

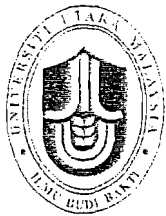
**THE RELATIONSHIP BETWEEN PERSONALITY TRAITS,
INTERNAL COMMUNICATION, TRANSFORMATIONAL
LEADERSHIP AND SENSE OF URGENCY: A MIXED METHOD
STUDY OF REPSO MALAYSIA**

JOHARI JALIL

**Thesis Submitted to
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Doctor of Business Administration**

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Kolej Perniagaan
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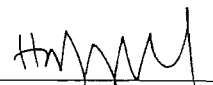
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Nama Pelajar
(Name of Student) : Johari bin Jalil

Tajuk Tesis
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Nama Penyelia/Penyelia-penyelia
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ABSTRAK

Rasa mendesak (*sense of urgency*) merupakan perkara penting bagi proses perubahan yang berjaya. Penyelidikan ini direkabentuk untuk menyiasat hubungan antara sifat-sifat personaliti, komunikasi dalaman dan dimoderasi oleh gaya kepimpinan transformasional terhadap rasa mendesak. Kajian menggunakan kaedah bercampur iaitu metodologi kuantitatif dan kualitatif bagi mengkaji hubungan tersebut berdasarkan senario kehidupan sebenar terhadap perubahan besar dalam satu entiti iaitu syarikat multinasional – Repso Malaysia. Melalui soal-selidik atas talian dan temubual secara semi-struktur, kajian kes dilakukan terhadap 247 pekerja pelbagai fungsi, tahap pekerjaan dan budaya rentas-sempadan. Penemuan kajian telah mengesahkan wujud hubungan positif antara *conscientiousness*, *extraversion*, *agreeableness* dan *openness to experiences* terhadap rasa mendesak. Sifat *neuroticisme* menunjukkan hubungan negatif tetapi tidak signifikan terhadap rasa mendesak dan telah disokong dengan justifikasi oleh kajian. Sementara itu, komunikasi dalaman seperti yang dijangkakan juga menunjukkan hubungan yang negatif terhadap rasa mendesak. Sebagai tambahan, pembolehubah moderasi iaitu kepimpinan transformasional menunjukkan pengaruh signifikan terhadap hubungan pembolehubah-pembolehubah tidak bersandar terhadap rasa mendesak. Selain daripada menyumbang terhadap bidang pengetahuan terhadap subjek di mana secara empirikal adalah kurang, kajian ini telah memperbaharui kepentingan analisis tahap mikro bagi organisasi iaitu individu dan bukan hanya peringkat makro. Kajian menunjukkan keasliannya dan diakhiri dengan cadangan praktikal yang komprehensif bagi syarikat dalam mencampurkan elemen personaliti pekerja, komunikasi berstruktur dan dileveraj oleh gaya kepimpinan transformasional bagi mencapai tahap yang diinginkan terhadap rasa mendesak untuk berubah.

ABSTRACT

Sense of urgency is a crucial element of a successful change process. This research was designed to investigate the relationship between personality traits (FFP), internal communication and moderated by leadership style of transformational with sense of urgency. It employed mixed method, which is both quantitative and qualitative research methodologies in examining the said relationship against a real-life scenario of major change in a single entity of a Multi National Corporation – Repso Malaysia. Through on-line questionnaire and semi structured interviews, a total of 247 employees of various functions, job levels and cross border cultures made up the case study of this research. The findings of the research confirmed the positive relationship of conscientiousness, extraversion, agreeableness and openness to experiences with sense of urgency. The trait of neuroticism revealed a negative but non-significant relationship to sense of urgency and duly supported with justification by the research. Meanwhile, internal communication as predicted showed a positive relationship with the sense of urgency. In addition, the moderating variable of transformational leadership indeed showed significant influence on the independent variables relationship to sense of urgency. Other than contributing to the body of knowledge over a subject which is empirically scarce, the research further renewed the importance of micro level analysis of an organization i.e. individuals rather than only the macro level. The research prides its originality and ends with comprehensive practical recommendations for company in blending the elements of employees' personality, structured communication and leveraged by transformational style of leadership into arriving to the desired state of sense of urgency to change.

ACKNOWLEDGEMENT

The journey to complete this doctoral thesis was filled with obstacles and challenges, and at times forced me to evaluate the cost and benefit of completing it. Intense office work loads, travelling needs and the challenge to raise a newborn were among the obstacles that often marred my pace. Finally, the passion for learning and the desire to complete the long journey of four years prevailed. My passion of Change Management started early in my career in MNC upon going through the myriad of changes. Some were fun, many were not. I had one, and only one subject of research interest.

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ABBREVIATIONS

ANOVA	Analysis of Variance
CP	Contract Price
DME	Demeythonal Ether
DV	Dependent Variable
FFM	Five Factor Model
IT	Information Technology
IV	Independent Variable
KMO	Kaiser-Meyer-Olkin
LPG	Liquefied Petroleum Gas
MNC	Multi National Corporation
MV	Moderating Variable
TQM	Total Quality Management

CHAPTER ONE

INTRODUCTION

1.1 Background

Against the backdrop of an increasing trend of globalization, coupled with an imminent indication of a prolonged global economy slow-down, management of change is taking center-stage on business leader's set of priorities. Change can come in many ways such as total quality management (TQM), redesign, restructuring or right sizing, as well as the radical ones like business re-engineering, behavioral and cultural change, and business turnaround (Ahmad & Francis, 2006; Kotter, 1996a; Taylor-Bianco, 2006; Stanleigh, 2008). In whatever forms it comes, the desired outcome of change remains intact that is, to make the organization stronger and more resilient to the dynamics of the operating environment.

Despite of the overwhelming call for change, the statistics (e.g. Hertog, Iterson & Mari, 2010; Raineri, 2009) demonstrate that most change efforts fails to achieve its desired outcome. The studies indicated that failure rate was approximately up to 70% (e.g. Hertog et al., 2010; Raineri, 2009). The latter cited example, Riva (Video Company) faced failure at the first stage of ensuring employees aware of the new direction of the company. The studies were in line with Lai and Ong (2010) who stressed that leaders should be aware of the employee's sense of urgency to embrace changes which likely

lead to the failure of the change implementation such as e-business. Hertog et al. (2010) and Raineri (2009) highlighted the importance for the management in receiving support from all level of employees. A potential consequence of such failed attempts was that only a few people believed that change was really needed and was going to happen. Other examples of major change failures includes mega-mergers such AOL-Time Warner in the year 2001; Daimler Benz – Chrysler in 2003; Hewlett Packard – Compaq and Alcatel-Lucent in the year 2005, which features, among others, key down-lights of failure to raise the sense of awareness and buy-ins from employees over the need to embrace change which in return leads to loss of productivity and low retention of skills (Tobak, 2009). Some of these change efforts can be as simple as embarking on new information technology (IT) systems to improve efficiency and productivity, new bonus system to encourage stretched output for employees; or complex change as embarking business model make-over such as by IBM, Microsoft and Motorola.

This is in addition to the overall consensus that change efforts are costly and disruptive. Kilpatrick (1999) asserted that business leaders need to painfully weigh the cost and benefit analysis of a major change as the 'cost' will likely outweigh the short-term solutions. 'When in doubt-don't!'. In most arguments, people in relation to their behavior and reaction to changes, are blamed on change failures (Kotter, 1995; Kotter & Cohen, 2002; Kotter & Margolis, 1996).

Such is the dilemma of change; to change while knowing the high likelihood of failure - or not to change; and face the possibility of becoming extinct in a dynamic market. Thus, it becomes apparent that leaders need to evaluate the merit of change based on the organization existing capacity, the needs to change, and the importance of change to be embarked.

Most of previous researches on organizational change were focused on macro organization factors such as organization competencies, knowledge retentions and structure with very few indulging on person oriented studies i.e. people behavioral aspect as a catalyst or key enabler of change (Bray, 1994; Judge, Higgins, Thoresen & Barrick, 1999; Vakola, Tsousis & Nikolaou, 2004). Minimum attention has been paid to the definition and measurement of people commitment within a change context, and there is virtually no empirical evidence to substantiate the claims made about its effects (Herscovitch & Meyer, 2002). According to previous researches, components of attitude and commitment of change encompass vision creation, empowerment, communication and mobilization of resources (Todnem, 2007; Herscovitch & Meyer, 2002; Kotter, 1996b; Kotter & Cohen, 2002). Kotter's eight steps leading change argued that sense of urgency, which is crucial for the organization, has often been neglected in previous studies and should be further researched.

This research aims to narrow the scope on sense of urgency, which is argued to have relationship with the individual traits (Kotter, 1996b; Kotter & Cohen, 2002), and is the most important phase to be investigated at the early stage of change (Stanleigh, 2008). Without the right energy and comprehension of the need to change of the employees which leads to the sense of urgency, the need to change would be futile. Hence, the connection of other constructs to the sense of urgency is very crucial, which then enable firm to gauge the level of sense of urgency as a prediction to change success (Paton, Beranek & Smith, 2008).

As mentioned previously, Kotter (1996b) in his renowned '8 phases of change' theory asserted clearly the importance of completing the 1st Phase of Change; Creating Sense of Urgency prior to the rest of phases. This is in support by the evergreen 'Lewin's Theory of Change' which places 'unfreezing' as the crucial stage of change process. The step in provoking sense of urgency i.e. the compelling reason to move away from the state of inertia (Covington, 2001) can be associated with the process of unfreezing i.e. breaking down the down the status quo. Among the key factors lead to the sense of urgency are the internal communication, leadership and personality traits (Hoyle, 2010; Russel & Russel, 2006). Both sense of urgency and the steps of unfreezing can be invoked upon an emergence of crisis - either real or made-up as stated by Lewin in 1951(Burnes, 2004a). However, there is a lack of studies

integrating all the factors together to see the link of the variables to the sense of urgency.

A study done by Kahne (2005) investigated the relationship of the sense of urgency with the Big Five personality constructs (five factor model-FFM) also known as Big 5. Big Five personality constructs were adopted as a tool due its undisputed accreditation as an enabler in understanding of the relation between personality studies and important organizational criteria (Matzler, Renzl, Mu"ller, Herting & Mooradian, 2008; Roth & Collani, 2000). The FFM is also an appropriate framework in studying individual differences and attitudes toward organizational change (Vakola et al., 2004).

The resolution on whether personality constructs can be used as a predictor to sense of urgency is too important to be ignored. The ability to determine the level of sense of urgency among individuals will enable an organization to review and strategize its effort before embarking into an expensive and volatile change initiatives (Kotter, 1996b; Walker, Armenakis & Berneth, 2007). According to Judge et al. (1999), people-oriented research in organizational change explored issues on leadership, the role of top management in organizational change and the phenomenon of resistance to change, without considering the psychological traits or predispositions of individuals experiencing the change, which are equally crucial for its success.

Hence, this research attempts to validate the relationship of personality constructs as predicting tools on sense of urgency. As constantly asserted by scholars (Tallman, 2007; Vakola, 2004; Judge, 1999), a person's personality is very stable over time hence making the constructs reliable and sustainable predictor for us to include on the theoretical frame work. Because of its validity and wide acceptance the Big Five of personality traits have been extensively utilized in recent organizational and other applied research (e.g. Barrick & Mount, 1991; Hurtz & Donovan, 2000; Judge et al., 1999; Judge et al., 2002; Salgado, 1997).

To my best knowledge, there are no further researches done on the subject of sense of urgency and its relation to personality's traits apart from Kahne in 2005. The closest research on the subject was performed by Maria Vakola, a specialist in personality studies, who examined the relationship between the Big Five personality constructs and attitude for change in 2004. Vakola (2004) termed attitude of change as certain regularities of an individual's feelings, thoughts and predispositions to act toward some aspect of his/her environment.

Despite the apparent closeness of the subject research matter, Kahne and Vakola (2004) surprisingly concluded with sharply contrasting findings. Kahne (2005) found that there is no significant relationship between personalities constructs (IV) and sense of urgency (DV), while in contrast; Vakola (2004)

found a strong relationship between personality constructs (IV) and attitude to change (DV). However, it is documented that both researchers utilized a different type of samples; Kahne used random sampling (voluntary students/employees of various public and private sector), while Vakola (2004) used a single setting population of participants of a seminar (all from multiple organization). Raja et al. (2004) stated that most previous studies of psychological traits have used graduate students, random sampling of managers or professionals - groups who only represent only a small segment of society. The clear limitation of those studies is the self-selection of participants which may limit the generalizability of findings. It can be further argued that it will be difficult to determine the true sense of urgency for the participants as the situation put forward to them in the questionnaires were hypothetical. As recommendation for future researches, both researchers are in agreement to highlight that their findings cannot be generalized and further established the merit of future research in gathering sample from a single entity embarking on change initiatives as a desired sample.

The recommendation is to highlight the importance of the organization as a whole; instead of analysis of a single function of an organization (Nadler & Tushman, 1980). On the other hand, the conflicting findings further demands research on this subject. Mitchell and Jolley (1992) urged a repeat study on previous researches that yield conflicting findings as a contribution to the body of knowledge.

Many studies highlighted the vital role of the internal communication in the change process albeit having constraint to investigate the relationship to the sense of urgency (Ones et al., 2007; Walker et al., 2007), due to limited scope and resources. This is triggered by the lack of previous researches in discovering the communication within the various categories of the participants in change programs (Armstrong-Stassen, 1998; Lewis et al., 2006). Communication is needed both to raise awareness of employees on the need of change, as well to create a sense of belonging for a sustainable and cohesive effort to change (Sundstro & Annika, 2009). This research hypothesizes that an effective internal communication has a direct relationship in creating strong sense of urgency to employee.

Previous researches also suggest that leadership plays a crucial role in motivating, coaching and facilitating change processes (Holt, Self, Thai & Lo, 2003; Calabrese, 2002; Kotter, 1996a,b). This research also explores the effects of leadership style i.e. transformational leadership as a moderator to the equation. This research hypothesizes that an effective leadership style (i.e. the transformational leadership, as evidenced by many studies, for example Bass (1985, 1990), Bass and Riggio (2006) and Hoyle (2010), which included the leadership traits of understanding, facilitating, nurturing, and guiding personal change, will influence the relationship between personality constructs and sense of urgency.

Leadership is hypothesized as a moderator based on previous studies by De Vries 1998; Emans & Radstaak, 1990; Keller, 1989; Landeweerd & Boumans, 1994; Seers & Graen, 1984; Stoker & De Jong, 1996. The summary of their researches postulated that leadership assists to clear ambiguities, enforce hierarchical authorities in decision making, mediate conflicts, setting up priorities among others. The need for leadership however, is situational based on inherit circumstances for an example the personality strength of individual subordinates and their competencies, the clarity of business direction and the hostility of challenges in the business environment i.e. changes and uncertainties. De Vries, Roe and Taillieu (2002) asserted that the need for leadership is a “catch-all” variable, which only mediates the effects of other situational variables on the relationships between leadership and personal and work outcomes. This is supported by Kerr and Jermier’s (1978) ‘Substitute Theory’ which stated that leadership on a standalone basis, and under certain conditions, may have little or non-added value

Upon reviewing other types of leadership style e.g. transactional leadership, transformational leadership is poised to have a more sustainable impact to followers as compared to transactional leadership which is focused on reciprocal act of actions i.e. rewards and punishment in context of performance as stated by Burns (1978) and Yukl (2002). The transactional leaders and laissez-faire leader work within the organization as it exists, on the other hand the transformational leader changes the organization (Bass, 1985).

Transforming mindset would require the association of implanting long term vision and big picture view in the minds of employees which is the hallmark of transformational leadership (Burns, 1978; Yukl, 2002). In raising change of urgency, a leader needs to be creative and able to appeal to his subordinates to look beyond the current status and towards a visionary setting. In doing so a transformational leader persuade, motivate and coach his subordinates with the sense of empathy, resilience and togetherness (Allen, 2007). Pawar and Eastman (1997) proposed that organizations will be more receptive to transformational leadership when adaptation (as opposed to efficiency) is the goal.

In conclusion, the objective of the study is to assertively determine the moderating effect of the transformational leadership, on the relationship between personality traits and internal communication with the sense of urgency. This research is motivated due to the exhaustiveness of the parameters to the sense of urgency coupled with the inconclusiveness findings of previous researches. It further hopes to give the novelty in terms of the contribution to the body of knowledge by proposing leadership as contingent factor to the actual relationship, and introducing a new variable i.e. internal communication into the equation.

1.2 Problem Statement

It is observed that there is a lack of sense of urgency among employees in many organizations which were embarking change. A Business Intelligence Study published in 1998, concluded that 7 out of 10 change efforts that are critical to organizational success failed to achieve the intended goal (Miller, 2002). He further quoted another 2000 review that 28% of change initiatives were discarded before completion, 46% fall behind schedule or run over budget and 80% are mismatched with the predetermined objectives. Kotter (1996b) quoted that fewer than 15 of the 100 (around only 15%) or more companies did the change successfully. Higgs and Rowland (2001) concluded that merely 30% of change initiatives meet expectation.

Change failure can be extremely destructive to an organization. The consequences of traumatic organizational change and a movement from a generative to degenerative environment are many. These include loss of productivity, downtimes of employees learning, increased turnover among those who were not downsized, decline in quality, and general demoralization (Kilipatrick, 1999). Kilipatrick (1999) further added that when one should re-considers organizational downsizing (due to re-organization) if there is doubt. The cost versus benefit of a change need to be clear to the management as it was found that costs prevail over benefit on the payback for quick-fix solution.

Johannsen (1999) claimed that the relation gap between labour and management due to the constant need of change has never been wider and deeper. Yet, change is imminent and the failure to accept the reality of change can be equally devastating. Failure of two largest merger in USA; AOL/Werner in 2001 and HP/Compaq in 2000, in the context of change, were largely attributed by cultural misfit and the failure of employees in believing the objectives and the need of the merger (Toback, 2009). In short, employees were not supporting the merger due to lack of drives to change.

Sparrow and Cooper (2003) when analyzing the struggle of Sony Corporation in Europe in embarking structural change from 2004 to 2006, cited that an organization need to address not only 'intellectual buy-in', but more importantly 'emotional buy-in' from employees. While intellectual buy-in refers to the strategic needs behind the motive of change – emotional buy-in refers to internalizing the 'hearts and mind' of employees in appreciating the sense of urgency of the said change.

Two previous researches in determining the relationship between personality traits and attitude to change yield conflicting result. It is deemed that a person with high sense of urgency (to change) will synonymously have similar level of positive attitude to change. Kahne (2005) was not able to prove the relationship between personality traits (FFM) and sense of urgency. On the other hand Vakola (2004) found significant relationship between similar

constructs of personality traits with attitude of change. Mitchell and Jolley (1992) urged a repeat study on previous researches that yield conflicting results.

There were few apparent gaps observed in both Kahne and Vakola's work. Kahne's respondents were made of random sampling from various entities in United States including students and non-profitable organizations. On the other hand, Vakola's respondents were entirely made of participants of a single organized seminar from various organizations in Greece. Other than the argument of cultural ideology biases (Woerkum, Aarts & Grip 2009), both researches, as stated in their declaration of study limitation, were not able to test their hypotheses against a single entity embarking on change (Hofstede, 1980; Mowen, et al., 2007; Nadler & Tushman, 1980). In the effort to address the gap from the works of Kahne and Vakola, this research focusing on multi-functions respondents of a single entity which is Repso Malaysia.

Clark (2007) posited that this dissatisfaction (with the status quo) must be genuine or true enough to bring about a condition requiring immediate action. Kotter (2008) suggested that urgency is a problem when it is not a combination of thoughts feelings and actions that lead to removing complacency. Thoughts of urgency alone, according to Kotter, are insufficient and considered false urgency without action.

Sense of urgency has frequently been argued as the very first step in ensuring change success (Bacon, 2003; Kahne, 2005; Kotter, 1996b, 2008; Roger, Shannon & Gent, 2003), therefore it needs to be triggered into employees by identifying such factors that lead to it (Hoyle, 2010; Russel & Russel, 2006). According to Kotter (1996b), one of the main factors that prevents sense of urgency and prevents people from taking action is complacency – people get too comfortable with the way things are done and don't see, or feel, the need to change. The research perspective states that there is the need to tackle the issue by triggering 'sense of urgency' into people. The burning question is then; what are the factors that contribute to the sense of urgency? In the context of this research - how do the personality traits, internal communication and transformational leadership related to the sense of urgency?

1.3 Case Study Organization

The need to understand and explain the complex sense of urgency which is suited to research problems, is best applied when the phenomenon of interest cannot be distinguished from its context and must be seen within a context (George & Bennet, 2005; Yin, 2003). This lead the current researcher to use the case study approaches i.e. the single entity study. Furthermore, it allows the researcher to internalize a real-life scenario of change in which the particular event has occurred. As highlighted by George and Bennet (2005), the case study may allow for a diversity of methods, which enable the researcher to investigate in-depth the phenomenon of interest. It is

appropriate as the researcher had minimal control over organizational phenomena.

1.3.1 The Company

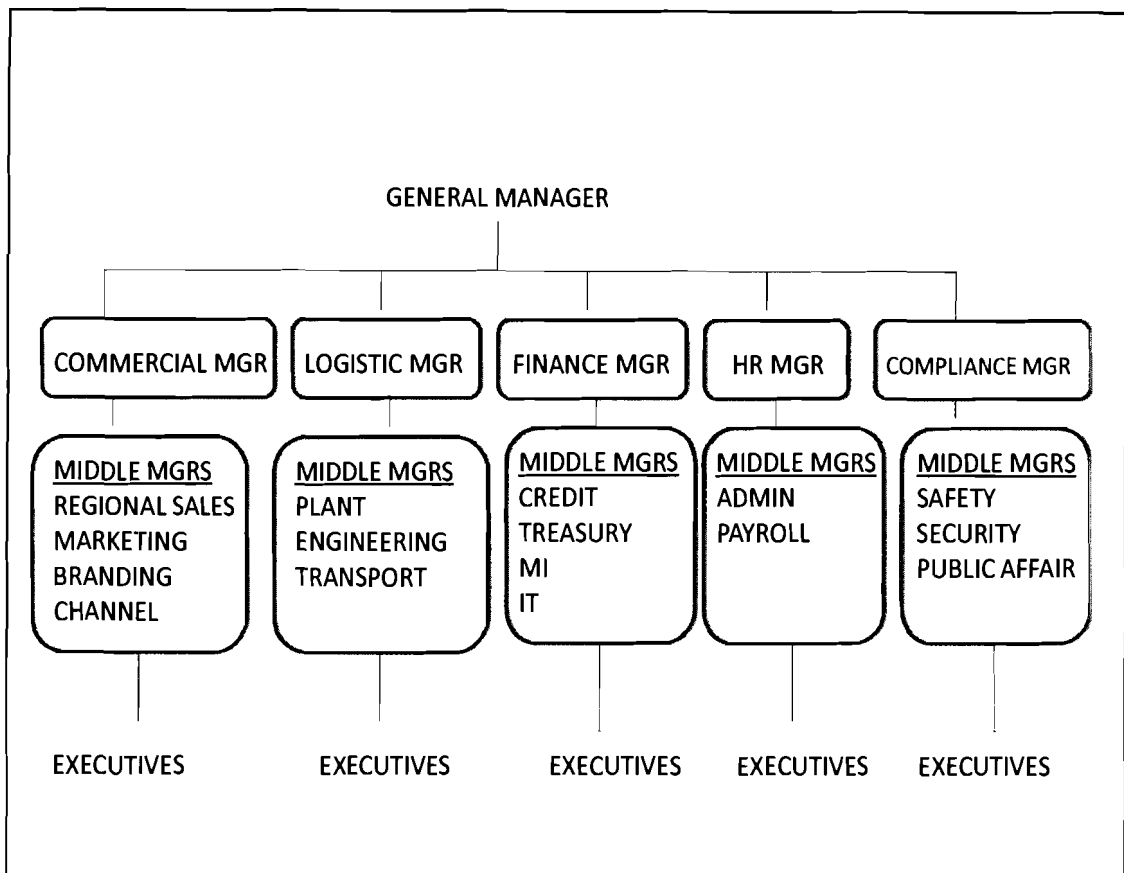
Repso Malaysia (the company) is a local business unit of Repso International, a leading global manufacturing and marketing of fuel products with headquarters in London. Repso is involved in producing, bottling and marketing of Liquefied Petroleum Gas (LPG) under the brand 'Repso' in Malaysia. It has been operating for the past 43 years and currently among the leading LPG brand in Malaysia. The company employs 247 staffs at its head office and various plants and regional offices in the country. The General Manager who manages the operations in Malaysia is also responsible for managing operations in Singapore and Brunei. The operation in Malaysia covers the entire value chain of manufacturing, logistic, and sales and marketing.

1.3.2 The Product

LPG in Malaysia is primarily used as domestic cooking fuel. It has 90% penetration with minor challenges from substitute products like kerosene, induction (electricity) and natural gas (piping). LPG is also used in industrial segments particularly in heating and to fuel boilers for factories. Key value proposition for LPG is that it is environmental friendly and easy storage. As for pricing, it is more expensive than alternate fuels like gasoline and diesel.

The company is gearing itself for a major structural organization change and business model scheduled to take effect in Quarter 2 of 2011. The change is triggered due to the need to face a new energy challenge; potential shift of customer preference and to gear itself into a lean and responsive organization.

1.3.3 Company Structure (Simplified)



NOTE: GENERAL MANAGER REPORTS TO VP GLOBAL LPG

Figure 1.1
Company Structure

Repso Malaysia house 247 employees with multiple disciplines i.e. Business, Finance; Logistics, Engineering and others.

1.3.4 Financial Performance

Repso has annual turnover of US\$250M with a strong net margin of US\$25M annually. It is currently hold the 2nd position in terms of market share in the country. Due to regulated nature of markets in Malaysia, business margin is almost guaranteed though there are continuous initiatives by Repso in improving its expenditures.

1.3.5 New Energy Challenge

The company foresees an alternative fuel; Dimethyl Ether (DME) is on the way to being made available to customer. Unlike LPG which is extracted from Crude Oil; DME is extracted from coal and is abundant in countries like China, Indonesia and Australia. DME is poised to be an alternate cheaper fuel (cost of 30% less) though it may comes with less durability compared to LPG. On the other hand, cost of product (measured in Saudi Contract Price; CP) is escalating steeply. While Repso has no intention to embark into DME business; it is forced to create more value proposition for its LPG products in order to steer customer away from the lower price of DME.

1.3.6 Changing the Business Model

Anticipating a strong challenge from alternate energy source and change in customers' preference, Repso wishes to re-invent itself from a mere supplier of fuel (LPG) into an energy solution company. The change in the organization structure is designed to revamp the sales and marketing by focusing on 'solutions' offerings instead of the conventional 'off the rack' LPG products. Solutions essentially mean providing consultation on energy management; and end-to-end process of value added services to consumer. Current 'supply-based' model is to be replaced by 'demand-based' model that is envisioned to be a more 'pro-active' and productive strategy. The change in organization structure is anticipated to allow the company to promote a more entrepreneurial mindset, empowerment to its staff; eliminate bureaucracy in decision-making and to promote a seamless 'speed-to-market' culture in the organization.

The change, however, will also translate to fewer requirements of back-office staff; centralization of support services (Finance/Customer Service) and the revolution of marketing department. In short; the change would lead to redundancies; changed culture along with other key business processes. Long serving employee will be forced to learn new skills and acquire the right or different mix of competencies in performing their task in this new business model. It is estimated that the change process will cost the company

approximately RM3 million in the form of IT investment, training and consultancy cost and redundancy packages.

