CHAPTER 4:   RESEARCH RESULTS

4.1 Introduction

This chapter presents the findings of the study. It will answer the research questions and objective highlighted in Chapter 1 of this document. The first section covers the demographics of the respondents that participated in the survey. The next section will then provide interpretation to the statistical findings to the goodness of fit for the constructs used to measure all variables including the Perception on White Supremacy Culture, Job-Focused Impression Tactic, Participative Decision-Making Opportunities and Barrier of Ethnicity. The last section provides interpretation of multiple regression results in identifying these factors that may have influenced the existence of White Supremacy Culture in local subsidiaries of MNCs.

4.2 Summary Statistics

Across the 137 Malaysian respondents used as the sample for this research, there was a broad mix of job function and responsibilities, ages and work experience, education level as well as the MNCs headquarters location. One fifth of the total respondents or 28 (20.4%) respondents work in MNCs with headquarters from the U.S., while the remaining 109 (79.6%) respondents are working in MNCs with headquarters in the European countries. The locations of these MNCs include France, Finland, Germany, Netherlands, Sweden and United Kingdom. Among these respondents, the company core business of the majority respondents (82 respondents, 59.9%) are in the Telecommunication industry, 25 (18.2%) respondents working in MNCs from

the IT and Technology industry and 18 (13.1%) respondents from the Transportation industry. The other respondents are 6 (4.4%) from the Manufacturing industry, 3 (2.2%) respondents from the Finance industry, 1 (0.7%) from the Oil and Gas / Utilities industry and 2 (1.5) respondents from other industries not listed in the questionnaires.

Half of the respondents (51.8%) hold senior executive positions in these MNCs, 38 (27.7%) respondents are holding manager positions, 13 (9.5%) respondents are junior executives, 10 (7.3%) senior managers, 2 (1.5%) respondents are at the administrative level and a single respondent (0.7%) is currently holding a role in senior management. There are also 2 respondents (1.5%), which rated themselves as consultants. There is a broad range of job functions performed by these 137 respondents, with majority (38 respondents, 27.7%) from the Engineering discipline, 36 respondents (26.3%) working in the Information Technology field and 27 respondents (19.7%) functioning in the Sales and Marketing role. There other smaller size respondents are from the Administrative (8 respondents, 5.8%), Finance (7 respondents, 5.1%), Supply Chain (4 respondents, 2.9%), Manufacturing (3 respondents, 2.2%) and one (0.7%) each from Human Resources and Legal respectively. 12 (8.8%) of the respondents are from others job functions which are not listed in the questionnaires.

Majority respondents or 55 (40.1%) respondents have been working in their companies between 3-5 years tenure, while 42 (30.7%) respondents have been with their companies for 6-10 years tenure. About one fifth or 28 (20.4%)

respondents are new hire with less than 3 years experience in the MNCs. The remaining 8 (5.8%) and 4 (2.9%) respondents have been engaged with their companies for 11-15 years and 16-20 years respectively. Respondents for this study attained different education level. The majority of the respondents (109 respondents, 79.6%) are holding first degree, while 19 (13.9%) respondents are graduated at postgraduate level. Only 8 (5.8%) respondents possesses diploma while a single respondent (0.7%) completed secondary school. Table 4.1 below summarize the respondents demographic.

In term of respondents demographic, 87 (63.5%) respondents are male and 50 (36.5%) are female respondents. As Malaysia is a multi-ethnic country, respondents from the three main races, namely Malays (21 respondents, 15.3%), Chinese (97 respondents, 70.8%), Indians (17 respondents, 12.4%) have been included in this research. The respondents also include 2 (1.5%) respondents from the Eurasian ethnic group. Majority of the respondents (91 respondents, 66.4%) are in the age group of 31-40 years, while the rests are in the age group 21-30 years (24 respondents, 17.5%) and 41-50 years (22 respondents, 16.1%). Among the respondents, more than half of them are married (75 respondents, 54.7%), 59 respondents are single (43.1%), 2 (1.5%) are divorced and 1 (0.7%) is a widow / widower.

