

AMP_106007_Report of Dejee's Friend

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Abstract

The study aims at the identification of turnover factors as a result of workplace politics specifically in the telecom branch of Thimphu. The report will constitute evidences that are collected from qualitative research methodology by using interviews. These interviews can help to understand how workplace politics can lead to employee turnover who are working in a particular organisation. Additionally, social exchange theory is used as a guideline where employees will be incorporated who will have an experience of 1-3 years and they are both males and females. By using interviews and social exchange theory, the report will build upon the implications that can reduce the employee turnover rate.

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Introduction

Organisations are made up of individuals who have some different ideas, values, attitudes and beliefs. These differences play a major role in the measure of interpretation of different events in the organisation, taking into account that these differences pave the way for some subjective interpretation which is ultimately associated with different organisational events such as politics. In the same way, organisations have been characterized as political arenas having different political associations and beliefs. It is one of the reasons that managers believe that organisations that are rife with any kind of politics or politics in any form are the basic cause of obstacles in the progressing of an organisation. These obstacles are, uncomfortable environment for people to work, negative attitude towards organisation and employees along with their variables such as stress and organisational depression. It is important to be mindful that the organisational politics and political behaviour are unavoidable facts of organisations as cited in (Bao& Olson, 2017). Organisational politics is described as actions carried by people and alliances to uphold their self- welfares against the welfares of the organisation and it is contemplated as somewhat detrimental that must be avoided at all expenses, nevertheless politics is existing in all organisation s where people of diverse background work together (Javad,2018). Moreover, the employees become a part of a political system the very moment they join in an organisation. Organisation and human resource management work together in the process of achieving the goals and objectives of the organisation. According to Miller et.al (2008), it is observed that the relationship between organisational politics and job satisfaction are negative

and it is also found that organisational politics have a negative relationship with employee retention. The problem lies in the perception of employees in understanding organisational politics. Although there are a lot of studies that have been conducted to investigate the relationship that exists between employee work-related variables and organisational politics in which employee turnover rate is one of the critical topics, there are no consistent findings. However, it is possible to investigate this issue by addressing one of the variables instead of analyzing all the variables collectively.

Organisational politics can significantly affect the beliefs and actions of employees. (Delle, 2013) Most employees agree that organisational politics can be a negative influence on them leading to competition among the employees causing stress and ultimately resulting in employee turnover. According to Rosen and Hoch (2014), there are many factors that can lead employees to quit the job and organisational politics is one of the most relevant factors which lead to failure in the retention of employees. According to Craig (2011), it is essential to recognize the dimensions around employee turnover focus so that the cost can be reduced, and retention of a valuable employee and the turnover rate can be reduced.

In this report, the employee turnover rate would be studied as a result of organisational politics. However, the context of the study would be limited to Bhutan Telecom Limited. The organisation is one of the major contributors to internet services and telecommunications in Bhutan, it is one of the largest telecom company in Bhutan. There are different branches of this organisation and one of the largest branches is in Thimphu. There are a lot of employees in Thimphu branch which justifies that there would be a role of organisational politics. The aim of the study is to define the role of organisational politics in the Thimphu branch employee turnover, taking into account how much is the influence of organisational politics, how often do

employees resign and are they all concerned and victimized by organisational politics? The role of HRM to address this issue is also important in this research, taking into account strategies that are formed to address this issue.

Problem Statement

An organisation and efficiency of its employees are not confined to the realms of education and the type of leadership they are having in an organisation. In fact, there are both inmate and non-inmate factors that affect or highlight the role of an employee in an organisation. Politics is also one of the variables. It is highlighted that politics is an undeniable fact of the life of an employee in an organisation. It infers that politics in an organisation is a reality as well as a large evil. Organisational politics is one of the major and prevalent elements of almost all work environment, including telecom where its influence can be observed in almost all the domains (Irvine, 2016). Although several researchers have found a relationship between distorted organisational framework and politics but results are not very clear. Moreover, the choice of organisation has been limited to those organisations that have more career approach such as industries and technical platform so much less research is conducted in telecom industries. In fact, the telecom industry is one of the most neglected industry in terms of research and other investigatory purposes because of a large number of employees. The knowledge of HRM is much less in telecom because of large employability and drift to more shifts and maybe this is the reason that people are seen more towards resigning from jobs in telecom. This research would be ground-breaking research in terms of the role of HRM in addressing employee turnover in telecom due to politics.