1.3.7 Urgency to Change

Status quo in Repso will result in decline in sales in the range of 20% annually. This will put severe constraint in earnings and have imminent impact on continuous investment on both growth capital and maintenance (average around US\$5 million annually). The company will be forced to prepare an exit strategy and will impact 123 employees and 220 company appointed distributors not to mention the possible severe reputational impact to Repso as an international company.

It is the objective of this research to gauge the readiness of the company in embracing the change. Much has been said in creating a 'burning platform' in the quest to trigger the sense of urgency. In this context, the burning platform comes is the imminent change in technology and possible shift in consumer demand attracted by a cheaper alternative of fuel.

The intellectual buy-in, or business case to change for the transformation is very apparent for Repso, but what about emotional buy-in, sense of urgency and employees hearts and minds? How do management of Repso gauge them?

1.4 Research Questions

By identifying the gaps in the previous studies as well as the context of study, the researcher has established the three main research questions have been established:

1. What is the relationship between the personality traits constructs of neuroticism, extroversion, openness to experiences, conscientiousness, agreeableness, and sense of urgency?
2. What is the relationship between the internal communication and sense of urgency?
3. Does transformational leadership moderate the relationship between constructs of personality traits and sense of urgency?
4. Does transformational leadership moderate the relationship between and internal communication and sense of urgency?

1.5 Research Objectives

The purpose of this research is to determine the answers for each research questions. Therefore, this research has three main objectives:

1. To determine the significant relationship between personality traits constructs and the sense of urgency.
 - i. To determine the significant relationship between neuroticism and the sense of urgency.

- ii. To determine the significant relationship between extroversion and the sense of urgency.
 - iii. To determine the significant relationship between openness to experiences and the sense of urgency.
 - iv. To determine the significant relationship between conscientiousness and the sense of urgency.
 - v. To determine the significant relationship between agreeableness and the sense of urgency.
- 2. To determine the significant relationship between internal communication and the sense of urgency.
- 3. To determine the moderating effect of transformational leadership on the relationship between personality traits constructs and the sense of urgency.
 - i. To determine the moderating effect of transformational leadership on the relationship between neuroticism and the sense of urgency.
 - ii. To determine the moderating effect of transformational leadership on the relationship between extroversion and the sense of urgency.
 - iii. To determine the moderating effect of transformational leadership on the relationship between openness to experiences and the sense of urgency.

- iv. To determine the moderating effect of transformational leadership on the relationship between conscientiousness and the sense of urgency.
- 4. To determine the moderating effect of transformational leadership on the relationship between internal communication and the sense of urgency.

1.6 Research Significance

The research hopes to make an important contribution to the change management area, by examining the relationship between personality traits, internal communication, and transformational leadership with sense of urgency. These variables are common in any organization of any type of nature, while not involving an over burdening complex survey. An organization would be freely able to perform a self-assessment survey in the early stage of its intention to embark into a lengthy and costly process of change.

If indeed personality traits can be used as predictors of sense of urgency, employers would be able to gauge the organization's readiness for change. Questions to be answered on which personality traits would be readily favorable to change and which personality traits in contrast need additional steps to work on for an improved level of sense of urgency. Will rapid internal communication helps in improving awareness and hence the sense of urgency

among employees? Management will also benefit in ascertaining the level of communication needed for the various level of employees in the organization.

Finally, organization need to ascertain whether transformational leadership as compared to myriad of leadership styles would indeed be the appropriate style needed to guide the employees in weathering the journey of change.

1.7 Research Limitations

The study is subject to the following limitations. Firstly, the use of modified instrument lacks the established knowledge of its validity and reliability within the contexts of the case organization. In order to manage this, the researcher did a prior thorough data preparation and reduction to determine the reliability and valid items. Furthermore, he has minimized the ambiguity by having census study, in-depth approach as well as triangulation of multiples sources.

Secondly, the researcher has no control on who actually responds to the questions. Even though, the online questionnaires are personally addressed and sent directly to the particular personnel, some staffs may delay the response. This may lead to the questions being answered beyond the time frame, which will affect the data entry for the study. However, to mitigate this problem, the researcher made several follow-up calls as a reminder to the respondents in general.

Thirdly, the research sample represents only single entity and cannot be generalized to the total population. Contradict to the statistical research, which are used to consider whether the findings can be generalized from the sample to the universe, a “weak” form of generalization often associated with case studies is ‘naturalistic generalization’ (Gomm, Hammersley & Foster, 2000).

However, parallel to Yin (2003) stated the generalization of the sub-theory, making knowledge that is transferable, with external validity. This is known as the naturalistic generalization, which concerns on the real-life findings to inductively contribute to the development of sole theory or branch of theory. Therefore, thus in this research context, hopefully to give rise to the developed concepts and frameworks which is in line with Strauss & Corbin (1998) and Yin (2003).

1.8 Thesis Structure

The next chapter, Chapter Two provides the previous studies on the area. The chapter shall explains the literature review that establishes the understanding on the field of study. The chapter also presents the theoretical platforms the researcher has been operating, which focus on the relevant theory and derives to the hypotheses and theoretical framework. Chapter Three describes the methodological choices which include the design, case study approach and both quantitative and qualitative approaches which have been utilized by the researcher. Chapter Four contains data analyses and findings of the survey and from the interviews. The following chapter, Chapter Five, provides with the

interpretations and discussions of the results. Finally, Chapter Six sums up the overall research in terms of the research challenges, key research findings, implications, limitations and recommendations for future research.

1.9 Chapter Summary

This chapter presents the research background on the environmental challenges, both internal and external to an organization. Organizations are urged to sensitize the disequilibrium with the current status quo, the sense of urgency and a burning platform. This is highly impacting the organization in a turbulent environment, particularly Multi National Corporations (MNCs) which have to weather challenges and pressures particularly in today's global climate on constant basis.

Companies need to invest both time resources in preparing its employees over change process. Individual inertia arising from complacencies or lack of urgency need to be investigated to determine its association with individual personality traits. This coupled with the help of a structured internal communication and the presence of transformational leadership are hypothesized in this research to have a major impact in raising the sense of urgency.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

It is observed that there are very limited studies indulging in sense of urgency despite the frequent quotes from scholar on its important role in change process. This study aims to review the previous studies including John Kotter's work on sense of urgency and to identify the gaps. The factors that lead to the sense of urgency are reviewed, including the related theories leading to the hypotheses development. Researcher has selected a main theory as a base and thereafter develops the theoretical framework.

2.2 Sense of Urgency: Conceptual Understanding

Ironically, despite numerous discussion of sense of urgency in literatures, we were not able to arrive into an assertive definition of sense of urgency other than the existing metaphoric descriptions and inverse definitions. These despite researching in-depth analysis of works by prominent scholars like Kotter (2006), Vakola (2004), Bacon (2003), Convington (2001), Armenankis (1999) and others. We would therefore submit that a consolidated definition of sense of urgency derived from our readings as follows;

“A sense of urgency is the attitude and process of treating key business or personal matters as the highest priority and utmost important. It is determination to stay focused and resilient on results and deadlines until the task or project is completed; failing which would result a material and regrettable loss”.

Developing a sense of urgency is a task that is central to leaders during a period of organizational change (Kotter, 1996a; Jick, 1995). Journal reviews and literature searches (Clarke, Hope-Hailey & Kelliher, 2007; Herscovitch & Meyer, 2002; Kotter, 2008; Lai & Ong, 2010; Martin, Johnson & Cullen, 2009; Walker et al., 2007) revealed consensus that it is crucial for leaders to develop a sense of urgency in order to change organization successfully. Researchers observed that the absence or a low presence of the right personality traits and internal communication would trigger low commitment and this dampens the creation of sense of urgency.

Bacon (2003) described sense of urgency as a desire resulting from a radical incident such as the loss of a job or a serious illness that necessitates change without a choice. This can be associated to a situation where a doctor demands a patient to quit his smoking habit or risk heart attack. In these circumstances, change is compelled through a kind of shock treatment. In the absence of a traumatic event, people may not have the urgency to act. A sense of urgency for an organization resembles a wake-up call (Covington,

2001). The wake-up call is described as the organizational equivalent to heart attack (Covington, 2001) that awakens the organization to its core and invokes urgency where the majority of people in the organization feel that they have to do something or die.

Sense of urgency creates a motivating discomfort with a status quo that can no longer be accepted for the organization to survive (Kotter, 1996a; Lai & Ong, 2010). Sense of urgency can also be described as a factor that compelled the organization to make sacrifices in time, resources, and particularly in energy towards change. The leader then needs to harness this energy by channeling it fully to change initiative. The amount of discretionary energy available for change depends on the degree of discomfort with the status quo. In an organization fighting for its survival all energy is discretionary (Rogers, Shannon & Gent, 2003).

Kotter's 'Eight steps of Change Model' (Kotter, 1996a) has been the guiding principles in change planning. The recommended steps are as in Table 2.1.

Table 2.1
Leading Change

Leading Change: 8 Steps	Core Challenge
<i>Establish a sense of urgency</i>	<i>Create a burning bridge and get people out of the bunker.</i>
Create a guiding coalition	Get the right people in place with trust, emotional, commitment and teamwork to guide the difficult change process.
Develop a vision & strategy	Get the team to create the right vision and strategies to guide all the remaining stages of change.
Communicate changed vision	Get as much 'buy-in' as possible.
Empower broad based action	Remove key obstacles that stop people from acting on the vision.
Create short term wins	Produce enough short term/quick gains to energize people and enlighten the pessimist.
Consolidate & produce change	Continue the pace of change without stopping for any obstacles.
Anchor new approaches	Create supporting structure to provides roots for the new ways of operating.

(Source: Kotter, 1996b)

Kotter (1996b) warned that establish sense of urgency is paramount and absolutely antecedent to the rest of the steps. If it fails, the rest of the steps become rhetorical.

The description of sense of urgency from various scholars can be summarized as in Table 2.2 below.

Table 2.2
Conceptual Definitions for Sense of Urgency

Author	Conceptual Definition
Kotter(1995;1996a)	Business as usual is unacceptable
Harari (1995)	Shaking people out of their comfort zone
Belasco (1990)	one's personal interests to take on the challenges suggested by change
Covington (2001)	The wide spread belief that if we do not change our ways and soon, we may die.
Rogers et al. (2003)	A hunger for promotion to a higher performance league, or division.

(Source: Researcher)

In many literatures, inverse definitions of sense of urgency were articulated. The two most common inverse definitions are panic and complacency. Provoking a panic response in the organization does produce the same result or the same level of energy, or call to action, which is a true sense of urgency. Panic can be characterized by knee-jerk, "cover your rear" behavior (Harari, 1995). This sudden energy level and behavior is not permanent and will be reverted to its normal state as soon as the pressure is off. Similar to panic is anxiety, which also produces only short-term results. Instead, anxiety has the added dimension of driving people deep into the negative behavior of resisting the change initiative (Belasco, 1990; Kotter & Margolis, 1996). Panic and anxiety are part of the definition of the Big 5 of neuroticism that the researcher predicts to have association with the sense of urgency.

The current research agrees that complacency is the antithesis of sense of urgency (Kahne, 2005). Where sense of urgency is the feeling by the members of an organization that they must do something now, complacency is the feeling by the organization that there is no reason to do anything differently. Merriam-Webster (2003) defined complacency as self-satisfaction accompanied by unawareness of actual dangers or deficiencies. Where sense of urgency is proclivity to action, complacency is a proclivity to inaction. This self-satisfaction is driven by false pride, arrogance, or ignorance (Kotter & Cohen, 2002).

Another distraction to sense of urgency is the lack of trust by employees towards the management on the outcome of change. This is primarily contributed by lack of transparency and the fluidity of communication channeled to employees. Greenhalgh and Rosenblatt (1984) highlighted job insecurity as the biggest source of threat to employees in facing these changes. Even when layoffs are assured not be the outcome of change, changing structure within the company threaten employee's prestige, power, autonomy and careers. There is also the sense of being manipulated by the employer in terms conflicting objectives of maximizing productivity via reduction of manpower and benefits as an example. When the issue of trust is not addressed, rather than soliciting sense of urgency and acceptance to change, employees will instead move into withdrawal behavior (Robinson & Rousseau, 1994).

It is easier to create sense of urgency in a deteriorating trend of an organizational performance i.e. declining market share; deteriorating customer base; inclination of product margin; customer preference shift to alternative product etc. that can be visibly felt and appreciated by the employees. It would be, however, a challenging task of creating sense of urgency in organization that is performing as expected or even improving. Complacency becomes rooted and the resistance of change will be imminent, as employees do not shares the appreciation of the need to change.

Here the task of 'burning the platform' (Kotter, 1996a; Paton et al., 2008) becomes extremely challenging. However, it is arguable that this movement from current state to future desired state of urgency not only depends on the method but also the leading change in the organization (Fedor et al., 2008).

Organizational inertia as a result of prior success is a leading cause of complacency. This leads employees to believe that they are in good shape - even in the face of compelling evidence to the contrary. As a result, employees cling to the status quo and resist initiatives necessary to bring about successful change (Kotter, 1996b). Complacency is further exacerbated in organizations that have seen too many change programs or initiatives that never yielded significant result. Some organizations are simply tired of the constant parade of new techniques and they lack interest in trying something else (Hoyle, 2010). Repeated cycles of calm – crisis can lead to long –term

organizational complacency that will derail efforts and produce an organization that is numb to change (Harari, 1995; Kotter, 2008).

It is important for this research to distinguish the sense of urgency with the change readiness in order to establish the concept clearly. Peach, Jimmieson, and White (2005) defined readiness for change as, “the extent to which employees hold positive views about the need for change, as well as the extent to which employees believe that such changes are likely to have positive implications for themselves and the wider organization” (p. 10).

The widely accepted notion of readiness for change begins with individual perception of change (Hoyle, 2010), as Spreitzer (1996) noted, “people actively perceive (their) environments and are influenced by their perceptions rather than by some objective reality” (p. 485). Madsen, John and Miller (2006) observed that change at the organizational level cannot be accomplished without individuals, and individual change cannot transpire unless individuals are ready for it. Cole et al. (2006) echoed a similar observation by illustrating, “change begins with the individual, as resistance or support are ultimately individual decisions and behaviors” (p. 352).

Many change scholars have underlined the significance of identifying the factors or antecedents that promote or facilitate change, or create change readiness among participating individuals by influencing their attitude toward

the change (Bernerth, 2004; Cummings & Worley, 2005; Madsen et al., 2006). Identification of these factors is likely to help the change agents in assessing, designing, and implementing more effective change interventions.

Subsequently, literature on organizational change has been consistent in identifying individual attitudes for effective and successful organizational change (Woerkum et al., 2009). Thus, most of the previous studies agree that the belief that if the organization does not change, it will not last - thus provoking a strong sense of urgency.

Madsen et al. (2006) noted that predictors of change readiness vary considerably as a result of the differences in individual life experiences, motivational levels, socio-demographic characteristics, knowledge, attitudes, support systems, values, and behavioral patterns.

However, studies examining the role of individual perceptions of the organizational environment in fostering readiness for change perceptions are scarce (Martin, Jones & Callan, 2005; Bordia, Jones, Gallois, Callan & Difonzo, 2006). Moreover, several authors have pointed out that a substantial amount of existing studies have approached the search for readiness for change factors conceptually and emphasized the necessity of more empirical studies (Martin et al., 2005; Woerkum et al., 2009). Holt, Armenakis, Feild, and Harris (2007) noted readiness for change should focus at an individual level

because change activities are initiated and carried out by individuals within organizations, even the most collective activities that take place within organizations are often an amalgamation of the activities of individual organizational members; therefore, organizations will accept or reject change through the actions of their members (p. 21).

A simple assessment methodology suggested by Palmer (2004) includes 3 basic steps i.e. one; consolidating all major activities with associate resources needed, second; gauging the enhancement needed to simplify the work load of the projects, and three; consolidating the finalized simplified activities together with the new anticipated change efforts intended. Should the final assessment shows a prediction of at least 85 percent success factor; then implementing the change process is considered risky.

Holt et al. (2007) suggested a more comprehensive approach including structured communication process to staff on compelling reasons for the intended change, the enablers and intended outcome. Staff behaviors then are monitored to gauge level of buy-ins, apart from individual and group interviews. If necessary, a structured survey to be deployed to the whole organization to determine change readiness level. It shows the importance of a sense of urgency to be studied as it is neglected by the previous studies because of its complexity of the measurement.

2.3 Factors Associated with Sense of Urgency

There are various ways of invoking sense of urgency. A crisis, be it real or self triggered is the one mostly recommended by literature. In the pursuit to create discomfort among complacent employees, bold or risky actions are necessary. These can include for examples, intentionally creating a huge financial loss for the quarter and downgrading office status and location to less prominent areas are eyes opening move. These aggressive actions are meant as visible actions by organizational leaders and are designed to create discomfort for employees. These are essential to raise the urgency to levels necessary for change. Because organizations, systems and cultures try to maintain homeostatic conditions, they must be thrown out of their natural state of equilibrium and only when they are unable to compensate do they recognize the need for change (Kotter & Margolis, 1996; Kotter 1996a; Marks, 2007).

There are however potential downsides to the raising the urgency level in an organization. Instead of raising sense of urgency, employees can falsely fall into the state of fear, anxiety, or panic. Angry or scared employees are not going to figure out ways to make major improvements. A more positive approach is to show members of the organization the direct benefits of the change for them through communicating a compelling vision of the organization after the change is complete (Pennington, 2000; Kotter & Cohen, 2002).

How can sense of urgency be created? Among others; Karthan and Dutta (2003) recommended;

- Establishing systems for evaluating managers based on their contributions to the broader performance of the organization, rather than the narrower contribution of the organization.
- Promoting interaction between unsatisfied customers, unhappy suppliers and disgruntled shareholders. Such interactions wake the employees up from the slumber of complacency.
- Distributing data on customer satisfaction, particularly data that concentrates organization weakness compared to competitions.
- Asking consultants to participate in managerial meeting, so that the managers get a different perspective.
- Highlight future opportunities and the current inability of the organization to capitalize on the opportunities

On the other hand, many changes initiatives fail to reach their expectations. Literature elaborates on many, however, the common themes are; lack of urgency and conversely too much complacency, or genuine lack of interest in the initiative by members of the organization (Gumusluoglu & Ilsev, 2009; Levay, 2010). Not establishing sense of urgency and allowing complacency within an organization is usually fatal to change initiatives; thus in an organization where complacency is rampant, "change initiatives are often dead on arrival" (Kotter, 1996a,b). Case studies researched were used to

investigate the change phenomenon in the organizations such as Sears and Roebuck (Collins & Rainwater, 2005), Utilco (Balagun, 2004), and Sony Corporation (Sparrow & Cooper, 2006) as shown in Table 2.3.

Table 2.3
Researches on Change (Case Study)

Authors	Organization Studied	Area of Focus
Collins & Rainwater (2005)	Sears & Roebuck (US)	Peripheral Business Technology in Change
Balagun (2004)	Utilco, UK	Organizational Design in Change
Burn & Robin (2003)	Western Australia Government (Australia)	Change Management Process
Collins & Rainwater (2005)	Sears & Roebuck (US)	Peripheral Business Technology in Change
Paton, Baranek & Smith (2008)	LaTrobe University Library (Australia)	Organization Competencies and knowledge retention
Sparrow & Cooper (2006)	Sony Corporation (Europe)	Business Re-Modeling and the complexity of Corporate Culture

In one bit of irony, one of the biggest time eaters for leadership is maintaining a sense of urgency in an organization (Gumusluoglu & Ilsev, 2009). As the process of change is prolonged, leaders must continually put effort into keeping complacency from setting in. Complacency when fully infiltrated into the organization will lead to a futile situation where all new initiatives will be impossible to be implemented.

To a leader who is not equipped in dealing with massive complacency; reversing such corporate disease would be a nightmare. Many will fall into the trap of avoiding the issue by ignoring the mass complacent population, or invoke the crisis in hope to trigger the sense of urgency too early. Many too

will be compelled to skip the process of invoking sense of urgency all together. As many as fifty percent of companies fail to complete the step (Stummer & Zuchi, 2010). Typically, the leaders grossly underestimated the amount of effort involved to move people out of their comfort zone and intolerant of the status quo, or the leaders lack patience and want to 'get on with it' (Kotter, 1995).

The current research has differentiated the previous works into two parts, 1) organizational level; 2) individual level. Based on the analysis, most of the previous studies in change investigate the organizational level compared to the individual level (Gumusluoglu & Ilsev, 2009; Levay, 2010). By utilizing the Kotter's model on sense of urgency, this research aims to focus its study at individual level to fill in the gap.

2.4 Personality Traits

This study utilized Traits Theory as underpinning to justify the study of micro-analysis of individuals in an organization. Traits can be defined as habitual patterns of behavior, thought, and emotion (Kassin, 2003). According to this perspective, the combination and interaction of various traits forms a personality that is unique to each individual. Traits are relatively stable over time, differ among individuals (e.g. some people are outgoing whereas others are shy), and influence behavior (Goldberg, 1993). Gordon Allport was an

early pioneer in the study of traits, which he sometimes referred to as dispositions.

Traits theory as reviewed by Barkhuus (1999) postulated that individual human as unique. Each person is different from the other and therefore need to be studied accordingly. The theory believes that motivation occur independent from previous experiences and present motives such as interest, attitude and life styles that govern a person behavior. It stresses the close relationship between motive and cognitive process and argues that all motives are a combination of these. This way the individual cognitive style is affected by individual self perception and only directed/effectuated by his past. It also explains that traits as a fusion of habit and endowment rather than colligation or chain of habit alone. The transformation of chain between habits to traits happened when the motivation shifts from simple conditioned respond to sheer liking of the activity as motivation. Then the trait has become autonomous. A trait can also function as an attitude. Just like an attitude can guide a behavior, so can a trait. The theory argues that the two concepts are very similar but they differ in three ways. First as attitude always refers to something either material or conceptual and is therefore more specifics than the traits. Secondly, traits are normally general attitudes towards many similar things. When traits are a more widely extended attitude, an attitude can still be situational. Third attitudes are normally favorable or non-favorable towards something, a characteristics that a traits may not necessarily possesses.

There are a nearly unlimited number of potential traits which has been developed over the years that could be used to describe personality. The statistical technique of factor analysis, however, has demonstrated that particular clusters of traits reliably correlate together (McCrae & Costa, 1997). As a result, a new trait theory often referred to as the "Big Five" theory emerged. This five-factor model of personality represents five core traits that interact to form human personality. The five factor model contains openness to experiences, extroversion, neuroticism, agreeableness, and conscientiousness. These traits are the highest-level factors of a hierarchical taxonomy based on the statistical technique of factor analysis. This method produces factors that are continuous, bipolar, can be distinguished from temporary states, and can describe individual differences (Goldberg, 1993).

In determining the level of urgency a high level of openness to experiences, extroversion, agreeableness, conscientiousness and neuroticism are being studied to determine the correlated effects. Personality traits may be influenced by unique, tacit, subjective personal knowledge, values/beliefs, perception and experiences of the individual that are not easily replicated (Mowen et al., 2007). The Big Five personality dimensions of neuroticism, extroversion, agreeableness, openness to experiences and conscientiousness are established traits utilized in studies of work attitude and behavior (Costa & McCrae, 1992; Matzler et al., 2008; O'Neill & Xiao, 2009; Strang & Kuhnert, 2009). Salgado (2003) argued that personality traits, as described by the FFM, not only predict different facets of job performance, but they also affect a

range of additional work outcomes, such as job satisfaction, job commitment, voluntary turnover, absenteeism, etc., claiming that “the attention on traits . . . is thus legitimate, because predictive validity is ultimately the most important criterion to decide on the usefulness of concepts or theories.”

2.4.1 Neuroticism

Costa and McCrae (1992) reported that persons high in neuroticism are anxious, agitated and depressed in nature. Neurotics often serve as poor team performers, have a tendency to be subversive and view the need for change negatively (Mowen et al., 2007; Vakola et al., 2004). Neurotics are in general mediocre performer at best and unlikely to perform more than minimally expected. More often than not, their poor performances are caused by low job satisfaction (Judge, Heller & Mount, 2002). In terms of work outcomes, neuroticism has been negatively related to job performance, career success, and motivation (Judge & Ilies, 2002; Costa, 2002). Raja, Johns and Ntalianis (2004) argued that neurotic employees will avoid situations requiring long-term commitment, social skills, trust and taking initiative. The above arguments relate employees high in neuroticism as low commitment workers and would not be reliant in producing above expectation. Neurotics are likely to be adverse to job mobility, as they would be of changing organizations. Whether this is connected to sense of loyalty to the organization is not determined. It is not expected that neuroticism and employees' obligation to serve the needs of the organization will be correlated.

2.4.2 Extraversion

Extroverts are outspoken, proactive and cherish challenges (Costa & McCrae, 1992). Raja et al. (2004) found extroversion was directly related to relational contracts and inversely related to transactional contracts indicating extroverted employees tend to seek long term employment and are committed to it. Naturally, researches showed close relation between extroverts and high performance (individually and collectively), and low absenteeism (Judge & Bono, 2000; Judge et al., 2002; Matzler et al., 2008).

Extroverts are often individual associated with high performers and commitment. They will develop a high sense of belonging and have a high standard of self expectation of both individual and group that he/she participates in. People high in extroversion also have a bias towards status, recognition and power (Costa & McCrae, 1992). These employees tend to be ambitious and are in constant look out for opportunity of recognition and career development. They are not adverse to risk taking and further labors expectation for the organization to support their determined enablers towards the objectives.

2.4.3 Openness to Experiences

People who are high in openness invite new experiences (Costa & McCrae, 1992). Openness has been related to high job performance (O'Neill & Xiao, 2009; Strang & Kuhnert, 2009). High openness employees seek assignment with stretched targets and expect rewards and recognition when achieving their targets. People who are open have a high need for autonomy and tend to be creative, adaptive and accepting of change (Costa & McCrae, 1992). They preferred an integrating conflict management style and participative leadership (Antonioni, 1998; Stevens & Ash, 2001). They have a low level of deference to others (Costa & McCrae, 1992). Employees high in openness would not be motivated with mundane activities and low-profile jobs. They are resourceful and innovative.

As indicated earlier, people high on openness invite new experiences and autonomy (Costa & McCrae, 1992). They appear to work at developing good interpersonal relations and participating in decisions (Nikolaou, 2003; Mowen et al., 2007; O'Neill & Xiao, 2009; Strang & Kuhnert, 2009).

2.4.4 Agreeableness

Agreeable people have a strong inclination to trust others and to be altruistic, cooperative and compliant (Costa & McCrae, 1992; Organ, 1994). In addition, agreeableness has been associated with good team performance, high job satisfaction and high job performance (Judge et al., 2002; O'Neill & Xiao,

2009; Strang & Kuhnert, 2009). Employees who are high in agreeableness are loyal and will perform to expectation. They trust that their career to the managers and will reciprocate rewards with quality output. However, agreeableness has been negatively related to work involvement (Bozionelos, 2004) and positively with an avoiding conflict management style (Antonioni, 1998). This indicates that people with high agreeableness would avoid controversies and is adverse to any effort to change the behaviors of others.

They are good in maintaining existing job order but unlikely can be relied to support change or lead change initiatives. Agreeable people expect others to be equally helpful to them (Costa and McCrae, 1992). As a result, employees high in agreeableness will expect constant support from the organization.

2.4.5 Conscientiousness

Raja et al. (2004) found employees high in conscientiousness choose relational contracts which indicate that conscientious employees are concerned with developing long term relationships with the organization. As indicated above, they found employees high in conscientiousness choose relational contracts but not transactional contracts. These findings revealed that conscientious employees know intimately their career direction and are very objective on their purpose. Very aware of their own competencies and weakness, these employees will expect the organization to reciprocate their good outputs with adequate trainings, promotion opportunities suitable as a

valued employee. They tend to be dependent and would not need much personal attention.

