judge (2013) defined that political behavior is not including in the job requirement however it is used to influence the process of the organization. Sometimes, these also may require power to influence the process. The organization manager uses their power this to influence the process of the company, goal and decision making. The political behavior could include some of the spread the company private information to an outsider, hold some information without telling other during the meeting, form coalition and others (Robbins & Judge, 2013). The authors suggested that political behavior can be considered ethical if it does not directly harm others (Robbins & Judge, 2013). In other words, if such political behavior has directly harmed other person then it can be considered as an unethical behavior.

Omisore & Nweke (2014) suggested that there is a need to understand the bargaining, power influence and also coalition before examine the political behavior. Furthermore, the researcher also suggested that there are three types of groups that are easy to create politic

behavior (Omisore & Nweke, 2014). The three groups are workgroup, interest group, and coalition (Omisore & Nweke, 2014). Workgroup means the employee comes from the same department. In an organization, there are many work groups such as the account department, marketing department, and others (Omisore & Nweke, 2014). The interest group is the group that has a common interest such as an actor. They have the same goal and they rely on each other. For the coalition, they work together to achieve the goal (Omisore & Nweke, 2014). Employee involves in the politic due to power, company resource, and self-benefit (Ene, 2014).

From the above literature review, there are six hypothesis has been formed. The six factors which are the goal unambiguity, budget allocation, decision making, pay and promotion, power and job dissatisfaction have the relationship with the office politics. Furthermore, five of the factors have the direct influence on the office politics except for the job dissatisfaction. Job dissatisfaction is the effect from the office politics which this has shown in the conceptual framework that from in this research.

2.2 Goal unambiguity

The first factor that to illustrate which is the goal unambiguity. The research by the Ferris et al (1989) suggested that the ambiguity of the environment will help to create the political behavior. The company that does not have a clear rule will increase political behavior. It is important that the company objective is important in formulate the company strategically and provide direction to the employee. The uncertainty environment could be the merger and acquisition and downsizing of the company operation (Somoye, 2016). Furthermore, the employee is uncertain with the direction of the new management. The opposite of the goal unambiguity is the goal ambiguity. The research by Olorunleke (2015) suggested that the

employee will less involve in the office politics if the employee and the organization have the share value or goal. The research by Somoyo (2016) suggested a complex goal can increase the political behavior especially the technology company.

The uncertainty environment can help to increase the office politic behavior (Somoye, 2016). Furthermore, the employee will tend to use politics to influence the decision making and also to make the current situation favorable to everyone. If the company does not have clear rules and regulation, the employee will try to persuade their own interest. Somoye (2016) suggested that the merger and acquisition will lead to office uncertainty. During the merger and acquisition, the new management will take over the operation of the entity. Furthermore, the new management has their own target and remain old staff may resist following the new management. The new management may use the power or authority to influence the old staff.

Ene (2014) mainly focus on the factors affect the organization politics and implication of the office politics (Ene, 2014). In the research literature part, the researcher has emphasized office politics is due to the different goal between the personal goal and the company (Ene, 2014). The employee needs to work according to the rules and regulation to achieve their personal goal (Ene, Assessment of Factors Responsible for Organizational Politics and Its Implications in the Workplace, 2014). Where there is no clear rule, the employee will start to persuade their self-interest and sometimes it will affect the achievement of the company goal. In addition, there are many departments in the organization and each department has their own goal to achieve. They did not realize the interdependent relationship between the departments in order to make the organization succeed.

Furthermore, they always try to protect themselves and achieve their own target even though of the expenses of others. For example, the accounting department wants to show a high profit this year, they will try to persuade the management to cut the other department budget. Due to all the above, it is hard for the organization to achieve the goal if there are too many

personal goals. The management of the company will engage in politics to help the organization to achieve the objective. Organization politics is not always bad due to sometimes it helps to solve the problem. The research by the Ferris et al (1989) suggested that the ambiguity of the environment will help to create the political behavior. If there is a shared goal among the employee then the office politics will be reduced. Hence, there is a relationship between the goal unambiguity and office politics.

H1: There is a relationship between goal unambiguity and office politics.

2.3 Budget allocation

The second factor that to discuss is the budget allocation. The competition will increase if there are scarce resources in the company (Kacmar & Carlson, 1997). Every company has a sustainable competitive advantage in order to compete in the market. The competitive advantage could include the company resource and capability. Resources could be divided into the three categories which are the physical resource, company resource, and human resource (David, 2011). Physical assets include plant and machinery, furniture and fitting, computer and others (David, 2011). Human resources include an employee of the company and those employees have many experiences, intelligence, and capability (David, 2011). Company resource includes goodwill, copyright, intellectual property, and others (David, 2011). If the company has unlimited resource then there is no need for the allocation of the resource. In this research, the main focus is on the fund of the company. If the company cash is limited it will need to go through to allocate process. The allocation process is where most of the department manager and also the top management will have the meeting to decide how much to allocate for each department. Sharma & Gautam (2014) has a different interpretation on the scare resource where they suggest that promotion, power, position as the scarce resource.

Eniola, Iyabo, Adeshina, and Olajide (2015) research stress on the causes and the implication of the political behavior. Due to this, there is a need to locate the resources, thus have increased the political behavior in the company. If the company has a more limited resource, the political behavior also will increase (Eniola, Iyabo, Adeshina, & Olajide, 2015). People feel that the distribution of such resource is not equal in the organization tend to engage in the political behavior (Sharma & Gautam, 2014). Sonaike (2013) suggested that the company resource is limited and each department needs the resource to run their department. Each company requires different resources due to their nature. However, every company needs to have a fund to maintain their operation. In this research, the researcher has chosen the company fund as the scarce resource. During the budget allocation, those managers will use their power to influence the allocation of the budget. Power and interaction are considered to be a political behavior. (Elbanna, 2006) In addition, the research by Onsi (1973) suggested that the employee would create the slack in their budget if the company that stresses the budget achievement as the performance. In conclusion, there is a relationship between budget allocation and political behavior.

H2: There is a relationship between budget allocation and office politics.

2.4 Decision making

The research by Kacmar & Carlson (1997) suggested that if there are many uncertainties in the decision making will increase political behavior. Every manager wants to make the rational decision during the meeting. The rational decision which means the optimum choice that will maximize the value of the company (Robbins & Judge, 2013). The rational decision involves six steps. The six steps would include defining the problem; identified the decision criteria; allocate weights to the criteria; develop the alternatives; evaluate the alternatives and select the best alternative (Robbins & Judge, 2013).

There is no one that made the decision based on the six steps in the actual fact. Normally, the decision will make based the reasonable judgment (Robbins & Judge, 2013). Due to the constraint of the human, people make the decision based on the judgment and institution (Robbins & Judge, 2013). After the problem has been defined, thus the people start to find the solution. When the solution is able to solve the problem with the current solution then the individual will stop to find the optimal solution. Furthermore, time and cost are also the constraint factors when searching the optimal solution. Another factor that also affects rational decision which is the manager will make the decision making based their past experience (Robbins & Judge, 2013). Robbins and Judge (2013) stated that this is not rational decision making. However, they have further explained that follow the past experience does not mean that it is incorrect (Robbins & Judge, 2013).

There is a need for the manager to make a decision during the meeting. Rational decision making involves six steps which this has to discuss in the literature part. If the manager using the six steps to make the decision, it would be costly and take a longer time. In the business world, the manager needs to make a decision quick otherwise the opportunity will be gone. If there are few coalitions in the group, tentatively the coalition group will try to influence the manager to choose the decision that is favorable to them (Kinicki, 2008; Sonaike, 2013). Most of the time managers make a decision based on their experience. They will try to explain the outcome of the decision to their subordinates and try to persuade them that the decision that they made is correct.

During the discussion, there are few alternatives that can choose. Assuming there are few coalitions in the group and every group disagrees with each other. The leader will be the final person to choose the alternative and this alternative will be implemented. If the coalition is favorable to the leader then the leader will choose the alternative that favorable to the coalition. The research by Witt (1992) suggested the some of the manager may not want to

discuss work with their subordinate due to they want to hold the information from the employee. Sometimes, they want the employee to obey them without questioning them. In this case, they tend to hold power and authority (Witt, 1992). One of the researchers mentioned that the power and inter-relationship as the political nature (Elbanna, 2006).

H₃: There is a relationship between decision making and office politics.

2.5 Pay and promotion

Pay and Promotion is one of the reward systems that to increase employee commitment (Markham, Harlan, & Hackett, 1987; Rosenbaum, 1984; Ruderman & Ohlott, 1994). The purpose of the promotions is to retain the talent and to motivate the employee to work towards the goal. In one of the research stated that the promotion as the changing the person status in the office and also come with a salary, power, job scope increase (Ruderman & Ohlott, 1994). Throughout the year, the employee may feel bored with their current job scope. Promotion and pay not just only rewards the employee but also to develop the employee ability. Normally, the superior will be responsible for the subordinate promotions. Before the employee being promoted, there is a process of the performance evaluation. Performance is evaluated the past performance of the employee. Sometimes, the promotion also can come from the external organization. The company can post the position to an outsider and recruit the outsiders to take over the position (Ruderman & Ohlott, 1994). There are some advantages to promote the internal staff. The staff will think that the company is helping them in develop their career. However, there are some disadvantages which are there is not new knowledge has been transferring in. If the employee is come from outside, then there will be some change in the organization due to the new leadership style. The disadvantage is that the existing staff may have resistance to the new manager.

For the pay and promotion, every company has their own pay and promotion policy (Kacmar & Carlson, Further Validation of the Perceptions of the Politics Scale (POPS) : A Multiple Sample Investigation, 1997). If the superior always give rewards to the subordinate that support him, then this behavior also will be imitated by the others (Kacmar & Carlson, Further Validation of the Perceptions of the Politics Scale (POPS) : A Multiple Sample Investigation, 1997). Those employees that previously not support their superior but due to the reward they tend to support their superior opinion (Kacmar & Carlson, Further Validation of the Perceptions of the Politics Scale (POPS) : A Multiple Sample Investigation, 1997). In addition, if the employee the feel that inequitable in term of the rewards compare to that employee engage in the political behavior, they also will engage in such behavior.

Employees in the organization work hard so that they can get promoted to management level. However, if the employee not favorable to their superior, it is unlike that the employee will be promoted to the next level. In order to get a promotion, the employee will start to do the things that their superior like such as to agree on the superior decision making during the meeting and help their superior in the paperwork and so on (Sonaike, 2013).

The research by Khan and Hussain (2014) research mainly focus on the perception of the organization politic among the university. The researcher has formed the two hypotheses in his research. The first hypothesis stated that there is a strong relationship between the strong group in the universities and employee survival (Khan & Hussain, 2014). The second hypothesis is the satisfaction of the employee regarding the pay and promotion of the universities (Khan & Hussain, 2014). The researcher has used the concept of POPS which has been suggested by Kamar and Ferris (1991). Perception of organization politics has three major areas which are the General Political Behavior, Go along to Get Ahead and Pay and Promotion. These three concepts have been discussed as above. For the first hypothesis, the

result showed that there is a significant relationship between the strong group and the employee survival in the company.

Furthermore, the researchers mention politic occurs in universities although this is a place for academic learning (Khan & Hussain, 2014). If the employees do not join the stronger group, the employee will easily lose their job (Khan & Hussain, 2014). The second hypothesis also shows that there is a significant relationship in the organization pay and promotion and employee satisfaction (Khan & Hussain, 2014). The researcher suggested the company to employ the consultant to analyze their company politic behavior thus to improve the company working environment (Khan & Hussain, 2014). In conclusion, the employee in the universities is no different with another employee in the organization (Khan & Hussain, 2014).

The organization should try to understand the reason the help to increase a political behavior (Khan & Hussain, 2014). Furthermore, there is a need to fine tune their human resource policies in order to improve the working environment (Khan & Hussain, 2014). There are few employees apply for the promotion. One of the employees feels that he might have a little chance to get the promotion so he started to influence his superior. When they get promoted, then the employee of others will start to complain behind them. During the promotion period, political behavior also will increase. One of the researchers suggested that the employee is involved in the politic behavior if they are using their power to influence other (Robbins, 2003; Sonaike, 2013). Somoye (2016) suggested that if the organization does not have the standard policy for the pay and promotion, the manager cannot differentiate which are the people that have good performance. Normally, they will promote their favorite subordinate (Somoye, 2016). Hence, the hypothesis is formed where there is a relationship between pay and promotion and office politics.

H$_4$: There is a relationship between pay and promotion and office politics.

2.6 Power

The last factor to discuss is the powerful influence in the organization. Although the power cannot be seen, however, it is able to influence other to what the person wants (Robbins & Judge, 2013). There is a greater dependence on the particular person (Robbins & Judge, 2013). In addition, there is two type of power which personal and formal power (Robbins & Judge, 2013). Personal power means that there is a specialty on the personal characteristics and is able to influence other (Robbins & Judge, 2013). There are a few types of personal power which is expert and reference power. Expert power means that the person is expert in a particular area. Everybody is relied on the personal opinion to make the decision (Robbins & Judge, 2013). Power also can help the decision-making process more efficient. For example, the people relied on the doctor opinion for making a decision.

The referent power means that the person has some special characteristic. People admire particular individual then the particular individual has the influence over the people (Robbins & Judge, 2013). Sometimes, the people may want to please the particular individual. For example, some of the mobile sellers like to use the pop start to help them in promoting their product. Reference power is not necessarily held by the leaders, it could be their subordinate.

Formal power is also defined as the legitimate power and authority which has given by the organization to a particular person (Robbins & Judge, 2013). The example of the power could be coercive power, rewards power and legitimate power. In addition, the Coercive power which means that have the power to threaten the employee. For example, the manager has the power to suspend the subordinate if the subordinate did not perform well (Robbins & Judge, 2013). Reward power means that the person has the power to reward their subordinate. For example, the manager has the rewards power such as increasing the staff salary, bonus, and others (Robbins & Judge, 2013). The legitimate power means that the person has the

formal authority (Robbins & Judge, 2013). For example, the managing director will be at the top of the company organization chart.

The research by Somoye (2016) suggested that the work can be done by using power (Somoye, 2016). Most of the employees have desired to acquire power in the organization. There are three types of people that often engage in the power activities which is the owner of the small business, top management, and the key person in the organization (Somoye, 2016). The owner of the small business needs to make the decision themselves due the business is owned by them (Somoye, 2016). Furthermore, they also have the right to promote the employee. The second one is the top management of the company as they need to oversee the company activities and made the decision (Somoye, 2016). The third one is the key person of the organization, their input is important to the company in making the decision (Somoye, 2016). Those companies which rapidly changes will likely face power and the politic issue due it help to smoothen the organization process (Somoye, 2016).

Power always comes from the position and some come from their personal. During the meeting, some of the subordinates may disagree with the manager decision and every subordinate have their own idea. Thus, the managers will try to use the power to influence them to show that the decision that he or she made is correct. Sometimes, they will even employ the expertise that to explain the outcome of the decision. Furthermore, if the subordinate has a high dependence on their manager which means that the manager has power over their employee (Robbins & Judge, 2013). For example, the manager controls employee pay and promotion (Robbins & Judge, 2013). These are important to the employee as they need them for a living. The employee will work hard and try to please their manager. Furthermore, they will even support whatever decision made by their manager. Some of the individuals do not have legitimate power but due to their unique personal characteristic thus able to influence other. Power influence sometimes can be positive and not necessarily all are negative. For the positive outcome, the managers using power to delegate the work to their

subordinates (Somoye, 2016). Furthermore, they also use the power to create the opportunity for their subordinate (Somoye, 2016). For the negative outcome, the manager uses their power to closely supervise the employee (Somoye, 2016). Some of the managers also use the power to achieve their self-benefit (Somoye, 2016). In addition, most of the manager spends most of their in managing their power to influence others to achieve the company goal (Somoye, 2016). Hence, there is a relationship between power and office politics.

H5: There is a relationship between power and office politics.

2.7 Job dissatisfaction

Job satisfaction is about how the employee thinks and feels about their job (Javed, Balouch, & Hassan, 2014; Spector, 1997). Furthermore, it is the main concern for every organization. (Mishra, 2013) There will be an increase in the contribution to the company if the job satisfaction of the employee increases (Javed, Balouch, & Hassan, 2014). The research by Mishra (2013) suggested that job satisfaction have three facets which are the job factor, individual factor and the management of the company (Mishra, 2013). The first factor which is the job factors includes age, gender, and education of the employee. (Mishra, 2013) For the individual factors include the job, skill, and responsibility of the employee (Mishra, 2013). The last factor is the elements that controlled by top management which is salary, increment, promotion, and the working environment (Mishra, 2013). The opposite of the job satisfaction is the job dissatisfaction. Job dissatisfaction arise is due to a bad experience in the current job or job opportunity (Talukder, Talukder, & Alam, 2014). The job dissatisfaction can lead to employee turnover or absenteeism (Talukder, Talukder, & Alam, 2014).

