

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

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**A STUDY ON THE EXTENT OF RESISTANCE TO CHANGE ON BUSINESS
TRANSFORMATION INITIATIVES IN POS 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 maklumbalas 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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TABLE OF CONTENTS

List of Tables	vi
List of Figures	vii
Chapter 1: Introduction	1
1.1. Background of the Study.....	1
1.2. Problem Statement	3
1.3. Research Questions	4
1.4. Research Objectives	4
1.5. Significance of the Study	5
1.6. Scope and Limitation of the Study.....	5
1.7. Organization of the Thesis	6
Chapter 2: Literature Review	7
2.1 Overview of Organizational Transformation Initiatives	7
2.2 Implementation Success.....	8
2.2.1 Predetermined Goals.....	9
2.2.2 User Satisfaction	10
2.3 Resistance to Change	11
2.4 Change Management Initiatives.....	13
2.4.1 Leadership.....	14
2.4.2 Communication.....	15
2.4.3 Training.....	15
Chapter 3: Methodology	17
3.1 Research Framework.....	17
3.2 Hypothesis/Preposition Development	18
3.3 Research Design.....	20
3.4 Measurement of Variables/Instrumentation	20
3.5 Data Collection (Sampling and Procedures)	23
3.5.1 Sampling Population.....	23
3.5.2 Sampling Size	23
3.5.3 Data collection	23
3.6 Techniques of Data Analysis.....	24
3.6.1 Factor Analysis	24
3.6.2 Reliability Analysis.....	24

3.6.3 Correlation Coefficient	25
3.6.4 Hierarchical regression analysis	25
Chapter 4: Results and Discussions	26
4.1 Introduction	26
4.2 Overview of data collected.....	26
4.3 Frequency Analysis	27
4.3.1 Gender.....	27
4.3.2 Age.....	27
3.3.3 Position	28
3.3.4 Location	29
4.4 Reliability Analysis.....	29
4.5 Factor Analysis.....	30
4.6 Correlation Analysis.....	34
4.7 Hierarchical Regression Analysis	36
Chapter 5: Conclusion and Recommendation	40
5.1 Summary	40
5.2 Discussion	41
5.2.1 Resistance to change and user satisfaction	42
5.2.2 Resistance to change and Predetermined goals	43
5.2.3 Change management initiatives	43
5.3 Implication	44
5.4 Limitation.....	45
5.4.1 Sampling size.....	45
5.4.2 Limited variables	45
5.4.3 Time constraint	45
5.5 Recommendation.....	46
5.5.1 Sampling size.....	46
5.5.2 Adaptation of other variables.....	46
5.5.3 Expanding the Length of Research Time.....	46
5.6 Conclusion.....	47
Reference	48
APPENDIX A: Questionnaires	52

List of Tables

3.1	Original Instrument Dimension.....	22
4.1	Frequency Output of Respondent's Gender.....	27
4.2	Frequency Output of Respondent's Age.....	28
4.3	Frequency Output of Respondent's Position.....	28
4.4	Frequency Output of Respondent's Location.....	29
4.5	Cronbach's Alpha Analysis.....	30
4.6	Rotated Component Matrix.....	31
4.7	KMO and Bartlett's Test	32
4.8	Rotated Factor Matrix.....	33
4.9	Correlation Analysis Matrix.....	35
4.10	Model Summary of Hierarchical Regression for Predetermined Goals.....	36
4.11	Results of Hierarchical Regression Analysis for Predetermined Goals	37
4.12	Model Summary of Hierarchical Regression for User Satisfaction.....	38
4.13	Results of Hierarchical Regression Analysis for User Satisfaction.....	38
5.1	Summary of the Hypotheses.....	41

List of Figures

3.1 Theoretical Framework.....	18
4.1 Scree Plot.....	34

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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