Ironically, most of the organizational change literatures fails to distinguish between the diversity of participants in change programs, treating them as a single entity (Armstrong-Stassen, 1998; Lewis et al., 2006; Strang & Kuhnert, 2009). This despite the fact that social-psychological theory tells us that group membership and group status are potentially salient sources of identity-driven variation in employee cognition, affect and behavior (Ashforth & Mael, 1989; Hennessy & West, 1999; Kramer, 1991). Employees may identify or associate themselves as members of groups based on characteristics such as gender, origins, ethnicity, status, position in the hierarchy, work unit or department/division (Matzler et al., 2008; O'Neill & Xiao, 2009).

Terry and Callan (1998) noted that organizational change is an event that tends to make group identity highly salient to employees. Groups may have varying levels of status that are dependent on the particular culture and norms within an organization. An employee's position in the organizational hierarchy is an important structural variable, which influences a range of organizational attitudes and behaviors (Katz & Kahn, 1978). Middle or in particular higher level staff are more receptive and adjust better to changes. These can be attributed to the more exposure they had to the decision makers.

2.5 Internal Communication

The sense of disequilibrium with the current status quo will be increased with an effective internal communication (Raineri, 2010). Instability of current performance mandates change, need to be communicated timely and transparently to stakeholders; particularly the employees. Without a proper and adequate communication, it might make harder or impossible to execute the change plan, such as through the policy plan (Lai & Ong, 2010).

Lai and Ong (2010) further stated that to increase employee consciousness, the organization should help the employees to understand that the status quo is undesirable. This can be done in formal or informal communication within departments or organizations (Raineri 2010). Previous studies showed a good communication reduce employee's feelings of inertia, and provide them with the considerate that the change is imperative. Furthermore, it helps employees change their conceptual as well as the emotional viewpoints on their current status quo (Buchanan et al., 2005; Lai & Ong, 2010). In support of this, Holt et al. (2007) suggested a more comprehensive approach including structured communication process to staff on compelling reasons for the intended change, the enablers and intended outcome.

When adequate communication is deployed to employees, they will be more likely to understand and will resonate the idea of the insecurity of the current status and further open their mind. Communication is necessary to provide salient information and to insist the employees on doing something better. Communication will also promote sense of belonging among employees which is crucial to foster commitment and cohesiveness among employees (Raineri, 2010).

Several authors argued that facilitating communication during the change process, allows employees to understand what, when and why the organization should adapt to the new circumstances (Dutton et al., 2001; Lewis et al., 2006). Employees should not only demonstrate the behaviors of the need to change, but also comprehend the reasons why the need of change is important in the current situation. Internalizing the reason for change would lead to a sustainable sense of urgency by employees as it appeals directly to the 'emotional buy-in' instead of only 'intellectual-buy-in'; a concept highlighted by Sparrow and Cooper (2003) while analyzing the struggle of Sony in embarking a major structural change in 2004. Employees tend to respond to the urgency of change when they can relate their own involvement individually in determining the future of the organization, hence, a strong sense of belonging and commitment.

Therefore, it is believed that the communication will intensify employee awareness to embrace change. Burton and Sams (2004) offered scenarios where communicating urgency and commitment in support of new way of doing things are crucial. Communication should match the urgency and commitment they express earlier, of an individual's perceived urgency level to support change.

Furthermore, Sundstro and Annika (2009) highlighted interaction within organization provided co-ordination and discussion on demand to change. It is suggested that the communication supported the need for change in organization provide opportunities for issues to be viewed from several perspectives, thus to be more open-minded. Intense communication has been shown to enhance the urge for betterment. They further suggested the communication on the objectives of changes in is vital in the sense of urgency.

Communication is suggested to be crucial for the sense of urgency to move from the current state to the future state (Bordia et al., 2006; Kotter, 1996a; Martin et al., 2006; Meyer et al., 2006). Internal communication, such as open dialogue is to trigger awareness of the sudden need to change, as the way management promotes the change processes to the organization. Nevertheless, in communication a change of directions, clarity and transparency are most critical as cited by most studies. Clarity is imperative on making employees understand on why the company had to change, what

was going to change, when and how change would be realized, and with the involvement of whom. The transparency of the communication would enable the sense of urgency. Some stressed that communication has to be a continuous process to enable total employees buy-in to the intended change (Blanchard & Stoner, 2004; Parise, 2005).

Company which made frequent and solid communication efforts to ensure understanding and support of the change program will likely see the sense of urgency for change among employees rise (Hertog et al., 2010). The management should exemplify the needed changes in the company by playing a key role in the circulation of information of the change process. Based on the findings by Hertog et al. (2010), the majority of the firms considered communication as an effective tool to stimulate a sense of urgency. In most cases, communication serves as painful facts similar to shock therapy.

Most of the firms began their change programs with one-way communication (broadcasting) to express the situations urgency and to justify far-reaching changes. Especially among the early adopters, participants explained that this was only the beginning of a communication process. The one-way communication had to be converted into a two-way system, both at the level of management-worker representatives and at the lower level of employees.

2.6 Leadership

In order to establish the understanding of the various leadership styles, the current research also reviewed some related theories, though the latter not to be applied in the subject matter focused. The theories are reviewed in order to see the best constructs that might relate to the sense of urgency, in the change environment. The Fiedler Contingency Theory (1967) championed the idea of a reactive and flexible management approach when being confronted with changes in operating environment. Changes can come in many forms; technology, government regulation, changes in consumer preference and behaviors etc.

In a stable environment, management approach should be focused on centralization of authorities, standardization of procedures and practices; all with the objective to promote operations efficiency and consistency. Unstable environments, on the other hand, warrant a decentralized authority, customization of process and procedures to be flexible in adapting change and to promote 'speed to market' decision. Further to that, globalization trend and wider customer dispersion put further emphasis on the ability to react to changes. Borderless markets will require services and product which is diverse in catering to varied preferences, purchasing power, values and so on.

This at times, warrants the creation of unique and 'fit for purpose' operating procedures and authority levels to respond to the specific operating unit. Varied government regulations and customer values i.e. religion for an instance too required a customized products and services to the location.

Similar to Lewin's Theory, critics of Fiedler's contingency approach argued that the premise of contingency approach which is based on static models of change i.e. is no longer relevant as the operating environment do not pause while the company resort to changing its procedures to adapt. Nelson (2003) argued that the operating environment instead mirror a dynamic model, which reflects the continuous nature of changes. Therefore, according to the critics, the benefit of change as intended may not be realized should it adopt a static model. Thus, the style might not be appropriate to moderate the predetermined relationship in the proposed model.

Nadler and Tushman's Congruence Model is formulated via the principle of all parts or components on an organization need to be working together to achieve a common desired outcome. None of the components work in isolation. Instead, it exists in the state of balance and harmony. The model stressed the idea of interdependence between these functions and the failure of one part will have an overall impact to the operations of the entire process.

An effective strategic management approach will also need to understand the congruence between the organization and the operating environment encompassing stakeholders, resources and regulations.

In the context of change, congruence model promotes the principle of togetherness between all functions in the organization in embracing change. No independent units should declare change readiness status without considering the state of rest of other functions. Failing which, the success of the change effort will not be comprehensive and fulfilling. An unconsciously incongruent organization enjoys strategic positioning without any real commitment to change efforts (Thompson, 1999).

This theory supports the sampling methodology of this research i.e. by focusing all functions in a selected organization as a single entity to ascertain a whole or comprehensive sense of urgency in all interdependence units. This is in contrast with previous researches which employed random sampling from various functions of multi entities to determine the correlation between of sense of urgency and successful change effort.

Leadership as a moderator have been established in previous studies such as De Vries 1998; Emans & Radstaak, 1990; Keller, 1989; Landeweerd & Boumans, 1994; Seers & Graen, 1984; Stoker & De Jong, 1996. In consolidation, it postulated that leadership assists in situational conditions

where ambiguity, uncertainties, lack of enforcement of authorities and fragile network exist within the organization. Under other conditions, where the subordinates are facing reversed situations i.e. clarity in directions, structured authorities and information network etc the effect of leadership may not be felt thoroughly (De Vries et al., 2002). Kerr and Jermier's Substitute Theory (1978) asserted that leadership on standalone basis where the situation is in favors of autonomy may have little or non-added value. Thus, we justified it as leadership would be most suitable poised as a moderator instead of an independent variable in the equation of change environment.

Many organization change effort fails due to the absence of a strong leadership style to support the change structure. In many observation of change failure, charismatic transformation which includes entrepreneurial vision, radical new role models and symbolically interactive leadership appeared to be absent (Stace & Dunphy, 1994). They claimed that transformation is fragile without the total buy-ins and visible support derived from all major stakeholders. Thus, it is clearly apparent that the presence of a strong and visible leadership which appeals trust and a fully comprehended vision shared by employees are absolutely paramount to a successful change implementation. Pawar and Eastman (1997) proposed that organizations will be more receptive to transformational leadership when adaptation (as opposed to efficiency) is the goal. This view holds that leaders create change

by providing a vision that is attractive to followers rather than creating dissatisfaction with the status quo.

Although change processes particularly to create the sense of urgency have been conceptualized in a variety of ways, the manner in which leaders treat and involve employees during change process has received the greatest amount of attention and has been a powerful determinant of individuals' reactions to organizational changes (Beer, 1980; Brockner, 1994; Lin & Tyler, 1988). This leadership influence encompassed all level and importantly, not restricted to higher management. A top down approach is an interpreted as coercion or by the highest level of management (Nelson, 2003), create the sense of urgency (Chrusciel, 2008) may alter the relationship of the ones behavior. Leaders establish the vision for the organization, which represents a picture of the end state of the organization after implemented changes. Whereby, articulating the change vision is directly related to mobilizing individuals to abandon the status quo, critical for establishing a sense of urgency.

2.6.1 Transformational Leadership

Burns (1978) was the initiator of transformational leadership theory. Burns theory championed the notion that transformational leadership helps to alleviate the level of subordinates motivation and morale. According to Burns (1978), the difference between transformational and transactional leadership is what leaders and followers offer to one another. Transformational leaders offer a compelling reason and need of fulfilling short-term goals and focuses on priorities and enablers to make it work. This results in subordinate responding to the need to correspond to the objective.

Tichy and Devanna's (1990) defined the transformational leadership that encompasses change, innovativeness and entrepreneurship. According to them, transformational leadership evolved through recognizing the needs of revitalization, creating a new vision and institutional change. Howell and Shamir (2005) stated that different kind of relationships exist between leaders and followers, due to the follower self concept and identity orientation.

Based on their literature review, Bass and Riggio (2006) argued that leader can assert more influential role on followers if the latter demonstrate substantial acceptance to his/her leadership. What are the outputs of a strong transformational leader? From a perspective of an employee, a strong identification with the leaders and consonance of goals further inspires them for a broader and promising future.

Research has indicated that, for example, higher productivity, lower employee turn-over rates, higher job satisfaction and motivation are due to transformational leadership (Clover, 1990; Deluga, 1992; Marshall et al., 1992; Masi & Cooke, 2000), which are predicted to influence the behavior towards accepting the move from present to future state.

Kotter (1996b) depicted the recommended and specific behaviors that a leader needs to focus on. Those behaviors include creating a sense of urgency, providing advanced notice, providing support, building coalitions, allowing for inputs and others. But there is no revelation on connecting these type of behaviors into the appropriate constructs of leadership. There are also no hints whether the demonstration of these change specific behaviors will likely be emitted naturally from certain type of leaders. Thus, leadership styles presumed that change behaviors will be naturally inherited by certain type of leaders. This is in contrast to organizational change management approaches that appropriate change behaviors can be adapted and practiced by any leaders while producing the same results.

Though there is no exclusive research performed to test the criticality of any one of these factors, creating and communicating a vision and creating empowering opportunities are the most common aspects demonstrated by transformational leadership (Sashkin, 2004). Other relevant factors are personal credibility that appeal the subordinates to trust and won admiration

and association with the leader (House, 1977; Yukl, 1989). While researches had proven the positive relationship between the transformational leadership and employees' commitment to the organization (e.g. Bass & Riggio, 2006; Koh, Steers, & Terborg, 1995) and to the leader (e.g. Kark & Shamir, 2002), there is lack of agreement on whether such relationship persists in relation to subordinate's commitment upon facing a sense of urgency. Burke (2002), in addressing the question of whether leadership matters for organizational change, asserted, "what has not been as clear from the literature is the impact of leadership on organization change" (p.241). Despite the inherited personality traits which may influence on the level of sense of urgency, transformational leadership is hypothesized to have a moderating impact to further strengthen the relationship with sense of urgency

2.7 Theoretical Underpinning

The study of change management field is partially derived from the studies in the area of psychology, business and engineering. While some theories are derived from an organizational development perspective, others are based on individual behavioral models. The review of the related theories, both complementary and competing, and their contribution to the current research are hereby discussed. It is however conclusive that the predominantly theory for the current study is the Kotter's model of change (Kotter, 1996b).

It is notable to mention the Kurt Lewin's Theory, as it is the fundamental basis for change theory (Burnes, 2004a; Martin et al., 2009; Wrenn, Stevens, & Loudon, 2007). Lewin's theory is based on the premise of three stage process. The first stage is termed unfreezing that is revoking employees from the state of inertia and the attempt to dismantle their existing mindset. This is a crucial phase, as it is the first step in the change process. To facilitate this process, Lewin (1951) suggested an injection of a crisis to awaken employees from their existing comfort zone and complacency.

This is further echoed by Kotter (1995) while propagating the importance of sense of urgency as the first vital step in the effort of change. To certain extent, leader may deliberately create major crisis in an organization to trigger the sense of urgency or unfreeze employees mind in accepting the need for an urgent change from the status of inertia. This however, needs to be exercised in caution in order to avoid, a false sense of urgency which can be counter-productive.

The second stage of Lewin's Theory facilitates the actual change which is associated with the period of shocked, confusion and transition. While the employees are aware of the need to change, they do not have clear picture on the end game nor on how they will be impacted. This is a period of uncertainty and anxiety lies on each member of the organization. The third stage is called 'freezing' whereby the aim is to fully internalize the change mindset

and stabilized the state of anxiety to the previous level. Kohlrieser (2007) supported the freezing theory by asserting that a stable mind would invoke the mindset of supporting change rather than going against it. Management at this stage should be active in explaining the gaps between current status to the desired status while convincing employees over the made available enablers to facilitate the change intended. Here again, structured communication becomes imperative.

Critics of Lewin's Theory, however disagree on the concepts of freezing and unfreezing (Stance & Dunphy, 1994; Nelson, 2003). They argued that these steps if not being supported by adequate explanations of the need to change, can have a lasting adverse impact to the organization, particularly on the element of trust. They claimed that Lewin's theory may apply to smaller scales of change that is departmental or functional changes and may not be suitable for massive transformation of an organization. Inducing massive transformation, according to them, will require complex and thorough steps as the external environment is not static while the organization is going through change.

There are many uncontrollable external factors such as change in economy, competitors behavior, regulations and so on, which can make change-effect timely inappropriate and reversed the intended benefit of the change. Hence, the emphasis of this research is that an effective transformational leadership

which would cater for contingency approaches via constant empowerment to his subordinates to reactively adopts and be flexible to external environment changes to address the potential uncontrollable changes within an ongoing change effort.

The debates and arguments about the Lewin's theory called for the support of other theories which focus on the sense of urgency, particularly John Kotter's model. Kotter is in concurrence with Lewin's theory that an imperative steps of initiating change is to eliminate the status quo mindset i.e 'unfreezing' as termed by Lewin. Both of the scholars agree that the viability of the status quo within the present situation must no longer be inherited. Kotter boldly states that in order to sufficiently guarantee a success likelihood of change, 75% of the current employees must be dissatisfied with status quo.

Martin et al. (2009) and Burnes (2004a,b) further supported the notion of leveraging Lewin's Theory as contribution to Modern Change model on the basis that it provides the first argument regarding urgency and the status quo. Kotter (1995) also presented a critical assessment that sense of urgency acts as a reliable commitment to change. Thus challenging people's comfort level with the status quo creates a genuine conviction for supporting the change (Wrenn et al.). Most of the previous studies supported the importance of sense of urgency in mobilizing individuals from the status quo to support the need for organizational change (Trochim, 2006). Chrusciel (2008) stressed that

organization should promote a situation that is considerably better than the status quo by expressing transparently what the organization expect by transforming to secure a better and attractive future (Russell & Russell, 2006).

Our decision in postulating constructs of neuroticism, agreeableness, openness, conscientiousness and Extraversion as independent variables to Sense of Urgency is supported by the Allport's Traits Theory of Personality in which asserted the needs to study the unique personality of individuals as a prediction to their behaviors. The Five Factor Models is an established tool in measuring personality traits rising from vigorous statistical factoring on myriads of individual traits postulated by scholars (McCrae & Costa, 1997).

2.8 Hypotheses Development

Costa and McCrae (1992) reported that persons high in neuroticism are fearful, angry and depressed. Neurotics function as poor team performers, have a tendency to be less giving to others and have poor attitudes towards change (Kichuk & Wiesner, 1997; Organ, 1994; Vakola et al., 2004). People high in neuroticism have poor job attitudes and they are unlikely to give of themselves other than what is necessary to maintain their jobs. Their negative attitudes towards their jobs are borne out by their low job satisfaction (Judge et al., 2002). In terms of work outcomes, neuroticism has been negatively related to job performance, career success, and motivation (Judge et al., 1999; Tett et

al., 1991). There does not seem to be any reason to expect that employees' level of neuroticism will relate to high level in sense of urgency.

Neuroticism also defined as emotional in stability (Hankel, 1974) is typically associated with negative life events and overall low job satisfaction (Judge et al., 2002). Costa and McCrae (1992) reported that persons high in neuroticism are anxious, agitated and depressed in nature. Neurotics often serve as poor team performers, have a tendency to be subversive and view change negatively (Kichuk & Wiesner, 1997; Organ, 1994; Vakola et al., 2004), and therefore would not feel to move from the current status quo to the new state. Hence, from these evidences, the researcher offers the following statement of the first hypothesis:

Hypothesis 1: Neuroticism is negatively related to sense of urgency

People who are extrovert are often open-minded with the new experiences. They will develop a high sense of belonging and have a high standard of self expectation of both individual and group that he/she participates in (Costa & McCrae, 1992). These employees tend to be ambitious and are in constant look out for opportunity of recognition and career development, should related to the sense of urgency. There are not adverse to risk taking and further labors expectation for the organization to support their determined enablers towards the objectives. Consequently, the researcher offers this hypothesis:

Hypothesis 2: Extraversion is positively related to sense of urgency.

People who are high in openness invite new experiences (Costa & McCrae, 1992) and have association to the sense of urgency. Openness has been related to high job performance (Nikolaou, 2003; Tett et al., 1991). High openness employees seek assignment with stretched targets and expect rewards and recognition when achieving their targets. People who are open have a high need for autonomy and tend to be creative, adaptive and accepting of change (Costa & McCrae, 1992). Therefore the following hypothesis captures the relationship between openness and the sense of urgency:

Hypothesis 3: Openness is positively related to sense of urgency

Agreeable people have a strong inclination to trust others and to be altruistic, cooperative and compliant (Costa & McCrae, 1992; Organ, 1994). In addition, agreeableness has been associated with good team performance, high job satisfaction and high job performance (Antonioni, 1998; Judge & Bono, 2000; Judge et al., 2002; Kichuk & Wiesner, 1997; Tett et al., 1991). Employees who are high in agreeableness are loyal and will perform to expectation. They trust their career to the managers and will reciprocate rewards with quality output. It is a variable which is expected to be related with positive attitudes toward sense of urgency, since it is expected that employees with high score on

agreeableness will be more reluctant to resist and more keen to follow new policies and procedures, as may be applied by a new organizational change.

Literatures indicated that people with high agreeableness generally avoid controversies and would accept change proposal provided that it appeals to the benefit of majority and able to provide sufficient opportunities of career development. Therefore, the hypothesis is constructed as below:

Hypothesis 4: Agreeableness is positively related to sense of urgency

Conscientious people value duty, competence, self-discipline and achievement (Costa & McCrae, 1992). Conscientiousness focuses on how people approach their work. People high in conscientiousness have a sense of duty and obligation to their work and have high job performance, career success, motivation and job satisfaction (Judge et al., 2002). These people are committed to their work and they go beyond the job requirements (Raja et al., 2004), and thus have association to the sense of urgency. These relationships suggest that employees high in conscientiousness will be committed to their jobs and show initiative. Hence, the researcher offers the following hypothesis:

Hypothesis 5: Conscientiousness is positively related to sense of urgency

Internal communication is deemed to be more fluid and frequent among employees (Raineri, 2010). Thus, it reduces their inertia feelings and provides them with the consideration that the change is imperative (Buchanan et al., 2005; Lai & Ong, 2010). Sundstro and Annika (2009) highlighted interaction within organization that provides co-ordination and discussion on demand to change. It is suggested that the communication supported the need for change in organization that provide opportunities for issues to be viewed from several perspectives, and thus to be more open-minded. Intense communication has been shown to enhance the urge for betterment (Dutton et al., 2001; Lewis et al., 2006). Lewis et al. (2006) further suggested the communication on the objectives of changes is vital in the sense of urgency. Similar to the argument above, the researcher offers the following hypothesis.

Hypothesis 6: Internal communication is positively related to sense of urgency

The evidence from previous studies (for example Fedor et al., 2008; Herscovitch & Meyer, 2002; Kahne, 2005; Oreg, 2008) stated that the transformational leadership style influences the sense of urgency. Thus, it is clear that the presence of a strong and visible leadership which appeals to trust and a fully comprehended vision shared by employees are absolutely paramount to a successful change intention.

From these reviews, the hypotheses reflecting the moderating influence of transformational leadership on the relationship between personality traits, internal communication and sense of urgency are derived as follow:

Hypothesis 7: Transformational leadership will moderate the relationship between neuroticism and sense of urgency

Hypothesis 8: Transformational leadership will moderate the relationship between extraversion and sense of urgency

Hypothesis 9: Transformational leadership will moderate the relationship between openness to experiences and sense of urgency

Hypothesis 10: Transformational leadership will moderate the relationship between agreeableness and sense of urgency

Hypothesis 11: Transformational leadership will moderate the relationship between conscientiousness and sense of urgency

Hypothesis 12: Transformational leadership will moderate the relationship between internal communication and sense of urgency

Although change processes particularly to create the sense of urgency have been conceptualized in a variety of ways, the manner in which leaders treat and involve employees during change process has received the greatest amount of attention and has been a powerful determinant of individuals' reactions to organizational changes (Beer, 1980; Brockner, 1994; Lin & Tyler, 1988). This leadership influence encompassed all level and importantly, not restricted to higher management.

A top down approach is an interpretation as coercion of the highest level of management (Nelson, 2003), create the sense of urgency (Hoyle, 2010; Paton et al., 2008) and may alter the relationship of the ones behavior. Leaders establish the vision for the organization, which represents a picture of the end state of the organization after implemented changes. Whereby, articulating the change vision is directly related to mobilizing individuals to abandon the status quo, critical for establishing a sense of urgency.

De Vries et al. (2002), in support of Kerr and Jermier's Substitute Theory (1978) and House's Path-Goal Theory (1971). however asserted that leadership on standalone basis i.e. where the situation is in favours of autonomy may have little or non-added value. He argued that leadership effects are situational and may not appeal to all conditions. He further asserted that the need for leadership should be understood as an acquired need, or rather a quasi-need in the sense of Lewin (1951) can change with

circumstances. Thus, we justified it as leadership would be most suitable poised as a moderator instead of an independent variable in the equation of change environment.

2.9 Theoretical Framework

Based on the empirical literature review, the present study develops a theoretical framework that incorporates the importance of personality traits, internal communication, transformational leadership and sense of urgency. The relationship among the various factors discussed in this literature is depicted in a framework for this research as shown by Figure 2.1 below.

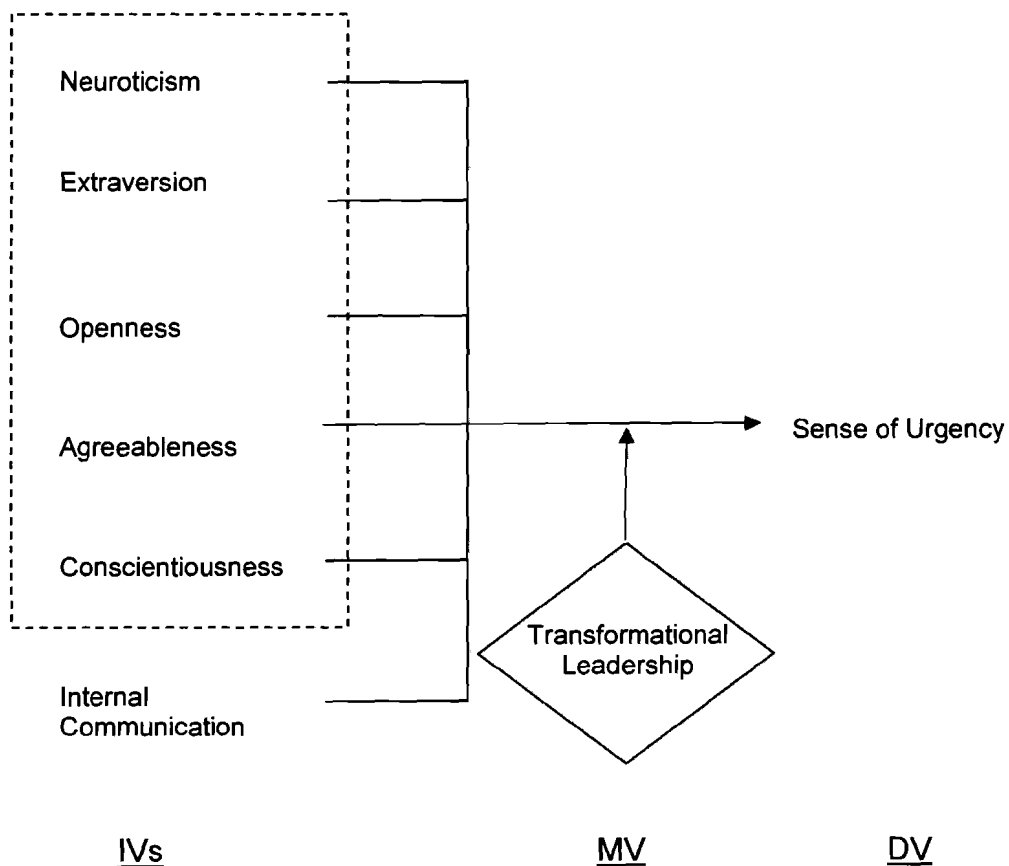


Figure 2.1

Theoretical Framework

From the literature syntheses, the researcher develops a linkage that an understanding and knowledge of the personality traits, internal communication are likely to contribute positively or negatively to the sense of urgency, moderated by the transformational leadership. Individual who displays more extraversion, openness, conscientiousness and agreeableness traits is more likely to have greater the sense of urgency. In contrast, individual with neuroticism trait is more likely to have a negative direction to embrace the sense of urgency. In addition, the internal communication is more likely to have a positive influence to the sense of urgency.

The moderating variable (transformational leadership) is one that has a strong-contingent effect on the independent (personality traits and internal communication) towards the dependent (sense of urgency) variables relationship. The presence of transformational leadership moderates the original relationship between both personality traits and the internal communication and sense of urgency. Leadership as a moderator was supported by previous studies by De Vries 1998; Emans & Radstaak, 1990; Keller, 1989; Landeweerd & Boumans, 1994; Seers & Graen, 1984; Stoker & De Jong, 1996. De Vries et al. (2002) asserted that the need for leadership is a "catch-all" variable, which only mediates the effects of other situational variables on the relationships between leadership and personal and work outcomes.

