

**FAKTOR-FAKTOR YANG MEMPENGARUHI SIKAP
KAKITANGAN TERHADAP PERUBAHAN
ORGANISASI:
SATU KAJIAN KE ATAS POLIS DIRAJA MALAYSIA**

OLEH:

CHE GHAZALI BIN CHE AWANG

Disertasi dikemukakan kepada Kolej Perniagaan, Universiti Utara Malaysia sebagai memenuhi sebahagian syarat pengijazahan Doktor Pentadbiran Perniagaan (DBA)

HM
10/10/2022

KEBENARAN MENGGUNA

Dalam membentangkan disertasi ini bagi memenuhi sebahagian syarat untuk mendapatkan ijazah Doktor Pentadbiran Perniagaan (DBA) daripada Universiti Utara Malaysia, saya bersetuju bahawa Perpustakaan Universiti diberi kebebasan membenarkan sesiapa saja untuk memeriksanya. Saya juga bersetuju bahawa penyelia saya atau jika ketiadaan beliau, Dekan Penyelidikan dan Pasca Siswazah diberikan kebenaran untuk membuat salinan disertasi ini dalam sebarang bentuk, sama ada secara sepenuhnya atau sebahagian daripadanya bagi tujuan kesarjanaan. Sebarang penyalinan atau penerbitan atau kegunaan disertasi ini sama ada secara sepenuhnya atau sebahagiannya bagi tujuan keuntungan kewangan, tidak dibenarkan kecuali setelah mendapat kebenaran bertulis. Selain itu pengiktirafan harus diberikan kepada saya dan Universiti Utara Malaysia atas kegunaan kesarjanaan terhadap sebarang petikan daripada disertasi saya ini.

Sebarang permohonan untuk menyalin atau mengguna mana-mana bahan dalam disertasi ini, sama ada secara sepenuhnya atau sebahagiannya, hendaklah dialamatkan kepada:

Dekan Penyelidikan dan Pasca Siswazah
Kolej Perniagaan
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRAK

Kajian ini bertujuan ialah untuk mengenalpasti faktor-faktor yang mempengaruhi sikap pegawai Polis Diraja Malaysia (PDRM) terhadap perubahan organisasi. Kajian ini secara empirikal berusaha untuk mencari suatu jawapan yang lebih tepat dan konkrit mengenai hubungan di antara enam pembolehubah bebas iaitu kepantasan penerimaan, kesediaan perubahan organisasi, komitmen dalam organisasi, kepercayaan kepada pengurusan, komunikasi dalam organisasi dan latihan dalam organisasi yang mempengaruhi sikap pegawai terhadap perubahan organisasi di dalam PDRM.

Kajian-kajian terdahulu banyak menumpukan kepada aspek makro ke arah perubahan organisasi dan hanya segelintir pengkaji yang menumpukan aspek mikro iaitu sikap individu yang dapat menjayakan program ke arah perubahan organisasi. Kepentingan faktor kemanusiaan dalam program perubahan telah pun terbukti, dan ini kerana perubahan organisasi adalah mengubah sikap individu dan tingkahlaku berikutan perubahan objektif.

Dalam usaha untuk mengetahui signifikannya perhubungan-perhubungan tersebut, kajian ini telah menggunakan pendekatan kajian empirikal dengan menjalankan kajian soal selidik terhadap sikap pegawai polis di Malaysia.

Penyelidikan secara empirik telah dilakukan dengan menggunakan kaedah kajian tinjauan melalui pos dan maklumat daripada 412 responden yang terdiri dari pegawai PDRM telah diperolehi. Keputusan dari kajian ini mendapati terdapat lima pembolehubah iaitu kepantasan penerimaan, kesediaan untuk perubahan, kepercayaan kepada pengurusan, komunikasi dalam organisasi dan latihan dalam organisasi adalah secara signifikan mempengaruhi sikap pegawai terhadap perubahan organisasi. Implikasi kajian ini mendapati yang faktor latihan dan komunikasi dalam organisasi adalah satu usaha untuk menghalang sikap negatif pegawai manakala implikasi teoritikal telah menyumbang kepada penyelidikan empirik tentang perhubungan di antara faktor-faktor yang mempengaruhi sikap pegawai terhadap perubahan organisasi. Dengan itu penyelidikan ini telah menyokong penuh terhadap faktor-faktor pembolehubah mikro yang signifikan positif terhadap sikap pegawai PDRM terhadap perubahan organisasi.

Cadangan bagi kajian akan datang adalah dengan menggunakan pendekatan makro-mikro dan mengaplikasikan lapan faktor-faktor pembolehubah bebas dan menggunakan faktor penyederhana (mediator) iaitu kepuasan kerja yang akan menghasilkan kepuasan kerja individu ditempat kerja seterusnya dapat membawa kepada perubahan organisasi.

PENGHARGAAN

Saya ingin merakamkan ucapan terima kasih kepada semua yang memberi sokongan dalam penyediaan tesis ini terutama isteri, Rohaya binti Budin yang sentiasa memberi semangat dan sokongan moral untuk saya meneruskan penyelidikan ini disamping anak-anak, Amirah Diyana, Che Muhammad Ilman, Farah Azwa, Che Ammar Hakim, Liyana Balqis dan Che Danial Hakim yang merupakan sumber motivasi kepada penyediaan tesis ini. Ucapan terima kasih juga kepada keluarga dan mertua Fauziah bt Azhari dan Budin bin Awang Ngah yang sentiasa mendoakan kejayaan saya.

Banyak individu yang memainkan peranan yang penting dalam usaha merealisasikan tesis ini dan yang tidak pernah jemu memberi semangat serta inspirasi ialah tidak lain dan tidak bukan ialah penyelia tesis saya, Profesor Dr. Rosli bin Mahmood. Dengan tunjuk ajar dan garis panduan yang diberikan dapat saya merealisasikan tesis ini. Penghargaan juga diberi kepada Prof. Dr. Mohamad Yazam Sharii dan Dr. Norsiah bt Mat yang memberi komen-komen dan cadangan yang ikhlas dan bernas semasa *proposal defence*.

Sekalung ucapan terima kasih juga kepada Dr. Norhidayu bt Mahat yang telah memberi cadangan dan komen dalam penyediaan analisis data serta pensyarah-pensyarah DBA di cawangan Kota Bharu iaitu Prof. Madya Dr. Nor Azila Mohd Noor, Prof. Madya, Dr. Nik Kamariah, Dr. Baharudin dan lain-lain lagi.

Ribuan terima juga kepada Polis Diraja Malaysia terutama DSP Nor Aizan Arshad dan rakan seperjuangan ASP AB. Rashid Mat Daud, ASP Semari Sumar, ASP Rahmat yang sentiasa memberi kata-kata perangsang dan bantuan dan tidak lupa kepada Penolong Pengarah Pentadbiran/Perjawatan Jabatan KDN/KA, Supt. Zulkifli bin Salleh yang menyokong penuh dalam penyelidikan ini. Untuk arwah bapa dan ibu ku, anakanda sentiasa sedekahkan Al-fatihah.

KANDUNGAN

	Muka surat
KEBENARAN MENGGUNA	iii
ABSTRAK	iv
PENGHARGAAN	v
KANDUNGAN	vi
SENARAI JADUAL	xii
SENARAI RAJAH	xiv
LAMPIRAN	xv
BAB 1 PENGENALAN	
1.1. Latar belakang kajian	1
1.2. Pernyataan Masalah	8
1.3. Persoalan Kajian	12
1.4 Objektif Kajian	13
1.5. Signifikan Kajian	13
1.6. Definisi Terma	15
1.7. Susun Atur Tesis	19
BAB 2 SOROTAN LITERATUR	
2.1. Pengenalan	20
2.2. Perubahan Dalam Organisasi.	18
2.3. Polis Diraja Malaysia (PDRM)	21
2.3.1. Cabaran-cabaran PDRM	22
2.4. Perubahan Organisasi	26
2.4.1. Definisi	26
2.4.2. Perubahan Sebagai Proses	28

2.4.3. Jenis Perubahan Organisasi	31
a. Perubahan Evolusi	31
b. Perubahan Revolusi	35
2.4.4. Kesiadaan Bagi Perubahan	38
2.4.5. Tentangan Terhadap Perubahan	44
2.4.6. Faktor Manusia Terhadap Perubahan Organisasi	48
i. Kajian Awalan Sikap-Tingakhlaku	48
ii. Sikap Pekerja Terhadap Perubahan Organisasi	51
iii. Tingakhlaku Pekerja Terhadap Perubahan Organisasi.	52
iv. Kepantasan Penerimaan bagi Perubahan Organisasi	53
v. Kesiadaan Terhadap Perubahan Organisasi.	56
vi. Komitmen Kepada Organisasi	58
vii. Kepercayaan Dalam pengurusan	60
viii. Komunikasi Bagi Perubahan Organisasi	63
iv. Latihan	67
2.5. Teori Sokongan	68
2.5.1. Teori Perancangan Tingakhlaku	68
2.5.2. Model Fazio's MODE	73
2.5.3. Model Perubahan Organisasi Pettigrew	76
2.6. Teori Kerangka Kerja	78
2.7. Ringkasan	85