Organization politics can influence the relationship between employer and employee and the same time it also can contaminate the workplace social environment (Cropanzano, et al.,

1997; Salam, 2016). The research by Ferris and Kacmar (1992) model suggested there are few outcomes for the office politics. Some of the employees may withdraw from the company if the employee does not want to participate in office politics (Ferris & Kacmar, 1992). There are two types of withdrawal which are the absenteeism and resignation (Ferris & Kacmar, 1992). Office political create stress for the employee, thus employee will lose interest in their work times (Cacciattolo, 2013). Furthermore, the employee cannot concentrate on the work (Eniola, Iyabo, Adeshina, & Olajide, 2015). Due to the employee unhappy with the current situation, it might have reduced the level of employee satisfaction (Hassan, Vina, & Ithnin, 2017). If the employee job dissatisfaction increase, there will be low performance. In conclusion, office politics will have an effect on the job dissatisfaction of the employee.

H6: There is a relationship between job dissatisfaction and office politics.

2.8 Research Gap

The study by Ferris, Russ, and Fandt (1989) has suggested the perception of organization politic model. The study did not further validate some of the factors that they suggested such the goal ambiguity and personal influence. Furthermore, it also did not discuss the behavior of the employee. In order to have a clear perception model, there is a need to further investigate the goal unambiguity of the company and the relationship with office politics. Besides that, the work by the Kacmar & Carlson (1997) suggested that the scare resource will lead to the competition. However, their study was a focus on the validation and refinement of the question. They did not further explain the employee behavior and the way of minimizing office politics. Therefore, there is an area that is needed to be further explored.

The work by Witt (1992) expressed that the decision making will help to moderate the relationship between office politics and job satisfaction. Furthermore, the result showed a significant relationship. The study by Kacmar & Carlson (1997) suggested that if there are many uncertainties in the decision making will increase political behavior. Due to there is a different opinion between these two authors, there is needed to have further examined the direct relationship between the decision making and office politics.

Next factor to discuss is the pay and promotion. For the pay and promotion, every company has their own pay and promotion policy (Kacmar & Carlson, Further Validation of the Perceptions of the Politics Scale (POPS) : A Multiple Sample Investigation, 1997). If the superior always give rewards to the subordinate that support him, then this behavior also will imitate by the others (Kacmar & Carlson, Further Validation of the Perceptions of the Politics Scale (POPS) : A Multiple Sample Investigation, 1997). The study by Kacmar and Carlson (1997) aimed to refine and validate the question that developed by the previous research. However, they did not further explain the behavior of the employee when they did not satisfy their pay and promotion. Somoye (2016) suggested that if the organization does not have the standard policy for the pay and promotion, thus manager cannot differentiate which are the people that have good performance. Normally, they will promote their favorite subordinate (Somoye, 2016). It is important to examine the relationship between pay and promotion and office politics.

In addition, the factor to be discussed is the power. The research by Somoye (2016) suggested that the work can be done by using power. Some of the people use the power to making a decision, promote their staff and also manage the company. The research by Daud, Isa, Nor, and Zainol (2013) expressed that the employee perceived office politics as bad things (Daud, Isa, Nor, & Zainol, 2013). Due to the different opinion between the researchers, thus the finding of proof and evidence is important to support the research opinion.

The factor to review is the job dissatisfaction. Job dissatisfaction arise is due to a bad experience in the current job or job opportunity (Talukder, Talukder, & Alam, 2014). The research by Ferris and Kacmar (1992) model suggested there are few outcomes for the office politics. However, in this model, the researcher did not further explain the mitigation on the office politics consequences. Besides that, the office conflict and power are part of the organizational life (Hathaway, 1992). The objective of this research is to investigate the relationship between job dissatisfaction and office politics in order to provide some suggestions to minimize it.

2.9 Conclusion

Based on the above literature review, organization politics is part of the life. It is hard for the working adult that works in the organization to avoid from office politics. Even though the person that remains silent in the office and does nothing. The researcher also defined this kind of behavior as one of political behavior (Kacmar & Carlson, 1997). The person that usually remains quite, they choose to go along with their colleagues. The strong group in the organization may approach this type of the employee as the employee always will agree with them. There is no "office politics" word appeared on the employee job descriptions. However, it has really existed in the workplace and it is hard to avoid.

There are three types of the group in the organization that mostly involve in the office politics which is the workgroup, interest group, and the coalition. These three groups have their own goal and self-benefit to achieve. Thus, they always involve in the political behavior to achieve their target. There are six factor has been chosen and discuss that have the relationship with the political behavior. The first factor is the goal unambiguity of the

organization. The argument in this factor is that each individual has their own goal to achieve. Their goal is different from the organization goal. If there is no clear rule, they will try to achieve their objective regardless of the company objective. The second factor is the budget allocation of the company. The company resource is limited and every department in the organization are competing for the resource thus they will engage in political behavior. If the company resource is enough, then there will be less politic behavior in the organization.

The third factor is the decision making of the company. During the meeting, the employee of the company will tend to influence the decision-making process so that the decision that made is favorable to them. They also want to let everybody know that their idea is important for the decision making (Sharma & Gautam, 2014). The fourth factor is the pay and promotion. It is important for the company to have clear performance evaluation criteria. The employee needs to work within the rule and regulation to achieve their own objective and also company objective. If there is no standard objective, the supervisor will promote that employee that side them. Next factor which to discuss is the power. Every individual in the company wants power. Power able to influence others and others will follow the personal instruction. Some manager has the power but this power comes from their position is called the formal power. Whereas some of the people do not have such a position but they have the unique personal characteristic that able to influence other which called personal power. The individual in the organization that has the power will like to engage in politics as they have the power to terminate an employee. Through the above discussion, the five hypotheses have been formed and there is the relationship with the political behavior.

The last hypothesis that has formed is to examine the relationship between office politics and job dissatisfaction. Job dissatisfaction is the effect of office politics and it is not the same with the above five factors which are to influence office politics. Job satisfaction is the employee feeling about their job (Javed, Balouch, & Hassan, 2014; Spector, 1997). The

research by Julius, Ojiabo, and Alagah (2017) suggested that there is a negative relationship between organization politics. These mean that the high level of the political will lead to low job satisfaction as the employee perceive there unfair and injustice. Office political can create stress for the employee. Furthermore, the employee will have negative thinking during work times. The research by Hassan, Vina, and Ithnin (2017) suggested that if the employee is not satisfied with the current environment, thus the employee satisfaction also will be low.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology was to explain how the researcher carried out the research. It had involved few steps which include research method, sample size, measurement scale for the questionnaires, data collection process and also an ethical consideration.

3.2 Research design

There are two types of research methodologies such as a qualitative and quantitative method. The differences between these two methods are the method of collection of the data, the analysis of the data and others. Furthermore, the qualitative methods include observation and interview whereas the quantitative methods include the survey method. The method that has been chosen for this research is the quantitative methodology. Due to working adult did not have much time to involve in the interview section due to they are busy with their work. Furthermore, some of them even have family commitment thus very difficult to interview them after work. Survey method was to further enhance participation of the working adults in the research. Furthermore, survey form is one of the ways that can shorten the time in

collecting the opinion from them. Furthermore, there no interview needed for the respondents. Thus, it is also flexible for them as they can fill up the online form at any place and any time.

3.3 Conceptual Framework and Hypotheses

The below **Figure 3.3.1** showed office politics conceptual framework. There were two models had developed in this conceptual framework. The purpose to have two model in the framework is because office politics is a process that helping the individual to maximize their self-interest. Due to this process, therefore there is also need to include both factors influence and effect in the office politics conceptual framework. The first model is to study the relationship between factors and office politics. The five factors which are the goal unambiguity, budget allocation, decision making, pay and promotion, power have the relationship with the office politics. Furthermore, five of the factors have a direct influence on office politics. The second model is to study the relationship between office politics and job dissatisfaction. Furthermore, the office politics will lead to the job dissatisfaction.

Figure 3.3.1: Office political conceptual framework
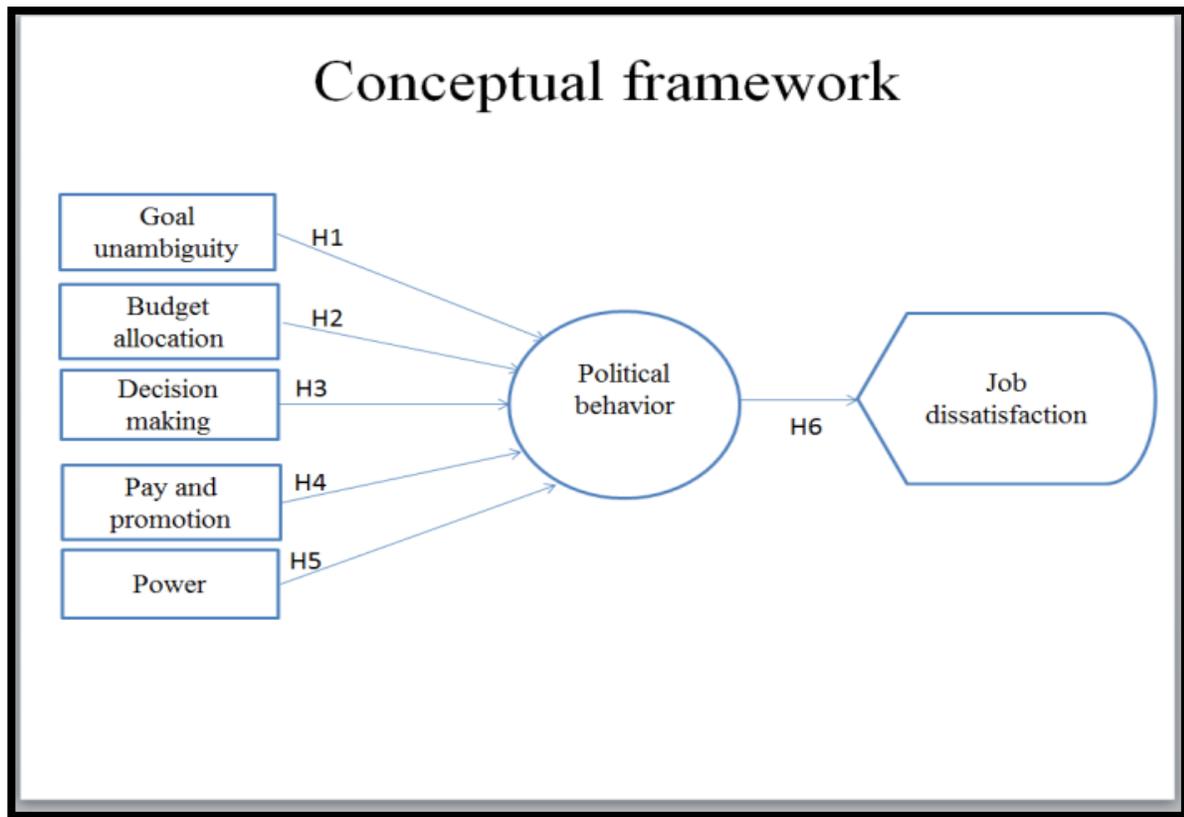
The hypotheses of this study are stated below:

H1: There is a relationship between goal unambiguity and office politics.

H2: There is a relationship between budget allocation and office politics.

H3: There is a relationship between decision making and office politics.

H4: There is a relationship between pay and promotion and office politics.

H5: There is a relationship between power and office politics.

H6: There is a relationship between job dissatisfaction and office politics.

3.4 Sampling method

There are two types of sampling which are the probability and non-probability sampling. The sample frame will be the factor to consider whether to use the probability or non-probability sampling. The sample frame is the researchers have the list of the respondent in their hand (Saunders, Lewis, & Thornhill, 2012). If there is no sample frame, then the researchers will have to use the non-probability sampling (Saunders, Lewis, & Thornhill, 2012). Probability sampling means that every sample has the same equal chance of being selected (Saunders, Lewis, & Thornhill, 2012). There are four steps involved in selecting the sample size. This first stage is to identify the list of the respondents, then match the sampling frame with the research objective (Saunders, Lewis, & Thornhill, 2012). The second step is to determine the size of the sample (Saunders, Lewis, & Thornhill, 2012). The third step is to choose the sample and the sampling method (Saunders, Lewis, & Thornhill, 2012). The fourth step is to verify whether the sample size to represent the population (Saunders, Lewis, & Thornhill, 2012). There are four types of sampling which are simple, systematic, and stratified and cluster (Saunders, Lewis, & Thornhill, 2012). The non-probability sampling has a different type of methods in selecting the sample and majority of the method involve judgment (Saunders, Lewis, & Thornhill, 2012). There are four main types of non-probability sampling which are quotas, purposive, volunteer, haphazard and convenient sampling. (Saunders, Lewis, & Thornhill, 2012). One of the non-probability sampling is convenient sampling (Cooper & Schindler, 2014). Convenient sampling method has been used to collect the data as there is no sample frame. The sample frame is no exist due to this study involve all working adult. Convenient sampling is method that the researcher chooses the respondents that are close to them which include relative, friend and others (Cooper & Schindler, 2014). The respondents were the working adults aged 18 years old and above with working experiences.

3.5 Sample size

The sample size is to represent the population. It is possible to collect data from the all of working adults but it is impracticable (Cooper & Schindler, 2014). Furthermore, due to the time and budget constraint, therefore there is a need to use the sample size. The sample size also cannot be too small because the data are not reliable (Dessel, 2013). Due to the time constraint and cost only around 200 respondents will be selected in the data analysis. Furthermore, based on the statistical rule, at least 200 respondents are desired in the research due to the marginal error is acceptable (Hair, Babin, & Anderson, 2010).

3.6 Data Collection

There are two types of data which were the primary data and the secondary data. This research used the primary data as the data source. There was also some pre-test process in order to fine-tune question. Then, the questionnaires will be transforming into the Google form so that it can save time and cost in distributing the questionnaires. The researcher sent this link to the respondents through whatsapps, Facebook or email.

3.7 Measurement of the variables

3.7.1 Measurement of Office politics

For the perception of the office politics, this research was based on the three dimensions that suggest by the researcher by Ferris, Russ, & Fandt (1989). The perception of the office politics had been influenced by three factors which are the organization, job, and personal factor (Ferris, Russ, & Fandt, 1989; Ferris & Kacmar, 1992). Thus, these affected the job satisfaction of the employee (Ferris, Russ, & Fandt, 1989). The organization politics framework did not have the measurement scale during the early stage. Thus, in the year 1991, there were measurement scales had been suggested by the Ferris et al (1991) to measure the office politics (Ferris, Russ, & Fandt, 1989; Ferris & Kacmar, 1992). The five dimensions that measured the office politics included the Go along to get ahead; self-serving; Coworkers; Cliques and Pay and promotion. Kamar and Ferris (1991) had validated and refined the perception of office politics. The process of validated and refinement involved two phases (Kacmar & Ferris, 1991). In the first phase, the researchers used the 31 item scale to validate the reliability of the measurement scale (Kacmar & Ferris, 1991). In the second phase, the researchers added another 9 items and together with the 31 items scale to the survey (Kacmar & Ferris, 1991). As the result, the three dimensions and the 12 items had been refined in order to measure the office politics (Kacmar & Ferris, 1991). In the year 1992, Ferris and Kacmar furthered their studies on the perception of office politics (Ferris & Kacmar, 1992). There were two studies have been done in this research (Ferris & Kacmar, 1992). For the first research, they studied the relationship between each consequence and the political behavior. For the second research, the main focus was on the various dimensions (Ferris & Kacmar, 1992). The research by the Nye and Witt (1993) had the reverse result toward the result from the Eisenberger, Huntington, Hutchison, and Sowa (1986) survey of the perceived organizational support (SPOS), thus the POPS was dimensional. Kacmar and Carlson (1997) had done a further research on the POPS. They had excluded some of the items that not effective and had included some of the new items where these had been tested. The

measurement scale that suggested by Kacmar and Carlson (1997) is used to measure the office politics.