2.10 Chapter Summary

The chapter commenced with a brief description of the extracted sections in the literature review. It highlighted the debates on the sense of urgency, particularly on the establishment of its concept and other related factors. The gaps were identified in the research context together with the arguments on the most suited leadership style in leading change in an organization along with the necessity of a fluid and structured communication program to raise the sense of urgency of employees. It further stressed the importance of the study at individual level, which has gained little attention from the previous studies. The chapter reviewed the interrelated theories and believes that Kotter's Change model on the sense of urgency is best suited to be utilized for the studies at individual level. Next chapter will support this statement with rigorous deliberation of underpinning theories before arriving to the theoretical framework.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The main purpose of this chapter is to provide a detailed description of the research methodology utilized for the study. It encompasses the overall review of the research design, population and unit of analysis, case study approach, operational definition, instrument development, data preparation, data analysis and hypotheses testing, and pilot test. The discussion of these aspects provides better understanding on the appropriateness of the research approach employed and its ability to provide sufficient answers to the research questions. This can be considered as an attempt to enhance the value of the research approach adopted for this study.

3.2 Research Design

This is a case study which dominantly a deductive approach, while utilizing in tandem the quantitative and cross-sectional approaches. The method of data collection was mainly on survey. The study is focused on operating environment of a Multi National Corporation (MNC) which is consistently proactive to change as a part of its survival in sustaining in competitive, turbulent, dynamic and global environment. Case study is being deployed in this research to verify the meaning of the bounded system, hence the outcome is to describe and interpret the case (Vanderstoep & Johnston, 2009).

Hence, combination of research methods or the mixed methods were utilized in the study in order to ensure the data collection and findings are relevant to the research investigation.

The scale was developed to contribute to the literature in the field, and indirectly assist leaders of organization to gauge the level of urgency at any one time of its employees in embracing change (Kahne, 2005; Kotter, 1996). The model includes 104 items instrument questionnaires and directly administered to the staff of the company. The independent variables (Big Five Personality Traits- Big 5); neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness; and internal communication have been drawn to predict the relationship to the dependent variable; sense of urgency moderated by the transformational leadership.

In order to get the depth understanding on the results from the quantitative data, the qualitative approach was deployed. Interviews with management team members; Global Vice President of LPG, Regional General Manager of LPG, Country Human Resource Director and Functional Heads are a key part of the methodology as it facilitates understanding of key factors that would influence the sense of urgency. This qualitative approach, therefore, is considered to be an attractive technique to provide rich descriptions of the research data in natural settings (Miles & Huberman, 1994). Detailed descriptions of individual traits and leadership style and semi-structured

interviews provide the avenue that leads to the in-depth study. Thus the semi-structured interviews seem to be a very practical way to reflect the realities of the company.

3.3 Unit of Analysis

The research context for this case study is Repso Malaysia Sdn Bhd, The case was defined as the organization as a whole and as a single entity which considered holistic design and type (Yin, 2003). In the case organization, the total population was 247 including the permanent hired and contract employees of the company, which is: 95 at the headquarters at Kuala Lumpur, and 152 personnel at the various plants and regional offices locations. These included five departments (Commercial, Logistic, Finance, HR and Compliance), each with its own organization charts and reporting directly to the General Manager. The study also included two overseas unit operations as they are under the headquarters management; which are Singapore (9) and Brunei (6). The population is summarized in Table 3.1.

Table 3.1
Population of Case Organization

Operations	Number of Employees
Head Quarters	95
Malaysia Plants & Regional Office	122
Singapore Plant & Regional Office	18
Brunei Plant & Regional Office	12
Total	247

This study used all respondents in the setting in order to provide the information as a whole and breadth (Hair, Money, Samouel & Page, 2007) and since this study has no constraints in terms of the costs and feasible to be embarked (Veal, 2005). Therefore, it enables the researcher to collect data from all members of the case organization under investigation, which is in line with Hair et al. (2007). Thus, the unit of analysis for this study was the individuals at different levels ; Senior Management, Middle Management and lower level staff - all members in the organization.

The researcher must also be proactive for further analysis in terms of using the census study. Meyers and Gamst (2006) stated that for a sample size to use the multivariate, it requires larger sample than ANOVA. A minimal sample size heuristic is that the number of case per cell must exceed the number of dependent variable (DV). Some authors such as Hair, Black, Babin, Anderson and Tatham (2006) argued for at least 20 cases per cell to achieve minimal levels of power. Also for the normality test it is recommended to have 200 observations or above to make the analysis smoother, however, these effects may be negligible. Therefore, the choice of census study is appropriate in the current research given the total population is 247 individuals.

Furthermore, Tabachnick and Fidell (2007) reported that correlation coefficients tend to be less reliable when estimated from small samples. Therefore, it is important that sample size be large enough for correlations to be reliably estimated. The required sample size also depends on the magnitude of population correlations and number of factors. If there are strong correlations and a few, distinct factors, a smaller sample is adequate. This is different in the cross border context where the heterogeneity is obvious as stated earlier.

Beside, the methodology specifies for the principal components and factor analysis, for example Comrey (1973) gave as a guide sample sizes of 50 as very poor, 100 as poor, 200 as fair, 300 as good, 500 as very good, and 1000 as excellent. As a general rule of thumb, it is comforting to have at least 300 cases for factor analysis. Solutions that have several high loading marker variable ($>.80$) do not require such large sample sizes (about 150 cases should be sufficient) as solutions with lower loadings and/or fewer marker variables. Roscoe (1975) provided the rule of thumb and mentioned the larger sample the better, around 10 times of the variables particularly to run the multivariate analysis.

3.4 Case Study Approach

In meeting the objectives of the theoretical component of this research, the participating MNC was selected. The case study chosen was utilized both deductive and inductive approaches, thus the former enabled to understand more the nature of theoretical foundation. In addition, the latter developed the sub-theory in the area of change management, or a naturalistic generalization (Yin 2003). The researcher selected the single case to study according to its potential for helping to expand on or refine the concepts and theory that have already been developed (Yin, 2003; Taylor & Bogdan, 1998). Analytical generalization concerns how a developed theory is supported by a case study, thus in this research context, hopefully to give rise to the developed concepts and frameworks (Strauss & Corbin, 1998; Yin, 2003).

It should be highlighted here is that case study can be either quantitative or qualitative; or may mix the both methods (Yin, 2003) thus this research uses the latter or called 'triangulation study' (Strauss & Corbin, 1998; Yin, 2003). This assisted the researcher to answer the research questions and to meet the objectives of both breadth and depth understanding on the investigation to contribute to the body of knowledge.

3.5 Operational Definition

Based on the previous literature review such as Kotter (1996a) on the sense of urgency; Costa and McCrae (1995), Digman (1989) and Barrick, Stewart and Piotrowski (2002) on the personality traits; Buchanan et al. (2005), Lai and Ong (2010) and Sundstro and Annika (2009) on the internal communication; and Hoyle (2010) and Paton et al. (2008) on the transformational leadership, the researcher has established the operational definitions of all the variables included in the model.

Dependent variable	Sense of urgency (SoU)
No. of items	23 items
Definition	Sense of urgency (SoU) is defined as the readiness and motivation to accept and make change works in the mind of employees. It is determined by calculating the sum of the responses by the study participants for each of the items. The higher the sum of sense of urgency, the better prepared the organization is perceived to be in preparing for change.

Independent variable	Neuroticism (N)
No. of items	10 items
Definition	Neuroticism is the extent to which members of the organization possess the characteristics of anxiety, anger, depression, self-consciousness, impulsiveness and vulnerability.

Independent variable	Extraversion (E)
No. of items	10 items
Definition	Extraversion is the extent to which members of the organization possess the characteristics of warmth, gregariousness, assertiveness, activity, excitement seeking, and positive emotions.

Independent variable	Openness (O)
No. of items	10 items
Definition	Openness (to experience) which also been called intellect, or culture is the extent to which members of the organization possess the characteristics of imagination, curiosity, originality, or artistically sensitive.

Independent variable	Agreeableness (A)
No of items	10 items
Definition	Agreeableness is the extent to which members of the organization possess the characteristics of trust, straightforwardness, altruism, compliance, modesty, and tender-mindedness.

Independent variable	Conscientiousness (CS)
No of items	10 items
Definition	Conscientiousness indicates the quality of an individual towards the job performance. Highly conscientious individuals are typically hardworking, disciplined, and organized, which lead to behaviors that are consistent with on-task process and behaviors.

Independent variable	Internal Communication
No of items	9 items
Definition	Refers to the pure informative role management has to take on continuously, but also to convincing other organizational members of the rightness of the organization to have the sense of moving towards the future state.

Moderating Variable	Transformational Leadership
No. of items	22 items
Definition	Traits of a leader in guiding his subordinates into change process. Emphasizing in motivation and guiding them with a clear vision of desired state and the benefits to all.

3.6 Instrument Development

3.6.1 Questionnaire Development

An eight-page online questionnaire was developed as a research tool for this study. The questionnaire was designed in a simple manner so that the questions are clear and easy for the respondents to understand. The format questionnaires adapted from those of both Kotter's and Kahne's were used as guidelines to the questionnaire development since it has similar background of searching sense of urgency. In addition, the items were deployed based on the relevant research studies such as Bardick et al. (2002), Bordia et al. (2006), Fedor et al. (2008), and Meyer et al. (2006). The questionnaire of this study was designed to search for the measurements at the individual level and considering other key variables. The questionnaires, therefore, have been changed according to the research needs.

The questionnaire consisted of four major parts. Part 1 covered the respondents' demographic. Part 2 concerned on the personality traits and the internal communication. The Five Factor Model was deployed to study the effects of personality traits. Here, the respondents were requested to indicate their personality traits (neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness). The internal communication consists of all the key items as reviewed in the literature.

Part 3 was to measure the transformational leadership style. Finally, Part 4 encompassed the measurement of the sense of urgency. Respondents had to assign a scale measurement of five-point to each of the perspectives listed.

The electronic questionnaire was distributed to the respondents' company e-mail, which can be accessed through the website, i.e. <http://www.surveygizmo.com/s/113873/>. (see **Appendix A**). The respondents answered the questionnaires online which were then returned to the researcher. The researcher adopted an automatic control mechanism embedded in the questionnaire that deter the respondents from attending questions at following page without fully completing the questions prior to that.

Fifty two items obtained from the International Personality Item Pool (IPIP), a combination of previous studies by Costa and McCrae (1992), Matzler et al. (2008), O'Neill and Xiao (2009), Strang and Kuhnert (2009) were used to assess the individual's five-factor personality. The measurement for personality utilized a five (5)-choice Likert Scale that asked participants to indicate how accurately the statements describes their typical behaviors consistent with neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness. The Internal communication consisted of nine (9) items adapted from previous studies such as Hoyle (2010), Fedor et al. (2008) and Paton et al. (2008).

Twenty two (22) items were used to measure the transformational leadership as discussed in Fedor et al. (2008), with a five points Likert Scale to reflect the agreement towards the statements. Finally, twenty three (23) items adapted from previous studies by Kahne (2005) and Kotter (2008) were utilized to measure the sense of urgency.

The draft questionnaires were discussed with two (2) experts from the academic field, and two (2) personnel from the corporate sector. They reviewed the questions and identified any vagueness of wording so that respondents can easily understand the questions and understand the same meaning. Their comments increased the validity and reliability of the research instruments (Veal, 2005).

The preliminary questionnaire had been pilot tested on the individual from various industries, estimated to be sent to at least thirty (30) people as appropriate for the pilot testing (Hair et al., 2006). The selection of respondents to pilot testing were based on the individual with similar background of the study setting such as the people from MNCs which undergone change project for the past three years. This is due to many studies such as Ahmad and Francis (2008) who highlighted the time frame of three that is reasonable for the respondents to recall their perception on that.

The researcher realized the advantages of the questionnaires, which were able to increase the level of confidence in the research findings (Veal, 2005). Furthermore, it allows a form of quantitative analysis of the data, which is easy to administer (Sekaran, 2007). However, the questionnaire survey has several limitations. The researcher has no control on who actually responds to the questions. Even though, the online questionnaire was personally addressed and sent direct to the particular personnel, some employees have delayed the respond for numerous reasons particularly on off-sites work commitment. As a result, some of the questionnaires were answered beyond the time frame, which affected the data entry for the study. However, in order to avoid this problem, the researcher made several follow-up calls and sent reminders to the personnel involved.

Sekaran (2007) noted that the response rate in a online questionnaire is always low. Therefore, to encourage participation the questionnaire has to be designed to be brief and precise. Due to the long distance, cross border, the researcher had to develop the online survey to be filled-up in a week time, user-friendly, and automatically coded to the Microsoft Office Excel format. After that, the researcher had exported the coding into the quantitative analysis software that is the Statistical Package for the Social Sciences (SPSS) to enable to perform the analysis part.

Another concern is the perceived importance scale, which is widely covered in almost all parts of the questionnaire. Although a 7-point scale is more sensitive to elicit the ranking orders, a 5-point scale had to be utilized here to avoid confusion. The researcher's decision is in line with the previous studies by Herscovitch and Meyer (2002), Kahne (2005) and Mowen et al. (2007).

3.6.2 Semi-Structured Interview Development

The development of the semi-structured interview questions was done through the discussions with the same respondents as in the survey questionnaire. Interviews were conducted with the top management and personnel based on the hierarchy in each Repso organization of the three countries to verify and get the deep explanation on the online questionnaire findings. This triangulation approach is suggested by Yin (2003) particularly to reduce bias.

In addition, it helps to give a basic idea of how the views of the participants are connected with the theoretical conception.

Two main semi-structured questions were constructed as below:

- 1) Based on your experience, what traits of individuals would have influenced to the sense of urgency in the company? How?
- 2) In terms of the internal communication, how does it would have influenced to the sense of urgency?
- 3) Could you please describe the leadership styles in your company?
How does it affect the sense of urgency?

Each interview session took approximately forty five (45) minutes to one hour. See **Appendix B** for the consent form and **Appendix C** for the interview protocol. The researcher had utilized the categorical approach (Yin, 2003), where the participants for the interviews were identified based on their level in the hierarchical structure or based on the hierarchical position. The participants were categorized as in Table 3.2 below:

Table 3.2
Categorical Approach to Identify Participant

Position	Number of Participant
Top Management	2
Middle Managers	2
Operational Level	2
Total	6

3.6.3 Ethical Procedures

Basically, the ethical procedures applied in this study complied with those requirements in the research setting suggested by Sekaran (2007). The researcher ensures that the respondents were requested to answer the questions voluntarily. In the introduction part of the survey as well as in the interviews, the researcher explained briefly about the research nature, the research objectives and the duration of the study. Furthermore, the researcher has ensured the anonymity of the respondents. It should be noted that the information obtained were confidential and to be treated solely for academic purposes. The researcher also highlighted the anticipated research benefits

and explained to the participants in order to alleviate any concerns they may have about the use of the information they provided.

3.7 Data Preparation

Data from the online questionnaire survey were automatically coded into the Excel, and subsequently the researcher transmitted into the SPSS software. The data were also scrutinized to avoid any misleading results.

During the interviews, a written note of the conversation was made. In addition, some conversations were allowed to be tape-recorded. The tape recording allows all answers to be accurately gathered for the purpose of transcription (Yin, 2003). However, to retrieve the conversation and convert

the information into text was time consuming which was difficult to do immediately after the interviews. Hence, written notes, apparently, was a quicker way to give input to the researcher. The data from the tape recording was then transcribed and entered into the NVivo program (version 9), to enable it to be systematically organized and structured for analysis. The process enabled the researcher to identify the main themes and classify the data into meaningful categories, which is in line with Saunders, Lewis and Thornhill (2000). This allowed the researcher to cross-check the results with survey findings.

3.8 Quantitative Data Analysis and Hypotheses Testing

In order to establish the relationship between the personality traits and the sense of urgency, a multivariate analysis was utilized. The use of it is the extension of uni-variate analysis of single-variable distributions) and bivariate analysis (for example the correlation and analysis of variance). The researcher found it is a more complicated analysis setting thus that the multivariate is more appropriate to answer the research questions stated earlier. This is parallel to Hair et al. (2006) and Meyers et al. (2006) who stated that multivariate analysis refers to all statistical techniques that simultaneously analyze multiple measurements on individuals or object under investigation. The analysis provide a system for analysis under conditions in which there may be several independent variables (IVs) and one or many dependent variables (DVs) all correlated with one another to varying degrees.

As stated earlier, data collected from respondents were coded in and compiled using the SPSS software. Normal distribution was established prior to performing further analysis. Reliability test to determine Cronbach Alpha (α) coefficient was performed to establish that a construct could be used with confidence. The range of Alpha coefficient is from 0 to 1 with higher value signifies high confidence in the construct (Hair et al., 2006).

As the overall procedures, a myriad of descriptive and analytical tools such as tables, bar chart, percentage, factor analysis and correlation would be used for data analyses. Hypotheses were tested with multiple regressions and subsequently with hierarchical regressions to evaluate the moderating effects of the transformational leadership. The detailed explanation on the analyses will be discussed in the following sections.

3.8.1 Descriptive Statistics

Descriptive statistics is an indispensable prerequisite for inferential statistics. In line with Pallant (2001) descriptive statistical tools were used to describe the characteristics of the sample; check variables for any violation of the assumptions underlying the inferential statistics; and address specific research questions. Specifically descriptive statistics such as mean, standard deviation, range, skewness, kurtosis and others were used for data preparation, data

cleaning, assessing normality, checking outliers, data transformation among others as recommended by Coakes, Steed and Dzidic (2006).

3.8.2 Inferential Statistics

This research used correlation, multiple regressions and hierarchical regressions as inferential statistical tools for data analysis. In order to illustrate the correlation between two continuous variables, which is the independent and dependent variables in the current study, the researcher used the bivariate correlation. The correlation looks at the relationship in a linear fashion (Coakes et al. 2006). It is noted that in the next chapter the researcher has described the strength and direction of relationship between those variables. The coefficient has a range of possible values from -1 to +1, which the sign indicates the direction and the value signify the strength of the relationship (Coakes et al., 2006; Hair et al., 2006; Pallant, 2001).

Regression analysis involves identifying the relationship between a dependent variable and one or more independent variables. It is an extension of bivariate correlation (Coakes et al., 2006). A model of the relationship was hypothesized, and estimated parameter values were used to develop an estimated regression equation. Various tests were then employed to determine if the model is satisfactory. If the model is deemed satisfactory, the estimated regression equation can be used to predict the value of the dependent variable given values for the independent variables (Hair et al., 2006).

Multiple regressions were used to learn more about the relationship between independent variables (i.e. personality traits and internal communication), a moderating variable (transformational leadership) and a dependent variable (sense of urgency). Based on Hair et al. (2006), the multiple regressions is the appropriate method of analysis when the research entails a single metric dependent variable presumed to have relationship with two or more metric independent variables.

The multiple equation is represented by a linear relationship $Y = a + b_1X_1 + b_2X_2 + \dots + b_pX_p$. Garson (2007) noted that multiple regression established that a set of independent variables explains a proportion of the variance in a dependent variable at a significant level (through a significance test of R^2), and can establish the relative predictive importance of the independent variables by comparing beta weights.

Hence this research employed multiple regressions to study the relationship between employees' personality traits, through the transformational leadership with the sense of urgency. Furthermore beta coefficient is used to identify the relative importance of each independent variable.

The hierarchical regressions were used to learn more about the relationship between independent variables (i.e. personality traits and internal communication), a moderating variable (transformational leadership) and a dependent variable (sense of urgency). Based on Hair et al. (2006), the hierarchical regressions is the appropriate method of analysis when the measurement occurs at different levels of aggregation.

Garson (2007) noted that hierarchical regression allow the researcher to examine the extent to which regression coefficients vary across different variables. It established that a set of independent variables explains a proportion of the variance in a dependent variable, with a contingent effect of a moderator at a significant level (through a significance test of R^2), and can establish the relative predictive importance of the independent variables by comparing beta weights.

Hence, this research employed hierarchical regressions to study the relationship between employees' personality traits and sense of urgency, moderated by transformational leadership. Subsequently, the hierarchical regression explored the relationship between the internal communications with sense of urgency, moderate by the transformational leadership. Furthermore beta coefficient is used to identify the relative importance of each independent variable.

3.9 Qualitative Data analysis

The researcher found the use of the qualitative data as appropriate to help to get insight of the sense of urgency. This view is in line with many authors of the case study research, for example Yin (2003) who has identified that most of the case study relied on the qualitative data analysis. The qualitative data analysis was started earlier, during the data collection process in order to ensure the data were secured into the research. The researcher did the fieldwork and at the same time verified the data by repeating the questions to the same and other participants or interviewees. The verification of the data was also done by doing the personal observations. The qualitative data analysis utilized the NVivo software. Hence, the researcher coded all the relevant information inside the relevant nodes, and then verified, rearranged and validated. A model was developed after comparing all the qualitative research findings. The summary reports of the qualitative data analyses are attached in **Appendix D**.

The researcher used both the table of descriptions and significant findings approach to support the quantitative results and get the deep explanation and understanding of the research context. This benefit the study as to cross-check the findings from the survey and to get the real insight of a single entity, which has supported by many studies such as Hoyle (2010), and Fedor et al. (2008).

3.10 Reliability and Validity Estimates

In order to measure the consistency of the questionnaire, the reliability of the questionnaire was determined, where a questionnaire repeatedly administered to the same people would yield the same results. The reliability of each variables in the each sub-section of the questionnaire was evaluated using Cronbach's alpha coefficient (a measure of internal consistency), which refers to the degree to which items in the set are homogenous. Based on Malhotra and Peterson (2006) the results may vary "0" to "1.0", where the alpha value of 0.6 or more indicates satisfactory internal-consistency reliability.

In terms of the content validity the literature review and the experts' opinion were considered as discussed in the previous sections. In addition, the returned questionnaire did not have missing values, and therefore confirmed the acceptability of the survey instrument.

3.10.1 Pilot Test

An initial on-line questionnaire was pre-tested with a pilot dataset on 65 conveniently selected samples of the employees from various MNC organizations, which were from electrical and electronics, engineering support, automotive, food processing, and rubber products. Respondents were given a 10 days grace period to respond. Fifty three (53) respondents (81.5%) completed the questionnaires within the stipulated period. Appropriate test was performed to investigate the validity and reliability of the questionnaire.

3.10.2 Data Preparation

The researcher had focused on the items in the independent; moderating and dependent variables to ensure the flawless of the data entry preparation. All negatively worded question scores (i.e. 28 items from 104 items) were reversed before further exploration and analysis. Likewise, all the items were computed to the respective dimensions (see Table 3.3).

Table 3.3
Data Preparation for Questionnaire Items

Variables/ Items	Recode
Agreeableness: 4 items	
A1. I insult people.	√
A8. I am not really interested in dealing with other people.	√
A9. I am not interested to listen to other people's problems.	√
A.10 I feel little concern for other people.	√
Conscientiousness: 4 items	
C14. I often mess things up.	√
C16. I avoid my duties and responsibilities.	√
C19. I leave my personal belongings around.	√
C20. I often forget to put things back in their place.	√
Extraversion: 5 items	
E22. I don't like to draw attention to myself.	√
E24. I don't talk a lot.	√
E26. I have little to say.	√
E27. I like to maintain low-profile.	√
E30. I am quiet around strangers.	√
Neuroticism: 2 items	
N31. I am relaxed most of the time.	√
N35. I seldom feel upset.	√
Openness to Experience: 4 items	
O41. I am not interested in abstract/high level ideas.	√
O44. I have difficulty understanding abstract/high level ideas.	√
O47. I use difficult words.	√
O50. I do not have a good imagination.	√
Transformational Leadership: 2 items	
TL56. Acts without considering individuals' feelings.	√
TL72. Treats people without considering their personal feelings.	√

Table 3.3 (continued)
Data Preparation for Questionnaire Items

Variables/ Items	Recode
Sense of Urgency: 7 items	
SOU84. If we keep doing what we are currently doing, this organization is on track for a successful future change.	√
SOU86. People in this organization never tell the boss bad news.	√
SOU93. I don't see why we need to change	√
SOU95. There is no reason to worry about this organization's future.	√
SOU97. We don't have enough resources to be successful in the future.	√
SOU102. There are no plans to make changes here.	√
SOU104. This organization is currently not making any changes.	√

3.10.3 Reliability Test

Consequently, reliability was assessed as recommended by Hair et al. (2007). Examination of the constructs reliability as in Tables 3.4 and 3.5 indicate that all factors have acceptable reliability suggesting acceptable internal consistency. Overall reliability for all constructs is 0.688 is acceptable but relatively low at the minimum criterion of 0.60 (Bagozzi & Yi, 1988). The dependent variable, the sense of urgency reveals a score of 0.677. The internal consistencies for the independent variables were as follows; Neuroticism 0.696, Extraversion 0.680, Openness to Experiences 0.683, Agreeableness 0.685, Conscientiousness 0.683, and internal communication was 0.683. Finally, the internal consistency of transformational leadership was 0.675.

Table 3.4
Reliability Analysis

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.688	.787	104

Table 3.5
Item-Total Statistics

Variables	Scale Mean if Item Deleted	Cronbach's Alpha if Item Deleted
Neuroticism	460.9434	.696
Extraversion	460.1430	.680
Openness to Experience	459.5330	.683
Agreeableness	459.6896	.685
Conscientiousness	459.1603	.683
Internal Communication	459.1603	.683
Transformational Leadership	459.5235	.675
Sense of Urgency	459.6158	.677

3.11 Chapter Summary

The chapter explained the process of undertaking research, particularly the deployment of the case study research. The triangulation was used in terms of the mixed methods of quantitative and qualitative approaches; in the data collection—as a plausibility check of the survey findings. The chapter also elaborated the data analyses and other measures for reliability, validity, and several others. The qualitative data analysis also been discussed in this chapter. The next chapter provides both quantitative and qualitative findings and interpretations of the findings.

CHAPTER FOUR

DATA ANALYSES AND FINDINGS

4.1 Introduction

This chapter presents the results of the survey, hypotheses and summary of key findings. The chapter commenced with the preparation, screening and assessing the underlying statistical requirements for the analytical tools used. This is followed by a detailed explanation on the characteristic of the sample. Next, the different methods used in evaluating construct validity were presented. Subsequently, the data analysis and results of the hypotheses testing were also presented.

4.2 Data Screening and Transformation

Data preparation and screening involve the process of conversion of raw data from questionnaire to useable data file, dealing with missing data, making sure that the data have been entered accurately and that variables are normally distributed (Coakes et al., 2006). Data screening can be summarized into the three steps; checking for errors, finding the error in the data file as well as correcting the error in the data file (Pallant, 2001). The actual process is explained in the next section.

4.2.1 Data Preparation and Accuracy

A total of **232 questionnaires** were retrieved, and were regarded valid and inputted into the statistical tools software. Pallant (2001) observed that a number of descriptive and graphical analyses are necessary to assess the accuracy of data file. The researcher determined the range, means and standard deviation on all the variables. In line with Pallant (2001), appropriate procedures were subjected to categorical and continuous variables. Likewise all items that measured constructs were subjected to descriptive analysis. However, all negatively worded questions were reverse before further analysis as explained in the previous chapter, Section 3.8. From the analysis a number of errors in the data entry were detected by examining the out-of-range values, reasonability of the means and standard deviation.