BAB 3 METODOLOGI

3.0.	Pengenalan	86
3.1.	Kerangka kerja Kajian	87
3.2.	Pembentukan Hipotesis	90
3.2.1.	Kepantasan Penerimaan Perubahan	90
3.2.2.	Kesediaan Untuk Perubahan	91
3.2.3.	Komitmen Kepada Organisasi	92
3.2.4.	Kepercayaan Kepada Organisasi	93
3.2.5.	Komunikasi Organisasi	95
3.2.6.	Latihan	96
3.3.	Rekabentuk Penyelidikan	97
3.4.	Pengukuran Pembolehubah/Instrumen	99
a.	Pembolehubah Bersandar	100
b.	Pembolehubah Bebas	102
3.5.	Kutipan Data	117
3.5.1.	Populasi	117
3.5.2.	Pensampelan	120
3.5.3.	Penentuan Responden (Saiz Sampel)	121
3.5.4.	Prosedur Kutipan Data	124
3.6.	Alat Kajian	125
3.7.	Analisis Data	126
3.8.	Kajian Rintis	127

3.9.	Analisis kebolehpercayaan	129
3.10.	Kajian Sebenar di Lapangan	
3.10.1	Kaedah-kaedah Analisis	130
3.10.1.1	Memeriksa dan membersihkan data	131
3.10.1.2	Analisis Multikoleneartiti	132
3.12.	Penutup	134
BAB 4	ANALISIS DATA	136
4.0.	Pendahuluan	137
4.1	Ulasan Demografi Responden	140
4.2.	Analisis Faktor	146
4.3.	Analisis Kebolehpercayaan	148
4.4.	Ujian korelasi antara pembolehubah	149
4.5.	Skor Purata Pembolehubah Kajian	
4.6.	Ujian Data Normaliti Dan Lineariti	
4.7.	Ujian hubungkait diantara pembolehubah.	150
4.7.1	Menentukan samaada wujud hubungan signifikan di antara kepantasan penerimaan untuk perubahan dengan sikap.	151
4.7.2	Menentukan samaada wujud hubungan signifikan diantara kesediaan untuk perubahan dengan sikap.	153
4.7.3	Menentukan samaada wujud hubungan signifikan di antara komitmen dalam organisasi dengan sikap.	159
4.7.4	Menentukan samaada wujud hubungan signifikan diantara kepercayaan kepada pengurusan dengan sikap	160
4.7.5	Menentukan samaada wujud hubungan diantara komunikasi	

dalam organisasi dengan sikap	160
4.7.6. Menentukan samaada wujud hubungan signifikan di antara latihan dalam organisasi dengan sikap.	162
4.7.7. Menentukan manakah daripada faktor-faktor mempunyai pengaruh paling signifikan ke atas sikap pegawai PDRM terhadap perubahan organisasi.	
BAB 5 PERBINCANGAN DAN KESIMPULAN	163
5.0 Pendahuluan	
5.1 Gambaran ringkas kajian	164
5.2. Penemuan Kajian	169
5.2.1 Hubung kait di antara kepantasan penerimaan dan sikap pegawai terhadap perubahan organisasi.	
5.2.2 Hubung kait kesediaan perubahan dan sikap pegawai terhadap perubahan organisasi.	170
5.2.3 Hubung kait komitmen dan sikap pegawai terhadap perubahan organisasi.	171
5.2.4 Hubung kait kepercayaan kepada pengurusan dan sikap pegawai terhadap perubahan organisasi.	174
5.2.5 Hubung kait komunikasi dan sikap pegawai terhadap perubahan organisasi.	175
5.2.6 Hubung kait latihan dan sikap pegawai terhadap perubahan organisasi.	176
5.3 Implikasi Kajian	177

5.3.1 Implikasi pengurusan PDRM dalam menjayakan perubahan organisasi.	179
5.3.1.1 Implikasi-Implikasi Untuk Latihan dan Komunikasi	180
5.3.2. Implikasi Teoritikal	182
5.4. Batasan Kajian	184
5.5.Hala Tuju Penyelidikan Akan Datang	186
5.6.Rumusan	192
RUJUKAN	217
LAMPIRAN	

SENARAI JADUAL

Jadual 3.1	Lima komponen mesej bagi membantu membentuk kesediaan untuk perubahan
Jadual 3.2	<i>Conceptualize</i> dan <i>operationalize</i> Teori Perancangan Tingkahlaku Azjen dan Fishbein (2005)
Jadual 3.3	<i>Conceptualize</i> dan <i>operationalize</i> Pembolehubah bersandar dan bebas.
Jadual 3.4	Kekuatan Keanggotaan Pegawai PDRM
Jadual 3.5	Saiz Pensampelan
Jadual 3.6	<i>Disproportionate Stratified Random Sampling</i>
Jadual 3.7	Bahagian Soalselidik Kajian
Jadual 3.8	Format Soalselidik
Jadual 3.9	Nilai Alpha Ujian Rintis
Jadual 3.10	Ujian Mahalanobis
Jadual 3.11	Nilai Tolerance Dan VIF Bagi Pembolehubah
Jadual 4.1	Maklumat Demografi Responden
Jadual 4.2.	Ujian KMO dan Bartlett's Bagi Pembolehubah Bebas

Jadual 4.3	Rotated Component Varimax pembolehubah Bebas
Jadual 4.4	KMO dan Ujian Bartlett's Pembolehubah Bersandar
Jadual 4.5	Loading Faktor Pembolehubah Bersandar
Jadual 4.6	Nilai Alpha
Jadual 4.7	Keputusan Ujian Korelasi Person antara Pembolehubah
Jadual 4.8	Statistik Deskriptif Responden
Jadual 4.9	Ujian Skewness dan Kurtosis
Jadual 4.10	Keputusan Ujian Lineariti Untuk Semua Pembolehubah
Jadual 4.9	Ujian ANOVA diantara pengalaman dan sikap pegawai
Jadual 4.10	Statistik deskriptif pemboleh ubah yang berkaitan dengan sikap
Jadual 4.11	Keputusan Ujian Multiple Regression
Jadual 5.1	Rumusan Ujian Hipotesis

SENARAI RAJAH

Rajah 2.1	Proses perubahan dan faktor kunci kejayaan
Rajah 2.2.	Teori Perancangan Tingkahlaku (TPB)
Rajah 2.3	Model MODE FAZIO (1990)
Rajah 2.4	Model Perubahan Organisasi
Rajah 3.1	Model Sikap Pegawai Polis Terhadap perubahan Organisasi
Rajah 3.2	<i>Conceptualize dan operationalize</i> Teori TPB
Rajah 5.1	Model Cadangan Hubungkait lapan factor-faktor pembolehubah dan mediator keatas sikap individu terhadap perubahan organisasi.

BAB 1

PENGENALAN

1.0. Latar Belakang

Perubahan adalah sukar di dalam sesetengah organisasi seperti jabatan polis disebabkan struktur birokratik dan penugasan semulajadi polis (Carter, 1995) dan juga disebabkan persekitaran kerja (Zhao, 1996). Tambahan pula kajian empirikal telah membuktikan yang perubahan jarang berlaku terhadap organisasi yang bersaiz besar (Delacroix & Swaminathan, 1991; Halliday, Powell & Granfors, 1993). Menurut Allen (1997) pegawai dan anggota polis pada lazimnya akan menjauhkan diri mereka daripada masyarakat dan membina budaya dan nilai mereka sendiri, dan demikian budaya kepolisan akan menjuruskan mereka kepada 'status quo' dan menolak ke arah perubahan organisasi (Ortiz & Peterson, 1994; Rabin, 2001; Scheingold, 1991).

Memahami perubahan organisasi dan proses perkembangannya dari perspektif makro telah menjadi subjek penyelidikan ahli psikologi sejak beberapa tahun lepas (Cunningham, 2006). Para penyelidik dalam bidang berkenaan menumpukan kepada organisasi dan pembolehubah peringkat sistem seperti penstrukturan semula (Hill & Collins, 1999), pengecilan organisasi (Freeman, 1999), pengurusan kualiti menyeluruh (Claver, Gasco, Llopis & Gonzalez, 2001) atau perubahan dalam budaya korporat (Bedingham, 2004). Perubahan adalah penerimaan sebagai satu-satunya pemalar dan jelas ianya wujud, berlaku di mana-mana dan sepanjang masa (French & Bell, 1995).