Research Problem

Following question will be addressed in this report

1

How of the organisational politics leads to job employees to turn over?

Justification for the proposed research

The main objective of this report is to figure out the relationship between organisational politics and employee turnover rate. Different researches have proven that there are different factors responsible for employee turnover. It is asserted that these factors range from creative abilities to physical attributes and signs can address and divert the organisational framework to something productive or destructive. Organisational Politics is termed as one of the crucial factors that can shape the attitude of the employees and it can even lead them to make decisions that may prove harmful for the organisations so, it is necessary to search out if it is a significant issue and does it actually lead to employee turnover (Chinomona, 2016).

1

Background of the organisation

Bhutan Telecom Limited (BTL) is the main contributor of telecommunications and internet services in Bhutan. They deliver a fixed-line telephone, delivers mobile services. Though the department of telecommunications was established in 1970 in Bhutan, it could provide only access to a fixed-line telephone. Bhutan did not have much of exposure to the outer world. in the year 2000 Bhutan was introduced to the internet thus, came the existence of Bhutan Telecom Limited. It is the largest telecom company in Bhutan and has a total customer base of about 263,579 customers. All 20 districts in Bhutan connected by mobile services and 3G services are available in Thimphu. (www.dhi.bt.bt)

Key Terms

The study considers two major key terms that are related to Human Resource Management

Organisational Politics

5 Organisational politics refers to informal, unofficial and many times behind the scenes efforts that are meant to sell ideas and influence an organisation, with underlying ambitions to achieve a target or increase the power.

Employee turnover

Employee turnover refers to the number of employees who are leaving the workplace or they resigned or are replaced with new hiring.

Literature Review

This chapter will deliver an inclusive and exegetical account on the role of organisational politics in employee turnover. This account will include the research that is already done by different researchers on the same topic as a central topic or as a sub-topic. The phenomena of organisational politics was for the first time introduced to the academic history by Burns. According to him, politics occur when individual are used as resources within a competitive situation. The concept of politics has been different shapes and forms as per the perspective of employees as well as searchers. (Burns, 2013) According to Maya (1977), organisational politics is defined as the amount of the influence that was meant to obtain some interest both personal and organisation at the costs of other's exploitation. It also includes the achievement of sanctioned needs by the use of some non-sanctioned influence. However, Ferris, (1989) has defined organisational politics as an approach of social influence in which the behaviour of an individual is designed strategically and examine both long term and short-term self-interest. Moreover, the stance of organisational politics is also found to be consistent with or the expense of other's interest. It is also termed as a behaviour that can be either formal or informal, motivated by self-interest or practiced with an aim to satisfy the individual needs or the interest

of the employees or oneself. Over the past decades, organisational politics have become an important area of study due to persuasive reasons and ways in which organisations are growing and how they function (Chino Mona & Mofokeng, 2016). According to Hobfoll (2001) organisation, politics has been defined as the process of everyone trying to maintain and sustain resources and achieve the most from them in any possible way. Organisations and human resource management work together in the process of achieving the goals and objectives of the organisation. There has been changed over time in defining and in perceiving the organisational politics. There has been a statement that organisational politics can be healthy where many scholars agree that the politics within the organisation can politically motivate the employees to work harder. Further to support the statement according to Drory and Gadot, (2010) the organisational politics is viewed as a canopy that defines the organised use of power and influence by a firm's employees to resolves the clashes among them and to attain their personal or firm's goal. However, according to most scholars, and practitioners' states that the politics in the organisation can create a negative environment which can cause damage within the organisation. Furthermore, it must be known that the organisational politics are connected with negative phenomena, with job strain, exhaustion, absenteeism, organisational silence and turn over (Chinomona & Mofokeng, 2016). It is asserted that there is a more shift to the negative impact of the organisational politics as compared to positive outcomes because in 21-century organisational politics has taken the shape of unfair means that are used for the achievement of some personal interest. There are several organisations in which the level of seniority is taken as an arrow that can knock out any of the employees at any of the stages of employment. Moreover, it is highlighted that politics is not confined to the realms of professionalism where there is lagging in professional approach in fact politics refers to a practical negative approach towards

other employees and it is one of the issues that are faced by the Human Resource Managers (Irvine, 2016). However, the most critical points are, it is hard to address workplace politics because it can never be addressed from the front. It is more like a poison that mitigated the efforts of an employee within an organisational formwork and blurs the efficiencies of an employee by drifting him to resignation. Although it is one of the main factors of the resignation of some extends, still there is a lack of approach or framework by the Human Resource managers that can help to evaluate this out. It is important to note that this issue can only be sorted out if, it is found that organisational politics is one of the most important causes of employee turnover (Irvine, 2016).