Table 4.1: Demographic of Respondents

Variable	Grouping	Frequency	%
MNC Headquarter	U.S.	28	20.4
	European	109	79.6
Employment Duration	Mean duration = 5.5 years (s.d.= 3.6)		
	Less than 3 years	28	20.4
	3 – 5 years	55	40.1
	6 – 10 years	42	30.7
	11 – 16 years	8	5.8
	16 – 20 years	4	2.9
Gender	Male	87	63.5
	Female	50	36.5
Citizenship	Malaysian	137	100.0
Race	Malay	21	15.3
	Chinese	97	70.8
	Indian	17	12.4
	Others	2	1.5
Age	21 – 30 years	24	17.5
	31 – 40 years	91	66.4
	41 – 50 years	22	16.1
Marital Status	Married	75	54.7
	Divorced	2	1.5
	Single	59	43.1
	Widow/Widower	1	0.7
Education Level	Secondary	1	0.7
	Diploma	8	5.8
	Degree / Professional Certificate	109	79.6
	Post Graduate	19	13.9
Job Position	Administrative	2	1.5
	Junior Executive	13	9.5
	Senior Executive	71	51.8
	Manager	38	27.7
	Senior Manager	10	7.3

	Senior Management	1	0.7
	Others	2	1.5
Job Function	Administrative	8	5.8
	Engineering	38	27.7
	Finance	7	5.1
	Human Resources	1	0.7
	Information Technology	36	26.3
	Legal	1	0.7
	Manufacturing	3	2.2
	Sales & Marketing	27	19.7
	Supply Chain	4	29.8
	Others	12	8.8
Company Core Business	Finance	3	2.2
	IT & Technology	25	18.2
	Manufacturing	6	4.4
	Transportation	18	13.1
	Telecommunication	82	59.9
	Oil & Gas / Utilities	1	0.7
	Others	2	1.5

4.3 Analyses of Measures

4.3.1 Pre-analysis

To ensure all the data can be used for multiple regression analysis, a number of assumption tests were conducted. To begin the pre-analysis, the data for each dependant and independent variables were summated.

Table 4.2: Descriptive Data and Normality Assessment

Descriptives

		tpdm - Total Participative Decision-Making Opportunities		tjobf - Total Job-Focused Impression Management Tactic		tbareth - Total Barrier of Ethnicity		twhite - Total Perceived White Supremacy Culture	
		Statistic	Std. Error	Statistic	Std. Error	Statistic	Std. Error	Statistic	Std. Error
Mean		13.68	.375	29.20	.540	5.47	.200	63.28	.700
95% Confidence Interval for Mean	Lower Bound	12.94		28.14		5.08		61.90	
	Upper Bound	14.42		30.27		5.87		64.67	
5% Trimmed Mean		13.62		29.17		5.42		63.39	
Median		13.00		30.00		6.00		64.00	
Variance		19.278		39.943		5.457		67.205	
Std. Deviation		4.391		6.320		2.336		8.198	
Minimum		5		13		2		45	
Maximum		25		44		10		79	
Range		20		31		8		34	
Interquartile Range		7		10		3		13	
Skewness		.216	.207	.023	.207	.103	.207	-.302	.207
Kurtosis		-.498	.411	-.664	.411	-.969	.411	-.678	.411

Table 4.2 above shows the descriptive data obtained after performing data cleaning. The minimum and maximum statistics were in tandem with the questionnaires. This signalled that data have been input correctly. The 5% trimmed mean was the mean after 5% of outliers and values that lie at the ends of the distribution have been removed. We can see that all the 5% trimmed means were close to our actual means. Hence, no values from the data were required to be removed and data cleaning was completed.

Regression, a parametric test, would require data to be normally distributed. A normality test was conducted and the results are presented in Table 4.2 as well. By testing skewness and kurtosis of our data, the normality can be assessed. Skewness for Participative Decision-Making Opportunities, Job-Focused Impression Tactic, Barrier of Ethnicity and Perceived White Supremacy Culture were 0.216, 0.023, 0.103, and -0.302 respectively. Kurtosis for Participative Decision-Making Opportunities, Job-Focused

Impression Tactic, Barrier of Ethnicity and Perceived White Supremacy Culture were -0.498, -0.664, -0.969 and -0.678 respectively. The normality test was accepted if the statistical value is between -2 and 2. Hence, it was concluded that normality condition was met for all the variables and parametric test could be applied on the variables.