The contents of
the thesis is for
internal user
only

RUJUKAN

- Abraham, R. (2000). Organizational cynicism: Bases and consequences. *Genetic, Social and General Psychology Monographs*, 126, 269-292.
- Abbott, J. B., Boyd, N. G., & Miles, G. (2006). Does type of team matter? An investigation of the relationships between job characteristics and outcomes within a team-based environment. *The Journal of Social Psychology*, 146(4), 485-507.
- Adler, R. B. & Elmhorst, J. M. (2005). *Communicating at work: Principles and practice for business and the professions* (8th ed.). New York, NY: McGraw Hill.
- Adler, T. (2007). Swift trust and distrust in strategic partnering relationships: Key considerations of team-based designs. *Journal of Business Strategies*, 24(2), 105-121.
- Agocs, C. (1999). Institutional resistance to organizational change: denial in action and Repression. *Journal of Business Ethics*, 16, 917-31.
- Ajzen, I. (1985). From intentions to actions: A theory of planned behavior. In J. Kuhl & J. Beckman (Eds.). *Action-control: From cognition to behavior* (pp. 11-39). Heidelberg, Germany: Springer.
- Ajzen, I., & Fishbein, M. (2005). The influence of attitudes on behavior. In D. Albarracín, B. T. Johnson, & M. P. Zanna (Eds.). *The handbook of attitudes* (pp. 173-221). Mahwah, NJ: Erlbaum.
- Ajzen, I. (1988). *Attitudes, personality, and behavior*. Chicago: Dorsey.
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50, 179-211.
- Ajzen, I., & Fishbein, M. (1975). *Belief, attitude, intention, and behaviour: An introduction to theory and research*. Reading, MA: Addison-Wesley.
- Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behavior*. Englewood-Cliffs, NJ: Prentice-Hall.
- Aktouf, O. (1992). Management and Theories of Organizations in the 1990s: Toward a Critical Radical Humanism? *Academy of Management Review*, 17(3), 407-431.
- Alas, R. (2007). Reactions to organizational change from the institutional perspective: the case of Estonia. *Problems and Perspectives in Management*, 5(3), 19-31.

- Albrecht, S. (2002). Perceptions of integrity, competence and trust in senior management as determinants of cynicism toward change. *Public Administration & Management*, 7, 320–343.
- Allen, R. Y. W. (1997). Assessing the impediments to organizational change in police departments .Doctoral dissertation, The University at Albany, State University of New York.
- Alreck, P. L. & Settle R. B. (2004). *The survey research handbook*. 3rd Edition. Boston: McGraw.
- Armstrong, J.S. & Overton, T.S. (1977). Estimating non response bias in mail survey. *Journal of Marketing Research*, 14 (3), 457-462
- Amar Singh, S. (2005). The Rise Of Crime In Malaysia. *Journal of the Kuala Lumpur Royal Malaysia Police College*, 4, 2-5.
- Amar Singh, S. (2006). Crime Levels and Trends in The Next Decade. *Journal of the Kuala Lumpur Police College*, 5, 13.
- Andersson, L. M. (1996). Employee cynicism: An examination using a contract violation framework. *Human Relations*, 49, 1395-1418.
- Applebaum, E., & Batt, R. (1993). *The new American workplace*. Ithaca, NY: Cornell University Press.
- Armenakis, A. A., & Bedeian, A. G. (1999). Organizational change: A review of theory and research in the 1990s. *Journal of Management*, 25, 293-315.
- Armenakis, A. A., & Harris, S. G. (2002). Crafting a change message to create transformational readiness. *Journal of Organizational Change Management*, 15, 169-183.
- Armenakis, A. A., Field, H., & Harris, S. G. (1999). Making change permanent: A model for institutionalizing change interventions. In W. Passmore & R. Woodman (Eds.), *Research in organizational change and development* (Vol. 12, pp. 97–128). Stanford, CT: JAI Press.
- Armenakis, A. A., Harris, S. G., & Mossholder, K. W. (1993). Creating readiness for organizational change. *Human Relations*, 46, 681-702.
- Arnold, J., Cooper, C.L. & Robertson, I.T. (1998). *Work Psychology: Understanding Human Behaviour in the Workplace* (3rd ed.). London, UK: Financial Times Pitman Publishing.

- Astley, W. G. (1985). The two ecologies: Population and community perspectives on organizational evolution. *Administrative Science Quarterly*, 30, 224-241.
- Audia, P. G., Locke, E. A. & Smith, K. S. (2000). The paradox of success: an archival and a Laboratory study of strategic persistence following radical environmental change. *Academy of Management Journal*, 43, 837-53.
- Backer, T. E. (1995). Assessing and enhancing readiness for change: Implications for technology transfer. In T. E. Backer, S. L. David, & G. Soucy (Eds.). *Reviewing the behavioral science knowledge base on technology transfer* (pp. 21-41). Rockville, MD: National Institute on Drug Abuse.
- Bailey, W. G. (1995). *The encyclopedia of police science*. New York, NY: Garland Publishing Inc.
- Balogun, J. & Johnson, G. (2004). Organizational restructuring and middle manager Sense making. *Academy of Management Journal*, 47(4), 523-49.
- Bandura, A. & Locke, E. A. (2003). Negative self-efficacy and goal effects revisited. *Journal of Applied Psychology*, 88, 87-99.
- Barrett, D. J. (2002). Change communication: Using strategic employee communication to facilitate major change. *Corporate Communications*, 7(4), 219-231.
- Bridges, W. (2003). *Managing transitions: Making the most of change* (2nd ed.). Cambridge, MA: Perseus Books Group.
- Bayley, D. H. (1994). *Police for the future*. New York, NY: Oxford University Press.
- Becker, T. (1992). Foci and bases of commitment: Are they distinctions worth making? *Academy of Management Journal*, 35, 232-244.
- Becker, T., Billings, R., Eveleth, D., & Gilbert, N. (1996). Foci and bases of employee commitment: Implications for job performance. *Academy of Management Journal*, 39, 464-482.
- Beckhard, R. & Harris, R. T. (1987). Assessing the present: benchmarks for change, *Organizational Transitions: Managing Complex Change*. Reading, MA: Addison-Wesley Publishing.
- Bedingham, K. (2004). Corporate culture change in the engineering environment. *Engineering Management*, 14, 24-27.
- Berman, E. M., Bowman, J. S., West, J. P. & Van Wart, M. (2006). *Human resource management in public service* (2nd ed.). Thousand Oaks, CA: Sage Publications North America.

- Beer, M. & Nohria, N. (2000). Cracking the code of change. *Harvard Business Review*, 78(3), 133-141.
- Beer, M., Eisenstat, R.A. & Spector, B. (1990). Why Change Program don't produce change. *Harvard Business Review*, 68(6), 158-166.
- Beer, M. & Nohria, N. (2000). *Cracking the code of change*, Boston: Harvard Business School Press.
- Beer, M., Eisenstat, R.A. & Spector, B. (1990). *The Critical Path to Corporate Renewal*. Boston, MA: Harvard Business School Press.
- Bernerth, J. (2004). Expanding our understanding of the change message. *Human Resource Development Review*, 3, 36-52.
- Boseman, G. (2008). Effective leadership in a changing world. *Journal of Financial Service Professionals*, 62(3), 36-38.
- Bommer, W. H., Rich, G. A., & Rubin, R. S. (2005). Changing attitudes about change: Longitudinal effects of transformational leader behavior on employee cynicism about organizational change. *Journal of Organizational Behavior*, 26, 733-753.
- Bordia, P., Hobman, E., Jones, E., Gallois, C., & Callan, V. J. (2004). Uncertainty during organizational change: Types, consequences and management strategies. *Journal of Business and Psychology*, 18, 507-532.
- Bosley, S., Arnold, J. & Cohen, L. (2007). The anatomy of credibility: A conceptual framework of valued career helper attributes. *Journal of Vocational Behavior*, 70 (1), 116-34.
- Bovey, W.H., & Hede, A. (2001). Resistance to organizational change: the role of cognitive and affective processes. *Leadership and Organization Development Journal*, 22 (8), 372-382.
- Bray, D. W. (1994). Personnel-centered organizational diagnosis. In A. Howard (Ed.), *Diagnosis for organizational change* (pp. 152-171). New York: Guilford Press.
- Bridges, W. (1986). Managing organizational transitions. *Organizational Dynamics*, Summer, 2433.
- Broadwell, M. M. (1985). *Supervisory handbook*. New York: Wiley.
- Brodbeck, F. & Greitemeyer, T. (2000). A dynamic model of group performance: Considering Group Processes and Inter group Relations, 3, 159-182.
- Brown, S. L. & Eisenhardt, K. M. (1997). The art of continuous change: Linking

complexity theory and time-paced evolution in relentlessly shifting organizations. *Administrative Science Quarterly*, 42, 1-34.