4.2.2 Normality Test

Hair et al. (2006) asserted that the assumption of normality as the most fundamental assumption for all multivariate analysis. They viewed normality as the degree the distribution of sample metric data corresponds to normal distribution. Serious deviation from normality affects the statistical validity of multivariate analyses (Coakes et al., 2006; Hair et al., 2006; Pallant, 2001). A number of descriptive statistical analyses were conducted to assess normality and identify outliers. They include Histogram, Stem-and leaf plot, Boxplot, Normality probability plot and Detrended normal plot. The box-plot was

particularly useful in detecting univariate outliers. The results of Kolmogorov-Smirnov significance shows that all constructs were normal. Furthermore, an inspection of the values of Skewness and Kurtosis in Table 4.1 reveals that not a single dimension reach the ± 2 cut-off indicating serious deviation. Additionally, the major decision rule for assessing normality is the difference between the mean and the trimmed mean (Pallant, 2001). As shown in Table 4.1 there are negligible differences between the two means among all the eight constructs.

Table 4.1
Mean, Difference, Skewness and Kurtosis

Constructs	Trimmed Mean	Mean	Difference	Skewness	Kurtosis
Neuroticism	3.2621	3.2515	0.0106	-0.063	0.422
Extraversion	2.2199	2.2175	0.0024	0.392	-0.692
Openness	2.8398	2.8381	0.0017	0.747	0.317
Agreeableness	3.1322	3.1227	0.0095	0.131	-0.550
Conscientiousness	2.9920	2.9907	0.0013	0.254	-0.386
Communication	3.8038	3.7858	0.018	0.474	-0.457
Leadership	3.3459	3.3351	0.0108	0.047	-0.368
Sense of Urgency	3.2298	3.2030	0.0268	0.064	0.149

Hence, on the basis of these figures (Skewness, kurtosis and mean differences), and visual inspection, the researcher decided not to transform any variables, as they were all fairly normally distributed.

4.2.3 Factor Analysis

The study continues to examine the item correlation matrix; Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity (BTS); measure of sampling adequacy (MSA); and inspection of anti-image correlation matrix statistical instruments to determine the factorability of data. The decision rules are: existence of correlations that exceeds 0.3; significant Bartlett's Test of Sphericity (less than 0.05); KMO/MSA value that exceeds 0.60; and anti-image correlations above 0.50 to indicate the goodness of the data for factorability (Hair, et al., 2007; Tabachnick & Fidell, 1996).

After completing the relevant steps (14 attempts) on independent variables for the Factor Analysis, the measured of KMO showed insignificant result hence the deletion of 15 items with the lowest MSA values. The items and MSA values of related analysis are shown in Table 4.2.

Table 4.2
Measure of Sampling Adequacy

Items	MSA
1. I get things done right away.	0.43
2. I follow a schedule and timeline	0.68
3. I make other people feel at ease	0.121
4. I am always prepared	0.145
5. I spend time reflecting on things	0.175
6. I have little to say	0.282
7. I am relaxed most of the time	0.282
8. I do not have a good imagination	0.289
9. I don't mind being the center of attention	0.316
10. I feel comfortable around people	0.352
11. I am excited with my work	0.365
12. I like to maintain low-profile	0.349
13. I leave my personal belongings around	0.380
14. I often forget to put things back in their place	0.380
15. I get upset easily	0.398

Subsequently, analysis showed the result for BTS was significant at 0.000. In addition, the value of KMO exceeded the minimum benchmark of 0.60 (Hair et al., 2007), which the value was 0.611. Consequently, the data satisfied all the guidelines for factorability and hence considered suitable for factor analysis. The items and values of related analysis are shown in Tables 4.2 and 4.3.

Table 4.3
Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.611
Bartlett's Test of Sphericity	Approx. Chi-Square	1142.264
	Df	595
	Sig.	.000

4.2.4 Uni-dimensionality

However, a high alpha does not imply that the measure is uni-dimensional. In addition to measuring internal consistency, the current research has provided evidence that the scale in question using the uni-dimensional. Therefore, the following measures of uni-dimensionality are assessed as recommended, which is the screeplot (Coakes et al., 2006) and eigenvalues ratio; as well as factor loading (Hair et al., 2007). The Principal Component Analysis was used in order to support the dimension in the current study. All the eigenvalues used for assessing unidimensionality comes from the final solutions. The eigenvalues are shown in Table 4.4.

Table 4.4
Total Variance Explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	15.179	30.359	30.359
2	5.903	11.807	42.166
3	5.265	10.530	52.695
4	3.153	6.307	59.002
5	2.894	5.789	64.791
6	2.289	4.577	69.368
7	1.949	3.898	73.266
8	1.494	2.987	76.253
9	1.453	2.906	79.159
10	1.263	2.526	81.685
11	1.220	2.440	84.125

Extraction Method: Principal Component Analysis

As can be seen from Table 4.4 all the number of eleven factors satisfied the Kaiser's criteria of retaining factors with eigenvalue of more than 1. These results, in addition to a visual examination of the scree plot of the factors (Figure 4.1).

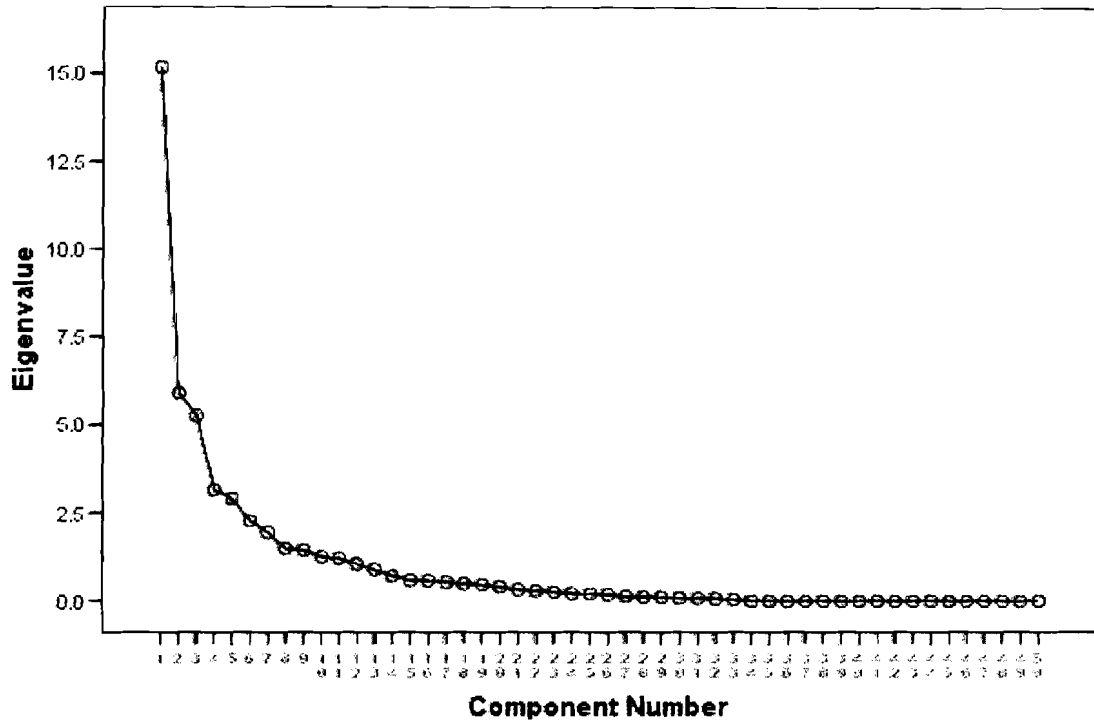


Figure 4.1
Scree Plot

Similarly as mentioned earlier, after removing complex and low loading variables all the eleven factors have an appreciable loading which is an acceptable range. Thus exceeding the 0.30 benchmark recommended (Coakes et al., 2006; Pallant, 2001) and the stringent 0.40 (Nunnally & Bernstein, 1994).

Table 4.5
Rotated Factor Matrix

Components		Factor Loadings
1	I am interested in dealing with people.	.972
	I like to be organized.	.972
	I get stressed out easily.	.859
	I often feel upset.	.654
	I seldom feel upset	.551
2	I pay attention to details.	.757
	I am not interested in abstract/high level ideas	-.755
	I have excellent idea/s.	.765
	I have a lot of 'ations.	.754
	I have a rich vocabulary.	.673
	I am quick to understand things.	-.545
3	I don't like to draw attention to myself.	.927
	I don't talk a lot.	.737
	I enjoy parties and social events.	.521
4	I am quiet around strangers.	.720
	I have a soft heart.	.525
	I worry about things.	.810
	I have frequent mood swings.	.785
5	I avoid my duties and responsibilities	.752
	I often mess things up	.610
	I have difficulty understanding abstract/high level ideas	.534
	I treat all people equally.	.972
6	I change my mood a lot.	.743
	I get irritated easily.	.802
	I am easily disturbed.	.855
7	I start conversations with strangers.	.674
	I am sensitive to other people emotions.	.549
8	I talk to a lot of different people at parties.	-.604
	I use difficult words.	.602
	I am full of ideas.	-.659
9	I am not really interested in dealing with other people.	.859
	I am not interested to listen to other people's problems.	.859
10	I insult people.	.972
	I feel little concern for other people.	.551
11	I take time out for others.	.672

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 13 iterations.

Based on Table 4.5, the factor loadings of all the eleven components exceeded the minimum cut-off load of 0.30 or greater, which indicate the statistical significance. However, Hair et al. (2007) stated that only the loading which is lower than 0.5 can be considered significant and added to the interpretation based on other (favorable) considerations. Therefore, the researcher has rearranged the factors in each component respectively. Hence, the researcher undertook the appropriate steps by identifying the score for each items and component. Table 4.6 shows the Component Transformation Matrix of the eight components.

Table 4.6
Component Transformation Matrix

Component	1	2	3	4	5	6	7	8
1	.569	.552	.377	.211	.353	-.235	.066	.003
2	-.532	.274	.295	.388	-.083	-.033	-.324	.540
3	-.002	-.692	.374	.353	.359	-.079	.323	.134
4	.329	-.033	-.691	.435	.100	.161	.004	.434
5	.258	-.129	.276	.127	.006	.747	-.488	-.169
6	.383	-.163	.236	-.494	-.329	-.002	.018	.647
7	.051	.154	.148	.365	-.640	.251	.578	-.108
8	-.262	.272	-.006	-.312	.460	.539	.462	.211

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization.

It was observed that the factors would be improved by increasing the sample size thus will be further explored in the actual study (Hair et al. 2007). Addition to that, for the actual study, the researcher found that the components could be further researched in the field.

4.2.5 Reliability Test

Based on the result of research with **232** respondents, the reliability of the questionnaire on each factor is presented. A reliability analysis of all the factors were undertaken and found to be reliable as in Tables 4.7 and 4.8. Cronbach's Alpha Coefficients of 0.759 and 0.822 emerge for the variables were favorable (between 0.7 and 0.8), which align with (Cooper & Kleinschmidt, 1987; Hollenstein, 1996). Overall reliability score was 0.823. In detail, Neuroticism 0.761, Extraversion 0.822, Openness to Experiences 0.769, Conscientiousness 0.781 and the internal communication was 0.759 respectively. Furthermore, the transformational leadership was 0.764 and sense of urgency was 0.772.

Table 4.7
Reliability Analysis (Fieldwork)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.798	.823	8

Table 4.8
Reliability Analysis for All Variables (Fieldwork)

Variables	Scale Mean if Item Deleted	Cronbach's Alpha if Item Deleted
Neuroticism	24.2667	.761
Extraversion	25.1081	.822
Openness to Experience	24.4047	.769
Agreeableness	24.6288	.760
Conscientiousness	25.3698	.781
Internal Communication	24.6280	.759
Transformational Leadership	25.0497	.764
Sense of Urgency	25.1657	.772

4.2.6 Early Response versus Late Response Analysis

It is important to examine if the information collected is free of response bias. Therefore, this section presents a comparison of early respondents and late respondents to control non-response error. Response bias attempts to determine if there is a difference between respondents, as some researchers found that late respondents answer differently than early respondents and ranging from fast respondents to slow respondents (Armstrong & Overton, 1977). The null hypothesis states that there is no difference between first wave and second wave respondents. Independent samples test using the Levene's Test for Equality of Variances were performed to compare if the distribution of responses from the two groups (early and late respondents) have approximately equal variance on the dependent variable, thus do not differ significantly. Results in Tables 4.9 and 4.10 indicated all the p-values are not significant and above 0.05 level ($df=230$, $p>0.05$). Hence, it showed that the variances are approximately equal. It can be concluded that there is no sufficient evidence of biased responses between first ($N_1=212$) and second wave responses ($N_2=20$).

Table 4.9
Response Bias Analysis

Variables		Levene's Test for Equality of Variances	
		F	Sig.
Neuroticism	Equal variances assumed	.218	.641
	Equal variances not assumed		
Extraversion	Equal variances assumed	3.509	.062
	Equal variances not assumed		
Openness to Experiences	Equal variances assumed	.038	.845
	Equal variances not assumed		
Agreeableness	Equal variances assumed	.459	.499
	Equal variances not assumed		
Conscientiousness	Equal variances assumed	.028	.867
	Equal variances not assumed		
Internal Communication	Equal variances assumed	.004	.952
	Equal variances not assumed		
Transformational Leadership	Equal variances assumed	.020	.886
	Equal variances not assumed		
Sense of Urgency	Equal variances assumed	.033	.855
	Equal variances not assumed		

Table 4.10
Descriptive Statistics Comparing Early Respondents and Late Respondents

Variables	Response	N	Mean	Std. Deviation	Std. Error Mean
Neuroticism	Early	212	2.2311	.27841	.01912
	Late	20	2.2550	.29820	.06668
Extraversion	Early	212	3.2500	.23578	.01619
	Late	20	3.3550	.17614	.03939
Openness to Experiences	Early	212	3.1255	.21903	.01504
	Late	20	3.0850	.23458	.05245
Agreeableness	Early	212	2.8264	.40560	.02786
	Late	20	2.7200	.35630	.07967
Conscientiousness	Early	212	2.9892	.29000	.01992
	Late	20	3.0950	.26453	.05915
Internal Communication	Early	212	3.7972	.53064	.03644
	Late	20	4.0222	.51185	.11445
Transformational Leadership	Early	212	3.3353	.33402	.02294
	Late	20	3.3455	.35803	.08006
Sense of Urgency	Early	212	3.2043	.20966	.01440
	Late	20	3.2565	.20143	.04504

4.3 Demographic Profiles

The total number of respondents was **232** out of 247 populations. Thus, the overall response rate of this study was 94%. The section describes the demographic profiles including gender, race, qualification, experience, tenure, and position (see Table 4.11).

Most of the respondents were male (82%); Malay (44%); with a higher qualification of Masters' degree (52%); have working experiences between 5 to 10 years (54%); having employment between 5 to 6 years (52%); have 3-4 years in the current position (61%); and were at the executive/ officer level (60%).

Table 4.11
Respondents' Profile

Demographic		Frequency	Percent (%)
Gender	Male	191	82
	Female	41	18
Race	Malay	102	44
	Chinese	86	37
	Indian	25	11
	Other	19	8
Qualification	Diploma	30	13
	Bachelor	59	25
	Masters	120	52
	Others	23	10
Experience	< 5 years	32	14
	5-10 years	125	54
	10-15 years	65	28
	> 15 years	10	4
Employment	< 1 year	2	1
	1-2 years	18	8
	3-4 years	81	35
	5-6 years	121	52
	> 7 years	10	4

Table 4.12 (continued)
Respondents' Profile

Demographic		Frequency	Percent (%)
Employment	< 1 year	2	1
	1-2 years	18	8
	3-4 years	81	35
	5-6 years	121	52
	> 7 years	10	4
Position (year)	< 1 year	2	1
	1-2 years	75	32
	3-4 years	141	61
	5-6 years	12	5
	> 7 years	2	1
Position's Held	Department / Division Head	15	6
	Unit Head	12	5
	Executive/ Officer	139	60
	Others	66	28

In terms of *gender*, 191 were found to be male (82%) and 41 were female (18%). Regarding the respondent's *race*, the vast majority of the respondents 102 (44%) were Malay, 86 (37%) were Chinese, 25 (11%) were Indian and finally 19 (8%) were from other ethnicity. In terms of *highest academic qualification*, the Diploma accounted for 30 (13%) of the respondents, while Bachelor Degree represented 59 (25%) of the respondents, Masters' degree of 120 (52%) and finally 23 (10%) of the respondents have other kind of academic qualifications.

In relation to the respondents *experience*, 32 (14%) had less than 5 years, whereas 125 (54%) had between 5 to 10 years of experience, 65 (28%) had between 10 to 15 years, and finally 10 (4%) had more than 15 years experiences. With regard to the *Years of Employment*, two (2) identified less

than 1 year, 18 (8%) were between 1 to 2 years, whereas 81 (35%) were between 3 to 4 years of employment, 121 (52%) were between 5 to 6 years, and finally 10 (4%) have been employed for more than 7 years. In terms of *duration of current position*, two (2) stated less than 1 year, 75 (32%) were between 1 to 2 years, 141 (61%) were between 3 to 4 years, 12 (5%) were between 5 to 6 years, finally 2 (1%) were more than 7 years. Concerning the *Current Position*, the department or division head accounted for 15 (6%) of the respondents, while unit head represented 12 (5%) of the respondents, executive officer of 139 (60%) and finally 66 (28%) of the respondents were appointed other positions in the company.

4.4 Correlation Analysis

The current research explores the correlation of each variable toward the sense of urgency by using the Pearson's correlation matrix. The correlation coefficients indicate the strength of the association between two variables and the direction of that association (Zikmund, 2007). Based on Hair et al. (2007), the coefficients indicate the strength and direction of a linear relationship between two random variables. The correlation is +1.0 in the case of a perfect positive correlation or an increasing linear relationship, -1.0 in the case of a decreasing linear relationship or a perfect negative correlation. The closer the coefficient is to either -1.0 or +1.0, the stronger the correlation between the variables. In addition, some value in between in all other cases, indicating the degree of linear dependence between the variables (Coakes et al., 2006; Hair

et al., 2007). The indications of the results are shown in Table 4.12. In general, most of the variables had significant positive correlations ($p < 0.01$) with sense of urgency, except for the neuroticism.

Table 4.12
Pearson's "r" Indices of Correlation

Pearson's r	Indication
Between ± 0.80 to ± 1.00	High correlation
Between ± 0.60 to ± 0.79	Moderately high correlation
Between ± 0.40 to ± 0.59	Moderate correlation
Between ± 0.20 to ± 0.39	Low correlation
Between ± 0.01 to ± 0.19	Negligible correlation

Referring to Table 4.13, the correlation coefficients for the variables under investigation ranged from 0.320 to 0.702, which indicate the low to moderately high correlations. The internal communication was moderately high correlated with SOU ($r = 0.702$, $p < 0.01$). It was followed by the conscientiousness ($r = 0.686$, $p < 0.01$), which is also moderately high correlated to the SOU. Then the open to experiences ($r = 0.575$, $p < 0.01$) indicate the moderate correlation to the SOU. Similarly, the Pearson's correlation coefficients of transformational leadership was 0.493, significantly correlate to the SOU at the 0.000; followed by the agreeableness with $r=0.442$ at $p<0.01$. Finally the extraversion of $r=0.320$ at 0.000 (significant level at $p<0.01$) show a low correlation to the SOU. However, the neuroticism showed negative correlation to the SOU (-.047) however it was insignificant results of 0.474.

Table 4.13
Pearson's Correlations Matrix for Variables

		Neuroticism	Extraversion	Openness to Experience	Agreeableness	Conscientiousness	Internal Communication	Transformational Leadership
Sense of Urgency	Pearson Correlation	-.047	.320(**)	.575(**)	.442(**)	.686(**)	.702(**)	.493(**)
	Sig. (2-tailed)	.474	.000	.000	.000	.000	.000	.000
	N	232	232	232	232	232	232	232

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

* Correlation is significant at the 0.05 level (2-tailed).

4.5 Multiple Regressions

This section reports the results of the research objectives of the study. Having established the validity and reliability of the scales, the hypotheses are tested in this section.

1. To determine the significant relationship between personality traits constructs and the sense of urgency.
 - i. To determine the significant relationship between neuroticism and the sense of urgency.
 - ii. To determine the significant relationship between extroversion and the sense of urgency.
 - iii. To determine the significant relationship between openness to experiences and the sense of urgency.
 - iv. To determine the significant relationship between conscientiousness and the sense of urgency.
 - v. To determine the significant relationship between agreeableness and the sense of urgency.

2. To determine the significant relationship between internal communication and the sense of urgency.
3. To determine the moderating effect of transformational leadership on the relationship between personality traits constructs and the sense of urgency.
 - i. To determine the moderating effect of transformational leadership on the relationship between neuroticism and the sense of urgency.
 - ii. To determine the moderating effect of transformational leadership on the relationship between extroversion and the sense of urgency.
 - iii. To determine the moderating effect of transformational leadership on the relationship between openness to experiences and the sense of urgency.
 - iv. To determine the moderating effect of transformational leadership on the relationship between conscientiousness and the sense of urgency.
4. To determine the moderating effect of transformational leadership on the relationship between internal communication and the sense of urgency.

From Table 4.14 the six independent variables (neuroticism, extraversion, openness to experiences, agreeableness, conscientiousness, and internal

communication) and moderating variable (transformational leadership) together explain 78% of the dependent variable, i.e. sense of urgency. This means that the model explains 78% of the variance in sense of urgency which is highly significant (Sig. = .000 i.e. $p < .0005$) as indicated by the F-value of 115.826 (see Table 4.15).

Table 4.14

Model Summary for Sense of Urgency, Transformational Leadership and Independent Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.885(a)	.784	.777	.09878	1.805

a Predictors: (Constant), Neuroticism, Extraversion, Openness, Agreeableness, Conscientiousness, Internal Communication, Transformational Leadership

b Dependent Variable: Sense of Urgency

In detail, a value of R square shows a measurement of how much of the variability in the outcome is accounted for by the predictors. Model shows that the value of R square is 0.784, which means that predictors accounted for 78% of the variation in sense of urgency. The adjusted R square gives some idea of how well this model generalizes. Finally, the statistic of the Durbin-Watson shows the assumption of independent error. The value of 1.805 is closer to 2, which shows that the assumption has almost certainly been met.

Table 4.15 reveals the analysis of variance (ANOVA) that tests whether the model is significantly better at predicting the outcome than using the mean.

Table 4.15

Analysis of Variance for Sense of Urgency, Transformational Leadership and Independent Variables

	Model	Sum of Squares	df	Mean Square	F	Sig.
1.	Regression	7.911	7	1.130	115.826	.000(a)
	Residual	2.186	224	.010		
	Total	10.096	231			

a Predictors: (Constant), Neuroticism, Extraversion, Openness, Agreeableness, Conscientiousness, Internal Communication, Transformational Leadership

b Dependent Variable: Sense of Urgency

Having established the independent and moderating variables significantly collectively explain 78% of the variance on SOU, the next section sought to explain the relative importance of the various independent variables and moderating variable.

4.6 Hierarchical Regression Analysis

Hierarchical Regression is one of the most utilized multiple regression's model in research analysis. Hierarchical linear is appropriate for use in this study as it allows variance in outcome variables to be analyzed at multiple hierarchical levels (Coakes & Steed, 2007). The multi-level analysis is used to explore the nested data on the moderating effect, which is the transformational leadership on the relationship between the personality traits, internal communication, and sense of urgency. Therefore, the hierarchical regression analysis was used in this research to compute the significance of each added variable (or set of variables) to the explanation reflected in R-square. The used of the hierarchical regression analysis is to facilitate the findings of Hypotheses 7 to 12. This hierarchical procedure is an alternative to compare Betas for the

purpose of assessing the importance of the independents. Further, the interaction term for the predictor variables can be explained by plotting the moderation graph, as suggested by Hair et al. (2007).

4.6.1 Neuroticism, Transformational Leadership and Sense of Urgency

Table 4.16 demonstrated that the neuroticism and moderating variable (transformational leadership) together did not explain 23.7% of the dependent variable (sense of urgency). The model summary in Table 4.16 showed insignificant results for both Model 1 (sig. F change is 0.474), and Model 2 with R-square change of 0.242), and which was not significant (Sig. F Change = .265 i.e. $p > .0005$).

Table 4.16
Model Summary of Neuroticism, Transformational Leadership and Sense of Urgency

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.047 ^a	.002	-.002	.20928	.002	.515	1	230	.474	
2	.494 ^b	.244	.237	.18256	.242	73.248	1	229	.265	1.757

a. Predictors: (Constant), Neuroticism

b. Predictors: (Constant), Neuroticism, Transformational Leadership

c. Dependent Variable: Sense of Urgency

Table 4.17 revealed the analysis of variance (ANOVA) at a results of .060 which has exceeded the value of $p < .0005$.

Table 4.17
Analysis of Variance for Neuroticism, Transformational Leadership and Sense of Urgency

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.023	1	.023	.515	.474 ^a
	Residual	10.074	230	.044		
	Total	10.096	231			
2	Regression	2.464	2	1.232	36.962	.060 ^b
	Residual	7.632	229	.033		
	Total	10.096	231			

a. Predictors: (Constant), Neuroticism

b. Predictors: (Constant), Neuroticism, Transformational Leadership

c. Dependent Variable: Sense of Urgency

Moreover, Table 4.18 shows neuroticism accounted for -0.731 in Beta value and transformational leadership had a beta coefficient of 0.843. However, these results were not significant.

Table 4.18
Coefficient Analysis for Neuroticism, Transformational Leadership and Sense of Urgency

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.278	.097		33.631	.000
	Neuroticism	-.025	.034	-.047	-.718	.474
2	(Constant)	2.421	.131		18.431	.000
	Neuroticism	-.380	.051	-.731	-7.430	.262
	Transformational Leadership	.736	.086	.843	8.558	.062

a. Dependent Variable: Sense of Urgency

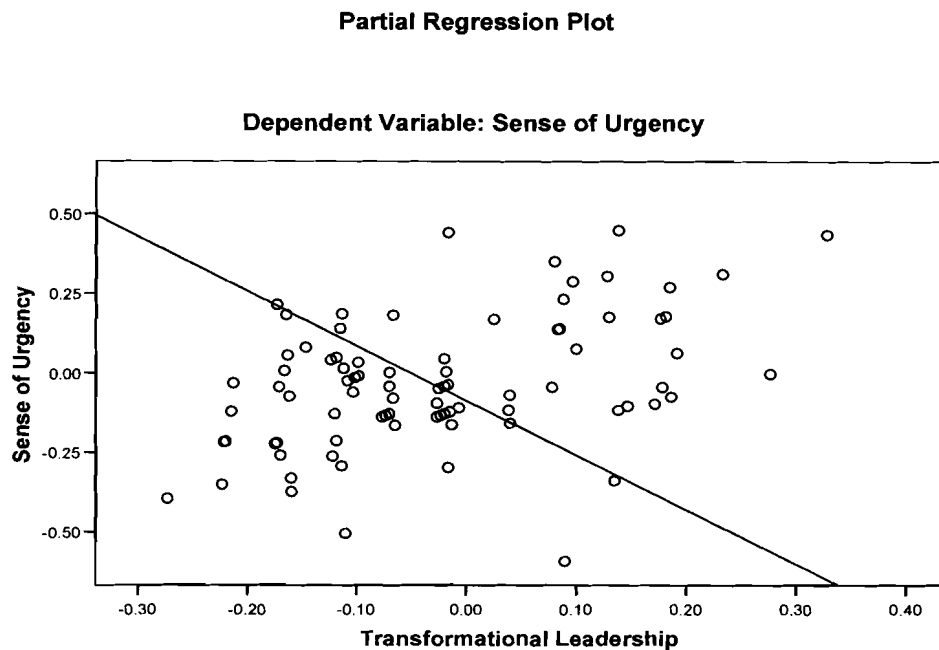


Figure 4.2
Moderation Graph for Neuroticism, Transformational Leadership and Sense of Urgency

The graph showed that transformational leadership has no contingent effect to the association between neuroticism and sense of urgency (Figure 4.2).

