A STUDY ON THE EXTENT OF RESISTANCE TO CHANGE ON BUSINESS TRANSFORMATION INITIATIVES IN POS MALAYSIA

MOHD YUSRI BIN DOLAH

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A STUDY ON THE EXTENT OF RESISTANCE TO CHANGE ON BUSINESS TRANSFORMATION INITIATIVES IN POS MALAYSIA

Mohd Yusri bin Dolah

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(College of Business)
Universiti Utara Malaysia

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Abstrak

Banyak organisasi termasuk Pos Malaysia Berhad telah memulakan inisiatif transformasi perniagaan bagi meningkatkan keupayaan, prestasi dan daya saing perniagaan masing-masing. Dalam melaksanakan inisiatif ini, isu rintangan terhadap perubahan perlu diambil kira dengan serius. Kebanyakan organisasi telah gagal melaksanakan transformasi disebabkan oleh rintangan tinggi pekerja masing-masing. Oleh itu, tujuan kajian ini adalah untuk menguji impak rintangan terhadap perubahan ke atas kejayaan perlaksanaan inisiatif transformasi, dan bagaimana inisiatif pengurusan perubahan bertindak sebagai moderator.

Sebanyak 130 kertas soal selidik telah diedarkan secara rawak kepada warga kerja di sekitar lembah Kelang. Dari jumlah itu, 124 malkumbalas diterima dan dijadikan sebagai sampel populasi kajian. Kaedah analisis seperti analisis frekuensi, analisis kebolehpercayaan, analisis korelasi, analisis faktor dan analisis regresi hirarki digunakan bagi menjana keputusan kajian.

Keputusan analisis regresi hirarki menunjukkan hubungan rintangan perubahan adalah secara bertentangan dengan kejayaan mencapai sasaran dan kepuasan pekerja; Seterusnya, didapati inisiatif pengurusan perubahan tidak bertindak sebagai moderator bagi kedua-dua hubungan. Kajian ini menyimpulkan bahawa faktor insan adalah penting dalam usaha menjayakan transformasi organisasi.
Abstract

Many organizations, including Pos Malaysia Berhad embarked in business transformation initiatives to enhance capabilities, improve performance and provide competitive advantage for business. In implementing business transformation initiatives, one of the issues that need to be addressed is the resistance to change. Many implementations have failed due to strong resistance from the employees. Thus, the purpose of this study is to test the impact of resistance to change on transformation initiatives’ implementation success and how change management initiatives act in the capacity as a moderator.

There were 130 copies of questionnaires were distributed to Pos Malaysia employees but only 124 feedbacks received from respondents that used as a study population sample. Analysis methods used to examine the relationship among variables in this study were frequency analysis, reliability analysis, correlation analysis, factor analysis and hierarchical regression analysis.

Based on hierarchical regression analysis, the finding of this study revealed that resistance to change is negatively related with achievement of predetermined goals and user satisfaction. Further, change management initiatives were found did not act as a moderator for both relationships. This study concludes that the human factor is important in business transformation initiatives’ success.
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*Alhamdulillah,* thanks be to God for His grace and blessing for providing me with the mental and physical strengths in accomplishing this study.

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Chapter 1: Introduction

1.1. Background of the Study

Most of the Government Link Companies in Malaysia are required to participate in the Government Link Company Transformation Program that was launched in May 2004 by the Malaysian government. This is part of an ongoing effort by the Government to develop and grow Malaysian economy. As one of the top 20 Government Link Companies, Pos Malaysia Berhad (Pos Malaysia) embarked on a comprehensive transformation program based on the Government Link Company Transformation Manual that was launched on 29 July 2005. Since then many transformational projects were implemented to build strong capabilities, improve performance, undertake better decision making and achieve competitive advantage.

Moving forward, Pos Malaysia put in place a three-year transformation plan in August 2009 which is intended to transform the group into a more agile postal organization that is cost-efficient and customer-centric. Many of the transformational projects are delivering significant results that meet Pos business objectives. In Berita Harian Online (April 1, 2010), stated that Pos was among the performing Government Link Companies. This was reaffirmed by The Star Online (April 19, 2010), which reported the Group Managing Director and Chief Executive Officer Datuk Syed Faisal Albar has said that “Pos Malaysia Bhd expects its revenue to rise by 15% to 18% in each of two 12-month periods after its postal tariff hike takes effect on July 1”.

In transforming organization, Pos Malaysia employs various technologies to run its operation efficiently in order to maintain its competitive edge. Various projects
The contents of the thesis is for internal user only
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