- Buckley, K. W., & Perkins, D. (1984). Managing the complexity of organizational transformation. In J. D. Adams (Ed.). *Transforming work: A collection of organizational transformation readings*. Alexandria, VA: Miles River Press.
- Buller, P.F., Saxberg, B.O.& Smith, H.L.(1985). Institutionalization of planned organizational change: a model and review of the literature”, in Goodstein, L.D.and Pfeiffer, J.W.(Eds). *The 1985 Annual: Developing Human Resources*. Tucson, AZ: University Associates.
- Bunker, B. B. & Alban, B.(1997) . Large Group Interventions: *Engaging the Whole System for Rapid Change* . CA: Jossey-Bass, Inc., Publishers.
- Carter, D. L. (1995). Politics and community policing: Variables of change in the political environment. *Public Administration Quarterly*, 19, 6-25.
- Caruth, C. (1995). *Trauma: Exploration in Memory*. Baltimore: Johns Hopkins University Press.
- Cascio, W.F. (1995), *Managing Human Resources: Productivity, Quality of Life, Profit.*, 4th ed.. New York: McGraw Hill.
- Chreim, S. (2006). Postscript to change: Survivors' retrospective views of organizational changes, *Personnel Review*, 35(5), 315-335.
- Choi, T., & Behling, O. (1997). Top managers and tqm success: one more look after all these years. *Academy of Management Executive*, 11(1), 37-47.
- Chonko, L. B., Jones, E., Roberts, J. A., & Dubinsky, A. J. (2002). The role of environmental turbulence, readiness for change, and salesperson learning in the success of sales force change. *Journal of Personal Selling and Sales Management*, 22, 227-245.
- Chua, Y.P. (2006). *Asas statistik penyelidikan buku 2*.Kuala Lumpur: Mc Graw Hill.
- Church, A.H., Siegal, W., Javitch, M., Waclawski, J. & Burke, W.W. (1996) Managing Organizational Change: what you don't know might hurt you. *Career Development International*, 1(2), 25-30.
- Chen, S., Lin, P., Lu, C., & Taso, C. (2007). The moderation effect of hr strength on the relationship between employee commitment and job performance. *Social Behavior and Personality*, 35(8), 1121-1138.

- Chen, Z., Tsui, A. S., & Farh, J. (2002). Loyalty to supervisor vs. organizational commitment: Relationships to employee performance in china. *Journal of Occupational & Organizational Psychology*, 75(3), 339-357.
- Cooper-Hakim, A. & Viswesvaran, C. (2005). The construct of work commitment: Testing an integrative framework. *Psychological Bulletin*, 131(2), 241-259.
- Clarke, A. & Manton, S. (1997). A Benchmarking Tool for Change Management. *Business Process Management Journal*, 3 (3), 248-255.
- Claver, E., Gasco, J., Llopis, J., & Gonzalez, R. (2001). The strategic process of a cultural change to implement total quality management: A case study. *Total Quality Management*, 12, 469-482.
- Coakes, S.J. & Steed, L.G. (2001). *SPSS Analysis without Anguish: Version 10.00 for Windows*. Brisbane: John Wiley & Sons.
- Coch, L., & French, J. R. P. (1948). Overcoming resistance to change. *Human Relations*, 1, 512-532.
- Cochran, J. K., Bromley, M. L., & Swando, M. J. (2002). Sheriff's deputies' receptivity to organizational change. *Policing*, 25, 507-529.
- Codery, J., Sevastos, P., Mueller, W., & Parker, S. (1993). Correlates of employee Attitude toward functional flexibility. *Human Relations*, 46, 705-723.
- Coetsee, L. (1999). From resistance to commitment. *Public Administration Quarterly*, 23, 204-222.
- Coghlan, D., & Brannick, T. (2003). Kurt Lewin: The "practical theorist" for the 21st century. *The Irish Journal of Management*, 24(2), 31-37.
- Coghlan, D., & McAuliffe, E. (2003). *Changing healthcare organizations*. Dublin: Blackhall Publishing.
- Cohen, J., Cohen, P., West., & Aiken, L.S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences* (3rd ed.). Mahwah, NJ: Lawrence Erlbaum Associates Publishers.
- Conner, D. R. (1992). *Managing at the speed of change: How resilient managers succeed and prosper where others fail*. New York: Villard Books.
- Cordery, J. L., Barton, K., Mueller, W., & Parker, S. (1991). Multi-skilling: The views of public sector human resource managers. *Asia Pacific HRM*, 29(3), 79-89.

- Cordery, J., Sevastos, P., Mueller, W., & Parker, S. (1993). Correlates of employee attitudes toward functional flexibility. *Human Relations*, 46(6), 705-723.
- Cohen, L., Manion, L. & Morrison, K. (2001). *Research Method in education* (5th ed.). London: Routledge Falmer.
- Corner, D.(1992). *Managing at the speed of change*. New York: Random house.
- Covin, T. J., & Kilmann, R. H. (1990). Participant perceptions of positive and negative influences on large-scale change. *Group and Organization Studies*, 15, 233-248.
- Covey, S. M. R., & Merrill, R. R. (2006). *The speed of trust: The one thing that changes everything*. New York, NY: Free Press.
- Cronbach, L.J. (1951). *Coefficient alpha and the internal structure of tests*. *Psychometric* 16(3), 297-334.
- Cummings, T.G., & Worley, C.G. (1997). *Organization development and change* (6thed.). Cincinnati, OH: South-Western.
- Cunningham, C. E., Woodward, C. A., Shannon, H. S., MacIntosh, J., Lendrum B., & Rosenbloom, D. (2002). Readiness for organizational change: A longitudinal study of workplace, psychological and behavioural correlates. *Journal of Occupational and Organizational Psychology*, 75, 377–392.
- Cunningham, G. B. (2006). The relationships among commitment to change, coping with change, and turnover intentions. *European Journal of Work and Organizational Psychology*, 15, 29–45.
- Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. *Academy of Management Journal*, 34, 555-590.
- D'Aveni, R. A. (1994). *Hypercompetitive rivalries: competing in highly dynamic environments*. New York: The Free Press.
- Darwish, A. Y, (2000). Organizational commitment and job satisfaction as predictors of attitudes toward organizational change in a non-western setting. *Personnel Review*, 29(5), 567 – 592.
- Davis, S. & Meyer, C. (1998). *Blur: The speed of change in the connected economy*. Reading: Addison-Wesley.
- De Jager, P. (2001). Resistance to change: A new view of an old problem. *The Futurist*, 24-27.
- Dean, J. W. Jr., Brandes, P., & Dharwadkar, R. (1998). *Organizational cynicism*.

Academy of Management Review, 23, 342-352.

- Del Val, M. P., & Fuentes, C. M. (2003). Resistance to change: A literature review and empirical study. *Management Decision*, 41(1/2), 148.
- Delacroix, J., & Swaminathan, A. (1991). Cosmetics, speculative, and adaptive organizational change in the wine industry: A longitudinal study. *Administrative Science Quarterly*, 36, 631-661.
- Deloitte & Touche.(1996).Executive Survey Of Manufactures: available at:www.dtcg.w/research. (accessed 8 Jun 2009).
- DeVellis, R. F. (2003). *Scale development: Theory and applications*. Thousand Oaks, CA: Sage Publications.
- DuBrin, A. J. (2005). *Coaching and mentoring skills*. Upper Saddle River, NJ: Pearson Prentice-Hall.
- Duck, J. D. (1993) Managing change: The art of balancing, *Harvard Business Review*, 71(6), 109-118
- Durmaz, H. (2007). *Officer attitude toward organizational change in Turkish National Police*. PhD.Dissertation, University of North Texas.
- Dutton, J. E., Ashford, S. J., O'Neill, R. M., & Lawrence, K. A. (2001). Moves that matter: Issue selling and organizational change. *Academy of Management Journal*, 44,716-736.
- Dym, B. (1999). Resistance in organizations: How to recognize, understand and respond to it. *OD Practitioner*, 31(1), 6-19.
- Eby, L. T., Adams, D. M., Russell, J. E. A., & Gaby, S. H. (2000). Perceptions of organizational readiness for change: Factors related to employees' reactions to the implementation of team-based selling. *Human Relations*, 53, 419-428.
- Eaton, S (2010). *School Climate, Teacher Satisfaction, And Receptivity To Change*. PHD.Dissertation, Indiana State University Terre Haute, Indiana
- Edmondson, A.C., & Woolley, A.W. (1999). *It's Not the Seed, It's the Soil: Social Psychological Influences on Outcomes of organizational Change Programs*. Paper presented at the Annual meeting of the Academy of Management, Chicago.