4.6.2 Extraversion, Transformational Leadership and Sense of Urgency

From Table 4.19 the independent variable (extraversion) and moderating variable (transformational leadership) together, explained 26.6% of the dependent variable (sense of urgency). The model summary shows that the value of adjusted R-square in Model 1 is 0.099, which means that extraversion accounted for 9.9% of the variation in sense of urgency. The Model 2 included a standardized reading score, had accounted for 26.6% of the variance (Adjusted R-square = 0.266). Therefore, the inclusion of the transformational

leadership as the moderating variable into the Model 2 resulted in an additional 17.0% of the variance being explained (R-square change = 0.170), and which was highly significant (Sig. F Change = .000 i.e. $p < .0005$).

Furthermore, the statistic of the Durbin-Watson showed the assumption of independent error. The value of 1.756 is closer to 2, which shows that the assumption has almost certainly been met.

Table 4.20 revealed the analysis of variance (ANOVA) that tests whether the model is significantly better at predicting the outcome than using the mean. The model explained 26.6% of the variance in sense of urgency which is highly significant (Sig. = .000 i.e. $p < .0005$) as indicated by the F-value of 42.955.

Table 4.19
Model Summary of Extraversion, Transformational Leadership and Sense of Urgency

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					Change	F Change	df1	df2	Sig. F Change	
1	.320 ^a	.103	.099	.19848	.103	26.285	1	230	.000	1.756
2	.522 ^b	.273	.266	.17905	.170	53.612	1	229	.000	

a. Predictors: (Constant), Extraversion

b. Predictors: (Constant), Extraversion, Transformational Leadership

c. Dependent Variable: Sense of Urgency

Table 4.20
Analysis of Variance for Extraversion, Transformational Leadership and Sense of Urgency

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.035	1	1.035	26.285	.000 ^a
	Residual	9.061	230	.039		
	Total	10.096	231			
2	Regression	2.754	2	1.377	42.955	.000 ^b
	Residual	7.342	229	.032		
	Total	10.096	231			

a. Predictors: (Constant), Extraversion

b. Predictors: (Constant), Extraversion, Transformational Leadership

c. Dependent Variable: Sense of Urgency

Table 4.21 disclosed the Beta coefficient to enables the understanding of whether the extraversion and moderating variable significantly explain the variance in sense of urgency. The Beta value explained about the relationship between sense of urgency and the extraversion which included in the model. Additionally the table also indicated the relative importance of each of the variables. Thus, output in Table 4.21 is concerned with the parameters of the model.

The results revealed the Beta value for extraversion was 0.182, which was significant at 0.042, additionally the transformational leadership made significant contribution (sig.=0.000) to the prediction of sense of urgency, with the Beta coefficients of 0.650.

Table 4.21
Coefficient Analysis for Extraversion, Transformational Leadership and Sense of

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.272	.183		.000
	Extraversion	.288	.056	.320	.000
2	(Constant)	1.952	.171		.000
	Extraversion	.163	.080	.182	.042
	Transformational Leadership	.651	.089	.650	.000

a. Dependent Variable: Sense of Urgency

Partial Regression Plot

Dependent Variable: Sense of Urgency

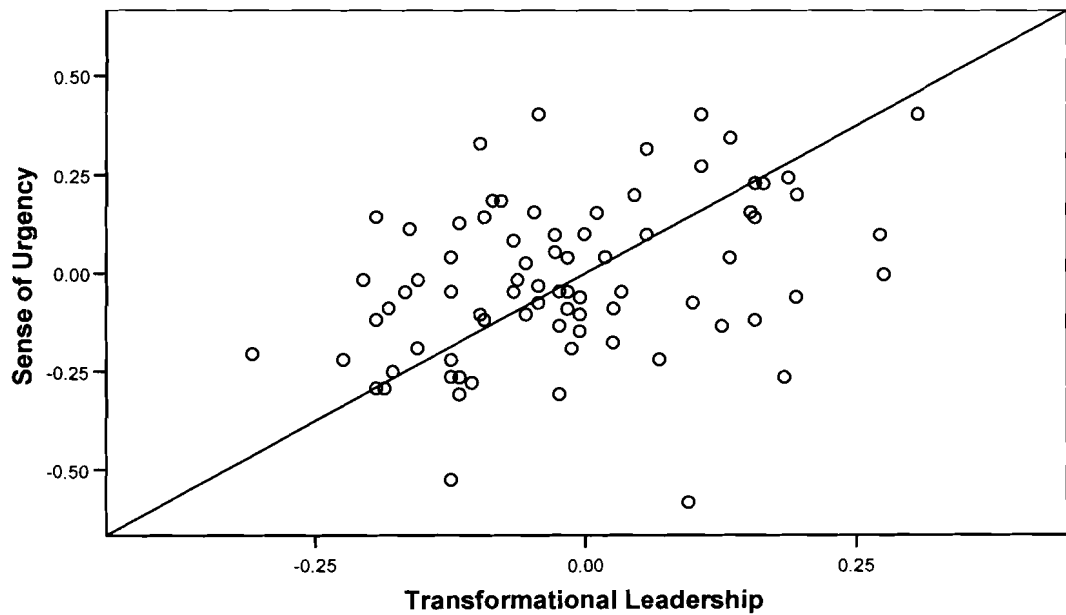


Figure 4.3
Moderation Graph for Extraversion, Transformational Leadership and Sense of Urgency

The graph demonstrates that transformational leadership yields a significant strong positive correlation the association between extraversion and sense of urgency (Figure 4.3).

4.6.3 Openness to Experience, Transformational Leadership and Sense of Urgency

Table 4.22 explained the moderating effect of the transformational leadership on the openness to experience with the sense of urgency. Both variables explained 53.6% of the dependent variable (sense of urgency). Specifically, the adjusted R- square in Model 1 was 0.328, which means that openness to experiences explained 32.8% of the variation in sense of urgency. In addition, the inclusion of the transformational leadership as the moderating variable into the Model 2 resulted of 53.6%, which indicated that an additional 20.9% of the variance being explained (R-square change = 0.209). The result was highly significant at 0.000. The value of Durbin-Watson (1.776) showed that the assumption has almost certainly been met. For the ANOVA, it showed that the model explained 53.6% of the variance in sense of urgency which is highly significant (Sig. = .000 i.e. $p < .0005$), and the F-value was 134.405.

Table 4.22

Model Summary of Openness to Experiences, Transformational Leadership and Sense of Urgency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.575 ^a	.331	.328	.17141	.331	113.624	1	230	.000	
2	.735 ^b	.540	.536	.14241	.209	104.202	1	229	.000	1.776

a. Predictors: (Constant), Openness to Experiences

b. Predictors: (Constant), Openness to Experiences, Transformational Leadership

c. Dependent Variable: Sense of Urgency

Table 4.23

Analysis of Variance for Openness to Experiences, Transformational Leadership and Sense of Urgency

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.338	1	3.338	113.624	.000 ^a
	Residual	6.758	230	.029		
	Total	10.096	231			
2	Regression	5.452	2	2.726	134.405	.000 ^b
	Residual	4.644	229	.020		
	Total	10.096	231			

a. Predictors: (Constant), Openness to Experiences

b. Predictors: (Constant), Openness to Experiences, Transformational Leadership

c. Dependent Variable: Sense of Urgency

The results of Beta value revealed that the transformational leadership made the most significant contribution (0.738) to the prediction of sense of urgency. Whereas, the openness to experience has less contribution of Beta 0.044.

Table 4.24

Coefficient Analysis for Openness to Experiences, Transformational Leadership and Sense of Urgency

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.013	.113		17.850	.000
	Openness to Experiences	.358	.034	.575	10.659	.000
2	(Constant)	1.308	.116		11.244	.000
	Openness to Experiences	.003	.045	.004	.059	.050
	Transformational Leadership	.686	.067	.738	10.208	.000

a. Dependent Variable: Sense of Urgency

Partial Regression Plot

Dependent Variable: Sense of Urgency

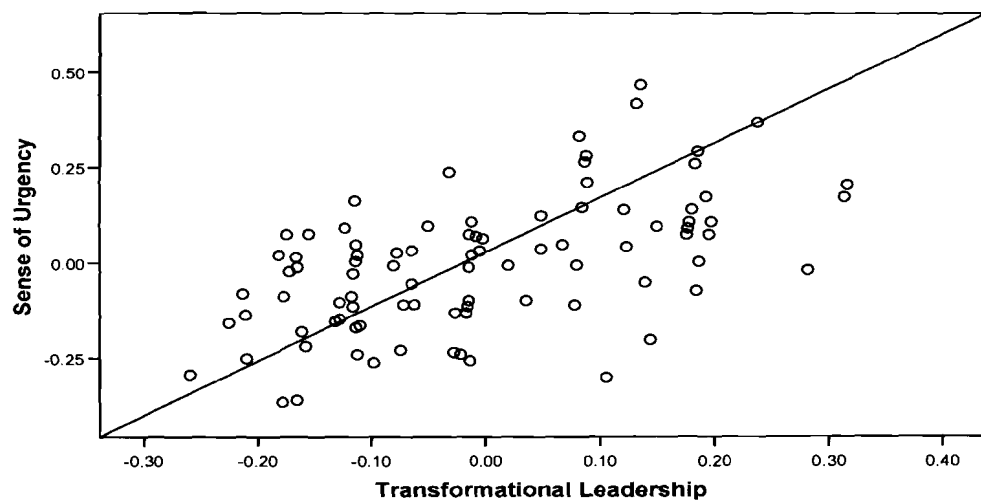


Figure 4.4

Moderation Graph for Openness to Experiences, Transformational Leadership and Sense of Urgency

The total effect of openness to experiences and sense of urgency through that transformational leadership was significantly high as shown in the graph (Figure 4.4).

4.6.4 Agreeableness, Transformational Leadership and Sense of Urgency

The model summary in Table 4.25 showed that the value of adjusted R-square in Model 1 is 0.192, which means that agreeableness accounted for 19.2% of the variation in sense of urgency. The Model 2 accounted for 40.8% of the variance, which means the transformational leadership had influenced the relationship of agreeableness and sense of urgency of an additional 21.7% (R-square change = 0.217; Sig. F Change = .000 i.e. $p < .0005$). The statistic of the Durbin-Watson showed the assumption of independent error of 1.784.

Table 4.25
Model Summary of Agreeableness, Transformational Leadership and Sense of Urgency

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.442 ^a	.195	.192	.18793	.195	55.867	1	230	.000	1.784
2	.642 ^b	.413	.408	.16092	.217	84.699	1	229	.000	

a. Predictors: (Constant), Agreeableness

b. Predictors: (Constant), Agreeableness, Transformational Leadership

c. Dependent Variable: Sense of Urgency

Furthermore, F-value of 80.448 (Table 4.26) of ANOVA, explained that the model is significantly better at predicting the outcome than using the mean.

Table 4.26
Analysis of Variance for Agreeableness, Transformational Leadership and Sense of Urgency

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.973	1	1.973	55.867	.000 ^a
	Residual	8.123	230	.035		
	Total	10.096	231			
2	Regression	4.166	2	2.083	80.448	.000 ^b
	Residual	5.930	229	.026		
	Total	10.096	231			

a. Predictors: (Constant), Agreeableness

b. Predictors: (Constant), Agreeableness, Transformational Leadership

c. Dependent Variable: Sense of Urgency

The Beta coefficient (Table 4.27) showed that the agreeableness and transformational leadership significantly explained the variance in sense of urgency. It showed that transformational leadership (Beta=0.613) and agreeableness (Beta=0.44) made significant contribution to the prediction of sense of urgency, significant at 0.05.

Table 4.27
Coefficient Analysis for Agreeableness, Transformational Leadership and Sense of Urgency

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.898	.176		10.800	.000
	Agreeableness	.420	.056	.442	7.474	.000
2	(Constant)	1.207	.168		7.176	.000
	Agreeableness	.042	.063	.044	.666	.026
	Transformational Leadership	.699	.076	.613	9.203	.000

a. Dependent Variable: Sense of Urgency

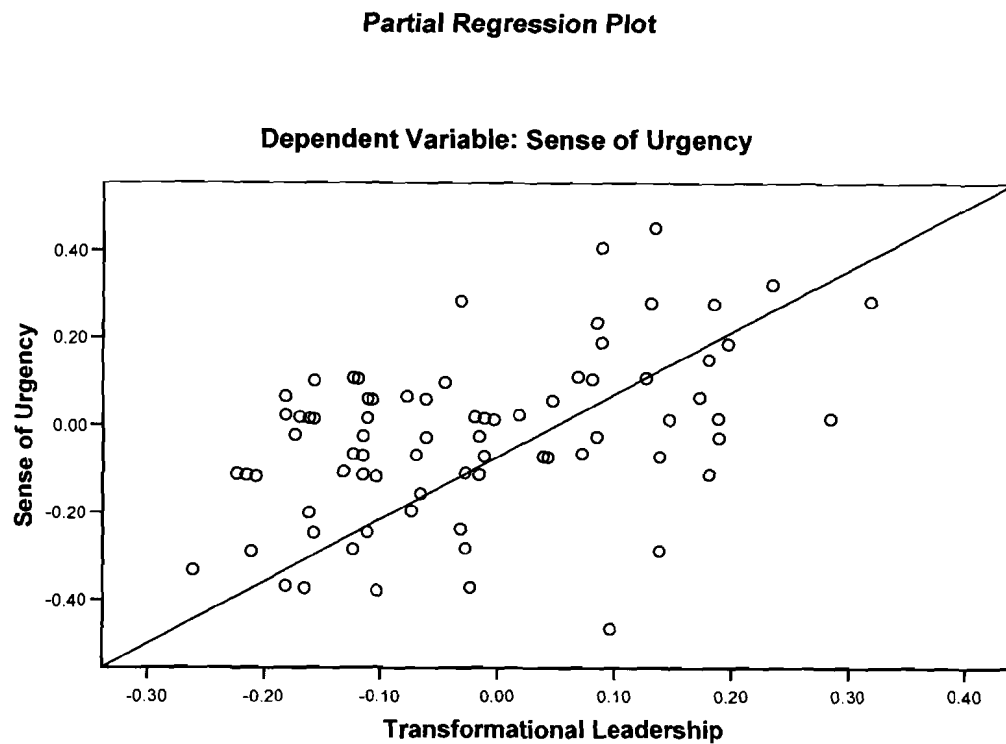


Figure 4.5
Moderation Graph for Agreeableness, Transformational Leadership and Sense of Urgency

From the graph (Figure 4.5), it is postulated that the transformational leadership affect the relationship between agreeableness and sense of urgency.

4.6.5 Conscientiousness, Transformational Leadership and Sense of Urgency

The hierarchical regression results in Table 4.28 demonstrated the conscientiousness which was the independent variable together with moderating variable (transformational leadership), explained 57.5% of the dependent variable (sense of urgency). The value of adjusted R-square in

Model 1 is 0.468, which means that conscientiousness accounted for 46.8% of the variation in sense of urgency. The inclusion of the transformational leadership as the moderating variable into the Model 2 resulted in an additional 10.5% of the variance being explained (R-square change = 0.105; Sig. F Change = .000). The Model 2 accounted for 57.1% of the variance (Adjusted R-square = 0.571; Durbin-Watson=1.779).

Table 4.28
Model Summary of Conscientiousness, Transformational Leadership and Sense of Urgency

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.686 ^a	.470	.468	.15251	.470	204.073	1	230	.000	
2	.758 ^b	.575	.571	.13694	.105	56.285	1	229	.000	1.779

a. Predictors: (Constant), Conscientiousness

b. Predictors: (Constant), Conscientiousness, Transformational Leadership

c. Dependent Variable: Sense of Urgency

Table 4.29 revealed the analysis of variance (ANOVA) that tested whether the model was significantly better at predicting the outcome than using the mean. This means that the model explained 47.1% of the variance in sense of urgency which is highly significant (Sig. = .000 i.e. $p < .0005$) as indicated by the F-value of 154.706.

Table 4.29
Analysis of Variance for Conscientiousness, Transformational Leadership and Sense of Urgency

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.747	1	4.747	204.073	.000 ^a
	Residual	5.350	230	.023		
	Total	10.096	231			
2	Regression	5.802	2	2.901	154.706	.000 ^b
	Residual	4.294	229	.019		
	Total	10.096	231			

a. Predictors: (Constant), Conscientiousness

b. Predictors: (Constant), Conscientiousness, Transformational Leadership

c. Dependent Variable: Sense of Urgency

The standardized coefficients of 0.250 for conscientiousness and 0.542 for transformational leadership were statistically significant (Table 4.30).

Table 4.30
Coefficient Analysis for Conscientiousness, Transformational Leadership and Sense of Urgency

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.721	.105		16.450	.000
	Conscientiousness	.496	.035	.686	14.285	.000
2	(Constant)	1.354	.106		12.781	.000
	Conscientiousness	.181	.052	.250	3.463	.001
	MVCTL	.501	.067	.542	7.502	.000

a. Dependent Variable: Sense of Urgency

Partial Regression Plot

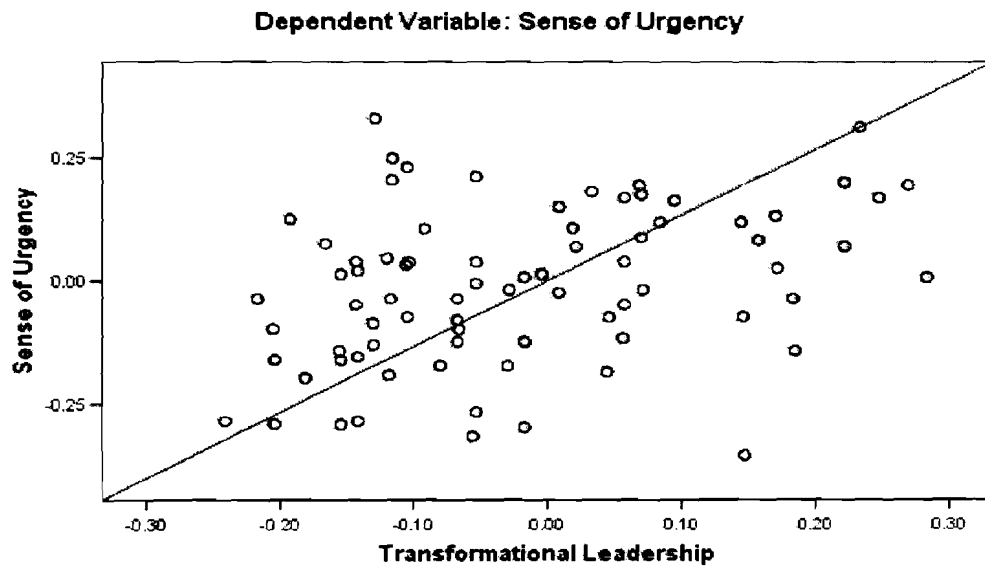


Figure 4.6
Moderation Graph for Conscientiousness, Transformational Leadership and Sense of Urgency

The graph showed that transformational leadership yielded a significant strong positive correlation in the association between conscientiousness and sense of urgency (Figure 4.6), hence the H₄ have been supported.

4.6.6 Internal Communication, Transformational Leadership and Sense of Urgency

The model as in Table 4.31 indicated reasonable model fit indices of the internal communication and the transformational leadership that explained 53.9% of the sense of urgency. The R-square change of 5% showed significant result of the transformational leadership into the model. The Model 1 indicated the result of 0.491, which means that internal communication explained 49.1% of the variation in sense of urgency, an increase of 53.9% (Model 2) upon the inclusion of transformational leadership. The Durbin-Watson was 1.214 showed the assumption of independent error has almost certainly been met.

Table 4.31
Model Summary of Internal Communication, Transformational Leadership and Sense of Urgency

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.702 ^a	.493	.491	.14920	.493	223.571	1	230	.000	1.214
2	.737 ^b	.543	.539	.14201	.050	24.864	1	229	.000	

a. Predictors: (Constant), Internal Communication

b. Predictors: (Constant), Internal Communication, Transformational Leadership

c. Dependent Variable: Sense of Urgency

Table 4.32 revealed the model was significantly better at predicting the outcome than using the mean, which explained 53.9% of the variance in sense of urgency which is highly significant (Sig. = .000 i.e. $p < .0005$) as indicated by the F-value of 135.816.

Table 4.32

Analysis of Variance for Internal Communication, Transformational Leadership and Sense of Urgency

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.977	1	4.977	223.571	.000 ^a
	Residual	5.120	230	.022		
	Total	10.096	231			
2	Regression	5.478	2	2.739	135.816	.000 ^b
	Residual	4.618	229	.020		
	Total	10.096	231			

a. Predictors: (Constant), Internal Communication

b. Predictors: (Constant), Internal Communication, Transformational Leadership

c. Dependent Variable: Sense of Urgency

The Beta coefficient revealed that the internal communication (Beta=0.135) and transformational leadership (Beta=0.609) made significant contribution to the prediction of sense of urgency, significant at less than 0.05 (Table 4.33).

Table 4.33
Coefficient Analysis for Internal Communication, Transformational Leadership and Sense of Urgency

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.155	.071		.000
	Internal Communication	.276	.018	.702	.000
2	(Constant)	1.899	.085		.000
	Internal Communication	.053	.048	.135	.027
	Transformational Leadership	.366	.073	.609	.000

a. Dependent Variable: Sense of Urgency

Partial Regression Plot

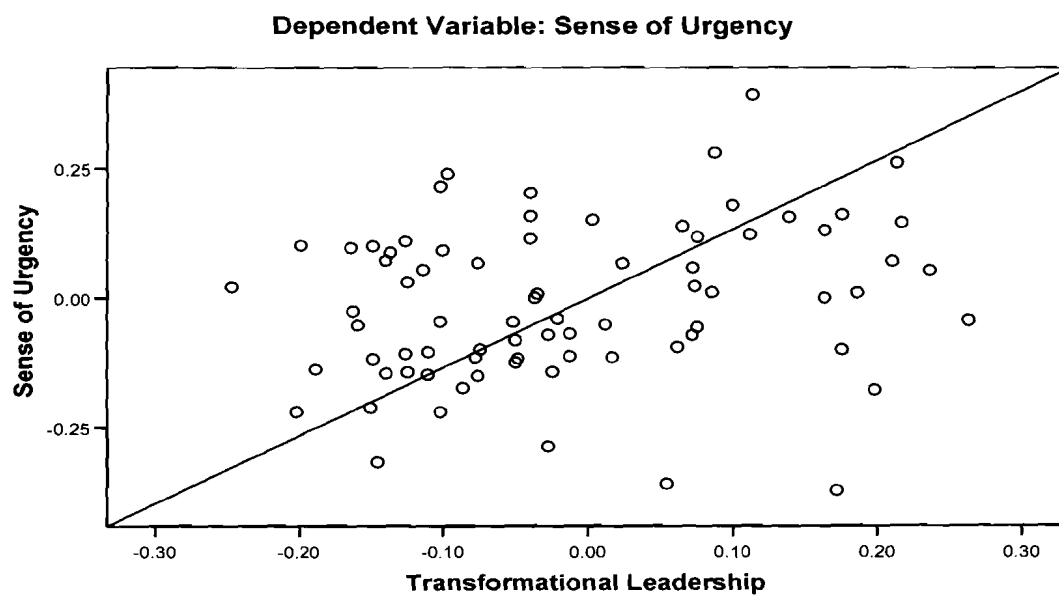


Figure 4.7
Moderation Graph for Internal Communication, Transformational Leadership and Sense of Urgency

The graph showed that transformational leadership yielded a significant strong positive correlation the association between internal communication and sense of urgency.

In summary, our analysis using Hierarchical Regression has demonstrated that transformational leadership has indeed enhanced the relationship between the variables of agreeableness, extraversion, openness and conscientiousness with sense of urgency. These further support our hypothesis on the effect of transformational leadership as a moderator on the relationship of the said variables to Sense of urgency. The only exception was neuroticism which showed an insignificant contribution of transformational leadership with sense of urgency.

4.7 Qualitative Results

In order to explain the moderating effects of the transformational leadership on the relationship of the personality traits and internal communication, and sense of urgency, this section reveals the results from the in-depth interviews with the participants. The explanation of each construct is shown in Table 4.34.

Table 4.34
Description Table of the Qualitative Findings

Constructs	Descriptions
The necessity of change.	Survival; to stay abreast with the external changes; need to change the business model to keep competitive.
The possibilities of change failure.	Not be managed in the most professional manner; lack of structure in terms implementation i.e. lack of communication and execution, unclear vision; and not robust contingency plans.
The sense of urgency in the perspective of change.	<p>A situation where everybody – not only the management level, but all, have the positive energy to move forward either to achieve something better than the current state, or trying to remedy the current situation which is not correct.</p> <p>The sales staff are closest to customers compared to other functions- can detect the danger of customers changing preference and sensitivity into cost and the team realize that they are in the state of urgency to change the business model in order to remain competitive.</p>
The personality traits of an individual which will likely leads to high sense of urgency.	<ol style="list-style-type: none"> 1) Neurotics whom may view the sense of urgency as a negative scenario and potentially negatively influenced others. Neurotic's individual likely will be panicky and insecure. 2) Extraversion - we need to extroverts to come forward with direct feedbacks/concerns which need to be built into the change process; change agent candidate. 3) Openness as the most desired traits to fit into the current situation; staff who are open for new experience, not afraid to venture into new competencies and move from their current state of comfort. 4) Agreeableness trait individual tend to be sensitive to other's feeling and opinion. They are generally compliant and would support company's direction should they perceived is to be fair and beneficial to majority.