There were 6 items has been used in measure the office politics. General Politic Behavior occurred when the rules and regulation were not clear. The particular employee start developed their own rules and the rules often benefit to the rules maker (Kacmar & Carlson, 1997). The items 1 to 2 in **Table 3.7.2** represented the general political behavior. Going Along to Get Ahead was where the employee did not have any conflict with the colleagues, thus they chose to get along with their employee. The researcher saw this as the political act although there was no any action taken by the employee (Kacmar & Carlson, 1997). Those coalitions welcomed these employees due to them not harm to their group (Kacmar & Carlson, 1997). The item 3 to 4 shows in **Table 3.7.2** were represented the second dimension which was the Going Along to Get Ahead. The items 5 to 6 measured the last dimension which was the pay and promotion. Every company had their own pay and promotion policy to reward their staff (Kacmar & Carlson, 1997). If the superior always rewarded those subordinates that always support him, thus this behavior would likely to be imitated by the others (Kacmar & Carlson, 1997). Those employees that previously did not support their superior but due to the reward they start to support their superior opinion (Kacmar & Carlson, 1997). The items from 10 to 15 were representing the third dimensions which were the pay and promotion dimension. The below items will be in 5 points Likert scale form which is from "Strongly Disagree" to "Strongly Agree".

Table 3.7.2 Measurement items for office politics

	Items before revised	Items after revised used in this research	Source
1	People in this organization attempt to build themselves up by tearing others down.	The people in your company are trying to build their own group by tearing others down.	Perception of the office politics scale
2	There has always been an influential group in this department that no one ever crosses.	There is an influential group in your department and no one dare to challenge them.	measurement suggested by Kacmar and Carlson (1997)
3	Agreeing with powerful others is the best alternative in this organization.	It is the best way to agree with the idea that suggested by the influential people in your company.	
4	It is best not to rock the boat in this organization.	You are not encouraged to disturb the balance in your company.	
5	I can't remember when a person received a pay increase or promotion that was inconsistent with the published policies.	The pay and promotion in your company are consistent with the company policies.	
6	Promotions around here are not valued much because how they are determined is so political.	The promotion in your company is determined based on people political skills and it does not seem to be value a lot.	

3.7.3 Measurement of goal unambiguity

Pandey and Wright (2006) examined the relationship between the individual goal, company goal, and office politics. Furthermore, there were four actors has been identified which were the Non-government, Federal political, State political and legal regulation. Furthermore, there were seven dimensions and only two dimensions were relevant to the above factor. The two dimensions which were the role ambiguity and organization goal ambiguity had been modified as below table. The below will be in 5 points Likert scale measurement scale and from "Strongly Disagree" to "Strongly Agree". The 1 to 3 were to measure the role ambiguity and items 4 to 6 were to measure the organization ambiguity.

Table 3.7.4 Measurement item for goal unambiguity

	Items before revised	Items after revised used in this research	Source
1	My job has clear, planned goals and objectives.	Your job is well planned and has a defined goal.	The Dimensions of Goal Ambiguity suggested by Pandey and Wrigh (2006)
2	I feel certain about how much authority I have.	You are certain with how much authority you have.	
3	I know exactly what is expected of me.	You know specifically what is anticipated from you.	
4	This organization's mission is clear to almost everyone who works here.	Your company mission is clear to everyone who works there.	
5	It is easy to explain the goals of this organization to outsiders. (ie: person that not work in the company)	It is straightforward and simple to explain your company goal to the outsider (ie: person who does not work in your company).	
6	This organization has clearly defined goals	Your company has a clear goal.	

3.7.5 Measurement of budget allocation

Each of the company needed a different resource to continue their operation such as machinery, raw material, cash, and others. In this research, the research has picked the most common issue that faced by every company which was the budget allocation. During the budget allocation meeting, each department will try to use the tactic to influence the budget allocation process so that the outcome was a favor to them.

The research by Buckland (1999) examined the relationship between the organization participate, slack and organization commitment, trust and others. In addition, the research had used the measurement that created by the Dunk's (1993) and Onsi's (1973). The measurement was the focus on the chance of creating the budget slack. Furthermore, the allocation of the resource would refer to the budget allocation which included the department expenses. The department expenses could refer to the client and staff entertainment and others. Furthermore, the measurement scale was to measure the behind the intention of the employee whether they gave the false statement to the top management so that their budget target can be attained (Buckland, 1999). The "budgets" term that in the items would refer to the office expenses and staff welfare. There were 11 items in the slack measurement scale, however, 6 items had been selected and used in this research. The below measurement scale will be in 5 points Likert scale and from "Strongly Disagree" to "Strongly Agree".

Table 3.7.6 Measurement item of budget allocation

	Item before revised	Items after revised used in this research	Source
1	Top management has enough information to know if there is slack in a departmental budget.	By having enough information, your company top management knows that there is a slack (extra budget) in the department budget	The Propensity to Create Slack by Dunk's (1993) four-item instrument and Onsi's (1973) four-item instrument that used in Buckland (1999) research.
2	Top management has a way of finding out if there is slack in a departmental budget.	Your company top management has the method to know that there is a slack (extra budget) in your department.	
3	Budgets set for my area of responsibility are safely attainable.	It is achievable for the budget that set for my area of responsibility.	
4	Budgetary targets have not caused me to be particularly concerned with improving efficiency in my area of responsibility	You do not need to take concern about improving efficiency in your area even though the budget has been set.	
5	Targets incorporated in my budget are difficult to reach.	It is very difficult for me to achieve the target that has been set for my budget.	
6	To protect himself/herself, a responsibility centre manager submits budgets that can safely be attained.	Your superior normally will propose the budget that is achievable in order to protect him/herself.	

3.7.7 Measurement of the Decision making

It is important that everyone can participate in the decision making (PDM) due to they can rise up the issue that they face. The researched by Witt (1992) suggested the voice and choice of the employee had an effect on the decision making. If the employee made a decision and discussed with their supervisor which meant that there were voice and choice. The level of the PDM was high in this situation. For the moderate level of PDM occurred when the supervisor discussed the problem with the subordinate but there was little choice for the subordinate to choose although they had voiced out their opinion. If the supervisor made all the decision without discuss with his or her subordinate, this showed the low level of PDM. There 5 items in the measurement scale and there 4 items had been used in this research. The below question was designed as the 5 points Likert type scale. The scale of the rating was from the (1 = "Very slightly and not at all, 2 = "A little" 3 = "moderate", 4 = "Quite a bit" and 5 = "Extreme").

Table 3.7.8 Measurement of Decision Making

	Item before revised	Items after revised used in this research	Source
1	To what extent do you and/or your immediate supervisor make decisions about your performance appraisal review?	To what extend do you and your superior make decision regarding your performance appraisal?	PDM measurement item by Witt (1992)
2	To what extent do you' and/or your immediate supervisor make decisions about most things?	To what extent do you and your superior make decision regarding most things?	
3	To what extent do you and/or your immediate supervisor make decisions about communicating information outside your work unit?	To what extent do you and your superior make the decision regarding the communicating information outside your work unit?	
4	To what extent do you and/or your immediate	To what extent do you and your superior make	

	supervisor make decisions about what your job duties will be?	decision regarding your task responsibility?	
5	To what extent do you and/or your immediate supervisor make decisions about how or when you will get your work done?	To what extent do you and your superior made decision regarding how or when you get your work done?	

3.7.9 Measurement of Pay and promotion

When the company promoted an employee thus at the same time the salary of the employee also will increase. In this study, these two variables will put together and used the same measurement scale to measure scale to measure it. The original scale was to measure the employee career goal in the organization. Furthermore, the author suggested that the research this area was more toward knowing about the relationship between the employer and employee. Furthermore, there were four dimensions in this scale (Weng, 2018). There were four dimensions in the measurement scale and two of the dimensions were used in this research. These two dimensions were a focus on the growth of the employee promotion and pay in the company. The items 1 to 6 had been revised to suit in this research. Furthermore, the measurement scales will be 5 points Likert scales which "Strongly disagree" to "Strongly agree".

Table 3.7.10 Measurement items of pay and promotion

	Item before revised	Items after revised used in this research	Source
1	My promotion speed in the present organization is fast.	The speed of your promotion in your company is fast.	Manual of the Organizational Career Growth Scale by Qingxiong Derek Weng (2018)
2	The probability of being promoted in my present organization is high.	There is high possibility for you to get promoted in your company.	
3	Compared with my colleagues, I am being promoted faster.	You have been promoted in a short period of time as compare to your colleagues.	
4	My salary is growing quickly in my present organization.	There is a quick increase in your salary in your company.	
5	In this organization, the possibility of my current salary being increased is very large.	There is high possibility that your salary increase a lot in your company.	
6	Compared with my colleagues, my salary has grown more quickly.	Your salary raises faster compare to your colleagues.	

3.7.11 Measurement Scale of Power influence

The below was a table showed the power measurement. It was suggested by the Nesler, Aguinis, Lee, Quigley, and Tedeschi (1991). The global power was based on the definition that proposed by the French and Raven's (1959). One of the researchers stated that power was the intermediary to influence the achievement of the target (French & Raven, 1959). Furthermore, there were five types of power which were the legitimate, reward, coercive, expert and referent power (French & Raven, 1959). Some of the measurement of the types of power had been excluded because the main purpose to examine this factor is to measure how

the power influences the particular employee. There were 7 dimensions in the measurement scale and total have 32 items. There were only 6 items were used in this research. The items 1 was to measure the ability to influence other; items 2 and 3 to measure the resistant and control power; items 11 and 12 were to measure the compliance; items 4 were to measure the rewards; items 5 were to measure the legitimate power; items 6 were to measure the referent power. The measurement scale will be in 5 points Likert scale from "Strongly disagree" to "Strongly agree".

Table 3.7.12 Measurement items for power

	Item before revised	Items after revised used in this research	Source
1	My supervisor can influence me to work harder at my job.	You will be influenced by you superior to work harder.	Power measurement suggested by Nesler, Aguinis, Lee, Quigley and Tedeschi (1991)
2	My supervisor can get what (s)he wants from me.	You always give your superior what (s)he want.	
3	My supervisor can get me to do things I do not want to do.	You will do according to your superior instruction although it is the things that you do not wish to do.	
4	My supervisor can give me extra time off.	Your superior willing to give extra leave to you.	
5	My supervisor can make me feel like I should satisfy my job requirements.	Your superior can influence you that you are responsible to complete the task.	
6	My supervisor can make me feel important.	Your superior makes you feel that you are important.	

3.7.13 Measurement scale of Job dissatisfaction

The above factor will be using the job satisfaction survey question to measure which this had been suggested by the Spector (1997). There were nine dimensions to measure the employee job satisfaction in their job which was the pay, promotion, supervisor, fringe benefit, contingent rewards, operating procedures, coworkers, nature of work and communication. Furthermore, there was a total of 32 items and only 6 items were used in this research. The item 1 was to measure the pay dimension; item 2 was to measure the promotion; item 3 was to measure the supervision; item 4 was to measure the fringe benefit; item 5 was to measure the operation condition; item 6 was to measure co-workers. The scale rating will be from "Strongly Disagree" to "Strong Agree" and it will be 5 points Likert scale.

Table 3.7.14 Measurement items for job dissatisfaction

	Item before revised	Items after revised used in this research	Source
1	I feel I am being paid a fair amount for the work I do.	The pay that the company gives to you is match with the job that you do.	Job satisfaction survey by Spector (1997)
2	Those who do well on the job stand a fair chance of being promoted	Those employees that have good performance in your company have higher chances to be promoted.	
3	My superior shows too little interest in the feelings of subordinates.	Your supervisor shows little concern to his/her subordinate.	
4	The benefits we receive are as good as most other	The benefit that you received compare to other company is	

	organizations offer.	the same.
5	Many of our rules and procedures make doing a good job difficult.	It is difficult to get things done in your company as there are many standard and procedure.
6	There is too much bickering and fighting at work.	There are much argument and battling at your workplace.

3.8 Pre-testing

After the question being set, it will be distributed to the respondents. The purpose of this test is to test the reliability and validity of the questions. In this stage, it will help researcher to fine-tune the question before the researcher distributes the questionnaires to the large sample size. Besides that, it also helps to determine whether the respondent's interpretation on the questionnaires is same as the researcher. The respondents were including, lecturers, managers, work colleagues, and others. There are 10 respondents have participated in this pre-test stage. During this stage the, the researcher fine-tunes after the gather the comments from the respondents. The area that has been fine tune is the section A, Section B and Section C. For the Section A part, this study had included more demographical background, such as current marital status, designation, length of experience in the demographic part. For Section B, there are some of the questions has some grammatical mistake and the sentences structure problem. Thus, the researcher has a fine-tune on the grammatical problem. For Section C, there is also a grammatical problem. Thus, the researcher has changed it. Besides that, the researcher also has also arranged a few minutes time to further discuss the question with the respondents to see whether they are the same opinion as for the researcher.

3.9 Data Analysis Procedure

Primary data were used in this study. The data analysis procedure is important to the research and is able to determine whether there is a significant show in the research. The questionnaires were transforming into the Google form. Then the researcher sent this link through whatsapps, Facebook or email. The research data was sorted by SSPS version 20 and it also able to summarize the research data into the graph form. In this research, there are three analysis were chosen to present the data which were the descriptive analysis, factor analysis, and simple and multiple-linear regression analaysis.

Descriptive analysis

Descriptive analysis was to summarise the data by using a graph, pie chart, and others. In the research, the respondents demographic such as gender, income level, and others were showed in the graph form. For example, the gender of the respondents was shown in the table form to determine how many percents of the female and male had contributed to this study. Besides that, descriptive analyses included the mean, median, mode and measure the central tendency data. These analyses also helped to measure the distribution of the data and their reliability.

Factor analysis

The purpose of the factor analysis is to reduce the individual item into few dimensions. Furthermore, it also helped to group those items that have high interrelated so that it was manageable rather than to have a large data set (Leech, Barrett, & Morgan, 2011). During this stage, the items that had below 0.3 rotations were excluded. Furthermore, it also helped to show the correlation between the items (Leech, Barrett, & Morgan, 2011). KMO and

Bartlett's Test must show 0.7 and it also represents that there was sufficient item to explain the factor (Leech, Barrett, & Morgan, 2011).

Reliability test

After the factor analysis being run, next was to run the reliability test was to test whether there was sufficient item (Leech, Barrett, & Morgan, 2011). Furthermore, it also helped to measure the coefficients of the item (Leech, Barrett, & Morgan, 2011). The Cronbach Alpha of the item must be significant which above 0.7 (Leech, Barrett, & Morgan, 2011).

Simple and Multiple-linear regression analysis

The Multiple linear regression analysis was to examine the relationship between many independent variables to a continuous dependent variable. Furthermore, it also examined the correlations and the interrelationship among the variable (Leech, Barrett, & Morgan, 2011). The form of the relationship between the variable was shown in the straight line and also the plot.

3.10 Ethical consideration

For this research, the information of the respondents was remaining as confidentially. During the process of collecting the data, the researcher did not force the respondent to answer questionnaires if the respondents were reluctant to answer. Furthermore, the researcher was not allowed to amend the answer that provided by the respondents if the respondents had a different opinion with the researcher. Furthermore, the background and the objective of the

research were stated clearly in the questionnaires. The opinion that they provide was just solely for the education purpose.

3.11 Chapter summary

The main focuses of this chapter were the data collection method, the measurement scale for each variable, the type of analysis of the data set. For the data collection, around 200 respondents had targeted (Hair, Babin, & Anderson, 2010). Online Google form is being use to collect the data. Each of the factors (goal unambiguity, budget allocation, decision making, pay and promotion, and power) had been determined in this chapter. The type of data analysis that had been choosing which were descriptive analysis, factor analysis, and multiple regressions. After the data was collected and analyzed, then it was discussed in chapter 4 and 5.

CHAPTER 4

RESULTS

4.1 Introduction

This chapter had included data screening, data analysis and also hypothesis testing. The first step, the data being scan to determine whether there was any missing value and also any outliner. The second step, the descriptive analysis was used to describe the demographics of the respondents. The third step was the factor analysis to reduce the number of items and also grouped the related item together. The fourth step was to present the hypothesis with the multiple regression analysis. Based on the data collected, there was no missing data. During the question being set into the Google form, each of the questions had been set a furthermore requirement. When the respondents miss out any question, they cannot submit the questionnaire. Thus, there was a total of 247 of respondents participate in the survey.