- Eisenhardt, K. M. (1989). Agency theory: An assessment and review. *Academy of Management Review*, 14, 57-74.
- Elizur, D. & Guttman, L.(1976). The structure Of Attitude toward work and technological change within an organization. *Administrative Science Quartely*, 21 (1), 611-23.
- Ellis, T., & Child, J. (1973). Placing stereotypes of the manager in perspective. *Journal of Management Studies*, 10, 233-255.
- Elving, W.J.L. & Bennebroek Gravenhorst, K.M. (2005).Communicating organizational change,the role of trust a commitment.. *Journal of Management Studies*, 33 (4), 317-29.
- Fazio, R. H., & Olson, M. A. (2003). Attitudes: Foundations, functions, and consequences. In M. A. Hogg & J. Cooper (Eds.). *The Sage handbook of social psychology* (139-160). London: Sage.
- Fazio, R. H., & Roskos-Ewoldsen, D. R. (2005). Acting as we feel: When and how attitudes guide behavior. In T. C. Brock & M. C. Green (Eds.). *Persuasion: Psychological insights and perspectives* (pp. 41-62). Thousand Oaks, CA: Sage.
- Fazio, R. H., & Zanna, M. P. (1981). Direct experience and attitude-behavior consistency. In L. Berkowitz (Ed.). *Advances in experimental social psychology* (pp. 161-202). New York: Academic Press.
- Fazio, R. H., Sanbonmatsu, D. M., Powell, M. C., & Kardes, F. R. (1986). On the automatic activation of attitudes. *Journal of Personality and Social Psychology*, 50, 229-238.
- Fazio, R. H. (1995). Attitudes as object-evaluation associations: Determinants, consequences, and correlates of attitude accessibility. In R. E. Petty & J. A. Krosnick (Eds.). *Attitude strength: Antecedents and consequences* (pp. 247-282).Hillsdale, NJ: Erlbaum.
- Fazio, R. H. (1990). Multiple processes by which attitudes guide behavior: The MODE model as an integrative framework. In M. P. Zanna (Ed.), *Advances in experimental social psychology* (pp. 75-109). San Diego, CA: Academic Press.
- Floyd, S. & Wooldridge, W. (2000). *Building strategy form the middle:Reconceptualizing strategy process*. Thousand Oaks, CA: Sage .
- Folger, R., & Skarlicki D. P. (1999). Unfairness and resistance to change: hardship as mistreatment. *Journal of Organizational Change Management*, 12, 35-49.

- Ford, J.D., Ford, L.W. & McNamara, R.T.(2001). Resistance and the background conversations of change. *Journal of Organizational Change Management*, 15 (2), 105-21.
- Fox, S. (2001). The power of emotional appeals in promoting organizational change programs. *Academy of Management Executive*, 15(4), 84-94.
- Francesco, A.M. & Gold, B.A. (1998). *International Organizational Behaviour: Text, Readings, Cases and Skills*. New Jersey: Prentice-Hall Inc.
- Freeman, S. J. (1999). The gestalt of organizational downsizing: Downsizing strategies as packages of change. *Human Relations*, 52, 1505–1542.
- Freund, A. (2005). Commitment of job satisfaction as predictors of turnover intentions among welfare workers. *Administration in Social Work*, 29(2), 5-21.
- French, W. L., & Bell, C. H. (1995). *Organization development: Behavioral science interventions for organization improvement*. Englewood Cliffs, NJ: Prentice-Hall.
- Gall, M. D., Gall, J. P., & Borg, W. R. (2003). *Educational research: An introduction* (7th ed.). New York: Allyn and Bacon.
- Galpin, T. (1996). *The human side of change*. San Francisco: Jossey-Bass Publishers.
- Gangestad, S., & Snyder, M. (1985). To carve nature at its joints: On the existence of discrete classes in personality. *Psychological Review*, 92, 317-349.
- Gareth, R.J. (2007). *Organizational Theory, Design, and Change (Fifth edition)*. New Jersey: Pearson Education International.
- Geisler, E. (2001). Good-bye Dodo bird (*Raphus cucullatus*): Why social knowledge is cumulative, expansive, and non-evolutionary. *Journal of Management Inquiry*, 10 (1).
- Gersick, C. J. G. (1991). Revolutionary change theories: A multilevel exploration of the punctuated equilibrium paradigm. *Academy of Management Review*, 16: 10-36.
- Gilmore, T. N, & Barnett C. (1992). Designing the social architecture of participation in large groups to effect organizational change. *Journal of Applied Behavioral Science*, 28 (5), 34-48.

- Gilmore, T., Shea, G., & Useem, M. (1997). Side Effects of Corporate Culture Transformations. *Journal of Applied Behavioral Science*, 33(2), 174-189.
- Goldsmith, R. E. (2001). Explaining and Predicting Consumer Intention to Purchase over the Internet: An Exploratory Study. *Association of Marketing Theory and Practice Proceedings*, 1, 143-45.
- Goldsmith, R. E., & Bridges, E. (2000). E-tailing vs. Retailing: Using Attitudes to Predict Online Buyer Behavior. *Quarterly Journal of Electronic Commerce*, 1(3), 245-253.
- Golembiewski, R. T., Billingsley, K., & Yeager, S. (1976). Measuring change and persistence in human affairs: Types of change generated by OD designs. *Journal of Applied Behavioral Science*, 12, 133-157.
- Goodman, P.S., Bazerman, M. & Conlon, E. (1980). Institutionalization of planned Organizational change. *Journal of Organizational Behavior*, 2, 42-46.
- Gould, S. J. (1980). *The panda's thumb*. New York: Norton.
- Greenberg, J & Baron, R.A. (2008). *Behavior in Organizations* (9th ed). Upper Saddle River, NJ: Prentice-Hall.
- Greenwood, R. & Hinings, C. R. (1993). Understanding strategic organizational change: The contribution of archetypes. *Academy of Management Journal*, 36, 1052-1081.
- Guest, D. (1987). Human resource management and industrial relations. *Journal of Management Studies*, 24, 503-521.
- Guimares, T. & Armstrong, C. (1998). Empirically testing the impact of change management effectiveness on company performance. *European Journal of Innovation Management*, 1(2), 74-84.
- Hagan, F. E. (2006). *Research methods in criminal justice and criminology*. Boston: Allyn and Bacon.
- Hales, C. (2005). Rooted in supervision branching into management: continuity and change in the role of first-line manager. *Journal of Management Studies*, 42(3), 471-506.
- Hall, R. (1996). *Organizations, structures, processes, and outcomes*. Englewood Cliffs, NJ: Prentice Hall.
- Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. & Tatham, R.L. (2006). *Multivariate Data Analysis*, 6th edition. Pearson, N.J: Prentice Hill

- Halliday, T. C., Powell, M. J., & Granfors, M.W.(1993). After minimalism: Transformations of state bar associations from market dependence to state reliance, 1918 to 1950. *American Sociology Review*, 58, 515-535.
- Hallier, J. (1998). Management communication and the psychological contract. *Corporate Communications*, 1, 11-17.
- Hambrick, D. C., MacMillan, I. & Day, D. (1988). Strategic attributes and performance in the BCG matrix:A PIMS-based analysis of industrial product businesses. *Academy of Management Journal*, 25, 10-531.
- Hannan, M. T., & Freeman, J. (1984). Structural inertia and organizational change. *American Sociological Review*, 49, 149-164.
- Hansma,L.D.& Elving,W.J.L.(2008).*Corporate and Marketing Communications as a Strategic Resource;Response to Contemporary Use,Challenges and Criticism*, Faculty of Social Sciences,116-127.
- Heracleous, L.& Barrett, M.(2001). Organizational change discourse: Communicative and deep structures in the context of information technology implementation. *Academy of Management Journal*, 44, 755-778.
- Hill, F. M., & Collins, L. K. (1999). Total quality management and business process reengineering: A study of incremental and radical approaches to change management at BTNI. *Total Quality Management*, 10, 37-45.
- Hinkin, T. R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods*, 1, 104-121.
- Hofer, C. W. (1975). Toward a contingency theory of business strategy. *Academy of Management Journal*, 18, 784-810.
- Holt, D. T. (2002). *Readiness for change: The development of a scale*. Phd dissertation, Auburn University, US.
- Holt,D.T., Armenakis, A.A., Feild,H.S.& Harris, S.G.(2007).Readiness for organizational Change :the systematic development of a scale. *The Journal of Applied Behavioral Science*, 43 (2), 232-251.
- Howard, A. (1995). *High-involvement leadership and its implications for leadership educators*. Proceedings of the 1995 Leadership Education Conference, The University of Richmond.
- Huber, G. P., Sutcliffe, K. M., Miller, C. C., & Glick, W. H. (1993). Understanding and predicting organizational change. In G. P. Huber & W. H. Glick (Eds.), *Organizational change and redesign* (pp. 215-263). New York: Oxford.