Table 4.34 (continued)
Description Table of the Qualitative Findings

	<p>5) Conscientiousness; who are hardworking, like the challenges and to be the best; high self-discipline and committed to their job. They will act positively to the challenges (sense of urgency); change agent candidate.</p>
The importance of internal communication.	<p>Effective and clear communication- well managed information transcended into people in a timely and clear manner; simple and straightforward to be understood at various levels; fluid downwards; a persistent and consistent message need to be delivered to all level of staff; leaders should consistent in delivering messages on the need for the change sense of urgency.</p>
The leadership style that appropriate to the sense of urgency.	<p>Situational and various; 1) Operationally – flawless execution with minimum disruption to business; 2) Business – minimum loss of opportunities while change process take place; 3)Reputation – No unwanted negative media/public view on this change and no loss of talent during this transition.</p> <p>Leaders need to heighten up their visibility to people during this transition (sense of urgency); and available to people during this uncertainty and ready to interface with staff soonest.</p> <p>Transformational type will be most appropriate. This type of leader's emphasis on 'hearts and minds', rallying his followers into believing future strategy and how they (followers) can contribute in their individual way as a part of a bigger picture. They will be higher 'sense-of-belonging' from employees if they felt that they are a part of the change process, the sense of urgency. Transactional leadership is best suited for short-term projects where the targets are clear and defined. Transactional too is best suited for an individual effort instead of group. People will be motivated if the reward and consequences are clearly defined.</p>
The leadership style to correct or mitigate the undesirable trait such as neurotic	<p>A leader will focus more on his/her visibility and communication around neurotics as they need constant reassurance and interaction to deal with their anxiety.</p> <p>Trait like agreeableness needs constant re-enforcement of communication as they have tendency to be sympathetic to others who may resist change.</p> <p>Leaders with 'down-to-earth' personality to be able to reach into the employees' hearts and mind. The leader needs to coach and be transparent on the benefits and risk of a change effort.</p> <p>Neurotics typically will be attracted to negative gossips and in return disseminate them at a bigger proportion to others, while extra attention need to be given to agreeableness traits as they tend to place relationship with others above individual benefit. Both of these traits need special attention and best if the leader can treat them in a manner that communication is continuous.</p>

Beside the table of descriptions, it is meaningful to show the diagrammatic relationship between the constructs discussed as suggested by Yin (2003). Therefore, further elaboration of the relationships based from NVivo 9 is shown in Figure 4.8 below (also attached as in **Appendix E**):

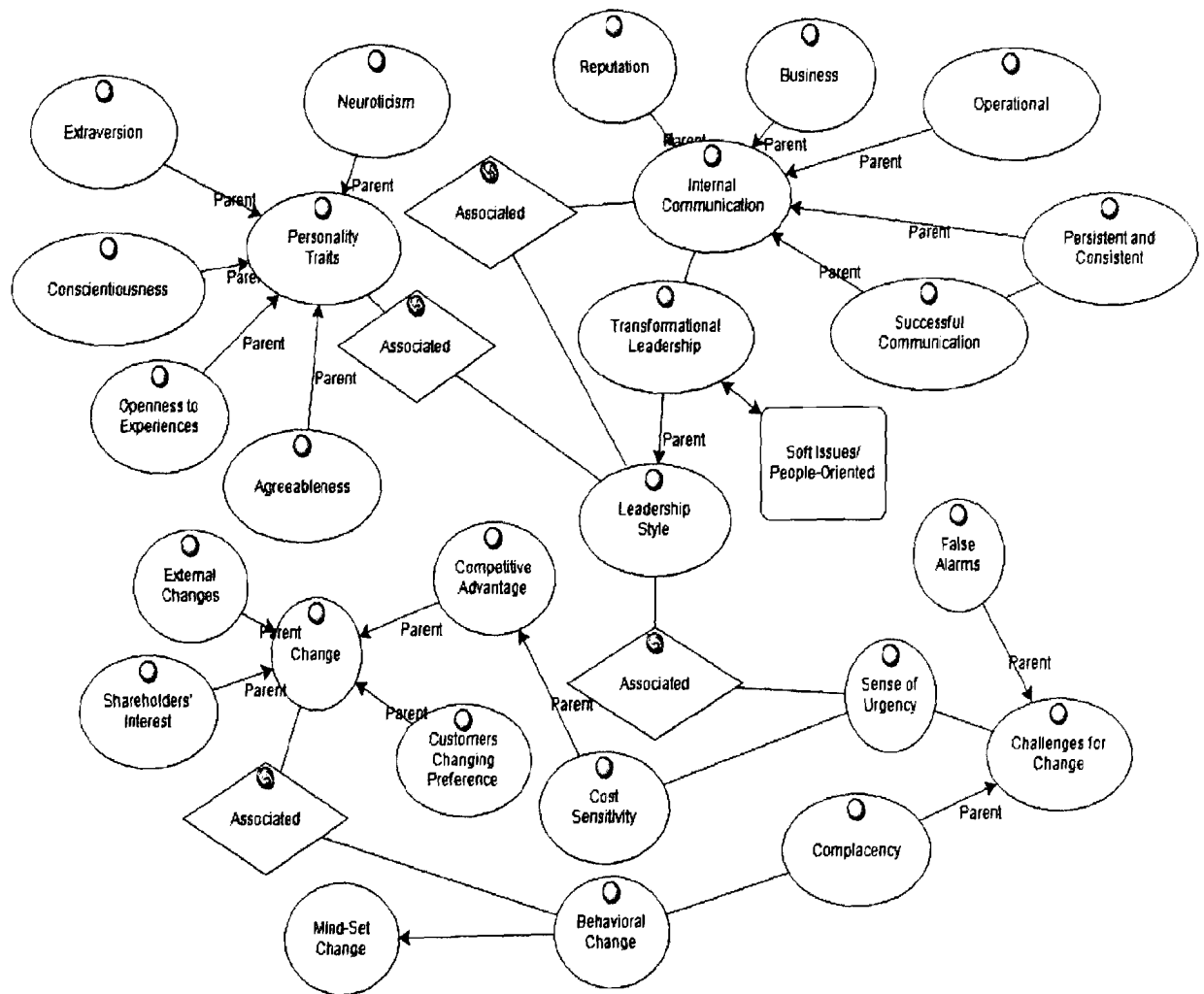


Figure 4.8
Relationship Diagram

The participants or the interviewees stated that the change is important for the survival of the organization. The pressure for change in the external environment requires them to be conscious and appreciate that the organization has to change, particularly in changing the business model to be competitive and to maintain a sustainable competitive advantage. Although the company is already established and have a good reputation and brand, it should not be too complacent of its current achievement as the competitors are closing in on them. As quoted below:

"Consumers are much savvier now in selecting their product. Brand itself won't guarantee you sale unless it is coupled with value and after-sale-service. I must admit that it is much difficult to raise a sense of urgency in a leading organization with established success result like this".
(Regional General Manager)

The Plant Manager of Singapore has pointed one interesting point about the nature of the blue collar workers:

"I manage mainly blue-collar workers and their level of education and mind-set sometime hinders them in understanding and appreciating the level of urgency the company face in changing the business model. They tend to be isolated in the appreciating the mainstream issues and quite contented in their own world."

The Commercial Manager gave a good remark on the team sense of urgency as stated below:

"The team realize that they are in the state of urgency to change our business model in order to remain competitive."

However, some change initiative might fail if it is not being managed in the most professional manner; lacked of structure in terms implementation i.e. lacked of communication and execution, unclear vision; and not robust contingency plans. Therefore, it should be initiated with the first crucial step i.e. raising the sense of urgency. Participants had highlighted this as a significant to the next level of actual change. However, most of them stressed the important role of people, particularly the entire organization, both leaders (management) and followers (staff). As stated by the interviewees that it is desirable for all staff to internalize the pressing need for this change.

The Customer Service Manager (Brunei) noted about the culture of complacency which to be noted:

“My sense is that the culture here is a bit complacent as realistically we are the only player in the market thus the perception is that this changes will not have major impact to us.”

The understanding of the sense of urgency from the real life experiences stated it clearly that “it is a situation where everybody – not only the management level, but all, have the positive energy to move forward either to achieve something better than the current state, or trying to remedy the current situation which is not correct”.

The Regional General Manager further explained the current sense of urgency in the organization:

“There is some room of improvement particularly at the lower level. When I visited the plants – folks there is still uncertain over the circumstances that force us to change and how they individually can help to facilitate the change. All they perceived is only the drive of cost-cutting to improve margin.”

As predicted, most of the participants highlighted the importance role of leaders. They stressed that leadership is needed to disseminate the urgency to the employees. This should be done in an urgent basis, failing which it would lead to possibilities of lost opportunities and even the need to review the current portfolio to mitigate losses i.e. downsizing or divestment. The participants also highlighted the accountability for this in ensuring the shareholders interests are protected. The challenge for the stable organization is to raise the sense of urgency. A participant highlighted an important point that “it is much difficult to raise a sense of urgency in a leading organization with established success result.” This is because employees tend to underestimate the competition in the market due to the strong brand and historical success the company has enjoyed.

Interesting to note that there are potential blockers to the sense of urgency as commented by the General Manager of the Human Resource:

“Complacency due to ignorance of external environment challenges, or too comfortable with our historical market positions and ‘over-doze’ of previous change programs which has no clear success.”

On the other hand, the sales staff who are closest to customers compared to other functions, can detect the danger of customers changing preference and sensitivity into cost and they realized that they are in the state of urgency to change the business model in order to remain competitive. In contrast, a participant highlighted that the blue-collar workers (plant workers) due to their level of education, mind-set and the fact that they are remotely located sometime hinders them in understanding and appreciating the level of urgency the company face in changing the business model.

The findings also showed that neurotics may potentially view the sense of urgency as a negative scenario and potentially negatively influenced others. This is because the neurotic individual likely will be panicky and insecure. They are the one whom likely have either a low sense of urgency or, a negative one. Neurotics likely will have all kind of negative impression of a change effort. They tend to be subversive and hence a negative influence to others.

Whereas, the extraversion will come forward with direct feedbacks and concerns which need to be built into the change process. They are potentially a good source of candidate for change agent in the organization. This is because, they are typically are outspoken and be the first to be discontented over a status quo.

This being further emphasized by the Customer Service Manager:

"We need to relate this change in terms of their career progression perspective. While loss of jobs may be remote but the level of sense of urgency may likely raise for those ambitious type (extraversion) should they realize that the number of enhance roles will drastically reduced if we do not change."

The extraversion employees are likely to be the high achievers who aimed for high bonuses and motivated with recognitions. Based on the experiences, the participants observed that individual with this type of personality would hesitate to leave the company if nothing changes for improvement.

Participants believed that openness is the most desired trait to fit into internalizing sense of urgency. The employees with this trait are the staffs who are open for new experience, not afraid to venture into new competencies and move away from their current state of comfort. Further explanation is that openness traits reflect the degree of risk taking and self confidence which is inherited in an individual; flexible to change and not adverse to risk taking. They are also an excellent change agent candidate.

Agreeableness trait individual are usually compliant to company's direction as they have full trust that the management knows best and competent to anticipate business environment needs. However, they tend to avoid controversies and be less likely to be relied as change agent as they tend to be sensitive to others plight and resistance. If agreeableness trait personnel are overwhelmed by the majority of employees who are resistant to change,

they have tendency to be influenced to a negative direction. Therefore, leaders need to be mindful in observing the personnel of such trait.

A quotation from the Commercial Manager was:

“Putting these two together (neurotics and agreeableness) tend to be a challenge towards any change progress should the earlier have a bigger influence than the latter.”

Meanwhile, conscientiousness is a hardworking individual. They are the type of person who likes challenges. They always aim to be the best, aside from being highly self-disciplined and committed to their job. Therefore, they will respond well to sense of urgency, and would be an effective change agent candidate.

Most of the participants believed that the levels of sense of urgency need to be felt through-out the organization and not only at certain segment. They stressed that communicating the business case for change is crucial at every level. The participants said that all functions need to feel that they are in the same burning platform. If the level of sense of urgency is not felt through-out, participants felt that the company will be busy doing business internally (within departments) rather than externally.

Internal communication is also a crucial element of key performance indicator in the company in a leader scorecard. There is a need for an effective and

clear communication to be transcended into people in a timely and clear manner. The General Manager of the Human Resource stressed that:

“While there is fair amount info available at higher level; there is a need for more focused communication at the middle and lower level. More often than not, it's the middle and lower level of staff that are tasked to execute the change at operational level.”

It is significantly quoted by many participants that a message should be simple and straightforward to be understood at various levels and fluid downwards so that the key messages will not get diluted in between the channel of communication. Furthermore, a persistent and consistent message needs to be delivered to all level of staff. Participants pointed out that leaders should be consistent in delivering messages on the need for the change sense of urgency while communication via town-hall, webcast etc.

It has been drawn on the attention to individual ability by the Customer Service Manager:

“My suggestion is that we tailor our communication towards their level of thinking. Raise their sense of belonging via appreciation of their individual contribution. For example – an order taker will facilitate customer retention should she be courteous and helpful while taking order from customers. As this is their daily routine activity, they need to be consistently reminded over the importance of their contribution. Clear goals and rewards should also help as this promotes sense of competition among them.”

Leadership style need to flexible i.e. situational in which emphasising more on people-orientation, or the soft issues. In particular, the participants have segregated it into three important aspects.

- 1) In operations; it should be a flawless execution with minimum disruption to business while safety culture be observed diligently.
- 2) In business; the minimum loss of opportunities while change process takes place.
- 3) In reputation; no unwanted negative media or public's view as a result of this change.

Leaders should be able to accurately share the vision of the end-game to employees. They should articulate the business case clearly and able to convince employees on their crucial roles to make this change sense of urgency successful. Leaders need to heighten up their visibility to people during this transition (sense of urgency); and available to people during this uncertainty and ready to interface with staff soonest. This is evidently emphasized by the Vice President as quoted below:

"We need leaders who are able to get into the 'hearts and minds' of people instead of arm-chair 'top-down' approach. Keeping people focus and motivation is crucial at this stage. Leaders maintain a high level of sense of urgency by 'walking their talk' as they should demonstrate on their-day to day practice...."

Most of the participants agree that the transformational type of leadership is most appropriate in raising the sense of urgency. This type of leader emphasises on 'hearts and minds', rallying his followers into believing future strategy and how they (followers) can contribute in their individual way as a part of a bigger picture. 'Sense-of-belonging' from the part of employees can be achieved if they felt that they are a part of the change process thus raising the sense of urgency. This further explained by the Regional General Manager:

"Leaders need to be pragmatic in expecting deliverables from their employees. We need leaders not only with the ability to share the vision with employees, but working to work for the enablers and against all obstacles. This type of leaders invests time with their staff, understanding their concern, challenges etc. They then turn this into constructive challenges into the higher management. They invite lots of dialogue but when they are convinced – they are assertive on their focus to deliver."

In contrary, the transactional leadership is best suited for short-term projects where the targets are clear and defined. Transactional too is best suited for an individual effort instead of group. People will be motivated if the reward and consequences are clearly defined. Commenting on the transactional leadership, the Human Resource General Manager indicated that:

"The first reason is due to our short term assignment (approx 4 years) given to managers (in leading their department) whom obviously will be focus on short term deliverables. The second reason is the vigorous functionalization structure that forced people to look at a narrow view in their own function instead of the company in total. I strongly believe that all functions must have the same level of sense of urgency to change in order to make it work. Partial sense-of –urgency will only leads to frustration."

In a longer range deliverables, particularly on continuous change effort, transformational leadership trait should be more desired. Top management need to drive change hard to the down-liners. The articulation of vision, the business case to change, and people accountability need to be clear and crisp. Change typically will not be of a short journey and will be continuous in tandem with our business environment. Leaders must shake the complacency by demonstrating the consequences of being in a status quo and help to alleviate uncertainty. If the vision is shared comprehensively with a realistic expectation, employees can be steered ahead on the change programs leveraging on their high sense of urgency.

When asked about steps to correct or mitigate the undesirable trait like neurotics participants suggested for leaders to focus more on his visibility and communication around them (neurotics) as they need constant reassurance and interaction to deal with their anxiety. This has been further elaborated by the Vice President:

'I would be mindful for the neurotics whom may view this change as a negative scenario and potentially negatively influenced others. Leaders need to manage this early.'

He also stressed that:

"In summary, with a combination of a strong leadership and a strong communication, I'm confident that we would be able to appeal to staff on the benefits of this change and demonstrate the rewarding experience should this is done properly."

This has been verified by the Regional General Manager in stating the points below:

“Structured communication and Leadership quality - both must come hand-in-hand under this trying circumstance. Some leaders although are very competent in business skills, do not have the adequate flair in communication –particularly at lower level. They tend to keep their message at high level thus failed to reach-out to the intended audience. Through my experience, people tend to require information that they can internalize example ‘how this will affect me?’, or ‘what is the expectation on my part on all this change”.

They stressed that as for staff with high agreeableness trait, leader need to ensure that they are not influenced by the negative elements of his or her co-worker especially if they are in a tight social group of work functions. If situation warrants it; such staffs needs to be detached from the group and be re-enforced with positive influence of co-workers.

Neurotics typically will be attracted to negative gossips and in return disseminate them at a bigger proportion to others, while agreeableness do not have a solid stand and typically will just follow the majority. This trait need special attention and best if the leader can treat them in a manner that communication is continuous. As a summary, it is worth to say that leaders with ‘down-to-earth’ personality and persistent will likely be able to reach into the employees’ hearts and mind.

4.8 Chapter Summary

The chapter commence with a brief introduction followed by description of data preparation and screening deployed. Respondents' profile were also illustrated and explained. Cronbach's alpha was used to evaluate constructs internal consistency-reliability. The result of each items factor loading and each constructs alpha coefficient were also reported, illustrated and interpreted. The hypotheses testing deployed both multiple regressions and hierarchical regression showed significant results in which the factors explains seventy-eight percent of the variance in sense of urgency which was found to be highly significant. The results highlighted that extraversion made the largest contribution to the sense of urgency, by moderating effect of the transformational leadership. The qualitative results strengthen the results which provided the explanation of the quantitative results. The next chapter builds on these findings and discusses them in relation to conclusion of the research context, previous studies as well as the research objectives and problem statement.

CHAPTER FIVE

DISCUSSIONS OF FINDINGS

5.1 Introduction

This chapter further builds on the previous by presenting in-depth discussion and interpretation of the research findings in relation to objectives research context, recent literatures, and underlying theories. The aim is to communicate the research findings in perspective and hence prepare the ground for research conclusions and implications in the next and final chapter.

5.2 Hypotheses Testing Results

As stated in Chapter 2, the study focuses on the various types of personality traits; internal communication and its relationship with the sense of urgency moderated by the transformational leadership. The results revealed that there are significantly positive relationship between extraversion, openness, conscientiousness, agreeableness and internal communication to sense of urgency and further moderate by the transformational leadership. But, the results revealed that neuroticism has no significant relationship with sense of urgency.

These sections were discussed the findings of the hypotheses as summarized below in Table 5.1.

Table 5.1
Summary of Findings

H_a	Hypotheses	Results
H ₁	Neuroticism is negatively related to sense of urgency	<i>Not Confirmed</i>
H ₂	Extraversion is positively related to sense of urgency	Confirmed
H ₃	Openness is positively related to sense of urgency	Confirmed
H ₄	Agreeableness is positively related to sense of urgency	Confirmed
H ₅	Conscientiousness is positively related to sense of urgency	Confirmed
H ₆	Internal communication is positively related to sense of urgency	Confirmed
H ₇	Transformational leadership will moderate the relationship between neuroticism and the sense of urgency	<i>Not Confirmed</i>
H ₈	Transformational leadership will moderate the relationship between extraversion and the sense of urgency	Confirmed
H ₉	Transformational leadership will moderate the relationship between openness and the sense of urgency	Confirmed
H ₁₀	Transformational leadership will moderate the relationship between agreeableness and the sense of urgency	Confirmed
H ₁₁	Transformational leadership will moderate the relationship between conscientiousness and the sense of urgency	Confirmed
H ₁₂	Transformational leadership will moderate the relationship between internal communication and the sense of urgency	Confirmed

5.3 Discussions

Hypothesis 1: Neuroticism is negatively related to sense of urgency

The results showed neuroticism has no relationship with Sense of Urgency. One possible explanation for this discrepancy in results might be due to the cross-sectional research design adopted in this study. More specifically, based on the various level of staff surveyed in the research, neurotic trait is more apparent at the lower level staff i.e. plant workers where educational background and external environment awareness are not equitable to the rest.

In investigating this discrepancy, Raja et al. (2004) found neuroticism to be positively related to transactional contracts and negatively related to relational contracts. Transactional contracts are short-term and economic whereas relational contracts are longer-term and socio-emotional in nature (Rousseau, 1995). It can be therefore interpreted that neurotics respond better to immediate needs and is adverse to organization effort to rally them into togetherness in facing long term transformational program. This would further trigger deliberation that neurotic employees are oblivious to sense of urgency as they merit their priority only on short-term clear reward and security. As they are adverse to uncertainty, they are unable to relate to business case for change and the potential benefits that can be derived from it – particularly if the vision is for longer term. It can be argued that a neurotic would be consistently edgy and vulnerable to both status quo or change circumstances as their priority is short-termed and they refuse to respond to long-term outlook

of their career progression and benefit. They would likely to respond better to transactional leadership whom propagate clear reciprocal performance-reward exchanged methodology. Motivating, coaching and even empathy efforts into them would be meaningless as they lacked sense of belonging and trust on their employer.

Our finding from the qualitative research offers an in-depth explanation and understanding of the situation based on the case study. Most of the neurotic traits are found at the lower level staff (blue collar workers) who lacked both higher education and skilled competencies which disable them in comprehending the case of any changes. They are often disconnected from the awareness on business environment as they are highly secluded from external interfaces. Consistent and constant communication need to be specially tailored towards this group as more often than not, the context of the change efforts can get diluted if it is left for the supervisors/middle managers to disseminate. Witherspoon and Wohler (1996) found that information is likely distributed downwards differently. This finding raises questions concerning how lower level employees make sense of change with limited information provided by supervisors.

Neurotics tend to be high collectivist in their nature – often highly dependent on the Unions for group opinions and truly believe that it is the only leverage for them to protect themselves. For these reasons, they are not inclined to

display significant response towards sense of urgency, structured communication and leadership. Therefore, it explains why neuroticism has no significant effect on sense of urgency, internal communication and moderated by transformational leadership.

Hypothesis 2: Extraversion is positively related to sense of urgency.

The result from the data collection confirmed that people who traits as extraversion mostly have good sense of urgency. Normally extraverts person always enjoy new environment and also new experience so they tend to be more responsive to the positive emotions such as sense of urgency. This is in line with Joyce and Meredith (2007) who found that high degree of extraverts traits will lead the person to greater sense of urgency. Moreover, their study shows that extraversion traits lead the workers to increase their performance. They tend to be leader for the working environment (Judge et al, 2002). Bono and Judge (2004) noted that extraverts tend to exhibit inspirational leadership because they are highly intellectual person who love to seek out and enjoy changing process.

This is further supported by our qualitative findings in which all interviewed leaders unanimously agreed that an extravert person will facilitate change via his or her constant constructive feedbacks and if nurtured can assist in raising the sense of urgency to its peers and subordinates. An extravert will not be shy in raising concerns to management over a status quo and will challenge

his peers and subordinates to embrace change in a positive manner. Vakola (2004) supported this by asserting that organizations do not need people who are willing to accept any kind of changes without questioning and challenging its logic and outcomes.

Hypothesis 3: Openness is positively related to sense of urgency

The results supported that people with high level of openness tend to have a high level of sense of urgency. The people who strongly behave openness tend to be more serious in work environment and increase their performance. They are normally more curious to the working environment (Matzler et al., 2007), introspective (Bono and Judge, 2004) and always related to divergent thinking (Judge et al., 2002). People with high openness react towards the stress or forces or frustration in terms of showing more to sense of urgency. This is further validated by our qualitative findings that leaders rate openness as a critical trait for personnel to face new challenges in a changing organization. A person who has high degree of openness are open to risk taking, appreciates the sense of urgency to change and will likely offer himself or herself for new learning experiences for own self-development.

Hypothesis 4: Agreeableness is positively related to sense of urgency

The result supported that there is a positive relationship between agreeableness and the sense of urgency. People with agreeableness trait are described as compliant, soft-hearted and good natured, avoiding tensions and disagreement in the workplace (Costa and McCrae, 1992). Judge and Bone (2004) stated that employees who are high in agreeableness will trust the organization to complete its obligations in the employment bargain. Because of the reciprocal nature of psychological contracts, this trust together with the compliant and cooperative nature of these employees will cause them to do what is necessary to meet the organizations' needs. Vakola (2004) further described this trait to be less likely in resistance with company's new direction and more likely to adopt a positive attitude to change.

Dijkstra et al (2004) claimed agreeableness is highly related to pro-social motives, aimed at seeking good outcomes for the person for the group members and to the need for affiliation a recurrent preference in thought and behavior. Results from their studies show that the person with high degree of agreeable trait may in their pursuit of harmonious relations generate more positive attributions to otherwise provocative behavior than low-agreeable persons would do. They may be primarily involved in informal network building as a means to advance their careers at the expense of engaging in productive activities (see, for example, Luthans et al., 1985).

Bozionelos (2004) suggested that despite their high performance, agreeable people will not get involved in organizational issues or do anything that might be controversial or upsetting to others. Agreeableness will relate to employees' attitudes about their obligations to serve the needs of the job and organization but there is no reason to believe that agreeableness will relate to employees' obligations to be committed to the job or organization or to be innovative.

This is further validated through our qualitative findings that leaders generally values agreeableness traits personnel as reliable, obedient and self-compliant resources. However, they could be susceptible to negative influence should they are overwhelmed by the majority. As agreeableness trait individual are sensitive towards others, they tend to be either sympathetic or allow themselves to conform to others for the reason to avoid themselves indulged in controversial situations. Therefore, it is important for managers to ensure that agreeableness trait staff to be detached from the influence of negative direction groups especially if they are in a tight specialized work group – example at Plants and remote locations.

Hypothesis 5: Conscientiousness is positively related to sense of urgency.

The result supported that there is a positive relationship between conscientiousness and the sense of urgency. Conscientiousness includes elements such as self-discipline, carefulness, thoroughness, consideration (to think carefully before acting), and need for achievement. Conscientious individuals are achievement oriented, hardworking, and have high expectations of themselves (Barrick, Mount, and Strauss, 1993), which therefore enable them to respond to sense of urgency positively.

Conscientious individuals who are generally hard working and reliable would buy the sense of urgency positively. When taken to an extreme, they may also be workaholics, perfectionists, and compulsive in their behavior. Individuals who are high in conscientiousness are planned, organized, and purposeful, which leads to setting goals (Barrick et al., 1993). People who have on conscientiousness are tending to be more organized and less cluttered in their working environment that make them supported positively the change sense of urgency. Besides that, for those reported high of conscientiousness and high of level empowerment would get more favorable performances rating (Crous et. al, 2007).

It is also plausibility evidenced by the qualitative findings that people who have conscientiousness will have a positive relation to sense of urgency due

to their strong commitment on their jobs. They are very much aware of their ability and competencies thus are not perturbed over an environment of uncertainty. Person with high self conscientiousness appreciates sense of urgency and are always anticipating opportunities for their talent to be recognized in a changing environment.

Hypotheses 6: Internal communication is positively related to sense of urgency.

The result supported that there is a positive relationship between internal communication and the sense of urgency. This is parallel to the work done by Smith (2005). He stated that the message should cover the need of the renewal, the changes to be made and the organization capability to effect changed. The sense of urgency can be influenced by the internal communication in the organization, in which leaders will influences the subordinate by communication. The buy-in of the sense of urgency can be made smoothly to the entire organization.

One of the reasons why management cannot obtain the sense of urgency of employees that change is important is because it has not adequately engaged all employees through the channel of internal communication (Stanleigh, 2007). Therefore, cross validation results showed that the organization needs to engage the employees by having rapid communications. By having the constant engagement with adequate information, the sense of urgency to

change can be raised effectively. This is also supported by Rolfe (2010) that internal communication will help the organization to develop trust and professional relationship, therefore would bring all organization members to the same path in internalizing sense of belonging and the sense of urgency to embrace change.

As validated by the in-depth interviews that leaders at all level emphasized on the importance of a consistent and continuous communication across all level of staff to re-enforce awareness in the important of change. This is an essence of not only creating a high level of sense of urgency to but assurance in terms of the transparency of the change process. This provided the communication style and content fits into the various level of audience. Napier (1989) asserts that trust is supplanted by suspicion when employees report receiving decreasing amounts of communication once change occurs. Mayer (1995) added that unless organization can be entrusted to communicate honestly and consistently, attitudes towards change are likely to be antagonistic.