4.2 Descriptive analysis

Descriptive analysis was to present the respondent's background such as gender, age, education, and others. Furthermore, it helped to summarize the data. The below table was the

summary of the demographic part for the respondents. According to **Table 4.2.1**, there were 41.7% male respondents and 58.3% female respondents. Furthermore, **Table 4.2.1** also showed that there were 59.1% of the respondent and came from the age between 21 to 30 years old. For the age 61 years old and above, there were only 1.6% of the respondents. Many of the people retired at the age of 60 years old and this is compulsory based on the Malaysia government law. Furthermore, there were 21.5% and 9.7% of the respondents represented the age between 31 to 40 years old and 51 to 60 years old. Last but not least, there were 8.1% of the respondent's age were between 41 to 50 years old. The second variable was the current marital status which showed that 64.8% of the respondents were single. Whereas there were 34% of the respondents were married and 1.2% of respondents were divorce or separate.

Table 4.2.1 also had shown the respondent's education background. Most of the respondents pursued their study until degree level which is 56.7%. There were also 17.4% of the respondents pursued the Master/PHD/Post-graduate which was the second highest percentage for the respondent's education background. Furthermore, there were 6.9% of the respondent's education level was below secondary. There were 3.6% of the respondents under the others category and most of them pursued the professional paper.

The types of companies where the respondents work also had shown in **Table 4.2.1**. Most of the respondents worked the private company which is 58.3%. The second highest was the public listed company which was 20.2%. Furthermore, there were 9.7% of the respondents worked in the professional firm. The least respondents worked in the partnership which was 0.8%. There some of the respondents had chosen column others categories column which was 3.6%. This column had included some of the respondents from the education field, designer, doctor, and others. Refer to the above **Table 4.2.1**, there was 52.6% of the respondents were at the executive level in their company. The second highest was the respondents have the Manager and Head of Department title which was 22.7%. The third

highest was the office administrator which 13.4%. The lowest categories were the respondents who have president title which was 0.4%. Furthermore, there were total 2.8% (0.8%+2%) has the title of Deputy Manager and Deputy Head of Department.

Table 4.2.1 Summary of Demographic respondents

	Categories	Percentages (%)	Number
Gender	Male	41.7	103
	Female	58.3	144
Total		100	247
Age	21 – 30	59.1	146
	31 – 40	21.5	53
	41 – 50	8.1	20
	51 – 60	9.7	24
	61 above	1.6	4
Total		100	247
Current Marital Status	Single (Never Married)	64.8	160
	Married	34.0	84
	Divorced/ Separated	1.2	3
Total		100	247
Education	Primary school or below primary school	0.4	1
	Secondary school	6.9	17
	Pre-U /Diploma	15	37
	Degree level	56.7	140
	Master/PHD/Post-graduate	17.4	43
	Others:	3.6	9
Total		100	247
Type of companies	Public listed company	20.2	50
	Private company	58.3	144
	Public sector	7.3	18
	Partnership	0.8	2
	Professional firm	9.7	24
	Others	3.6	9
Total		100	247
Your designation	Executive	52.6	130
	Deputy Manager	2	5
	Manager	17.8	44
	Deputy Head of Department	0.8	2
	Head of Department	4.9	12
	Officer/Office administrator/Secretary	13.4	33
	President	0.4	1
	Other	8.1	20
Total		100	247

4.3 Factor analysis and Reliability test

Table 4.3.1 showed the summary of the Pattern Matrix, eigenvalues, Cronbach Alpha and mean of the item. According to the KMO Test, there was a significant in the result which was 0.792 and the assumption was met. It was inadequate if the result less than 0.5. There were enough items to explain each factor. The Bartlett's Test showed 0.000 and it was below 0.05 which was significant. Furthermore, these also represented that the item was highly correlated and also provided enough basis for correlation analysis. Factor analysis can group those highly correlated items together. Besides that, the Direct Oblimin had been choosing instead of the Varimax. Direct Oblimin is used when the data is correlated whereas the Varimax is used when the data are uncorrelated. The total variance of each factor also had shown below the table.

Furthermore, **Table 4.3.1 also shows the** variance for the 7 constructs which were the office politics, goal unambiguity, budget allocation, decision making, pay and promotion, power and job dissatisfaction. Each of the constructs had supported with the eigenvalue and the 7 constructs of the eigenvalue were above 1.0. If the eigenvalues were less than 1.0 mean that there not enough information from the factors. There was 65.5% of the cumulative variance can be explained by these 7 constructs. There were 41 items had been validated by using the factor analysis. Then, there were 14 items had been deleted due to the value that below 0.3.

According to **Table 4.3.1**, there was no missing data and all cases were valid. The office politics, goal unambiguity, budget allocation, decision making, pay and promotion, power had a Cronbach Alpha that above 0.7 which this had shown in **Table 4.3.1**. These meant that the items were reliable internally. The last construct which was the job dissatisfaction and it had a 0.59 Cronbach Alpha. This stilled can be acceptable because it closed to 0.6. The

minimum of Cronbach Alpha that to be achieved is 0.6 thus to show that there is minimum adequate reliability.

Table 4.3.1 Summary of the Pattern Matrix table, Cronbach Alpha table, Mean table for Items

Construct	1	2	3	4	5	6	7	Cronbach Alpha	Mean	Item
High possibility that your salary increase a lot in your current company	.867							0.902	2.688	6
Your salary raises faster compare to your colleagues	.783									
There is a high possibility that your salary increase a lot in your current company	.765									
The speed of your promotion in your current company is fast.	.745									
There is a high possibility for you to get promoted in your current company	.729									
You have been promoted in a short period of time as compared to your colleagues	.682									
Make the decision regarding the communicating information outside your work unit		.817						0.813	3.285	4
Make a decision regarding most things		.711								
Make a decision regarding your task responsibility		.675								
Make a decision regarding your performance appraisal		.664								
An influential group in your department			.739					0.728	2.913	5

							α	Mean	Rank
Build their own group by tearing others down		.653							
Agree with the idea that suggested by the influential people		.551							
Not encouraged to disturb the balance		.503							
Promotion in your company is determined based on political skills		.383							
Having enough information, your company top management knows that there is a slack in the department budget			-.983				0.858	3.372	2
Your company top management has the method to know that there is a slack			-.748						
Superior can influence you that you are responsible to complete the task				-.664			0.750	3.282	4
Influence by you superior to work harder				-.639					
Your superior makes you feel that you are important				-.621					
Your superior willing to give extra leave to you				-.488					
You are certain with how much authority you have.					-.911		0.807	3.687	3
You know specifically what is anticipated from you.					-.736				
Your job is well planned and has a defined goal.					-.590				
Much argument and battling						.719	0.590	3.080	3

Many standard and procedure								.522		
Shows little concern to his/her subordinate								.442		
Initial Eigenvalues	5.892	3.107	2.693	1.869	1.587	1.358	1.183			
Percentage of Variance (%)	21.824	11.508	9.973	6.922	5.877	5.028	4.382			
Cumulative of Variance (%)	21.824	33.332	43.305	50.227	56.104	61.132	65.514			

4.4 Simple and Multiple-linear regression analysis

The simple and multiple regressions were employed to examine the factors that influenced the office politics. Prior to the regression analysis, various assumptions such as multicollinearity, normality, independence of error, heteroscedasticity and linearity had been checked and met. The details of the assumption were listed in Appendix 5.

For the Model 1 summary, the R square was 0.114 and the Adjusted R square was 0.096. There was 11.4% of the variance explained the office politics. Refer to the ANOVA table (**Table 2.5**), the Sigma was 0.000 ($p<0.001$) and this represented significantly. Furthermore, it also indicated that the combination of the variable was strongly predicting the dependent variable.

Table 4.4.1: The Results of Multiple Regressions (Model 1)

	Unstandardized Coefficients		Standardized Coefficients	t	P-value
	B	Std. Error	Beta		
(Constant)	-2.868E-19	.054		.000	1.000
Goal unambiguity	-.078	.067	-.082	-1.171	.243
Budget allocation	.109	.060	.119	1.825	.069
Decision Making	-.243	.067	-.250	-3.650	.000
Pay and promotion	-.194	.073	-.194	-2.672	.008
Power	-.222	.060	-.238	-3.690	.000

Note: Dependent Variable: Office Politics, $F_{(5,241)} = 6.222$, p-value <0.001; R Square = 0.114; Adjusted R Square = .096

4.5 Results of Model 1

H₁: There is a relationship between goal unambiguity and office politics.

According to the Beta in the coefficients, there was a negative relationship between the goal unambiguity and office politics which was -0.78. However, the goal unambiguity Sigma showed insignificant which was 0.243. For question 1 "Your job is well planned and has a defined goal." measured whether the respondent was clear to their role. From this question, 53.6% respondents agreed that they were clear with their role and their job. Furthermore, there were also 9.7% of the respondents strongly agreed with the job and role. The respondents were clear with their direction thus may lead to the low office politics which this had supported by the Beta -0.78. Unfortunately, there was 26.6% of the respondent had a neutral opinion their job goal. This could be mean that the employee not sure with the job target. Besides that, there was 10.1% of the respondents disagreed with the question 1 statement. Some of the respondents did not know their job well, there could be their superior did not specify clearly what they should do. Furthermore, the company that did not have the formal rule also will lead the employee unclear with what they should do.

For question 2 "You are certain with how much authority you have." measured the authority of the respondents in the office. There was 56% of the respondents agreed that they know their authority. This also had indicated that the respondents know how much authority they have. Thus, they did not fight against their peer to increase their authority. However, there was 6.9% and 0.8% of the respondents disagreed and strongly disagreed with the question B2. There could be probably that their superior did not specifically tell them how much authority they have. Sometimes, the employee may try to influence others in order to gain the power. This may cause the respondents to confuse with their authority. Furthermore, there was 25% of the respondents were in the neutral opinion for question 2.

For question 3 "You know specifically what is anticipated from you." there are 60.9% of the respondents agreed that they know exactly what company what from them. This would indicate that the company had a good job arrangement. The respondents had an idea that what they should do. However, there 24.2% of the respondents had a neutral opinion that what was anticipated from them. Furthermore, there was 4.8% of the respondents disagreed that to this statement. This means that they did not know what their superior was expecting from them. It could be there was less communication with the superior so the respondents did not know what the superior wants. Ferris et al (1989) suggest that the uncertainty of the environment help to create the political environment. This also means that a certain environment will help to reduce the level of politics. However, based the result the hypothesis was insignificant.

H2: There is a relationship between budget allocation and office politics.

With reference to the Beta 0.109 in the coefficients, there was a positive relationship between the budget allocation and office politics. The question 1 "By having enough information, your company top management (Manager and above) knows that there is a slack (extra budget) in the department budget." This question intended to measure the influence of the respondents to the top management during the budget allocation. 45.2% of the respondents agreed that the management needed to have enough information only they knew about the slack in the department budget. This also showed that the department may hide some information from the top management. Furthermore, they also try to influence the budget allocation so that their department had extra budget. Furthermore, there was 11.3% and 3.2% of the respondents disagreed and strongly disagreed with question 1. This could probably that their management did not know clearly about the department operation. There could be probably that the respondents did not report exactly or hide some information regarding the

spending to the management in order to have more budget allocation. In addition, there was 34.3% of the respondents may do not know what their management think so they had a neutral opinion. This may also indicate the lack of communication between the employee and the top management. Furthermore, the top management may do not invite the employee for the budget allocation process.

The question 2 "Your company top management (Manager and above) has the method to know that there is a slack (extra budget) in your department." measured the control of the top management toward the respondents. There was 41.5% of the respondents agreed that their management had the way to know that there was the slack in the department. This could be the management had the further discussion with the employee about their forecast budget. Thus, this could help the management had more detail information or insider information. There was 36.7% of the respondents had a neutral opinion on this statement. Furthermore, 11.7% and 3.6% of the respondents disagreed and strongly disagreed with question 2. This could probably that respondents of the company had a clear budget setting, thus there was no need for the management to know about the extra budget in the department. The second interpretation of this statement was that the management of the respondents did not know about the detail of the budget. Sometimes, it was hard for the management to know about the slack in the department if the manager had the intention to hides it from them. Most of the respondents agreed that their management did not know the slack in the department unless they had further detail. Hence, the budget allocation can increase office politics behavior. However, the Sigma for this variable was 0.069 and it was near 0.10 confident levels. In this research, the researcher set the confidence level as 0.05 hence the result was not significant.

H3: There is a relationship between decision making and office politics.

There was a negative relationship between decision making and the office politics which the Beta was -0.243. For question 1 "To what extend do you and your superior make a decision

regarding your performance appraisal?" measured whether the superior got withhold the authority. 46% of the respondents expressed that they will discuss their things with their boss moderately. In this circumstance, the respondent's superior tended to discuss their performance appraisal to a certain degree. When coming to the performance appraisal, the subject matter was the confidential issue. Sometimes, the superior also did not want to let their staffs know more about the performance appraisal. Due to it would increase the perceived unfairness of the employee. One of the researchers suggested that if sometimes the manager tends to hold authority and not letting their subordinate knew about information (Witt, 1992). Cole (1997) showed that most of the manager was not willing to share or discuss things with their subordinate because sometimes they need encounter some issue where to terminate redundant staff. This will lead to a high level of political behavior. There are 12.1% of the respondents had a little discussion with their superior. Furthermore, there was 6% of the respondents had a slight discussion or no discussion with their superior. There are 26.2% of the respondents discussed quite a bit with their superior regarding the performance appraisal. Furthermore, 9.7% of the respondents had an extreme discussion with their superior about the performance appraisal. Their superior allowed this matter to be open and discuss.

Refer to the question 2 "To what extent do you and your superior make a decision regarding most things?" there was 46% of the respondents agreed that they discuss most of their things with their superior moderately. This may indicate that their superior tended to hold some of the information and did not discuss everything with the respondents. Sometimes, their superiors did not want to expose too much of confidential information to their subordinate. There was 16.5% of the respondents had a little discussion with the superior about their things. Furthermore, there 0.8% of the respondents had slightly or do not discuss with their superior about their things. About 31% of the respondents had quite a bit discussion with their superior. Furthermore, there was 5.6% of the respondents had an extreme discussion

with their superior. In this case, the superior was willing to share the information with their subordinate and also allowed the employee to make the decision for their work (Witt, 1992).

According to question 4 "To what extent do you and your superior make a decision regarding your task responsibility?", there was 43.1% of the respondents make a decision with their superior about their responsibility moderately. There was 10.5% of the respondents had a little discussion with their superior regarding their responsibility. Furthermore, there was 2.4% of the respondents had a slight discussion or did not have the discussion with their superior. Their superior may do not want to discuss everything with their subordinate due to it was hard to control the subordinate if there were too many opinions. About 33.5% of the respondents had quite a bit discussion with the superior regarding their responsibility. Furthermore, there were 10.5% of the respondents had an extreme discussion with their superior about their task. In this situation, the ability of the superior in handled their staff is better than the respondents which had slightly discussion with their superior

There were 39.9% of the respondents chose the moderate for the question 5 "To what extent do you and your superior made decision regarding how or when you get your work done?". Furthermore, there was 14.5% of the respondents chose a little for question 5. There could be bad communication between the respondents with their superior. It is important to have a mutual understanding regarding the dateline of the task. In addition, 4% of the respondents agreed on they had a slight discussion or did not have the discussion with their superior. About 31% of the respondents had chosen the "quite a bit" column for this statement. Furthermore, there were 10.5% of the respondents had an extreme discussion with their superior regarding the work done. In this case, there was a lot of the interaction between the superior and the staff. Furthermore, their superior also allowed them to voice out their opinion and also to make a decision. Furthermore, if the employee had the chance to

participate a lot in the decision making which will lead to the lower level of the office politics. Hence, there was a relationship between office politics and decision making.

The research by the Thibaut and Walker (1975) showed that there are voice and choice involved in the decision making. Furthermore, the "choice" means that the subordinate can choose which alternative they want. In addition, the "voice" means that subordinate have the opportunity to raise their opinion and this also includes the information gathering (Thibaut & Walker, 1975). According to the data collection, most of the respondents experience a moderate level of participates in the decision making. This has indicated that although the respondents have raised some of the opinions however their superior only allow them to have little choice to choose (Witt, 1992). The second interpretation is the subordinate will make the discussion first then the final decision will be made their superior (Witt, 1992). According to the result, some of the respondents have a quite a bit discussion with their superior. There was a high level of the PDM due to the superiors discuss the issue with their subordinate together and make a decision based on unanimity (Witt, 1992). In addition, the employee was given the opportunity to raise the issue that they encounter in achieving the target.