Before testing the proposed model, a series of principal components analyses were conducted with the variables of interest. Factor analysis was conducted to all the variables. Factor analysis was used to identify the set of dimension of measures, typically for Job-Focused Impression Tactic and Perceived White Supremacy Culture. As these two variables have a large set of elements, factor analysis is a way to condense the information of these two variables into a smaller set of factors with a minimum loss of information (Hair, Anderson, Tatham & Grablowsky, 1984). In other words, the factor analysis tests the content validity of the questionnaires. According to Hair et al. (1984), factor analysis is suitable for sample size of 100. This rule was met for this study with 137 respondents. Factor loadings greater than +/- 0.3 will be considered as significant (Hair et al., 1984), and will be used as the basis for the measures validity. Reliability test using the Cronbach's α was then conducted to assess the internal consistency reliability of the measures used in this study. To assess the reliability of the measures, suggestion from Pallant (2007) was used. Construct with coefficient of scale above 0.7 will be accepted and considered as valid measurement.

Perception of White Supremacy Culture

A principal components analysis with varimax rotation was conducted for the Perception of White Supremacy Culture. However, the results generated four factors with eigenvalues greater than 1.0, deviated from the five factors in the original questionnaires developed by Bass et al. (1976). It was decided to maintain the five factors as in the original questionnaires. This is because in this study, all the elements were treated as single variables for analysis. Hence, another round of principal components analysis was conducted. In this round, the number of factor was set as five as per the original questionnaires. This 5-item factor, explained 64.9% of the variance, will be used for further analysis. The Cronbach's α reliability for the scale in this study was 0.729. Although the Cronbach's α reliability could be improved by excluding other elements, it was decided the complete items to be maintained, as the reliability score was acceptable.

Job-Focused Impression Tactic

Principal components analysis with varimax rotation was also used to examine the 12-item Job-Focused Impression Tactic scale. Three factors emerged with eigenvalues greater than 1.0. However, because these results did not support a single-factor solution of Job-Focused Impression Tactic as supported in previous researches, (Wayne & Ferris, 1990; Wayne & Liden, 1995), another round of principal components analysis was conducted. In this round, the number of factor is set as one. The analysis generated 10 out of the 12 items loaded above 0.30 (as listed in Table 4.3). This 10-item factor,

explained 37.2% of the variance, will be used for further analysis. The Cronbach's α reliability for the scale in this study was 0.859.

Table 4.3: Component Loadings for Job-Focused Impression Management Tactic

	Component
	1
jf01 - Play up the value of a positive event	.676
jf02 - Make a positive event appear greater	.776
jf03 - Take responsibility for positive events	.660
jf04 - Make negative event not appear as severe	.586
jf05 - I am responsible for positive events	.792
jf06 - Arrive at work early	.535
jf07 - Work late at the office	.556
jf08 - Aware of my accomplishments	.682
jf09 - Agree outwardly	.534
jf10 - Create the impression as a good person	.788
jf11 - Disagree on major issues	
jf12 - Take responsibility for negative events	

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Participative Decision-Making Opportunities

Principal components analysis was also used to examine the 5-item Participative Decision-Making Opportunities scale. As expected, there was only a single factor associated to this variable, hence no rotation was necessary. The questionnaires scored high validity, with a total of 70.0% of the variance was explained. The Cronbach's α reliability for the scale in this study was 0.891.

Barrier of Ethnicity

Similarly, principal components analysis was also used to examine the 2-item Barrier of Ethnicity scale. As this variable only consists of 2 items, hence no

rotation was necessary. The questionnaires scores high validity as well, with 95.7% of the variance was explained. The Cronbach's α reliability for the scale in this study was 0.955.

4.3.2 Pearson Correlation

Pearson correlation analysis was performed on the sets of variables. This was used to test the discriminate validity. Measures of constructs should not be related to each other. In addition, high correlation among the independent variables is not desirable. It may result in multicollinearity which affects multiple regression analysis.

Table 4.4: Intercorrelations among Study Variables

Correlations

		twhite - Total Perceived White Supremacy Culture	tpdm - Total Participative Decision-Making Opportunities	tjobfm - Total Job-Focused Impression Management Tactic	tbareth - Total Barrier of Ethnicity
twhite - Total Perceived White Supremacy Culture	Pearson Correlation	1	-.572**	.430**	.567**
	Sig. (2-tailed)		.000	.000	.000
	N	137	137	137	137
tpdm - Total Participative Decision-Making Opportunities	Pearson Correlation	-.572**	1	-.494**	-.538**
	Sig. (2-tailed)	.000		.000	.000
	N	137	137	137	137
tjobfm - Total Job-Focused Impression Management Tactic	Pearson Correlation	.430**	-.494**	1	.501**
	Sig. (2-tailed)	.000	.000		.000
	N	137	137	137	137
tbareth - Total Barrier of Ethnicity	Pearson Correlation	.567**	-.538**	.501**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	137	137	137	137

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis in Table 4.4 indicated several important associations. In this Pearson correlation analysis, all results showed are significant at 2-tailed test which p-value < 0.05. Thus, it was confirmed the discriminate validity of the set of variables as there are correlated among the variables.