However, there is the motivational purpose of organisational politics which intensifies employees' organisational commitment, job satisfaction and diminishes the turnover of employees. it is oppositely related to positive phenomena such as commitment, trust, performance, organisational co-working behaviour, organisational fairness, job satisfaction and job engagement (Mathur, Nathani, & Dubey 2013; Delle, 2013). Sogra, Shahid, & Najibullah, (2009) stated that there can be a gap if there is the motive of using punishment in the organisation which will most likely decrease employees' job satisfaction and organisational commitment and urges them to leave the organisation. as cited in (chinomana&Mofokeng,2016) Here, it is highlighted that the conflict of interest and approach can make the employees think negative towards each other and it may pave the way for some misunderstood ideas and concept that after evolution may lead an employee to resignation.

Turn over Intentions

When the working environment becomes stressful it creates the behavioural change in employees where they develop the intention of quitting the job (Delle, 2013). According to Schalk and

Freese (1997) attendance, organisational belongingness, turnover can be a major reason why employees tend to develop the intention of leaving the job (as cited in Delle, 2013). Though employees do not want to quit the job with a rising in unemployment and with the fear of not getting a better job but organisational politics behooves employees to quit the job. Therefore, leading to less commitment by the employees towards the work and can cause burn out which will ultimately lead to turn over (Delle, 2013). It is observed that the stance of lack of evaluation is counted as one of the features or the underlying approaches to the organisation politics because when an employee leaves a workplace, there might be both propositions either an employee leaves on his own, accompanied by a new job offer or by some external source that is internal to an organisation and its responsible for bringing the universal approach toward employment (Kapoutsis, 2012). Here, in telecom, it is found that manipulations in term of services, grouping and clashes between the shifts can be termed as few of the features that are found to be dominant among the workers and employees (Kapoutsis, 2012).

Taking into account the data that is collected from the literature review, it is asserted that almost all the researches have made a universal approach to organisational politics. There are few researchers who have dealt individually with “Organisational politics and its association with employee turnover” but the organisation was limited to some individual framework i.e. a private organisation (Mathur, 2013). However, the population that was used for research was also of a large number which seems hard to get in touch with an individualistic view. As a result of all these differences, the aim of this study is to address “Organisational politics” and how it is affecting the employee turnover rate (Mathur, 2013). After an exegetical analysis of the data that is collected from the literature review and the observations made by the researchers, it can be observed that within telecom industry one of the major reasons of employee turnover is

organisational politics because employees don't feel secure, they feel that they are degraded when they are not able to achieve their targets and they made to face different scenarios and questions off and on (Mathur, 2013).

¹ **Theoretical Framework**

There have been many different theories used by the researchers such as motivational theory (Delli, 2013), Self-efficacy theory and social exchange theory (Chinomena & Mofokeng, 2016).
³ The genesis of Social exchange theory can be traced back to 1958 when an American sociologist published an article, named as, "Social Behavior as Exchange". The theory was built on the combination of ²two different departments, basic economics and behaviourism. Social exchange theory is termed as a concept that is based on the idea that there is a relationship between two people and this relationship is created by a process of cost-benefit analysis.¹ According to Homen (1958) Social exchange theory was established for understanding and studying human behaviour as cited in (Chinomena & Mofokeng, 2016). From the perspective of social exchange theory, individuals are liable to move in different directions with the relationship if they sense it as being unprofitable to them. This indicates that when employees are discontented and not satisfied with the job, not happy with the working environment, they develop the intention to quit the job, thus the social exchange relationship between the organisation and the employee are at risk to be terminated. (George, Levenson, Finegold, and Chattopadhyay, 2010) According to the theory it is brought into insight that there exists a worthwhile relationship between two employees as well. This relationship will be working and in terms of bearable premises until the two people are equally benefiting for each other. If the costs will outweigh the overall benefit then it is time for an individual to move on. The same case can be implied in the framework of telecom where employees have a relationship with each other. Politics occur when there is an imbalance in this

relationship and there is a clash of interest, either one is more towards personal interest and the other is either not at all aware or indulged in the universal interest (Miller, 2008).