- Hui, C., & Lee, C. (2000). Moderating effects of organization-based self-esteem on organizational uncertainty: Employee response relationships. *Journal of Management*, 26(2), 215-232.
- Hultman, K. (1995). Scaling the wall of resistance. *Training & Development*, 4, 15-22.
- Hultman, K. (1998). Making change irresistible: *Overcoming resistance to change in your organization*. Palo-Alto, CA: Davies-Black Publishing.
- Huy, Q. (2002). Time, temporal capability and planned change. *Academy of Management Review*, 26 (4), 601-23.
- Ismail Omar (2007). *Buletin Intergriti PDRM bil 2/2007*.
- Isabella, L. A. (1992). Managing the challenges of trigger events: The mindsets-governing adaptation to change events. *Business Horizons*, 35(5), 59-66.
- Ilieva, J., Baron, S., & Healey, N. M. (2002). Online surveys in marketing research: Pros and cons. *International Journal of Market Research*, 44(3), 361-376.
- Iverson, R. D. (1996). Employee acceptance of organizational change: The role of organizational commitment. *The International Journal of Human Resource Management*, 7(1), 122-149.
- Iverson, R. D., & Buttigieg, D. M. (1999). Affective, normative, and continuance commitment: Can the 'right' kind of commitment be managed? *Journal of Management Studies*, 36(3), 307-333.
- Jabatan Pengurusan PDRM. (2009). *Statistik Kekuatan Pegawai Polis Diraja Malaysia*. KL: Bukit Aman.
- Jacobsen, J. (2008). Avoiding mistakes of the past: lessons learned on what makes or breaks quality initiatives. *The Journal for Quality and Participation*, 31(2), 4-9.
- Jamieson, D. W., & Zanna, M. P. (1989). Need for structure in attitude formation and expression. In A. R. B. Pratkanis & S. J. Breckler (Eds.). *Attitude structure and function* (pp. 383-406). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Joshi, A. (2010). Salesperson Influence on Product Development: Insights from a Study of Small Manufacturing Organizations. *Journal of Marketing*, 74(1), 94- 107.
- Johansson, C. & Heide, M. (2008). Speaking of change: three communication approaches in Studies of organizational change. *Corporate Communications: An International Journal*, 13(3), 288-305.

- Jones, R. A., Jimmieson, N. L., & Griffiths, A. (2005). The impact of organizational culture and reshaping capabilities on change implementation success: The mediating role of readiness for change. *Journal of Management Studies*, 42, 361–386.
- Jones, E., Watson, B., Gardner, J. & Gallois, C. (2004). Organizational communication: Challenges for the new century. *Journal of Communication*, 54, 722-50.
- Jreisat, J. (1991). *The Organizational Perspective in Comparative and Development Administration. Handbook of Comparative and Development Public Administration*. New York: Dekker.
- Jreisat, J. (2002). *Comparative public administration and policy*. Boulder, CO: Westview Press.
- Jreisat, J. (2004). Governance in a Globalizing World. *International Journal of Public Administration*, 13, 1003-1029.
- Judge, T. A., Thoresen, C. J., Pucik, V., & Welbourne, T. M. (1999). Managerial coping with organizational change: A dispositional perspective. *Journal of Applied Psychology*, 84, 107–122.
- Judson, A. (1991). *Changing behavior in organizations: Minimizing resistance to change*. Cambridge, MA: Blackwell.
- Judson, A.S. (1996). *Changing Behavior in Organizations*. Cambridge, MA: John Wiley & Sons, Ltd.
- Kanter, D. L., & Mirvis, P. H. (1989). *The cynical Americans: Living and working in an age of discontent and disillusion*. San Francisco, CA: Jossey-Bass.
- Karim, A. & Kathawala, Y. (2005). The experience of manufacturing firms with the Implementation of different production philosophies: a United States survey. *International Journal of Management*, 22 (3), 351-65.
- Katz, D. (1960). The functional approach to the study of attitudes. *Public Opinion Quarterly*, 24, 163-204.
- Kavanagh, M. H., & Ashkanasy, N. M. (2006). The impact of leadership and change management strategy on organizational culture and individual acceptance of change during a merger. *British Journal of Management*, 17, 81–103.
- Keeffe, M. J., Darling, J. R., & Natesan, N. C. (2008). Effective 360° management enhancement: The role of style in developing a leadership team. *Organizational Development Journal*, 26(2), 89-107
- Kellett, P. (1999). Dialogue and dialectics in managing organizational change:

The case of a mission based transformation. *The Southern Communication Journal*, 64(3), 211-231.

Kementerian Dalam Negeri. (2009). *NKRA Perdana Menteri*. Kuala Lumpur.

Ketterer, R.F.& Chayes, M.M.(1995). *Discontinuous Change: Leading Organizational Transformation*. San Francisco, CA: Jossey-Bass.

Kiefer, T. (2005).Feeling Bad: Antecedents and consequences of negative emotions in ongoing change. *Journal of Organizational Behaviour*, 26, 875-897.

Kim, W. C., & Mauborgne, R. (1999). Strategy, value innovation, and the knowledge Economy. *Sloan Management Review*, 30(3), 41-54.

Kimberly, J. R. & Miles, R. H. (1980). *The Organization Life Cycle*. San Francisco, CA: Jossey-Bass.

Kimberly, J., & Evanisko, M. (1981). Organizational innovation: The influence of individual of individual, organizational, and contextual factors on hospital adoption of technological and administrative innovations. *Academy of Management Journal*, 24, 689-713.

Kiefer, T. (2005). Feeling bad: Antecedents and consequences of negative emotions in ongoing change. *Journal of Organizational Behavior*, 26(8), 875-897.

Kissler, G.D. (1991). *The Change Riders:Managing the Power of Change*. Reading, MA: Addison-Wesley.

Kitchen, P.J & Daly, F. (2002). Internal communication during change management. *Corporate communications: An internal Journal*, 7(1), 46-53.

Klaus, L.A. (1997). Minimize employee resistance to change by focusing on human Side. *Quality Progress*, 30(12), 12.

Klein, K. J., & Sorra, J. S. (1996). The challenge of innovation implementation. *Academy of Management Review*, 21, 1055–1080.

Klein, J.A. (1984).Why supervisors resist employee involvement. *Harvard Business Review*, 62, 87-94.

Knickerbocker, L., & McGregor, D. (1941). Industrial relations and national defense: A Change to management. *Personnel*, 18, 49-63.

Kotter, J. P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73, 59–67.

- Kotter, J., & Schlesinger, L. (1979). Choosing strategies for change. *Harvard Business Review*, 57(2), 106-114.
- Kotter, J.P. (1996). *Leading Change*. Boston, MA: Harvard Business School Press.
- Kouzes, J. M. & Posner, B. Z. (2006). *Christian reflections on the leadership challenge*. San Francisco, CA: John Wiley & Sons, Inc.
- Kramer, R. (1996). Divergent realities and convergent disappointments in the hierarchic relation: Trust and the intuitive auditor at work. In R. M. Kramer & T. R. Tyler (Eds.). *Trust in organizations: Frontiers of theory and research* (pp. 216-245). London: Sage Publications.
- Kruglanski, A. W., & Freund, T. (1983). The freezing and unfreezing of lay-inferences: Effects on impression primacy, ethnic stereotyping, and numerical anchoring. *Journal of Experimental Social Psychology*, 19, 448-468.
- Kuhn, T. S. (1970). *The structure of scientific revolution*. Chicago: University of Chicago Press.
- Lambert, E., Barton, S., & Hogan, N. (1999). The missing link between job satisfaction and correctional staff behavior: The issue of organizational commitment. *American Journal of Criminal Justice*, 24, 95-116.
- Larkin, T. J., & Larkin, S. (1996). Reaching and changing front-line employees. *Harvard Business Review*, 74, 95-105.
- Larkin, T.J., & Larkin, S. (1994). *Communicating Change: How to Win Employee Support for New Business Direction*. New York: McGraw-Hill.
- Lau, D., & Liden, R. (2008). Antecedents of coworker trust: Leaders' blessings. *Journal of Applied Psychology*, 93(5), 1130-1138.
- Lau, C. M., & Woodman, R. W. (1995). Understanding organizational change: Aschematic perspective. *Academy of Management Journal*, 38, 537-554.
- Lembaga Penyelidikan Undang-undang. (2008). *Akta Polis 1967 (Akta 344)*. Kuala Lumpur: International Law Book Services.
- Levinson, D. J. (1978). *The seasons of a man's life*. New York: Knopf.
- Lewin, K. (1947). Frontiers in group dynamics: concept, method and reality in social science; social equilibria and social change. *Human Relations*, 1, 5-41.