The findings showed a positive correlation between Perceived White Supremacy Culture and Job-focused Impression Management Tactic ($r = 0.430$, $p < 0.05$). Similarly, Perceived White Supremacy Culture was found to be significantly positive correlated with Barrier of Ethnicity ($r = 0.567$, $p < 0.05$). On the other hand, it is noted that there was a significant negative correlation between Perceived White Supremacy Culture and Participative Decision-Making Opportunities ($r = -0.572$, $p < 0.05$).

4.3.3 Multicollinearity

Table 4.4 above showed that all independent variables ($p < 0.05$) were, as well, significantly correlated with each others. This may pose suspect for multicollinearity among the independent variables. In statistical analysis, multicollinearity among the independent variables may result large standard errors in the variable coefficients, and as such, the regression may not be estimated precisely (Gujarati, 2003). Hence, Tolerance and Variance Inflation Factor (VIF) were tested. As a rule-of thumb, Gujarati (2003) pointed out that variables are highly collinear if the VIF of a variable exceeds 10. As shown in Table 4.5, there was very little multicollinearity for the independent variables Participative Decision-Making Opportunities (VIF = 1.555), Job-focused Impression Management Tactic (VIF = 1.474) and Barrier of Ethnicity (VIF = 1.570). All the VIF value was far less than 10. Hence, it was concluded that there was no serious multicollinearity among the independent variables.

4.4 Testing of Hypotheses

There were a total of three research hypotheses proposed for this exploratory research on relevance of Perceived White Supremacy Culture. Inferential statistics and hypotheses testing were carried out and results presented below.

4.4.1 Evaluation of Independent Variables

The beta coefficients are presented in Table 4.5. It is noted that Barrier of Ethnicity and Participative Decision-Making Opportunities significantly predict the Perception White Supremacy Culture when all three variables were included in the model.

Table 4.5: Results of Regression Analyses

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	62.801	4.096		15.332	.000		
	tpdm - Total Participative Decision-Making Opportunities	-.647	.153	-.346	-4.231	.000	.643	1.555
	tjobfm - Total Job-Focused Impression Management Tactic	.110	.095	.092	1.155	.250	.678	1.474
	tbareth - Total Barrier of Ethnicity	1.172	.289	.334	4.059	.000	.637	1.570

a. Dependent Variable: twhite - Total Perceived White Supremacy Culture

H1: The greater the belief in ethnic barrier to success among Malaysian employees in MNCs local subsidiaries, the greater the perceived White Supremacy culture existence in the organisations.

Form the test result shown in Table 4.5 above, hypothesis 1 was supported. Barrier of Ethnicity was found to be positively related to Perceived White Supremacy Culture (B = 1.172, p < 0.05). Hence, the greater the belief in

ethnic barrier has a positive influence on the perceived white supremacy existence in MNCs.

H2: The greater level of participative decision-making opportunities conferred to Malaysian employees in MNCs local subsidiaries, the lower the perceived White Supremacy culture existence in the organisations.

Form the test result shown in Table 4.5 above, the second hypothesis was supported. Participative Decision-Making opportunities was found to be negatively related to Perceived White Supremacy Culture (B = -0.647, p < 0.05). Hence, the greater level of participative decision-making opportunities conferred to Malaysian employees in MNCs local subsidiaries have a negative effect influence on the perceived white supremacy existence in MNCs.

H3: The greater used of job-focused impression tactics by Malaysian employees in MNCs local subsidiaries, the greater the perceived White Supremacy culture existence in the organisations.

Result shown in Table 4.5 above shown that Job-focused Impression Tactics was positively related to Perceived White Supremacy Culture (B = 0.110, p > 0.05), however the result was not significant. Hence, hypothesis 3 was not supported.