Methodology

Participants and Procedures

The study is based on qualitative research method accompanied by interviews that were taken from employees in the Thimphu Branch. As qualitative research method has never been used by any of the employees before so it is one of the basic rationales of using subject research method. It is asserted that the people who are interviewed were chosen randomly.

Before taking the interviews, a formal letter was sent to the manager of the branch, that narrated the cause of letter and get permission from him. After that, the branch was visited to know the workflow and the ratio of employees in terms of their gender and age so that interview participants can be decided. After the visits, it was decided that the interviewee would be 6 males and 4 females because it is obvious that both the genders might be facing organisational politics. The very next day, some random employee were chosen and they were taught about the aim of the research. After getting approval from the employees, they were told the time of the interview. It is more added that employees were told about the research and they were given the option to back out if they want. The employees were also told about research ethics and their consent was attained in terms of names and data. In order to get a deeper insight into the topic, the experience of the employees was confined from 1 to 3 years. However, all the employees were requested to keep their name confidential so that they don't have to face any future consequence. After all arrangement 10 participants were interviewed over the phone within two days. The call was recorded so as to keep a record and evaluate the data during analysis and result formulation. It is

also found that the research was centred on open questions, employees were asked to share their views freely.

Demographics

Gender	Experience
Male	3 yrs.
Female	3yrs
Female	2 yrs.
Female	2 yrs.
Female	2 yrs.
Male	3 yrs.
Male	1 yr.
Male	3 yrs.
Male	1 yr.
Male	2 yrs.

Findings

After interviews, and listening to the recorded data several times, there are several issues and topics that were extracted.

Issues in the workplace in terms of limitations

Limitation in the workplace has different dimensions. It is found that an employee can face numerous limitations that may range from the inability to incorporate personal skill to the engagement of the employee within an organisation. According to one of the interviews

“Telecomm is not the type of organisation in which you can incorporate something new. All of the employees are bound to stay adhered to the code of conduct and already made policies. Yes, there are no significant options in which you can incorporate your creativity or you are allowed to do something by your will.

According to another employee,

“It would not be wrong to say that there are both active and passive limitations. In terms of active limitation, you are not allowed to do something new because it is against the organisational framework. Telecommunication is such a huge department that it is hard for you to organise and arrange for the platform of application. Yes, there is a passive limitation that if you want to do something you can do it but it will stand nowhere because there is no time to appreciate what you have done, there is so much of hustle and crowd.

Another employee shared,

“I could not find as such limitation because your workplace is all about your approach towards work and your understanding. If you will bring about something positive it will be brought to attention I think. I have not done anything like that so I have no idea about it”.

Appreciation of contribution

Appreciation of contribution refers to the contribution that is made by any of the employees and it is out of the workplace patterns something positive.

According to an interviewee

“Yes, I think you are appreciated but up to your supervisor, above that, there is no owning”.

Another interviewee shared

“There is no such appreciation culture because whatever you will do for the customers it is your job description and you are bound to do. Although there are some incentives and bonuses it is not enough because you contribute much but it is ultimately counted as the expertise of the one who is managing”.

Turnover factors

There are several turnover factors that are pointed out by the employees. It is observed that many of the employees found a lack of check and balance on organisational politics as a turnover factor. Other found lack of operational strategies and lack of friendly environment from managerial sides. The communication barrier is also found to be turnover factors (Rosen, 2014). According to one of the interviewees

“I have seen a lot of people coming and going. I think that there are a lot of factors which are directly associated to it, one of the major factors is the lack of positive and operational strategy because people leave when they don't feel important a valued. Check and balance is also a major concern because you don't stand anywhere until you do something extraordinary which other employees can't let you do, you do not earn the credit because they are fearful of losing their place. The interdepartmental relationship also suffers from working abilities because favouritism is prevalent.