- Lewis, L.K. & Seibold, D.R. (1998). *Reconceptualizing organizational change implementation as a communication problem: a review of literature and research agenda*, *Communication Year book*. Beverly Hills, CA: Sage.
- Lillrank, P. & Holopainen, S. (1998). Reengineering for business option value. *Journal of Organizational Change Management*, 11 (3), 246 – 259.
- Lionel, M. & Alang, B. (2006). *IGP: Change Your Attitude*. Kuala Lumpur: New Straits Times.
- Lundin, M. (2007). Explaining Cooperation: How Resource Interdependence, Goal Congruence, and Trust Affect Joint Actions in Policy Implementation. *Journal of Public Administration Research & Theory*, 17(4), 651-672.
- Longenecker, C. O., Neubert, M. J. & Fink, L. S. (2007). Causes and consequences of managerial failure in rapidly changing organizations. *Business Horizons*, 50(2), 145-155.
- Maddi, S. R. (2002). The story of hardiness: Twenty years of theorizing, research, and practice. *Consulting Psychology Journal*, 54, 173–185.
- Manville, B., & Ober, J. (2003). *Company of citizens: What the world's first democracy teaches about creating great organizations*. Boston: Harvard Business School Press.
- Martin, M. M. (1998). Trust leadership. *Journal of Leadership Studies*, 5, 41-49.
- Maurer, R. (1996). *Beyond the wall of resistance: Unconventional strategies that build support for change*. Austin, TX: Bard.
- Maslow, A.H. (1987). *Motivation and Personality*. Boston, MA: Addison-Wesley.
- Mathieu, J. E. & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171-194.
- Mayer, R. C., & Davis, J. H. (1999). The effect of the performance appraisal system on trust for management: A field quasi-experiment. *Journal of Applied Psychology*, 84, 123-136.
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, 20, 709-734.
- Mazar, N., Amir, O., & Ariely, D. (2008). The Dishonesty of Honest People: A Theory of Self-Concept Maintenance. *Journal of Marketing Research*, 45(6), 633-644.

- McCall, M.W. (1993) *Developing leadership, Organizing for the Future*. San Francisco, CA: Jossey-Bass.
- McHugh, M. (1997). The stress factor: Another item for the change management agenda? *Journal of Organizational Change Management*, 10, 345-362.
- McNabb, D. E., & Sepic, F. T. (1995). Culture, climate, and total quality management: Measuring readiness for change. *Public Productivity and Management Review*, 8, 369-386.
- McNamara, C. (1999). Basic Context for Organizational Change, *Free Management Library*, online: <http://www.mapnp.org/library/mgmt/orgchnge.htm>. November 10, 2004.
- Mehta, R., & Sivadas, E. (1995). Comparing response rates and response content in mail versus electronic mail surveys. *Journal of the Market Research Society*, 37, 429-439.
- Meyer, J. P., Srinivas, E. S., Lal, J. B., & Topolnytsky, L. (2007). Employee commitment and support for an organizational change: Test of the three component model in two cultures. *Journal of Occupational & Organizational Psychology*, 80(2), 185-211.
- Meyer, J., & Allen, N. (1997). *Commitment in the workplace: Theory, research, and Application*: Thousand Oaks, CA: Sage.
- Michael, D., Harris, S.G., Giles, W.F., & Field, H.S. (2005). *The influence of supportive supervisor communication on LMX and Performance*. Paper presented at the 2005 Academy of Management Best Conference paper.
- Miller, D. & Friezen, P. (1984). *Organizations: A quantum view*. Englewood Cliff, NJ: Prentice-Hall.
- Mink, O.G. (1992). Creating new organizational paradigms for change. *International Journal of Quality & Reliability Management*, 9 (3), 21-35.
- Mintzberg, H. & Waters, J. A. (1985). On strategies, deliberate and emergent. *Strategic Management Journal*, 6, 257-272.
- Mintzberg, H., Quinn, J. B. & Voyer, J. (1995). *The Strategy Process*. Englewood Cliffs, NJ: Prentice-Hall.

- Mohamed Dzaidin., Mohammed, H. & Salleh.(2005). *Laporan Suruhanjaya Diraja Penambaihan Perjalanan dan Pengurusan Polis Diraja Malaysia*. Kuala Lumpur: Percetakan Nasional Malaysia Berhad.
- Mohd Reduan, A. (2004). *Panduan dan Rujukan PTK Polis*. Kuala Lumpur: Red One Enterprise.
- Md Zabid Abdul Rashid, Murali Sambasivan, Azmawani Abdul Rahman, (2004): The influence of organizational culture on attitudes toward organizational change, *Leadership & Organization Development Journal*, 25, 161 – 179.
- Msweli-Mbanga, P., & Potwana, N. (2006). Modelling participation, resistance to change, and organizational citizenship behaviour: A South African case. *South African Journal of Business Management*, 37, 21–29.
- Nadler, D. A. & Tushman, M. L. (1995). Types of organizational change: From incremental improvement to discontinuous transformation. In Nadler (ed) *Discontinuous Change*. San Francisco: Jossey-Bass .
- Nadler, D. A., & Tushman, M. L. (1989). Organization Frame Bending: Principles for Managing Reorientation. *Academy of Management Executive*: 194-205.
- Nelson, L. (2003). A case study in organizational change: Implications for theory. *The Learning Organization*, 10(1), 18-30.
- Nelissen, P. & Van Selm, M.(2008). Surviving organizational change: how management Communication helps balancing mixed feelings. *Corporate Communications: An International Journal*, 13(2) , 306-18.
- Newman, K. L. (2000). Organizational transformation during institutional upheaval. *Academy of Management Review*, 25, 602-619.
- Nisbet, R. A. (1970). *Developmentalism: A critical analysis*. New York: Meredith.
- Norusis, M.J (1985). *Advances Statistics Guide*. Chicago: McGraw-Hill
- Nunnally, J., & Bernstein, I. (1994). *Psychometric theory*. New York: McGraw Hill.
- Nutt, P.C. (1986). Tactics of implementation. *Academy of Management Journal*, 29, 230-61.
- Obeng, K., & Ugboro, I. (2003). Organizational commitment among public transit employees: An assessment study. *Transportation Quarterly*, 57(2), 83-98.
- Oreg, S. (2006). Personality, context, and resistance to organizational change. *European Journal of Work and Organizational Psychology*, 15, 73–101.

- Orth, M. S. (2002). *Factors related to resistance and support of organizational change*. Phd dissertation, Colorado State University.
- Ortiz, R. L., & Peterson, M. B. (1994). A roadblock to change in law enforcement. *The Police Chief*, 61(9).
- Palmer, I., Dunford, R. & Akin, G. (2006). *Managing Organizational Change: A Multiple Perspectives Approach*. New York, NY: McGraw-Hill-Irwin.
- Pascale, R., Millemann, M., & Gioja, L. (1997). Changing the way we change. *Harvard Business Review*, 75(6), 126-139.
- Pettigrew, A.M., Ferlie, E. & Mckee, L. (1992). *Shaping strategic change : the case of the NHS*. London: Sage.
- Pettigrew, A. M. (2000). Linking change processes to outcomes. A commentary on Ghoshal, Bartlett, and Weick. In M. Beer & N. Nohria (Eds.), *Breaking the Code of Change* (pp. 243-265). Boston, MA: Harvard Business School Press.
- Pettigrew, A. M., Woodman, R. W., & Cameron, K. S. (2001). Studying organizational change and development: Challenges for future research, *Academy of Management Journal*, 44, 697-713.
- Pfeffer, J. & Salancik, G. R. (1978). *The external control of organizations: A resource dependence perspective*. New York: Harper & Row.
- Pierce, A. (2009). Managing reputation to rebuild battered brands. *Marketing News*, 43(4), 19-19.
- Piderit, S. K. (2000). Rethinking resistance and recognizing ambivalence: A multidimensional view of attitudes toward an organizational change. *Academy of Management Review*, 25, 783-794.
- Porras, J. I., & Robertson, P. J. (1992). Organizational development: theory, practice, and research. In M. D. D. L. M. Hough (Ed.). *Handbook of industrial and organizational psychology* (pp.719-822). Palo Alto, CA: Consulting Psychologists Press, Inc.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.