H4: There is a relationship between pay and promotion and office politics.

According to the table, there was a negative relationship between the pay and promotion and office politics where the Beta was -0.222. There was also a significant pay and promotion Sigma which was 0.000 (p<0.05). According to question 2 "There is a high possibility for you to get promoted in your current company." measured the respondents feeling regarding

the chances that they were promoted. Furthermore, there were 34.3% of the respondents had a neutral opinion on this question.

For question 5 "There is a high possibility that your salary increase a lot in your current company.", there were 30.2% of the respondents disagreed that their salary will increase a lot. Furthermore, there were 29.8% of the respondents had a neutral opinion that their salary will increase a lot. The respondents did not know whether their salary will increase a lot or not. In addition, there were 17.7% of the respondents strongly disagreed that their salary will increase a lot in the current organization. The respondents feel that there was a low chance for them to had promotion and salary increase. This would indicate that the management may want to reduce the cost or they think that the employee performance is not up to the standard that they set. In the meantime, the employee also did not have the chance to have a discussion with their superior about their performance.

For question 6 "Your salary raises faster compare to your colleagues." measured the respondents feeling about the salary raise compare to their colleagues. 37.5% of the respondents neither agreed nor disagreed that their salary raised faster compare to their colleagues. This may be indicated that the respondents did not have many chances to discuss the promotion with their superior. Furthermore, the employee may perceive unfairness in the office Furthermore, there were 19.8% respondents agreed that their salary rises faster than their colleagues. There were 3.2% of the respondents strongly agreed that their salary was raised faster than their colleagues. These respondents feel that they were competent and had a good performance so they feel that their salaries were raised faster compare to their colleagues.

In conclusion, most of the respondents agreed and had a neutral opinion for the 6 item that measured the pay and promotion. The employee was not happy with the pay and promotion,

it might affect their work. Hence, there was a negative relationship between political behavior and pay and promotion. The research by Cacciattolo (2013) stated that it is impossible to find a working environment that without jealousy. Sometimes, there could be employee have the wrong perception regarding the increment. Cacciattolo (2013) stated that the employee in the Universities becomes jealous of their colleagues because they get promoted where their colleagues were talent and competent. Besides that, it is also important to seek fairness in the pay and promotion. The employee will always compare whether they are being fair treated. If they find there was unfairness, they will behave inadequately or leave the company (Cacciattolo, 2013).

H5: There is a relationship between power and office politics.

The power Beta was -0.194 which this means that there was a negative relationship between power and office politics. The power was close to 0.08 (p<0.05) which this consider significant. According to question 1 "You will be influenced by you superior to work harder.", there were 51.2% of the respondents felt that their superior can able to influence them. 17.7% of the respondents strongly agreed that their superior had the influence on them. This had indicated that their superior had the ability to influence them. However, there were 24.6% of the respondents had a neutral opinion on this question. Furthermore, there were 13.7% of the respondents disagreed that their superior can influence them. This had indicated the superior had less influence on them.

According to question 4 "Your superior willing to give extra leave to you.", there were 35.5% of the respondents had the neutral opinion that their superior would give them extra leave. The research by Nesler, Aguinis, Lee, Quigley and Tedeschi (1991) indicated that this item

to measure the reward power of the respondent superior. From the above, the respondents did not know that whether their superiors were willing to give extra time off for them. Furthermore, it may also indicate that their superiors sometimes may give extra time off but not always. There are 27.4% of the respondents disagreed for this statement. Some of superior maybe workaholic type and some maybe reward their subordinate by increment not by leave.

For the 5 question "Your superior can influence you that you are responsible to complete the task.", there were 48.4% of the respondents agreed that their superior can able to influence them to complete the task. Furthermore, there were 8.5% of the respondents strongly agreed that their superior had a strong influence on them for the task completion. However, there were 30.2% of the respondents had a neutral opinion for the F5 question. 10.1% of the respondents disagreed that their superior will influence them in term of their work. This item was to measure legitimate power. The respondents that disagreed with the statement which their superior did not legitimate power over them.

According to question 6 "Your superior makes you feel that you are important.", there were 41.9% of the respondents agreed that their superiors make them important in their role. Furthermore, 9.3% of the respondents had strongly agreed on this statement. Although there was an influence from their superiors it was on a positive site. 31.9% of the respondents had a neutral opinion for the question 6. Question 6 attempted to measure the referent power of the respondent's superior. Reference power was also mean personal power such as affection, loyalty, and others. Most of the respondent's superior showed strongly reference power. 10.5% of the respondents disagreed that their superior makes them important. These power measurements were attempted to show that whether there is a powerful influence over the respondents.

Based on the result, more than half of the respondents agreed that their superior can able to influence. The reason due to the people tends to use the power or the resource to control other in order to have an outcome that favor to them (Bella Ya, 2005). The respondent's superior used the power to influence the subordinate action (Alapo, 2018). Furthermore, the respondent's superiors hope that their subordinate can improve efficiency so that it can help them in achieving their target. In order to get the things done, the manager must know how to manage power (Pfeffer, 1992). Some people may think that if they work hard they can get things done (Pfeffer, 1992). However, sometimes it did not work when want to accomplish the things in the organization and there is still need some coordination between superior and subordinate (Pfeffer, 1992). The respondents' superior attempted to build social power in the office Furthermore, the result also showed that their superior made them feel that they are important and responsible for the task. Hence, there was a negative relationship with office politics.

4.6 Results of Model 2

The simple regression was employed to investigate ascertain the relationship between the office politics on the job dissatisfaction. Prior to the regression analysis, various assumptions such as normality, independence of error, heteroscedasticity and linearity have been checked and met. The details of the assumption were listed in Appendix 5. For the Model 2 summary, the R square was in 0.124. Furthermore, the Adjusted R square was 0.120. There was 12.4% of the variance explained the office politics. With reference to the ANOVA table (**Table 4.6.1**), the Sigma was 0.000 (p<0.001) and this represented significantly. Thus, it indicated that the variable was strongly predicting the dependent variable.

Table 4.6.1: Results of Simple Regression (Model 2)

	Unstandardized Coefficients		Standardized Coefficients	t	P-value
	B	Std. Error	Beta		
(Constant)	1.731E-16	.050		.000	1.000
Office Politics	.335	.057	.352	5.887	.000

Note: Dependent Variable: Job Dissatisfaction, $F(1,245) = 34.653$, p-value <0.001; R Square = 0.124; Adjusted R Square = .120

H6: There is a relationship between job dissatisfaction and office politics.

The coefficients table showed that there was a positive relationship between the job dissatisfaction and office politics which Beta was 0.335. According to question 3 "Your supervisor shows little concern to his/her subordinate.", there was 43.1% of the respondents had a neutral opinion on the superior concern to them subordinate. This was to measure the relationship between superior and subordinate (Spector, 1997). Most of the respondents did not know whether their superior showed concern to them. This could be mean that the superior show moderate concern to the respondents. Furthermore, there was 26.6% of the respondents disagreed with the statement. This may indicate that their superiors somehow had shown concern to them. Furthermore, there were 20.6% of the respondents agreed that their superior showed little concern to them. This may indicate there was a bad relationship between the superior and the subordinate. Furthermore, the respondents may feel that their superiors did not take care of them.

Question 5 "It is difficult to get things done in your company as there are many standard and procedure" measured the administrative and working condition of the respondents. 37.1% of

the respondents agreed that their company had many standards and the procedure. Furthermore, there were also 8.1% of the respondents strongly agreed on this statement. If there were so many standard and procedure, it will increase the delay the work. Even simple things also need to go through much department approval. Sometimes, the employee may try to influence management to speed up the process. There were 18.5% of the respondents disagreed with the above statement. They find that the company has a clear procedure and did not complex at all.

Furthermore, question 6 "There are much argument and battling at your workplace" measured the co-worker in the respondents' workplace. 40.7% of the respondents neither agreed nor disagreed that their place had much argument. There could be an argument in the respondent's workplace but not frequently. Furthermore, it also can be seen that there was a moderate tolerance in the workplace. However, if the employee kept on tolerance will increase the dissatisfaction of the employee due to they do have a place to express themselves. 24.6% of the respondents agreed that there was much argument in the workplace. This meant that the respondents experience the low tolerance in their workplace. Most of the respondents showed that they were not happy with the current job situation and this had resulted in job dissatisfaction. Hence, the office politics had a direct influence on the job dissatisfaction. Furthermore, the result also was significant 0.000 (p<0.05).

Job satisfaction was comprised of a few dimensions which includes the work condition, co-worker, supervision, benefit, pay, promotion, nature of work and communication (Spector, 1997). According to Chang Rosen, Levy (2009) showed that there a negative relationship between job satisfaction and office politics. If the office politics were strong which mean it will lower down the job satisfaction. Furthermore, it also mentions that the office politics was associated with the conflict (Chang, Rosen, & Levy, 2009). According to the q4, most of the respondents have a neutral opinion on the regarding their workplace have the argument and

battling. This had shown the moderate level of tolerance in the workplace. The good relationship between co-workers can reduce office politics (Goyal, Pokhrel, & Karki, 2015). Therefore, the office politics have a negative relationship with the job dissatisfaction. One of the authors mentioned that the employee that faces the office politics will lower their job satisfaction (Elkhalil, 2017). It is also important that the employee is agreeing with the company objective and principle (Elkhalil, 2017). For the above question 5, most of the respondents agreed that their company has many standard and procedure. The disagreement with the company standard and procedure also will lead to low job satisfaction (Elkhalil, 2017). In addition, with the office politics involved, it is unlikely that the employee will put effort on their work (Elkhalil, 2017).

CHAPTER 5

RECOMMENDATION AND CONCLUSION

5.1 Summary of Results

Refer to the Table 5.1, there are total 6 hypotheses were being formed and tested on this research. Based on the first hypothesis result, the relationship between the goal unambiguity and office is not supported. The Beta for goal unambiguity showed insignificant which was 0.243. Furthermore, this also means that there is no relationship with office politics. For the second hypothesis, the relationship between the budget allocations is not supported. The result was significant at 0.10 while the researcher set the 0.05. For the third hypothesis, there was a negative relationship decision making and office politics is supported based on the data collection. Most of the respondents agreed that they discuss frequently with their supervisor this had led to low office politics. Furthermore, the negative relationship between pay and promotion and office politics was supported by the result. The respondents disagreed or had a neutral opinion with the company pay and promotion. This had indicated that they did not have the chance to raise their opinion due to their superior hold the authority. For the fifth hypothesis, the relationship between power and office politics was also significant. There was a negative relationship between power and office politics. The superior had an influenced on the respondents where it is on the positive side. Therefore, there is a low level of office politics. Last but not least, the relationship between the job dissatisfaction and office politics was significant. Most of the respondents agreed or had the neutral opinion that the

company had many rules and procedure, argument and other. Thus, the increase of the office politics will increase the job dissatisfaction.

5.2 Descriptive Statistics

There is a total of 247 respondents participated in this research. Furthermore, there are 41.7% of the male and 58.3% of the female. Currently, female involved in the majority of the workforce. Most of the respondents were from the private sector and within 20 to 30 years old. Most of the respondents pursue their study until degree level which was 56.68%. Furthermore, there are 52.6% of the respondents are at the executive level in their company. Most of the respondents were below 30 years old and hold the executive role in their company.

5.2 Summary of Finding

The first objective of this research is to examine the factors that influence the office politics. Some of the factors such as decision making, pay and promotion and power have a significant relationship with office politics. The result also has supported the relationship between the job dissatisfaction and the office politics.

Based on the result, there was a negative relationship between the goal unambiguity and office politics. However, it showed an insignificant. From the data collection, there was also some of the respondents disagree that their company is clear. There is a suggestion for the company to prepare an employee job description in the manual book. In this case, the

employee can have a clearer picture than what is expecting from them. The research by Dawley & Munyon (2013) suggests that in order to reduce the goal ambiguity and job uncertainty there is a need to formalize the company policies and procedure.

There was a positive relationship between budget allocation and office politics. However, it was insignificant due to the researcher set the confidence level at 0.05. Most of the respondents agreed that their management needed to hold enough information only their management known about the slack in the department. Besides that, the company also can promote open communication (Olorunleke, 2015). This encourages everyone can share their opinion and there is no hiding information, especially in the budget allocation process (Olorunleke, 2015). Furthermore, it will also create transparency among the co-worker due to everyone is involved in the budget setting.

There was a negative relationship between decision making and office politics. Most of the respondents agreed they will discuss their things with their boss moderately. Although their superiors allowed them to rise up their opinion still there was a little choice for them to choose. The superior may want to control the behavior of the employee and ensure respondents to go with their direction.

There was a negative relationship between pay and promotion and office politics. Furthermore, there was a significant in the result. Most of the respondents did not satisfy their pay and promotion. The respondents rather kept silence or did not have the chance to discuss with their superior about the pay and promotion.

There was a negative relationship between power and office politics. Power influence was not necessary will increase office politics. In this research, most of the respondents agreed

that their superior can able to influence them. Furthermore, their superior also made their subordinate feel that they were important in the workplace. From these two statements, there was a positive influence from the superior. Manager needed to avoid abuse of power, it may affect the relationship between the subordinate. One of the authors suggested that the superior can use office politics to harmonies and ensure the balance in the company (Daud, Isa, Nor, & Zainol, 2013).

There was a positive relationship between job dissatisfaction and office politics. Most of the respondents showed that they were not happy with the current job situation which was job dissatisfaction. Furthermore, the result also was significant. According to the Shahani, Baloch, Jhatial, and Halepota (2017) suggested that organization justice can help to minimize political behavior. Furthermore, the research shows that there is a negative relationship between organizational justice and office politics (Shahani, Baloch, Jhatial, & Halepota, 2017).

Table 5.2.1: Summary of Hypotheses Testing

Hypotheses	Decision
H_1: There is a relationship between goal unambiguity and office politics.	Not Supported
H_2: There is a relationship between budget allocation and office politics.	Not Supported
H_3: There is a relationship between decision making and office politics.	Supported
H_4: There is a relationship between pay and promotion and office politics.	Supported
H_5: There is a relationship between power and office politics.	Supported
H_6: There is a relationship between job satisfaction and office politics.	Supported

5.3 Implication of the Study

Goal unambiguity and office politics

There is a negative relationship between the goal unambiguity and office politics, however, it is insignificant. In this study, most of the respondents agree that they are clear with their role and job, thus there is low office politics. Furthermore, there is significant in the above result. Ferris et al (1989) suggest that the uncertainty of the environment help to create the political environment. This suggestion has been supported by the above result where the negative relationship between the goal unambiguity and office politics. The unclear goal has the positive relationship the office politics. From the above result, there are also some of the respondents have the neutral opinion whether their job has well planned or have defined goal. This could mean that the respondent is not clear with their role.

The suggestion to the company is that they should have created the awareness about their role and company goal so that the employee can work towards to it. Furthermore, it is also important for the management to align the individual goal with the company goal. This is to make sure that everyone is working toward the same goal. The research by Olorunleke (2015) suggests that the employee will less likely effect by the office politic if they share the same value and goal with the company. For some of the respondents, they did not know what is expecting to from them. There is a suggestion for the company to prepare an employee job description in the manual book. In this case, the employee can have a clearer picture than what is expecting from them. The research by Dawley & Munyon (2013) suggests that in order to reduce the goal ambiguity and job uncertainty there is a need to formalize the company policies and procedure.

Besides that, there is also a suggestion for reducing the goal ambiguity is that to develop a strong organizational culture so that everyone will have same minded and the shared vision (Pfeffer, 1992). There might help to reduce the argument between the employee due to they have the same vision.

Budget allocation and office politics

There is a positive relationship between budget allocation and office politics. Most of the respondents agree that their management needs to hold enough information only their management know about the slack in the department. There could be some hidden information to the management due the budget is not clear to everyone in the company. Besides that, most of the respondents agree that the management has a way to know that there is slack in the budget. The manager is trying to have some slack in the budget in order to have safely attained budget. This behavior could be also one of the political behaviors. The research by Elbanna (2006) suggests that the interaction is also a political behavior.

In order to minimize the political behavior, the company can set a clear guideline for the budget allocation. If there is a clear guidance for the budget setting, thus the employee just needs to follow the guide. Sometimes if too much using the guide, it might increase the disagreement within the executive (Olorunleke, 2015). It is important that the guides are shared among the executive so that everyone has the same vision and mindset (Olorunleke, 2015). Besides that, the company also can promote open communication (Olorunleke, 2015). This encourages everyone can share their opinion and there is no hiding information, especially in the budget allocation process (Olorunleke, 2015). Furthermore, it will also create transparency among the co-worker due to everyone is involved in the budget setting.