4.4.2 Evaluation of the Model

Multiple regression was used to determine the best predictors that influence the Perceived White Supremacy Culture in local subsidiaries of MNCs. Findings from multiple regression were presented in Table 4.6 and Table 4.7.

Looking in the overall model, the combination of all the independent variables significantly predicts the dependent variable (F = 33.011, p < 0.05).

Table 4.6: Result of Significance of Independent Variables

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3900.980	3	1300.327	33.011	.000[a]
	Residual	5238.918	133	39.390		
	Total	9139.898	136			

a. Predictors: (Constant), tbareth - Total Barrier of Ethnicity, tjobfm - Total Job-Focused Impression Management Tactic, tpdm - Total Participative Decision-Making Opportunities

b. Dependent Variable: twhite - Total Perceived White Supremacy Culture

Table 4.7: Result of Multiple Regression for Dependent Variable

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653[a]	.427	.414	6.27617386

a. Predictors: (Constant), tbareth - Total Barrier of Ethnicity, tjobfm - Total Job-Focused Impression Management Tactic, tpdm - Total Participative Decision-Making Opportunities

b. Dependent Variable: twhite - Total Perceived White Supremacy Culture

Result from analysis on the model showed an Adjusted R squared of 0.414. This indicates 41.4% of the variance in the Perceived White Supremacy Culture was explained by the model, with the combination of the three predictors, Barrier of Ethnicity, Participative Decision-Making Opportunities, and Job-Focused Impression Management Tactics.

Since the coefficient for Job-focused Impression Tactics was not significant, this factor was removed, and the model was evaluated again with only two independent variables, Barrier of Ethnicity and Participative Decision-Making

Opportunities. The multiple regression analysis us as presented in Table 4.8 and Table 4.9. Again, the overall new model, with two independent variables significantly predicts the dependent variable (F = 48.729, p < 0.05). However, the Adjusted R squared showed a slightly lower value, 0.412 compared to the original model.

Table 4.8: Result of Significance with Two Independent Variables

		Sum of Squares	df	Mean Square	F	Sig.
ANOVA[b]						
Model						
1	Regression	3848.451	2	1924.226	48.729	.000[a]
	Residual	5291.447	134	39.488		
	Total	9139.898	136			

a. Predictors: (Constant), tbareth - Total Barrier of Ethnicity, tpdm - Total Participative Decision-Making Opportunities

b. Dependent Variable: twhite - Total Perceived White Supremacy Culture

Table 4.9: Result of Multiple Regression with Two Dependent Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Model Summary[b]				
1	.649[a]	.421	.412	6.28398022

a. Predictors: (Constant), tbareth - Total Barrier of Ethnicity, tpdm - Total Participative Decision-Making Opportunities

b. Dependent Variable: twhite - Total Perceived White Supremacy Culture

Therefore, the original model was considered. Based on the regression coefficient findings from Table 4.5, the equation of this study is derived as follows:

White Supremacy Culture = 62.801 + 1.172BE - 0.647PDM + 0.110JF

in which:

BE   =   Barrier of Ethnicity

PDM   =   Participative Decision-Making Opportunities

JF   =   Job-Focused Impression Management Tactic

4.5   Conclusion

The analysis has been performed based on a sample size 137 usable responses. The variables' reliability was supported by Cronbach's α, which in all cases reached or exceeded acceptable levels. Similarly, their constructs' validity was supported by factor analysis. Correlation analysis identified a significant correlation between dependent variables and the three independent variables.

Two out of three hypotheses were supported. Barrier of Ethnicity were found to positively influence the existence of White Supremacy Culture in MNCs (Hypothesis 1). Participative Decision-Making Opportunities, on the other hand, was found to having negative influence the existence of White Supremacy Culture in local subsidiaries of MNCs (Hypothesis 2). Job-Focused Impression Management Tactics was found to be positively

correlated with the existence of White Supremacy Culture in local subsidiaries of MNCs, however, the analysis did not show this factor a significant predictor to the existence of White Supremacy Culture in local subsidiaries of MNCs (Hypothesis 3). Collectively, these three variables were found to be acceptable fit to predict proposed conceptual model for the existence of White Supremacy Culture in local subsidiaries of MNCs. In conclusion, this section of the study has provided findings on the structural relationships within the correlation model of the studied variables.

In the next chapter, the results, theoretical implications, managerial implications, limitation of study and future research directions will be discussed.