Another interviewee shared

“I think one of the major factors for employee turnover is the lack of strategies that can keep employee attracted towards an organisation. It is more like “work and returns” place, there is a need for some strategies that can attract employees and make them feel valued because our concerns are suppressed somewhere between HR and supervisors”

Reward system

Reward system refers to the awards and recognitions that are given to the employees (Javad, 2018). Interviewees are of the view that there exists a reward system but it is person-oriented. Almost all the rewards are meant for the team leaders or the supervisors who are appointed per shifts and the groups as well. There is so much politics that your mistakes are highlighted but competencies are ignored.

Role of Human Resource Managers

The data from the interviews highlight that Human Resource Managers are the stakeholders who are somewhere responsible for the turnover rates because they don't seek interest in employees' affairs. Neither are their strategies that are employee-oriented nor are their institutionalisation that can ensure organisation culture. There are a rare source of positive reinforcement and no one bothers if someone is backbiting leg-pulling or discussing an employee.

Discussion

The information from the interviews highlights that the stakeholders of the organisation and the policymakers are one of the major factors who are responsible for employee turnover. It is found that there is a lack of strategies that can help employees to feel valued or that can positively reinforce employees. Managers have a very dominant role, as a result, employees are always suppressed. It is also highlighted that there is a dire need for strategies that can help employees to be responsible for their roles in an organisation. Moreover, departmentalisation will segregate different branches and employees which will bring ease in the classification of the department, ultimately it will help the stakeholders to make a strategy as per their department which can retain employees. As turnover rate is also impacted by the organisational culture, it is observed that the organisation needs to incorporate those strategies that can help to incorporate

homogenous organisational culture and retain the trust of employees because organisational politics can only be mitigated if people are trained about acceptable organisational conduct (Kapoutsis, 2012).

Implications of HRM (Recommendation)

The discoveries that are collected from the interviews highlight that there are some solid recommendations that can be brought into practice in order to control and curb the rate of turnover in Telecom. These strategies are as follows

Incorporating organisational framework

It is asserted that Telecom needs to incorporate organisational framework that can help to maintain the culture of the organisation. This culture will secure personal and universal rights of employees by giving them a sense of security (Delle, 2013).

Reinforcing organisational framework

After incorporating organisational framework, there is a dire need to reinforce this framework by using a different reward system and incentives. It will not only help employees to get attracted to the workplace but employees will also feel valued. Sense of importance and worth will reduce workplace politics by emphasising attention and more rewards for both supervisors and executives (Irvine, 2016).

Accountability

In order to maintain the positivity, there is a dire need to incorporate accountability in order to keep a check and balance and it will help the employees avoid organisational politics because they would be fearful and accountable of their actions (Irvine, 2016).

Reorganising human resources policies

It is asserted that the organisation needs to develop human resource policies that can help employees to grow and learn along with earning living. It will also help employees to get connected to their workplace in a highly positive way that can increase the productivity of the workplace as well. (Chinomona, 2016)

Interpersonal relationship

It is asserted that there is a dire need to emphasize positive interpersonal relationship because it will encourage employees to learn to form a positive environment in which employees can be

supportive of each other. Moreover, employees will be cooperative with each other (Delle, 2013). It is observed that interpersonal skills are learned more by observing so it will help to reduce the workplace politics which will ultimately let the employees take interest in their own duty rather than leg-pulling and backbiting.

Conclusion

After an exegetical analysis of the literature and evaluation of the gaps, it is found that one of the major factors of employee turnover in Thimphu is the lack of attention and organisational policies that can help to keep the organisational operations in place. It is asserted that there is a dire need of incorporating practical frameworks that can help employees to get a better understanding of their job description along with a positive reinforcement that can help to retain a positive attitude in the workplace. In a nutshell, the only solution that can help to curb the employee turnover rate is organisational approach that can help to improve the relationship between the employees along with a universal approach towards a workplace that can help employees to be satisfied with their job, overcome workplace stress and create a workplace balance. All these strategies and approach will decrease the organisational politics ultimately reducing the employee turnover rate.

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Appendices

1

Interview questions

1. How is the working environment in the XY limited?
2. How do you feel regarding your contribution to the organisation? Are you rewarded as per your contribution to the organisation? How?/ why?
3. What are the factors of organisational politics that triggers employee to turnover. Why?
4. What can be changed in organisation that can be beneficial to the employees and to the organisation as well.

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