Decision making and office politics

There is a negative relationship between decision making and office politics. Most of the respondents agree they will discuss their things with their boss moderately. Although their superiors allow them to rise up their opinion still there is a little choice for them to choose. The superior may want to control the behavior of the employee and want respondents to go with their direction. There are also employee agree that they did not discuss much their superior. If the respondents did not discuss their things with their bosses, this means that their boss tends to hold the authority and do want their subordinate to have much information. In this research, some of the respondents did not always discuss their things with their superior. Although the result shows less than 50% respondents having this problem, there is still need some suggestion to improve the current situation. Managers are trying to gain the authority and power during the decision making and always at the expenses of others (Eniola, Iyabo, Adeshina, & Olajide, 2015). It might cause bad decision has occurred and also affect the relationship among the co-worker (Eniola, Iyabo, Adeshina, & Olajide, 2015).

There is a need for the company to implement the rational decision making procedure in order to minimize the superior to hold so much of authority. Sometimes, it is hard to implement rational decision making. Rational decision making involves six steps and this has been discussed in the previous chapter (Robbins & Judge, 2013). The company can develop or to ensure that there a simple and clear guide so that everyone can follow. This process of developing this guide may need to involve someone that has experience in the company. Furthermore, the company also to increase the awareness regarding the guide so that every employee shares the same idea. Using the past experience is no rational decision however it does not mean that it is wrong to do so. Sometimes, there still need a manager with past experience to solve the issue (Robbins & Judge, 2013). After the decision was made, there is also a need to check on the consequence of the decision making in order to evaluate whether

the decision that made are good or not (Pfeffer, 1992). Furthermore, the managers must not only to decide which decision to choose but also need to have the ability to solve the consequences for the decision making (Pfeffer, 1992).

Pay and promotion and office politics

There is a negative relationship between pay and promotion and office politics. Furthermore, there was a significant in the result. Most of the respondents did not satisfy their pay and promotion. The respondents rather keep silence or did not have the chance to discuss with their superior about the pay and promotion. They may be some favoritism in the office due to most of the respondents disagree that their salary and promotion is raising faster compare to their colleagues. Furthermore, the increase in the political behavior is also due to the superior tends to control the employee. Normally the performance appraisal evaluation will do by the superior. Sometimes, it is subjective because it based on one person opinion. This will increase the perceived unfairness of the employee.

The research by Sun and Xia (2018) suggested that there is a relationship between office politics and employee silence. Although the employee is fit to the organization, they will still feel disappointed with the company because they are unsatisfied to the company (Sun & Xia, 2018). Thus, they continue silence about the issue that they face (Sun & Xia, 2018). The research by Cacciattolo (2013) suggested one of the issues that cannot be ignored is the jealousy between the colleagues. Barridge and Kringelbach (2008) suggested that it would hard for the employee to satisfy with their pay if they know that their colleagues' salaries are higher than them. The employee in the university are jealous due to their colleagues has the higher salaries compare to them. Sometimes, the employee may need to aware that their peers are competent and have the ability (Berridge & Kringelbach, 2008). Besides that, their peers may also have achieved the good performance so they get promoted faster than other. It

is important for the company to come out with the guide for the pay and promotion. Furthermore, it is also to encourage the company to let the employee participate in the performance appraisal process. These may allow the employee to voice out their opinion and also the work problem that they encounter during the performance appraisal interview with their superior. Besides that, the superior can use this time to explain to the employee regarding the decision made on their increment. Furthermore, the superior should avoid the favoritism in the department and act fairly to each employee (Olorunleke, 2015). This will help to create the perception that to have the good job performance rather than please the superior (Olorunleke, 2015). Furthermore, it also will help the employee to be more focus on their job and improve the efficiency in the office.

Power and office politics

There is a negative relationship between power and office politics. Power influence is not necessary will increase office politics. The research by Daud, Isa, Nor, and Zainol (2013) showed that there is a negative relationship between office politics and the need for power. The employee perceived office politics as bad things (Daud, Isa, Nor, & Zainol, Office Politics: The Reduction of Employees' Need for Power, 2013). Thus, they choose to obey their superior rather than use tactic to influence their superior or their colleagues (Daud, Isa, Nor, & Zainol, Office Politics: The Reduction of Employees' Need for Power, 2013).

In this research, most of the respondents agree that their superior can able to influence them. Furthermore, their superior also made their subordinate feel that they are important in the workplace. From these two respondents, there is a positive influence from the superior. However, there also some of the numbers of the respondents have a neutral on the power influence from their superior. This could be some of the respondents are at the executive level which is non-managerial level. Thus, the powerful influence will not have much impact

on them. The research by Lien (2005) suggested that power and politics cannot be separated. Power can be divided into many types which are legitimate, reward, coercive, personal power and others. It is very important that the manager knows how to use a different kind of powerful influence in the right situation. The manager also needs to avoid abuse of power, it may affect the relationship between the subordinate. One of the authors suggests that the superior can use office politics to harmonies and ensure the balance in the company (Daud, Isa, Nor, & Zainol, Office Politics: The Reduction of Employees' Need for Power, 2013). Hence, this has the level of the office politics is low.

Job dissatisfaction and office politics

There is a positive relationship between job dissatisfaction and office politics. Most of the respondents show that they are not happy with the current job situation which is job dissatisfaction. Furthermore, the respondents agree that their workplace has much argument and have a lot of procedure. Hence, the office politics have a direct influence on the job dissatisfaction. Furthermore, the result also is significant. According to the Shahani, Baloch, Jhatial, and Halepota (2017) suggested that organization justice can help to minimize political behavior. Furthermore, the research showed that there is a negative relationship between organizational justice and office politics (Shahani, Baloch, Jhatial, & Halepota, 2017). The most common type's justices that found are the Procedural justice and Distributive Justices (Srivastava, 2015). Procedural justice is the fairness in the decision making (Srivastava, 2015). Furthermore, it is to see whether there is fair, transparent and ethical in the procedure while making the decision (Srivastava, 2015). In addition, the person also can express their opinion during the decision making and the decision may affect the outcome (Srivastava, 2015). The Distributive Justice is meant to distribute or allocate equally such as performance appraisal, pay, and promotion (Srivastava, 2015). The company can share or create the awareness about the organization justice so to influence the employee in

the company. This will likely to increase the perception of the employee to regarding the organization justice. Furthermore, employee satisfaction is similar to the capital investment because it will help to bring the achievement in the organization (Elkhalil, 2017).

5.4 Limitation of the research

There are few limitations to this research. When using the sampling method, the researcher must have a sample frame. The sample frame is the researchers have the list of the respondent in their hand (Saunders, Lewis, & Thornhill, 2012). It is not easy to have the list of the respondent because it involves much procedure to take this information from the government statistical department. Sometimes, the respondents that have been chosen do not want to rely on the questioners. This research is conducted based on non-sampling technique and using convenient sampling method. The convenient sampling method is convenient the researcher due to researcher has the time and cost limitation. Thus, the sample that chooses could include the neighbours, work colleagues, friends, and others (Cooper & Shindler, Sampling, 2014). This sampling method is beyond researcher control and it may just represent a part of the people opinion.

5.5 Recommendation for future research

The first recommendation for future research is to examine the relationship between office politics and the type of the company industry. The research can further explore whether the type of industry has an effect on office politics. Furthermore, to have some sample size in all Malaysia state so that the data can represent Malaysia. The second recommendation is to add to the mediator in the above research conceptual model. The purpose is to examine whether

the mediator can help increase or decrease the level of the office politics. It is also important to examine their outcome. The third recommendation is to increase the effect of office politics besides job satisfaction. The effect could include the respondent's health, company performance, and others.

5.6 Conclusion

In conclusion, the above factors (goal unambiguity, budget allocation, decision making, pay and promotion, power, job dissatisfaction) have a relationship with the office politics. There are four factors (goal unambiguity, pay and promotion, decision making and power) have a negative relationship with office politics. There are recommendations to minimize office politics such as to have a clear goal, increase employee organization awareness, open communication and increase the employee participation in the performance appraisal. Furthermore, the factor (budget allocation) has a positive relationship with office politics. There is a need for management to implement open communication in the company. This would increase the transparency of the budget setting. The above recommendations can only minimize the office politics but it cannot eliminate the political behavior.

For Model 2, office politics has a positive relationship with the job dissatisfaction. The recommendation that helps to increase the job satisfaction is to promote the organization justice in the company. Organization justice can help to increase the perceived fairness of the employee thus will help to decrease the job dissatisfaction. Organizational justice can be perceived as the equity, fairness, and others.

In conclusion, there is a need for the researcher to further explore the factors that influence office politics. The quote from Aristotle "Man is by nature a political animal". Political behavior cannot be eliminated because man will behave politically to increase their own benefit. It is important for the company to have the clear rule so that every employee work within the rule and at the same times pursues their own benefit.

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SUMMARY OF THE RESULT

SUMMARY OF THE RESULT (PERCENTAGES %)

No	Office politics	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The people in your company are trying to build their own group by tearing others down.	13.4%	31.2%	30.4%	21.5%	3.6%
2	There is an influential group in your department and no one dare to challenge them.	12.1%	24.7%	23.9%	34.4%	4.9%
3	It is the best way to agree with the idea that suggested by the influential people in your company.	8.5%	21.1%	32.0%	33.2%	5.3%
4	You are not encouraged to disturb the balance in your company.	7.3%	19.4%	32.4%	35.6%	5.3%
5	The pay and promotion in your company are consistent with the company policies.	6.9%	17.8%	40.9%	26.7%	7.7%
6	The promotion in your company is determined based on political skills and it does not seem to be value a lot.	15.4%	29.6%	29.1%	18.6%	7.3%

SUMMARY OF THE RESULT (PERCENTAGES %) CONT. 1

No	Goal Ambiguity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Your job is well planned and has a defined goal.	0.0%	10.1%	26.7%	53.8%	9.3%
2	You are certain with how much authority you have.	0.8%	6.9%	25.1%	56.3%	10.9%
3	You know specifically what is anticipated from you.	0.4%	4.9%	24.3%	61.1%	9.3%
4	Your company mission is clear to everyone who works there.	2.8%	11.7%	32.8%	41.3%	11.3%
5	It is straightforward and simple to explain your company goal to the outsider (ie: person who does not work in your company).	2.0%	12.6%	35.2%	42.5%	7.7%
6	Your company has a clear goal.	2.8%	5.7%	31.6%	43.7%	16.2%

APPENDIX A:

SUMMARY OF THE RESULT (PERCENTAGES %) CONT. 2

No	Budget allocation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	By having enough information, your company top management (Manager and above) knows that there is a slack (extra budget) in the department budget. (Budget = Eg: Office expenses and Entertainment expenses)	3.2%	11.3%	34.4%	44.9%	6.1%
2	Your company top management (Manager and above) has the method to know that there is a slack (extra budget) in your department.	3.6%	11.7%	36.8%	41.3%	6.5%
3	It is achievable for the budget that set for my area of responsibility. (Budget = Eg: Office expenses and Entertainment expenses)	2.0%	8.9%	39.7%	47.0%	2.4%
4	You do not need to take concern about improving efficiency in your area even though the budget has been set. (Budget = Eg: Office expenses and Entertainment expenses)	9.7%	31.6%	33.2%	23.1%	2.4%

5	It is very difficult for me to achieve the target that has been set for my budget. (Budget = Eg: Office expenses and Entertainment expenses)	4.5%	27.1%	44.5%	21.1%	2.8%
6	Your superior always proposes the budget that is achievable in order to protect him/herself. (Budget = Eg: Office expenses and Entertainment expenses)	3.2%	16.2%	42.5%	33.2%	4.9%

No	Decision making	Very slightly or not at all	A little	Moderately	Quite a bit	Extremely
1	To what extend do you and your superior make decision regarding your performance appraisal?	6.1%	12.1%	45.7%	26.3%	9.7%
2	To what extent do you and your superior make decision regarding most things?	0.8%	16.6%	46.2%	30.8%	5.7%
3	To what extent do you and your superior make the decision regarding the communicating information outside your work unit?	9.3%	22.3%	43.7%	21.5%	3.2%
4	To what extent do you and your	2.4%	10.5%	42.9%	33.6%	10.5%

No		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	superior make decision regarding your task responsibility?					
5	To what extent do you and your superior made decision regarding how or when you get your work done?	4.0%	14.6%	39.7%	31.2%	10.5%

No	Pay and promotion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The speed of your promotion in your current company is fast.	14.98%	24.70%	41.30%	17.00%	2.02%
2	There is high possibility for you to get promoted in your current company.	11.34%	25.51%	34.41%	24.70%	4.05%
3	You have been promoted in a short period of time as compare to your colleagues.	10.93%	27.94%	38.46%	19.43%	3.24%
4	There is a quick increase in your salary in your current company.	14.98%	30.36%	33.20%	17.41%	4.05%
5	There is high possibility that your salary increase a lot in your current company.	17.81%	30.36%	29.96%	19.03%	2.83%
6	Your salary raises faster compare to your colleagues.	14.17%	30.36%	37.65%	14.98%	2.83%

SUMMARY OF THE RESULT (PERCENTAGES %) CONT. 3

No	Power influence	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	You will be influence by you superior to work harder.	2.8%	13.8%	24.3%	51.4%	7.7%
2	You always give your superior what (s)he want.	0.0%	3.2%	27.1%	57.1%	12.6%
3	You will do according to your superior instruction although it is the things that you do not wish to do.	0.8%	11.3%	35.2%	43.3%	9.3%
4	Your superior willing to give extra leave to you.	11.7%	27.5%	35.6%	20.2%	4.9%
5	Your superior can influence you that you are responsible to complete the task.	2.8%	10.1%	30.0%	48.6%	8.5%
6	Your superior makes you feel that you are important.	6.5%	10.5%	32.0%	41.7%	9.3%

SUMMARY OF THE RESULT (PERCENTAGES %) CONT. 4

Section C

No	Job satisfactions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The pay that the company gives to you is match with the job that you do.	8.9%	25.9%	38.1%	22.7%	4.5%
2	Those employees that have good performance in your company have higher chances to be promoted.	2.4%	15.0%	32.4%	41.7%	8.5%
3	Your supervisor shows little concern to his/her subordinate.	4.5%	26.3%	43.3%	20.6%	5.3%
4	The benefit that you received compare to other company is the same.	7.7%	23.5%	47.8%	18.6%	2.4%
5	It is difficult to get things done in your company as there are many standard and procedure.	4.5%	18.6%	31.6%	37.2%	8.1%
6	There are much argument and battling at your work place.	5.3%	23.5%	40.9%	24.7%	5.7%

APPENDIX A:

SUMMARY OF THE RESULT (FREQUENCY)

No	Office politics	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The people in your company are trying to build their own group by tearing others down.	33	77	75	53	9
2	There is an influential group in your department and no one dare to challenge them.	30	61	59	85	12
3	It is the best way to agree with the idea that suggested by the influential people in your company.	21	52	79	82	13
4	You are not encouraged to disturb the balance in your company.	18	48	80	88	13
5	The pay and promotion in your company are consistent with the company policies.	17	44	101	66	19
6	The promotion in your company is determined based on political skills and it does not seem to be value a lot.	38	73	72	46	18

APPENDIX A:

SUMMARY OF THE RESULT (FREQUENCY) CONT. 1

No	Goal Ambiguity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Your job is well planned and has a defined goal.	0	25	66	133	23
2	You are certain with how much authority you have.	2	17	62	139	27
3	You know specifically what is anticipated from you.	1	12	60	151	23
4	Your company mission is clear to everyone who works there.	7	29	81	102	28
5	It is straightforward and simple to explain your company goal to the outsider (ie: person who does not work in your company).	5	31	87	105	19
6	Your company has a clear goal.	7	14	78	108	40

SUMMARY OF THE RESULT (FREQUENCY) CONT. 2

No	Budget allocation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	By having enough information, your company top management (Manager and above) knows that there is a slack (extra budget) in the department budget. (Budget = Eg: Office expenses and Entertainment expenses)	8	28	85	111	15
2	Your company top management (Manager and above) has the method to know that there is a slack (extra budget) in your department.	9	29	91	102	16
3	It is achievable for the budget that set for my area of responsibility. (Budget = Eg: Office expenses and Entertainment expenses)	5	22	98	116	6
4	You do not need to take concern about improving efficiency in your area even though the budget has been set. (Budget = Eg: Office expenses	24	78	82	57	6