- Qian, Y. & Daniels, T. D. (2008). A communication model of employee cynicism toward organizational change. *Corporate Communications: An International Journal*, 13(3), 319-32.
- Quinn, J. B. (1980). *Strategies for change: Logical incrementalism*. Homewood, IL: Irwin.
- Rabin, J. E. (2001). Innovation and organizational change in the Los Angeles Police Department. Doctoral dissertation, University of California.
- Reger, R. K., Mullane, J. V., Gustafson, L. T., & DeMarie, S. M. (1994). Creating earthquakes to change organizational mindsets. *The Academy of Management Executive*, 8(4), 31-46.
- Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. *Academy of Management Review*, 10, 465-476.
- Reichers, A. E., Wanous, J. P., & Austin, J. T. (1997). Understanding and managing cynicism about organizational change. *Academy of Management Executive*, 11, 48-59.
- Richardson, P., & Denton, D. K. (1996). Communicating change. *Human Resource Management*, 35, 203-216.
- Roberts, K. H., & O'Reilly, C. A. (1974). Failures in upward communication: Three possible culprits. *Academy of Management Journal*, 17, 205-215.
- Robbins, S. P., & Coulter, M. (2003). *Management* (7th ed.). Upper Saddle River, NJ: Prentice Hall.
- Robertson, P. J., Roberts, D. R., & Porras, J. I. (1993). Dynamics of planned organizational change: assessing empirical support for a theoretical model. *Academy of Management Journal*, 36, 619-634.
- Robinson, S. L. & Denise, M. R. (1994). Violating the Psychological Contract: Not the Exception but the Norm. *Journal of Organizational Behavior*, 15(3), 245-259.
- Rousseau, D. M., & Tijoriwala, S. A. (1999). What's a good reason to change? Motivated reasoning and social accounts in promoting organizational change. *Journal of Applied Psychology*, 84, 514-528.
- Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *Academy of Management Review*, 23, 393-405.
- Sabherwal, R., Hirschheim, R. & Gales, T. (2001). The dynamics of alignment: Insights

- from a punctuated equilibrium model. *Organization Science*, 12.
- Sagie, A., & Koslowsky, M. (1996). Decision type, organizational control, and acceptance of change: An integrative approach to participative decision making. *Applied Psychology: An International Review*, 45, 85–92.
- Sagie, A., Elizur, D., & Koslowsky, M. (1990). Effect of participation in strategic and tactical decisions on acceptance of planned change. *The Journal of Social Psychology*, 130, 459–465.
- Sagie, A., Elizur, D., & Koslowsky, M. (1995). Decision type, participative decision making (PDM) and organizational behavior: An experimental simulation. *Human Performance*, 8, 81–94.
- Samuel, K.M. H. (1993). TQM AND ORGANIZATIONAL CHANGE. *International Journal of Organizational Analysis*, 7 (2), 169 – 181
- Salem, P. (2008). The seven communication reasons organizations do not change. *Corporate Communications: An International Journal*, 13(3), 333–48.
- Schein, E. H. (1980). *Organizational Psychology*. Englewood Cliffs, NJ: Prentice Hall.
- Scheingold, S. A. (1991). *The politics of street crime: Criminal process and cultural obsession*. Philadelphia, PA: Temple University Press.
- Scherer, F.M. & Ross, D. (1990). *Industrial Market Structure and Economic Performance*. Boston: Houghton Mifflin.
- Schoo, A. (2008). Leaders and their teams: Learning to improve performance with emotional intelligence and using choice theory. *International Journal of Reality Therapy*, 27(2), 40–45.
- Schneider, B., Brief, A. P., & Guzzo, R. A. (1996). Creating a climate and culture for sustainable organizational change. *Organizational Dynamics*, 24, 7–19.
- Schumpeter, J. A. (1950). *Capitalism, socialism, and democracy*. New York: Harper.
- Schumpeter, J.A. (1980). *Kapitalismus, Sozialismus and Demokratie*. Francke: Mnchen.
- Schweiger, D.M., & DeNisi, A.S. (1991). Communication with employees following a merger: A longitudinal field experiment. *Academy of Management Journal*, 34, 110–135.
- Sekaran, U. (2000). *Research Method for Business. A Skill Building Approach*. 3rd Ed. Singapore: John Wiley & Sons Inc.

- Smith, A. (2004). Complexity theory and change management in sport organizations. *Emergence: Complexity & Organizations*, 6(1-2), 70-79.
- Smollan, R. K. (2006). Minds, hearts and deeds: Cognitive, affective and behavioral responses to change. *Journal of Change Management*, 6(2), 143-158.
- Stagner, R. (1942). Some factors related to attitude toward war, 1938. *Journal of Social Psychology*, 16, 131-142.
- Stanley, D. J., Meyer, J. P., & Topolnytsky, L. (2005). Employee cynicism and resistance to organizational change. *Journal of Business and Psychology*, 19, 429-459.
- Strebel, P. (1996). Why do employees resist change? *Harvard Business Review*, 74(3), 86-92.
- Swanson, C. R., Territo, L., & Taylor, R. W. (2001). *Police administration: Structures, processes, and behavior*. New Jersey, NJ: Prentice Hall.
- Tan Sri Musa Hassan., (2007). *e- siar Polis Diraja Malaysia*. Retrieved Ogos 20, 2009, from e-siar Polis Diraja Malaysia.
- Taylor, K. E. (2001). Summarizing multiple aspects of model performance in a single diagram, 106, 7183 – 7192.
- Thomas, W. I., & Znaniecki, F. (1918). *The Polish peasant in Europe and America*. Boston: Badger.
- Thurstone, L. L. (1928). Attitudes can be measured. *American Journal of Sociology*, 33, 529-544.
- Thurstone, L. L., & Chave, E. J. (1929). *The measurement of attitude. A psychophysical method and some experiments with a scale for measuring attitude toward the church*. Chicago: University of Chicago Press.
- Turner, A. N. (1982). Consulting is more than giving advice. *Harvard Business Review*. 60. 120-129.
- Tushman, M. L. & Romanelli, E. (1985). *Organization evolution: Interactions between external and emergent processes and strategic choice*. Greenwich, CT: JAI Press.
- Vakola, M. & Nikolaou, I. (2005). Attitudes towards organizational change: What is the role of employees' stress and commitment? *Employee Relations*. 27, 160-174.

- Vakola, M., Tsaousis, I., & Nikolaou, I. (2004). The role of emotional intelligence and personality variables on attitudes toward organizational change. *Journal of Managerial Psychology*, 19, 88–110.
- Vance, R. J., Brooks, S. M., & Tesluk, P. E. (1996). *Organizational cynicism, cynical cultures, and organizational change*. Unpublished manuscript, Center for Applied Behavioral Sciences, Pennsylvania State University.
- Visagie, J.C. & Botha, C.J.(1998). Contextual and empirical approach to social change and social responsibilities. *Management Decision*, 26(10), 694-701.
- Vollman, T.E.(1996). *The Transformation Imperative: Achieving Market Dominance through Radical Change*. Boston,MA: Harvard Business School Press.
- Wanberg, C. R., & Banas, J. T. (2000). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of Applied Psychology*, 85, 132–142.
- Wang, C. & Ahmed, P. (2003). Organizational learning: a critical review. *The Learning Organization*, 10 (1), 8-17.
- Waters, J. P., Reichers, A. E., & Austin, J. T. (2000). Cynicism about organizational change: Measurement, antecedents and correlates. *Group and Organization Management*, 25, 132-153.
- Watzlawick, P. Weakland, J. H. & Fisch, R. (1974). *Change*. New York: Norton.
- Weber, P. S., & Weber, J. E. (2001). Changes in employee perceptions during organizational change. *Leadership & Organization Development Journal*, 22, 291-300.
- West, R. & Turner, J. H. (2006). *Understanding interpersonal communication: Making choices in changing times*. Belmont, CA: Thomson Wadsworth.
- Wicker, A. W. (1969). Attitudes versus actions: The relationship of verbal and overt behavioral responses to attitude objects. *Journal of Social Issues*, 25, 41-78.
- Youssef, E. A. (2000). Organizational commitment and job satisfaction as predictors of attitudes toward organizational change in a non-western setting. *Personnel Review*, 29 (3), 567-592.
- Zhao, J. (1996). *Why police organizations change: A study of community-oriented policing*. Washington, D.C.: Police Executive Research Forum.

Zeidner, R. (2008). Employees trust managers more than top brass. *Human Resources Magazine*, 53(10), 10.

Zulyadaen, I. (2009) .Buletin Integriti PDRM *bil 2/2009*.