No		Very slightly or not at all	A little	Moderately	Quite a bit	Extremely
	and Entertainment expenses)					
5	It is very difficult for me to achieve the target that has been set for my budget. (Budget = Eg: Office expenses and Entertainment expenses)	11	67	110	52	7
6	Your superior always proposes the budget that is achievable in order to protect him/herself. (Budget = Eg: Office expenses and Entertainment expenses)	8	40	105	82	12

No	Decision making	Very slightly or not at all	A little	Moderately	Quite a bit	Extremely
1	To what extend do you and your superior make decision regarding your performance appraisal?	15	30	113	65	24
2	To what extent do you and your superior make decision regarding most things?	2	41	114	76	14
3	To what extent do you and your superior make the decision regarding the communicating information outside your work unit?	23	55	108	53	8

| 4 | To what extent do you and your superior make decision regarding your task responsibility? | 6 | 26 | 106 | 83 | 26 |
| 5 | To what extent do you and your superior made decision regarding how or when you get your work done? | 10 | 36 | 98 | 77 | 26 |

No	Pay and promotion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The speed of your promotion in your current company is fast.	37	61	102	42	5
2	There is high possibility for you to get promoted in your current company.	28	63	85	61	10
3	You have been promoted in a short period of time as compare to your colleagues.	27	69	95	48	8
4	There is a quick increase in your salary in your current company.	37	75	82	43	10
5	There is high possibility that your salary increase a lot in your current company.	44	75	74	47	7
6	Your salary raises faster compare to your colleagues.	35	75	93	37	7

SUMMARY OF THE RESULT (FREQUENCY) CONT. 3

No	Power influence	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	You will be influence by you superior to work harder.	7	34	60	127	19
2	You always give your superior what (s)he want.		8	67	141	31
3	You will do according to your superior instruction although it is the things that you do not wish to do.	2	28	87	107	23
4	Your superior willing to give extra leave to you.	29	68	88	50	12
5	Your superior can influence you that you are responsible to complete the task.	7	25	74	120	21
6	Your superior makes you feel that you are important.	16	26	79	103	23

APPENDIX A:

SUMMARY OF THE RESULT (FREQUENCY) CONT. 4

Section C

No	Job satisfactions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The pay that the company gives to you is match with the job that you do.	22	64	94	56	11
2	Those employees that have good performance in your company have higher chances to be promoted.	6	37	80	103	21
3	Your supervisor shows little concern to his/her subordinate.	11	65	107	51	13
4	The benefit that you received compare to other company is the same.	19	58	118	46	6
5	It is difficult to get things done in your company as there are many standard and procedure.	11	46	78	92	20
6	There are much argument and battling at your work place.	13	58	101	61	14

APPENDIX C:

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FACTOR ANALYSIS TABLE

Pattern Matrix[a]

	Factor						
	1	2	3	4	5	6	7
Pay Q4	.867						
Pay Q6	.783						
Pay Q5	.765						
Pay Q1	.745						
Pay Q3	.729						
Pay Q2	.682						
Decision Q4		.817					
Decision Q2		.711					
Decision Q5		.675					
Decision Q1		.664					
Office politics Q2			.739				
Office politics Q1			.653				
Office politics Q3			.551				
Office politics Q4			.503				
Office politics Q6			.383				
Budget Q1				-.983			
Budget Q2				-.748			
Power Q5					-.664		
Power Q1					-.639		
Power Q6					-.621		
Power Q4					-.488		
Goal Q2						-.911	
Goal Q3						-.736	
Goal Q1						-.590	
Job Q6							.719
Job Q5							.522
Job Q3							.442

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 10 iterations.

FACTOR ANALYSIS TABLE CONT. 1

Structure Matrix

	Factor						
	1	2	3	4	5	6	7
Pay Q4	.866						
Pay Q6	.794						
Pay Q5	.788						
Pay Q1	.761						
Pay Q3	.747						
Pay Q2	.709						
Decision Q4		.780					
Decision Q2		.723					
Decision Q5		.715			-.349		
Decision Q1		.686					
Office politics Q2			.786				
Office politics Q1			.700				.394
Office politics Q3			.516				
Office politics Q4			.510				
Office politics Q6			.459	.327			.420
Budget Q1				-.962			
Budget Q2				-.776			
Power Q5		.331			-.731	-.333	
Power Q1	.365				-.714	-.445	
Power Q6		.326			-.697		
Power Q4	.322				-.499		
Goal Q2						-.900	
Goal Q3					-.310	-.752	
Goal Q1						-.653	
Job Q6			.328				.762
Job Q5							.499
Job Q3							.462

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

FACTOR ANALYSIS TABLE CONT. 2

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	5.892	21.824	21.824	5.489	20.330	20.330	4.240
2	3.107	11.508	33.332	2.692	9.970	30.300	2.847
3	2.693	9.973	43.305	2.216	8.208	38.508	2.238
4	1.869	6.922	50.227	1.475	5.463	43.972	2.395
5	1.587	5.877	56.104	1.115	4.128	48.100	2.845
6	1.358	5.028	61.132	1.047	3.878	51.978	2.936
7	1.183	4.382	65.514	.626	2.318	54.296	1.717
8	.999	3.699	69.213				
9	.802	2.970	72.182				
10	.724	2.683	74.865				
11	.687	2.544	77.410				
12	.634	2.350	79.759				
13	.618	2.288	82.047				
14	.546	2.024	84.071				
15	.514	1.902	85.973				
16	.457	1.692	87.666				
17	.449	1.665	89.330				
18	.419	1.552	90.882				
19	.381	1.411	92.293				
20	.354	1.310	93.602				
21	.336	1.246	94.848				
22	.297	1.098	95.946				
23	.276	1.023	96.969				
24	.245	.907	97.876				
25	.219	.813	98.689				
26	.183	.676	99.365				
27	.171	.635	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

APPENDIX C:

FACTOR ANALYSIS TABLE CONT. 3

Factor Correlation Matrix

Factor	1	2	3	4	5	6	7
1	1.000	.039	-.171	-.152	-.210	-.262	-.078
2	.039	1.000	-.151	-.213	-.359	-.235	-.081
3	-.171	-.151	1.000	.122	-.024	.018	.226
4	-.152	-.213	.122	1.000	.231	.303	.191
5	-.210	-.359	-.024	.231	1.000	.336	.196
6	-.262	-.235	.018	.303	.336	1.000	.058
7	-.078	-.081	.226	.191	.196	.058	1.000

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

APPENDIX D:

RELIABILITY TEST

OFFICE POLITICS

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.728	.727	5

Item Statistics

	Mean	Std. Deviation	N
Q2	2.95	1.129	247
Q1	2.71	1.061	247
Q3	3.06	1.046	247
Q4	3.12	1.021	247
Q6	2.73	1.149	247

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.913	2.709	3.121	.413	1.152	.035	5

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.57	14.019	3.744	5

APPENDIX D:

RELIABILITY TEST CONT. 1

GOAL UNAMBIGUITY

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.807	.808	3

Item Statistics

	Mean	Std. Deviation	N
Q1	3.62	.791	247
Q2	3.70	.787	247
Q3	3.74	.708	247

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.687	3.623	3.741	.117	1.032	.004	3

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.06	3.781	1.944	3

APPENDIX D:

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RELIABILITY TEST CONT. 2

BUDGET ALLOCATION

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Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.858	.858	2

Item Statistics

	Mean	Std. Deviation	N
Q1	3.39	.886	247
Q2	3.35	.902	247

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.372	3.352	3.393	.040	1.012	.001	2

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
6.74	2.801	1.673	2

APPENDIX D:

RELIABILITY TEST CONT. 3

DECISION MAKING

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.813	.816	4

Item Statistics

	Mean	Std. Deviation	N
Q1	3.21	.987	247
Q2	3.24	.824	247
Q4	3.39	.899	247
Q5	3.30	.978	247

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.285	3.215	3.393	.178	1.055	.006	4

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.14	8.756	2.959	4

APPENDIX D:

RELIABILITY TEST CONT. 4

PAY AND PROMOTION

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.902	.902	6

Item Statistics

	Mean	Std. Deviation	N
Q1	2.66	.994	247
Q2	2.85	1.048	247
Q3	2.76	.994	247
Q4	2.65	1.059	247
Q5	2.59	1.074	247
Q6	2.62	.996	247

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.688	2.587	2.846	.259	1.100	.009	6

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.13	25.560	5.056	6

APPENDIX D:

RELIABILITY TEST CONT. 5

POWER

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.750	.754	4

Item Statistics

	Mean	Std. Deviation	N
Q1	3.47	.923	247
Q4	2.79	1.050	247
Q5	3.50	.892	247
Q6	3.37	1.011	247

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.282	2.789	3.498	.709	1.254	.111	4

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.13	8.625	2.937	4

APPENDIX D:

RELIABILITY TEST CONT. 6

JOB DISSATISFACTION

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.590	.590	3

Item Statistics

	Mean	Std. Deviation	N
Q3	2.96	.927	247
Q5	3.26	.999	247
Q6	3.02	.960	247

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.080	2.960	3.259	.300	1.101	.025	3

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
9.24	4.581	2.140	3

APPENDIX E:

SIMPLE AND MULTIPLE-LINEAR REGRESSIONS

MODEL 1

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.338[a]	.114	.096	.84420682	2.022

a. Predictors: (Constant), Goal unambiguity, Budget allocation, Decision making, Pay and promotion, Power

b. Dependent Variable: Office politics

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.173	5	4.435	6.222	.000[a]
	Residual	171.757	241	.713		
	Total	193.930	246			

a. Predictors: (Constant), Goal unambiguity, Budget allocation, Decision making, Pay and promotion, Power

b. Dependent Variable: Office politics

APPENDIX E:

SIMPLE AND MULTIPLE-LINEAR REGRESSIONS CONT. 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-2.868E-19	.054		.000	1.000					
	Goal	-0.078	0.067	-0.082	-1.171	0.243	0.016	-0.075	-0.071	0.743	1.346
	Budget	0.109	0.06	0.119	1.825	0.069	0.141	0.117	0.111	0.857	1.166
	Decision	-0.243	0.067	-0.25	-3.65	0.000	-0.185	-0.229	-0.221	0.782	1.279
	Pay and promotion	-0.222	0.06	-0.238	-3.69	0.000	-0.198	-0.231	-0.224	0.88	1.136
	power	-0.194	0.073	-0.194	-2.672	0.008	-0.027	-0.17	-0.162	0.694	1.441

a. Dependent Variable: Office politic

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Factor E	Factor D	Factor C	Factor F	Factor B
1	1	2.118	1.000	.00	.05	.07	.07	.09	.09
	2	1.000	1.455	1.00	.00	.00	.00	.00	.00
	3	.967	1.480	.00	.53	.29	.00	.02	.02
	4	.797	1.630	.00	.09	.06	.78	.11	.00
	5	.611	1.862	.00	.26	.13	.12	.00	.77
	6	.507	2.043	.00	.07	.45	.03	.78	.12

a. Dependent Variable: Office politics

APPENDIX E:

SIMPLE AND MULTIPLE-LINEAR REGRESSIONS CONT. 2

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	-1.0583868	.7505500	.0000000	.30022375	247
Residual	-2.35138631	1.94594789	.00000000	.83558344	247
Std. Predicted Value	-3.525	2.500	.000	1.000	247
Std. Residual	-2.785	2.305	.000	.990	247

a. Dependent Variable: Office politics

SIMPLE AND MULTIPLE-LINEAR REGRESSIONS CONT. 3

DEPENDENT VARIABLE: OFFICE POLITICS
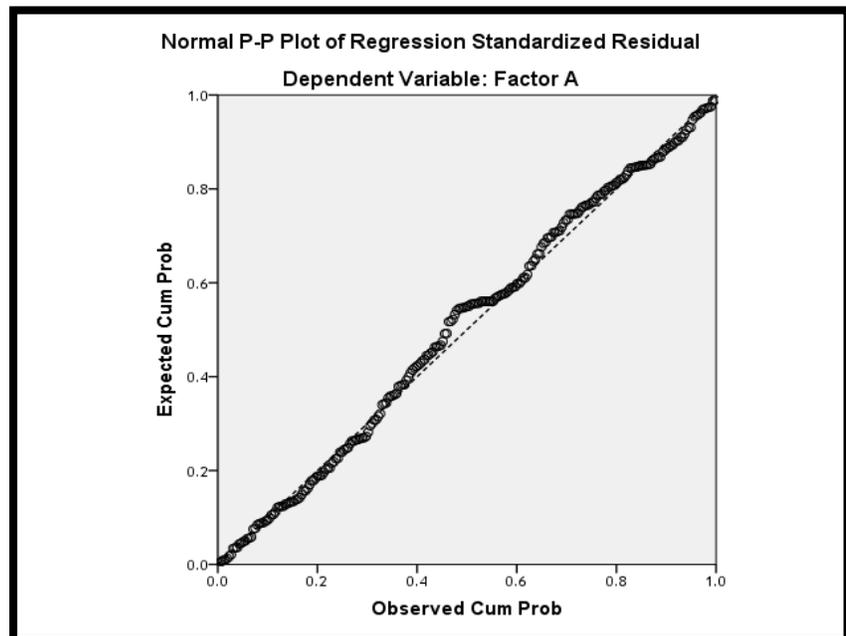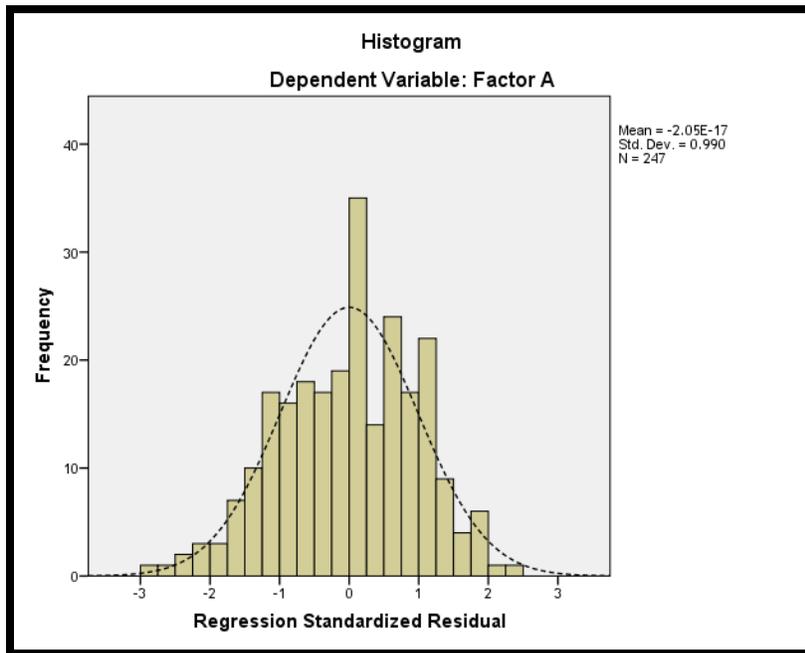
SIMPLE AND MULTIPLE-LINEAR REGRESSIONS CONT. 4

DEPENDENT VARIABLE: OFFICE POLITICS

APPENDIX E:

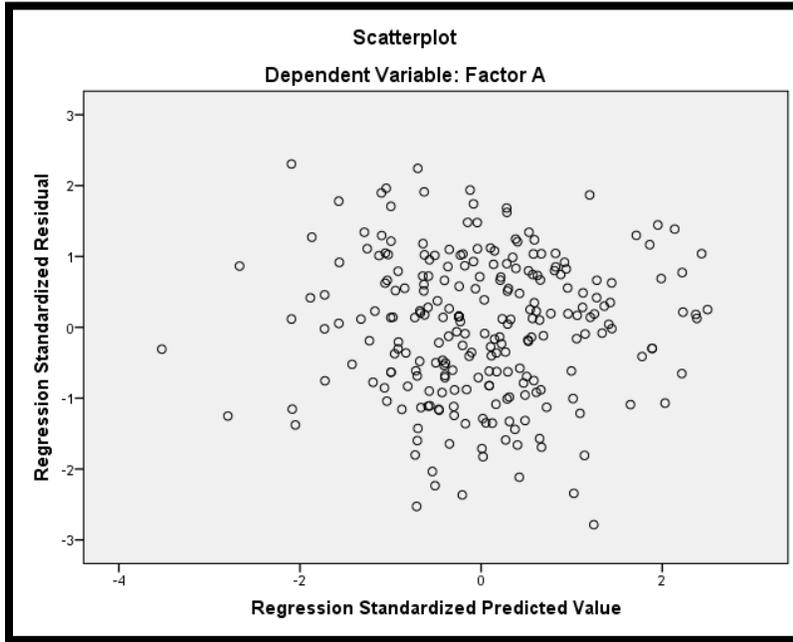## SIMPLE AND MULTIPLE-LINEAR REGRESSIONS CONT. 5

MODEL 2

Descriptive Statistics

	Mean	Std. Deviation	N
Job satisfaction	.0000000	.84561413	247
Office politics	.0000000	.88788174	247

Correlations

		Job satisfaction	Office politics
Pearson Correlation	Job satisfaction	1.000	.352
	Office politics	.352	1.000
Sig. (1-tailed)	Job satisfaction	.	.000
	Office politics	.000	.
N	Job satisfaction	247	247
	Office politics	247	247

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.352[a]	.124	.120	.79310339	1.952

a. Predictors: (Constant), Office politics

b. Dependent Variable: Job satisfaction

APPENDIX E:

SIMPLE AND MULTIPLE-LINEAR REGRESSIONS CONT. 6

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.797	1	21.797	34.653	.000[a]
	Residual	154.108	245	.629		
	Total	175.906	246			

a. Predictors: (Constant), Office politics

b. Dependent Variable: Job satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.731E-16	.050		.000	1.000					
	Office politics	.335	.057	.352	5.887	.000	.352	.352	.352	1.000	1.000

a. Dependent Variable: Job satisfaction

APPENDIX E:

SIMPLE AND MULTIPLE-LINEAR REGRESSIONS CONT. 7

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Office politics
1	1	1.000	1.000	1.00	.00
	2	1.000	1.000	.00	1.00

a. Dependent Variable: Job satisfaction

Casewise Diagnostics[a]

Case Number	Std. Residual	Job satisfaction	Predicted Value	Residual
213	3.381	2.23953	-.4422103	2.68173955

a. Dependent Variable: Job satisfaction

Residuals Statistics[a]

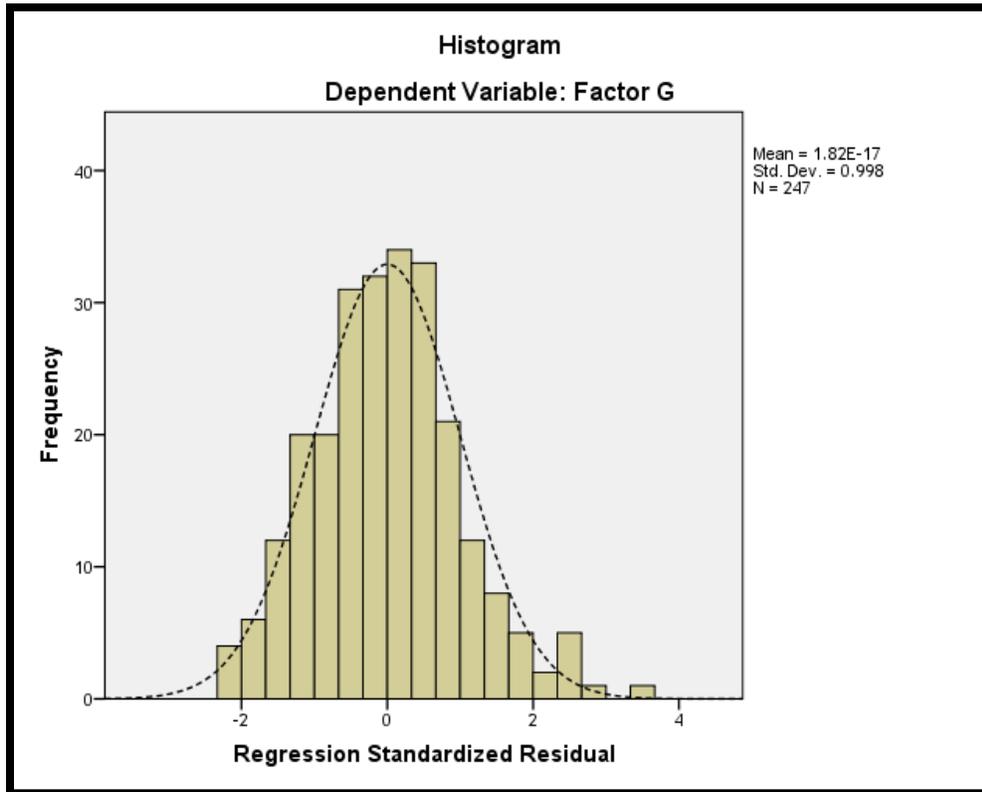|	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	-.7869216	.6492876	.0000000	.29766968	247
Residual	-1.76903903	2.68173957	.00000000	.79148975	247
Std. Predicted Value	-2.644	2.181	.000	1.000	247
Std. Residual	-2.231	3.381	.000	.998	247

a. Dependent Variable: Job satisfaction

SIMPLE AND MULTIPLE-LINEAR REGRESSIONS CONT. 8
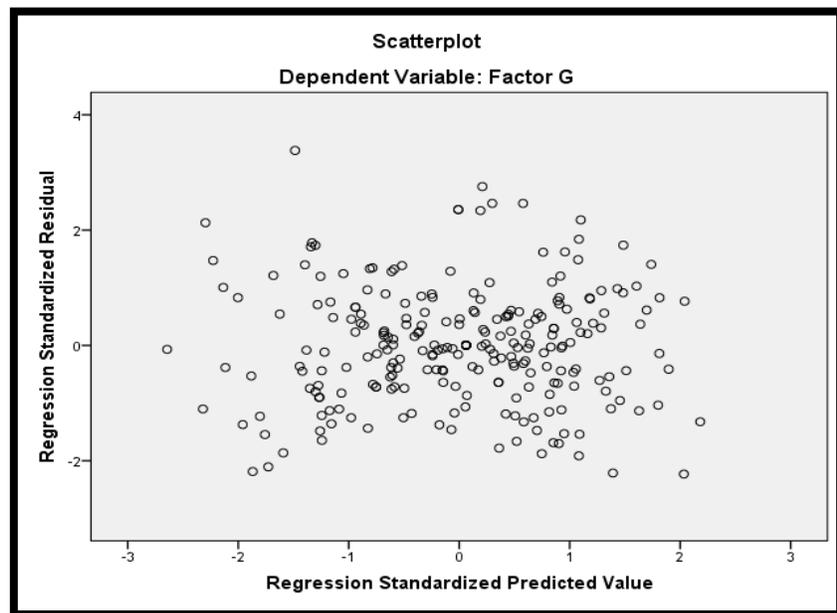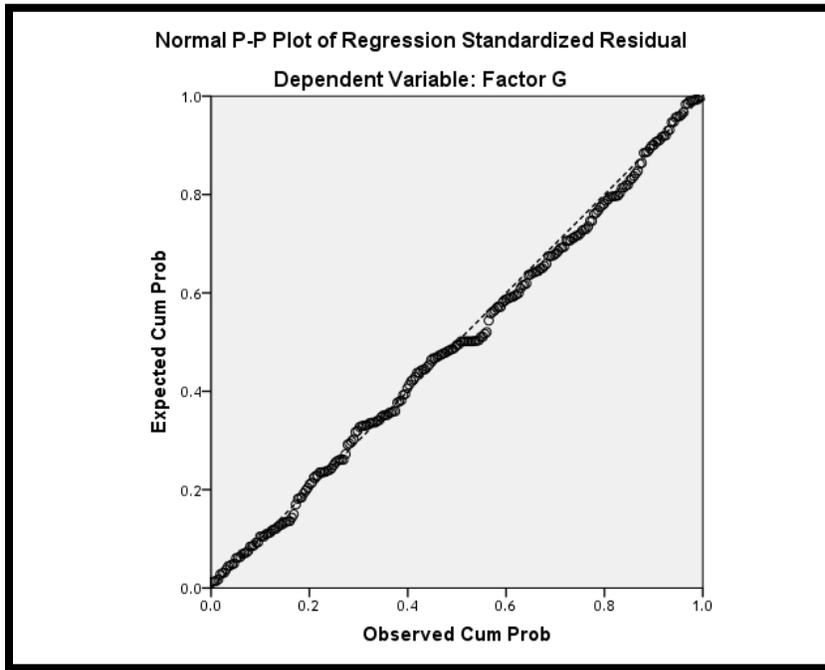
DEPENDENT VARIABLE: JOB DISSATISFACTION

APPENDIX E:

SIMPLE AND MULTIPLE-LINEAR REGRESSIONS CONT. 9

DEPENDENT VARIABLE: JOB DISSATISFACTION

RESEARCH QUESTIONNAIRES

ACADEMIC RESEARCH SURVEY FORM
AN INVESTIGATION INTO THE DETERMINANTS OF OFFICE POLITICS

I am student from UTAR (Universiti Tunku Abdul Rahman) pursuing Master in Business Administration (Corporate Governance). Recently, I am conducting a research on the determinants of the office politics. The objectives of this research are to understand the factors that influence the office politics and also ascertain the office politics toward the job satisfaction. Your respond is highly appreciated and it can help us to have more accurate result.

This survey form has three parts which are Section A, Section B and Section C. I would be appreciated that if you could spend 15 to 20 minutes to complete the survey form. Your answer to the questions will be in confidential and serve only for education purpose.

Thank you.

Yours sincerely,

Ang Siew Hway

RESEARCH QUESTIONNAIRES CONT. 1

Section A: Demographic information

1. Gender

☐

☐ Female

2. Age

☐ 21 – 30 years old

☐ 31 – 40 years old

☐ 41 – 50 years old

☐ 51 – 60 years old

☐ 61 and above

3. Education

☐ Primary school or below primary school

☐ Secondary school

☐ Pre-U /Diploma

☐ Degree level

☐ Master/PHD/Post-graduate

☐ Professional course

☐ Others:

APPENDIX F:

RESEARCH QUESTIONNAIRES CONT. 2

4. Current Marital Status

☐ Single (Never Married)

☐ Married

☐ Divorced/ Separated

☐ Other, please specify:

5. Type of company you work for

☐ Public listed company

☐ Private company

☐ Public sector

☐ Partnership

☐ Professional firm

☐ Others :

6. Your designation

☐ Executive   ☐ Officer/Office administrator/Secretary

☐ Deputy Manager   ☐ Managing Director/ Executive Director

☐ Manager   ☐ Vice President

☐ Deputy Head of Department   ☐ President

☐ Head of Department   ☐ Other (Please specify):

APPENDIX F:

RESEARCH QUESTIONNAIRES CONT. 3

7. Length of Work Experience

	Please fill	
	Year	Month
Current Occupation		
Current Organization		

Section B: Choose between 1 to 5 for each questions

No	Office politics	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The people in your company are trying to build their own group by tearing others down.	1	2	3	4	5
2	There is an influential group in your department and no one dare to challenge them.	1	2	3	4	5
3	It is the best way to agree with the idea that suggested by the influential people in your company.	1	2	3	4	5
4	You are not encouraged to disturb the balance in your company.	1	2	3	4	5
5	The pay and promotion in your company are consistent with the company policies.	1	2	3	4	5

6	The promotion in your company is determined based on political skills and it does not seem to be value a lot.	1	2	3	4	5

No	Goal Ambiguity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Your job is well planned and has a defined goal.	1	2	3	4	5
2	You are certain with how much authority you have.	1	2	3	4	5
3	You know specifically what is anticipated from you.	1	2	3	4	5
4	Your company mission is clear to everyone who works there.	1	2	3	4	5
5	It is straightforward and simple to explain your company goal to the outsider (ie: person who does not work in your company).	1	2	3	4	5
6	Your company has a clear goal.	1	2	3	4	5

RESEARCH QUESTIONNAIRES CONT. 4

No	Budget allocation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	By having enough information, your company top management (Manager and above) knows that there is a slack (extra budget) in the department budget. (Budget = Eg: Office expenses and Entertainment expenses)	1	2	3	4	5
2	Your company top management (Manager and above) has the method to know that there is a slack (extra budget) in your department.	1	2	3	4	5
3	It is achievable for the budget that set for my area of responsibility. (Budget = Eg: Office expenses and Entertainment expenses)	1	2	3	4	5
4	You do not need to take concern about improving efficiency in your area even though the budget has been set. (Budget = Eg: Office expenses	1	2	3	4	5

No		Very slightly or not at all	A little	Moderately	Quite a bit	Extremely
5	It is very difficult for me to achieve the target that has been set for my budget. (Budget = Eg: Office expenses and Entertainment expenses)	1	2	3	4	5
6	Your superior always proposes the budget that is achievable in order to protect him/herself. (Budget = Eg: Office expenses and Entertainment expenses)	1	2	3	4	5

No	Decision making	Very slightly or not at all	A little	Moderately	Quite a bit	Extremely
1	To what extend do you and your superior make decision regarding your performance appraisal?	1	2	3	4	5
2	To what extent do you and your superior make decision regarding most things?	1	2	3	4	5
3	To what extent do you and your superior make the decision regarding the communicating information outside your work unit?	1	2	3	4	5

4	To what extent do you and your superior make decision regarding your task responsibility?	1	2	3	4	5
5	To what extent do you and your superior made decision regarding how or when you get your work done?	1	2	3	4	5

No	Pay and promotion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The speed of your promotion in your current company is fast.	1	2	3	4	5
2	There is high possibility for you to get promoted in your current company.	1	2	3	4	5
3	You have been promoted in a short period of time as compare to your colleagues.	1	2	3	4	5
4	There is a quick increase in your salary in your current company.	1	2	3	4	5
5	There is high possibility that your salary increase a lot in your current company.	1	2	3	4	5
6	Your salary raises faster compare to your colleagues.	1	2	3	4	5

APPENDIX F:

RESEARCH QUESTIONNAIRES CONT. 5

No	Power influence	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	You will be influence by you superior to work harder.	1	2	3	4	5
2	You always give your superior what (s)he want.	1	2	3	4	5
3	You will do according to your superior instruction although it is the things that you do not wish to do.	1	2	3	4	5
4	Your superior willing to give extra leave to you.	1	2	3	4	5
5	Your superior can influence you that you are responsible to complete the task.	1	2	3	4	5
6	Your superior makes you feel that you are important.	1	2	3	4	5

APPENDIX F:

RESEARCH QUESTIONNAIRES CONT. 6

Section C

No	Job satisfactions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The pay that the company gives to you is match with the job that you do.	1	2	3	4	5
2	Those employees that have good performance in your company have higher chances to be promoted.	1	2	3	4	5
3	Your supervisor shows little concern to his/her subordinate.	1	2	3	4	5
4	The benefit that you received compare to other company is the same.	1	2	3	4	5
5	It is difficult to get things done in your company as there are many standard and procedure.	1	2	3	4	5
6	There are much argument and battling at your work place.	1	2	3	4	5

APPENDIX G

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

Re: U/SERC/113/2018

3 October 2018

Mr Sia Bik Kai
Department of Economics
Faculty of Accountancy and Management
Universiti Tunku Abdul Rahman
Jalan Sungai Long
Bandar Sungai Long
43000 Kajang
Selangor

Dear Mr Sia,

Ethical Approval For Research Project/Protocol

We refer to your application dated 4 September 2018 for ethical approval for your research project (Master student's project) and are pleased to inform you that your application has been approved under expedited review.

The details of your research project are as follows:

Research Title	An Investigation Into the Determinants of Office Politics
Investigator(s)	Mr Sia Bik Kai
	Ang Siew Hway (UTAR Postgraduate Student)
Research Area	Social Sciences
Research Location	Klang Valley
No of Participants	300 participants (Age: 18 and above)
Research Costs	Self-funded
Approval Validity	3 October 2018 - 2 October 2019

The conduct of this research is subject to the following:

(1) The participants' informed consent be obtained prior to the commencement of the research;

(2) Confidentiality of participants' personal data must be maintained; and

(3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.

Should you collect personal data of participants in your study, please have the participants sign the attached Personal Data Protection Statement for your records.

The University wishes you all the best in your research.

Thank you.

Yours sincerely,

Professor Ts Dr Faidz bin Abd Rahman
Chairman
UTAR Scientific and Ethical Review Committee

c.c   Dean, Faculty of Accountancy and Management
        Director, Institute of Postgraduate Studies and Research