Hypothesis 7: Transformational leadership will moderate the relationship between neuroticism and sense of urgency

Hypothesis 8: Transformational leadership will moderate the relationship between extraversion and sense of urgency

Hypothesis 9: Transformational leadership will moderate the relationship between openness to experiences and sense of urgency

Hypothesis 10: Transformational leadership will moderate the relationship between agreeableness and sense of urgency

Hypothesis 11: Transformational leadership will moderate the relationship between conscientiousness and sense of urgency

Hypothesis 12: Transformational leadership will moderate the relationship between internal communication and sense of urgency

The results supported the hypothesis that the transformational leadership will moderate the relationship of the personality constructs (except for neuroticism) and the internal communication to the sense of urgency. Parallel to the previous studies, leadership is a process how a leader can influence the followers by presenting the values and motivating (Burns, 1978), to ensure the

sense of urgency, the more humanistic approach is needed to deal with different kinds of people (traditional view) or traits. The transformational leadership proved to be the way leaders can manage and influence their subordinates to sense the changes need (sense of urgency) in the organization. The transformational leadership helps the people to develop a sense the urgent need for change and at the same time make improvement in the internal communication towards the sense of urgency, which is in line with Bacon (2003). Upon raising sense of urgency, creativity is an important trait of a transformational leader of which reflection of inspiration to subordinates, challenging their way of looking at things, taking risks and modelling innovative behavior. Those are clearly not presence in the behavior of a passive – avoidant leader (transactional or Laissez-faire).

Our qualitative findings significantly revealed that notwithstanding the traits of individual staff; a leader with visionary skills, a compelling purpose, high degree of empathy and strong coaching and motivating skill are favored to alleviate the sense of urgency of his subordinates. Key to this is the ability of a leader to create a strong sense of belonging and to envisage the benefits to his subordinates in embracing change. Leaders further assert that transformational leaders need to be differentiated with transactional leaders who are short term focused and very rigid in their approach to raise subordinates level of motivation. Raising sense of urgency is not confined

only towards reciprocal exchange of reward and performance but more into creating an emotional appeal on people hearts and mind.

In conclusion, all hypotheses based on the results are supported with the exception of 'neuroticism' which shows no significant relationship to sense of urgency. It can be deliberated that neurotics can be indifference to sense of urgency due to their focus on short-term goals and certainty. They are unable to relate to the visionary effort of a transformational leader neither would they responds to any effort to make them closer within the team to embrace the sense of belonging. The rest of independent variables i.e. conscientiousness, extraversion, openness, agreeableness and internal communication were proven to have a strong relationship with sense of urgency, moderated by transformational leadership. On the other hand, agreeableness, as predicted, has a negative relationship with the said equation.

We can now project that a person with traits of conscientiousness, openness, agreeableness and extraversion supplemented with a consistent internal communication to re-enforce change needs, and further supported by a transformational leadership style will raise the sense of urgency which is much needed to ensure a successful change effort as described by Kotter (1996).

An important point to note is that individual can have more than one personal traits at the same time as asserted by Witt et al. The possibility of having two types of the personality traits is based on the level of the traits. Bartone et al. (2009) and McCormack and Mellor (2002) claimed that there is a strong relation between extraversion and conscientiousness. The statement showed that it is not uncommon that a person who in addition to demonstrating extraversion trait can simultaneously display conscientiousness trait. Few, will have the extent of demonstrating all there positive traits; i.e. conscientiousness, extraversion and openness. The personality traits studies should be developing facet into each trait carefully in order to determine the influencing level of each trait. General study for the Big Five traits has led to different results if looked different perspectives. For an example, a research by Vakola (2003) viewed agreeableness positively to attitude for change. It argues that a person with high agreeableness traits would tend to support change due to their compliant and soft-nature which will avoid conflicts with the employer.

We however argues that a person who demonstrates positive traits such as conscientiousness, extraversion and openness tend to have a solid foundation of self-principled and will least likely succumb to the behavior of pleasing others both employer or his/her colleagues. This disparity is in line with Bartone et al. (2009) who stated that FFM is too broad to define the actual

traits of the personality traits. Therefore, the future research should be specified in determining the actual level of each trait.

5.4 Value of Qualitative Findings to Support Quantitative Findings

We found that our analysis of qualitative findings assist in explaining a granularity of understanding on few of the critical findings of our qualitative analysis. For examples; our qualitative findings help to explained why neurotics have the tendency to be non-respondent to the call of sense of urgency due to their nature to be transactional in nature and the gaps in interest of long term benefits via change process, thus it supports the reason why neuroticism has no significant relationship with sense of urgency despite predictability of a negative direction. In determining the strength of contributions between personality traits, our qualitative findings collaborate with our quantitative findings through coefficient analysis (Beta Coefficient) that openness to experiences was the biggest contributor. This was echoed by our qualitative analysis that openness is the most desired traits in a change program as a person with the trait of openness are open to take a risk when he or she felt that there is a potential of future benefit associated with it. On the other hand, NVivo Model assist the research in linking all the nature of change needs and responds into a more structured flow in determining the root cause of the matter.

5.5 Chapter Summary

This chapter finding demonstrated that all hypotheses (except the first hypotheses) were supported. The answers to the research questions and key findings from the research were laid out before the chapter closes with discussions on the findings of this study. It confirmed the hypotheses that, the different traits of individual (i.e. extroversion, openness, agreeableness, and conscientiousness) and internal communication have significant relationship with sense of urgency, moderated by the transformational leadership. Next chapter lays the summary of research background, challenges and limitations, managerial implications, recommendations for future research, and conclusions.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter draws conclusive findings on the research undertaken. It discusses the contribution of the research in terms of the theoretical and managerial implications. Finally, the chapter lays forward the recommendations for future research.

6.2 Summary of Research Background

The overall problem addressed was a major change effort embarked by Repso, a leading LPG manufacturing and marketing company, in respond to the emergence of threatening substitute products and changes in customer preference which warrants a transformation of business model and change of employee's mindset. Researcher aims to examine the relationship between personality traits, internal communication moderated by transformational leadership style into the level of sense of urgency. The case study used all of the employees as the unit of analysis which consists of various levels of staff and top management of the Repso Malaysia Sdn. Bhd. It includes two overseas unit operations – Singapore and Brunei which are managed as a cluster. These include all the five departments (Commercial, Logistic, Finance, Human Resource and Compliance), each with its own organization charts and reports directly to the General Manager. Overall, 232 respondents participated

in the survey, thus indicate the response rate of 94% which is extremely favorable for the census study.

In summary, the research reports an exploratory investigation of the relationship between personality traits, internal communication, transformational leadership and sense of urgency of the cross-border organization. The single unit yield's test revealed that selected employees' personality traits and internal communication are related to the sense of urgency, moderated by the transformational leadership.

By examining a cross-border organization as the case study and as a context of the research, the findings are considered to have made a significant contribution and served as a real-life example in the area of change management. Particularly, the research has come out with the in-depth explanation and understanding of the sense of urgency in the said setting. While the nature of the study limits generalization of the results to a larger population or different contexts, it fills the gap of previous researches (Kahne, 2006; Vakola, 2003) which utilized random sampling of general population as their base studies. This research further leverages on Nadler and Tushman (1990) theory of congruence which asserted that change readiness need to be achieved and felt in the entire organization as a whole instead of random.

Hence, in terms of the theoretical foundation, the study has established the theoretical building in the area of change management i.e. sense of urgency, which discussed in Section 6.3.

6.3 Conclusive Findings

This study encompassed three main research objectives which had been met. First, it established the relationship between the personality traits (neuroticism; extraversion; openness to experience; agreeableness; and conscientiousness) which predicted the sense of urgency. Second, it established the relationship between internal communication and the sense of urgency. Finally, it established the moderation effect of transformational leadership between the personality traits and internal communication with the sense of urgency.

The current study have met the research objectives as stated in Chapter One and discussed its relevance to the existing knowledge in the field of change management. The findings of the research concerning sense of urgency in the case participant discovered that almost all the personality have a directional influence to the sense of urgency, which is the antecedent of successful change in Kotter's model. We proved that extraversion, openness to experience, agreeableness and conscientiousness have influenced the sense of urgency in a positive way or direction. Only the neuroticism trait is not significant to predict the sense of urgency of which the researcher rationalized

with justification. As predicted, it is fulfilling to confirm that internal communication indeed plays an important role to influence the sense of urgency of the employees. To complete the equation, transformational leadership style is firmed in playing a crucial role as a catalyst of the relationship of the said personality traits and internal communication towards the raising the sense of urgency.

The research can now conclude that transformational leadership moderate the relationship between the personality traits, internal communication and the sense of urgency. The clear evidence of these factors' influences on the sense of urgency has been shown previously in Chapter 5.

This study demonstrates that by appealing to the emotional buy-ins of the employees (sense of urgency and 'hearts and mind'); instead of only the intellectual part (business case) would provide more chance of success to an organization's change effort. Pawar and Eastman (1997) proposed that organizations will be more receptive to transformational leadership when adaptation (as opposed to efficiency) is the goal. Employees who resonate and internalized the reason for change and believe on the company's vision will show ownership in the process of change (Sparrow & Cooper; 2003). Leaders should understand that different individuals have different trait(s) that should be manage fittingly to ensure the sense of urgency remain at the desired level.

Our qualitative findings revealed that while employees with traits of conscientiousness, openness and extraversion are likely self-starters and would only require sporadic communication to reinforce their motivation, traits like agreeableness and neurotics requires specific leadership's tactics to contain their influence and buy-ins. This study also re-affirms that consistent and constant internal communication in an organization is essential to both raise and maintain a high level of sense of urgency. This, along with a clear assertion that communication needs to be particularly tactful at the lower level workers for better appreciation. Transformational leadership which stressed long term visionary build-up, sense of belonging, coaching and motivation is found fitting in moderating the effects of personality traits and internal communication to sense of urgency. All in all, organization need to emphasis on individual importance along with infrastructure and design needs of a transformation program.

6.4 Contribution of Research

This research mainly contributes to the body of knowledge in the study of sense of urgency which is relatively in infant stage. The researcher has divided the discussions into the theoretical contribution which encompasses the area of study i.e. the change management and the sense of urgency; followed by the practical contributions which has included the managerial implications and suggested actions to be further expanded. In particular, the research was embarked in a real life setting of a changed organization – not a hypothetical situation. This enable researcher to examine in depth the actual sense of urgency felt by employees who are facing an actual period of uncertainties.

6.4.1 Contribution to Theory

This research contributes to the stream of change management research and particularly scope to the sense of urgency. It provides further supportive evidences to substantiate the relationship found in previous research relating to the key factors for the sense of urgency. The research was set to find clarity over previous conflicting findings of researches in the same subject and further attempt to overcome the limitations highlighted by the previous researches. Hence, the research findings has contributes to advance the body of knowledge pertaining to the relationship between the personality traits which are diverse and different from individual to another, including neuroticism,

extraversion, openness to experience, agreeableness and conscientiousness to the sense of urgency. It has been asserted by the researcher that the area in which the researcher explored is empirically scarce.

In this research, internal communication was evidenced as the determinants of the sense of urgency, which would contribute the theoretical foundation in the area of the change management. The findings on the relationship of the internal communication and the sense of urgency would offer added-value to the relevant literature, hence to compensate the weaknesses in such previous studies.

Moreover, as far as the researcher concern, no previous studies have empirically tested the moderating effect of the transformational leadership on the relationship between personality traits, internal communication and sense of urgency. Therefore, our findings in proving that transformational leadership indeed serve as the contingent affect to the relationship towards the sense of urgency provides a significant contribution to the existing literature on the change management area.

Kotter's studies, while strongly emphasizing the relative importance of sense of urgency, is silent in articulating the physiological contribution factors leading to it. We are now suggesting that individual traits at micro level are important

prediction to the sense of urgency thus may contribute to the body of knowledge particularly the future direction of the research in this area.

Furthermore, the previous studies had emphasized on the hypothetical deduction alone, and none explore the depth of the area. Therefore, the current research leads to the understanding the area in both breadth and depth. The in-depth finding has established clearly the direction of the theory in the change management i.e. sense of urgency should be more organic approach hence need for more people-oriented approach, a visionary leader and approach traits. This is an achievement of the current research, which has explored beyond what had been known. Therefore, the research is hope to make the reader understanding in more in-depth by provided the real example and first hand data from the participants. The emergences of the findings using the inductive approach hope to give a significant contribution to the body of knowledge.

6.4.2 Practical Implication

Embarking on major change effort is a daunting task that faces any organization. Statistics of change failures are plenty and potential disruptions are not only limited to reputational risk but include long term deterioration of staff morale, "if in doubt – don't" warned Kilpatrick (2004). Organization prior in embarking a full blown change program is urged to examine the level of sense of urgency of its staff in internalizing the need for the change. Kotter

(1996) posited that without an acceptable level of sense of urgency, other steps in change process are futile.

Based on the findings of our both quantitative and qualitative findings, we recommend the followings;

1. Organization goes into an in-depth analysis into the micro level of individual traits of their employees. In doing so, employer would be able to gauge the level of sense of urgency of staff and in return their readiness in embarking in the change journey. Our findings revealed that employee with traits of conscientiousness; openness, agreeableness and extraversion have strong correlation with sense of urgency if adequate communication and transformational leadership are resourced into the change effort. On the other hand, leaders need to be tactful in managing employees with the neuroticism trait as it was found negative and inconclusive respectively to sense of urgency.

Another interesting contribution here is that the management now is able to form a profile of the 'high level sense of urgency' employee who is conscientious, extrovert and open to new experience. Other than targeting these personnel as an agent of change, this profile can also be used in selecting employees for assignments that entail change characteristics

2. Organization need to invest resource into embarking on a consistent and constant internal communication programs which aims to re-enforce the appreciation on the need of change to employees. Leaders are encouraged to tailor their communication structure to the various levels of employees as the tone, content and depth need to be fitted in order to arrive to a employee-wide appreciation. There is a difference between in employees in understanding of a change concept. The importance of the language of organizational change, and the word of choice become very apparent when considering their responses to change (Frahm & Brown; 2002). Communication directed to low level workers need to be intensified and tailored to their level of understanding. More often than not, this level of workers lack the appreciation of change effort due to the dilution of information should management overly rely on the middle management to disseminate.
3. Organization need to raise sufficient leadership of transformational style to lead the employees during the change. Typical transactional leadership style of which favors performance-reward reciprocal mode is less desired in the usual mid to long term journey of change. Instead, the transformational nature of leadership in articulating vision, sense of belonging, coaching and motivation will more likely appeal to the emotions of employees.

6.5 Recommendations for Future Research

Future research on sense of urgency may be beneficial, if more items and better measures are developed, in relation to this outcome variable. For instance, to further strengthened the appreciation of personality traits in prediction of sense of urgency, more traits as risk talking, tolerance to ambiguity etc to be added and tested in terms of relationship with sense of urgency. It would be interesting in future to determine whether constructs like job satisfaction has a proven relationship with sense of urgency.

The limitation inherent in this research is the use of a single case study and thus has limitations in transferring the lesson learned. It was conscious that the decision for the study is to look at a single unit comprising various levels of a function in an organization to change in alignment with the congruence model. It would be interesting if future research can extend the research into multiple companies undergoing changes for more holistic findings.

Replicating and expanding this research effort into non-profit organization, governmental set-up etc as examples should be done to validate the relationship between personality traits, internal communication moderated by leadership styles. The degree of intensity of change, its significance and milestones desired, and even corporate culture may differs in the mentioned alternative set-ups. Studies from Hazlett and Hill (2000) and Baden-Fuller and

Volberda (1997) suggested different organization settings may produce different results.

Leadership influence can be further expanded by examining other styles like visionary, charismatic, servant etc. to appreciate the entire spectrum of effects to various traits of personality.

Finally, there is also a merit to examine the same relationships with an organization of a different culture as to determine whether there is a cultural biasness in generalizing our findings to the general population.

6.6 Conclusion

In conclusion, the findings of this study add to the theoretical framework of many scholars. The immense discussion of organizational change now includes the micro-level study of individual contribution in terms of predicting the level of sense of urgency against existing personality traits, internal communication and moderated by transformational leadership. This research offers an exclusive finding over a study of a single entity which is scarce and the source of limitation from previous studies. The significance of a single entity study serve to validate the theory that sense of urgency need to blanket the entire organization and not tested on random sampling methods.

Leaders can now safely gauge the sense of urgency from the change readiness perspective by benchmarking it against the personality traits of conscientiousness, openness, agreeableness and extraversion while keeping an eye to those with the traits of neuroticism. On the other hand, the inclusion and validation of internal communication and supplemented by transformational leadership are new contributions to the study of influencing contributors to sense of urgency. These variables while hugely predicted are now validated both via succinct quantitative and qualitative methods to re-enforce their applicability.

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APPENDIX A

DETERMINING FACTORS THAT INFLUENCE SENSE OF URGENCY

Welcome to my online survey !

false

Dear Sir/Madam,

This questionnaire is to find out the change readiness of your company. The results will be used as a sampling for a Doctoral Research paper.

Research outcomes/ benefits

The results of our enquiry will be of significant use for this research in determining factors that influence change readiness.

Confidentiality

Information provided by you will be handled with utmost confidence. The names of your institutions and participants will not be disclosed in any report.

Instruction for completion

Please complete the questionnaire, which should take less than 20 minutes to complete.

It is hoped that with your cooperation, data collected through this questionnaire will provide vital information on the practice of Change Management and aid further research in this area.

If you have any enquiry please do not hesitate to contact me at **012-2384650** or **johari.jalil@hotmail.com**

I appreciate your precious times and cooperation.

Johari Jalil

Click to Next Page

10%

DEMOGRAPHICS

false

Please answer all questions to proceed to the next page

false

1. Name (Optional)

false

2. Gender

☐ Male

☐ Female

3. Which of the following best describes your ethnicity?

☐ Malay

☐ Chinese

☐ Indian

☐ Others

false

4. Which of the following best describes your highest educational degree held?

☐ None

☐ Diploma

☐ Bachelors

☐ Masters

☐ Doctoral

☐ Others

false

5. No of years with current employer?

☐ <1 year

☐ 1-2 years

☐ 3-4 years

☐ 5-6 years

☐ 7 years and above

false

6. No. of years in the current position?

- ☐ <1 year
- ☐ 1-2 years
- ☐ 3-4 years
- ☐ 5-6 years
- ☐ 7 years and above

false

7. Which of the following describe your position in the company?

- ☐ CEO/Managing Director/Senior Manager
- ☐ Department/Division Head
- ☐ Unit Head
- ☐ Executive/Officer

☐ Others (please specify)

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20%

AGREEABLENESS

8. I insult people.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. I treat all people equally.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. I am interested in dealing with people.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. I have a soft heart.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. I take time out for others.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. I am sensitive to other people emotions.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. I make other people feel at ease.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. I am not really interested in dealing with other people.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. I am not interested to listen to other people's problems.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. I feel little concern for other people.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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40%

Q_22,Q_24,Q_26	4	4	4	
5	1237699055			

CONCIENTIOUSNESS

18. I am always prepared.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. I am excited with my work.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. I get things done right away.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. I often mess things up.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. I pay attention to details.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. I avoid my duties and responsibilities.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



24. I like to be organized.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



25. I follow a schedule and timeline.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



26. I leave my personal belongings around

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



27. I often forget to put things back in their place.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



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50%

EXTRAVERSION

28. I enjoy parties and social events.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29. I don't like to draw attention to myself.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. I don't mind being the center of attention.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31. I don't talk a lot.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32. I feel comfortable around people.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

33. I have little to say.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34. I like to maintain low-profile.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

35. I start conversations with strangers.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. I talk to a lot of different people at parties.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

37. I am quiet around strangers.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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60%

NEUROTICISM

38. I am relaxed most of the time.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

39. I get stressed out easily.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40. I have frequent mood swings.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

41. I often feel upset.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

42. I seldom feel upset.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

43. I worry about things.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



44. I am easily disturbed.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



45. I get upset easily.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



46. I change my mood a lot.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



47. I get irritated easily.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



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70%

OPENNESS TO EXPERIENCE

48. I am not interested in abstract/high level ideas.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

49. I have a rich vocabulary.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

50. I have a lot of imaginations.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

51. I have difficulty understanding abstract/high level ideas.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

52. I have excellent idea/s.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

53. I am quick to understand things.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



54. I use difficult words.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



55. I spend time reflecting on things.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



56. I am full of ideas.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



57. I do not have a good imagination.

Strongly Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



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80%

LEADERSHIP

I believe my boss....

58. Seeks new opportunities for our organization.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

59. Paints a vision of the future for our work group.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

60. Leads by 'doing' rather than simply 'telling'.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

61. Fosters collaborations among work group.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

62. Shows subordinates that he/she expects a lot from them.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

63. Acts without considering individuals' feelings.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



64. Provides us with new ways of looking at things, which we do not understand.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

65. Has a clear understanding of where we are heading.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

66. Provides a good model to follow.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

67. Encourages employees to be 'team players'.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

68. Insists on only the best performance from us.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

69. Shows respect for individual feelings.

Strongly Disagree	Moderately Disagree	Neither Disagree nor	Moderately Agree	Strongly Agree

		Agree		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

70. Has ideas that have forced individuals to rethink some of their own ideas.

		Neither Disagree nor Agree		
Strongly Disagree	Moderately Disagree		Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

71. Inspire others with his/her plans for the future.

		Neither Disagree nor Agree		
Strongly Disagree	Moderately Disagree		Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

72. Leads by example.

		Neither Disagree nor Agree		
Strongly Disagree	Moderately Disagree		Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

73. Gets the group to work together towards the same goal.

		Neither Disagree nor Agree		
Strongly Disagree	Moderately Disagree		Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

74. Does not settle for second best from subordinates.

		Neither Disagree nor Agree		
Strongly Disagree	Moderately Disagree		Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

75. Behaves in a manner that is thoughtful of individuals personal needs.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

76. Stimulates individuals to think about old problems in a new way.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

77. Able to get others to commit his/her dreams for the future.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

78. Develop a team attitude and spirit among his/her subordinates.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

79. Treats people without considering their personal feelings.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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90%

Q_122,Q_124,Q_125	9	9	9	
10	1237699854			

INTERNAL COMMUNICATION

80. The need for change is communicated throughout the organization, helping to ensure that employees understand the objectives.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

81. Employees receive change awareness/ information on a regular basis.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

82. The change awareness/ information reach the right people, in the right format, at the right time and in the right quantity

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

83. The organization has an effective system to communicate change awareness/ information internally

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

84. The organization communicated with clarity individual and work unit objectives and challenges

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

85. Change program objectives have been clearly stated throughout the organization.

Strongly	Moderately	Neither	Moderately	Strongly
----------	------------	---------	------------	----------

Disagree



Disagree



Disagree nor
Agree



Agree



Agree



86. The action plans to pursue the change program were well known throughout the organization

Strongly
Disagree



Moderately
Disagree



Neither
Disagree nor
Agree



Moderately
Agree



Strongly
Agree



87. The organization makes an effort to understand how employees understood its messages

Strongly
Disagree



Moderately
Disagree



Neither
Disagree nor
Agree



Moderately
Agree



Strongly
Agree



88. The organization made frequent communication efforts to ensure understanding and support of the intended change

Strongly
Disagree



Moderately
Disagree



Neither
Disagree nor
Agree



Moderately
Agree



Strongly
Agree



SENSE OF URGENCY

89. I have the skills necessary to be successful in future change.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

90. Everyone in my team knows exactly what is expected of them to be successful in future change

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

91. If we keep doing what we are currently doing, this organization is on track for a successful future change.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

92. When it comes to change, I feel a need to get things done now!

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

93. People in this organization never tell the boss bad news.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

94. I challenge the status quo (not doing anything new).

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



95. We do not need be wasting time on any change initiatives.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



96. My tasks are critical to the success of this organization.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



97. If I refuse to cooperate, this change initiative will not work.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



98. I have high expectations for the overall success of this organization.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



99. This organization is successful.

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



100. I don't see why we need to change

Strongly
Disagree

Moderately
Disagree

Neither
Disagree nor
Agree

Moderately
Agree

Strongly
Agree



101. If we don't change the way we do things; we won't exist in the future.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

102. There is no reason to worry about this organization's future.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

103. I'm excited that the company will be changing.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

104. We don't have enough resources to be successful in the future.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

105. People challenge conventional thinking.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

106. Our competition is putting a lot of pressure on us.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
false				

107. People in this organization put a lot of energy into meeting the organization's objectives.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

108. Other companies in our industry are changing the way they do things.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

109. There are no plans to make changes here.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

110. We are making major changes.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

111. This organization is currently not making any changes.

Strongly Disagree	Moderately Disagree	Neither Disagree nor Agree	Moderately Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Click to Go Back	Finished? Submit your Survey
------------------	--

95%

APPENDIX B

CONSENT FORM

The Principal Researcher is Johari Jalil (johari.jalil@hotmail.com), Doctoral student at Universiti Utara Malaysia. Dr. Hartini Ahmad (hartini@uum.edu.my), Associate Professor of College of Business is the Responsible Research Supervisor.

Purpose and Benefits

This research study is designed to explore the sense of urgency in the organization.

Procedures

The aim of this research is to understand the sense of urgency within various plants and regional offices locations, including overseas unit operations; and across various departments. The research is based on the semi-structured interview addendum by participant's observation and experience in their organization. The participants consist of top management level, middle management level, first line manager level, and non-managerial executive personnel level. All interviews will be taken note, and tape-recorded with the permission of the individuals involved. This will be utilized for the purpose of this study only. During the interview, participants will be asked about the sense of urgency, individual traits, internal communication and leadership in their organization. Everything done in this research will be used for my Doctoral dissertation, and will be adapted to articles for seminar and journals, or books which I might written.

Threat, Grief, or Discontent

This study will not have any threat, grief, or discontent impact to the participant because it is done on a sane adult, professional, and voluntarily agree to be interview on the research topic. By signing The Consent Form prior to beginning the interview indicates that you can terminate the interview, or withdraw from the study without any forfeiture.

Other Information

In this study, the participation is voluntary and no remuneration or whatsoever is involved.

Signature of Principal Researcher

Date: _____

Participant's Statement

I have been completely enlighten on the above research being carried out. The purpose and procedure of the study are obvious. My voluntarily consent in participating in the interviews will have contribution to enhance the understanding on the sense of urgency in the organization.

I am solidly acknowledge that my particular and opinion, whether it is direct or indirect quotes, any written responses to either initial or follow-up questions, will be incorporated into various writing by the researcher, including this Dissertation, and articles, or in a book that results from this study. I have had an opportunity to ask the researcher questions and I have secured satisfactory answers to any question that may have arisen.

I explicitly give permission to record, and utilize direct or indirect quotes from the interviews which are part of this study. The researcher has my permission to retain any and all data gathered during the initial interviews, or subsequent interviews, phone conversations, or writings, that we may have in the future; data will be retained at least three years. I understand that I will be free to temporarily stop the interview, or to completely withdraw from the study at any time without forfeiture.

Participant's signature

Date: _____

Appendix C

Interview Protocol

Higher Level

Vice President RepsoGas – George Harisson

Regional General Manager RepsoGas – Anand Prakash

Mid-Level (HQ)

General Manager, Human Resource - Sharifah Hamidah Ali

Commercial Manager RepsoGas Malaysia – Andrew Yoong

Mid-Level (Operational)

Customer Service Manager RepsoGas Brunei - Hajjah Rowina Yusoff

Plant Manager RepsoGas Singapore – Melvin Patmanathan

Participant	Date/Day	Venue	Time
Vice President RepsoGas	29 March, 17 June 2010	VP Office	12.00- 1.00 pm
Regional General Manager RepsoGas	30 March, 6 April 2010	HQ Office	11.00 - 12.00 noon
General Manager, Human Resource	13, 20 April 2010	HQ Office	11.00 - 12.00 noon
Commercial Manager RepsoGas Malaysia	7, 13 May 2010	Brunei Office	12.00- 1.00 pm
Customer Service Manager RepsoGas Brunei	20 May 2010	HQ Office	2.00-3.00 pm
Plant Manager RepsoGas Singapore	15 June 2010	HQ Office	3.30-4.30pm
Validation (VP, Plant Manager, HR GM)	24 June 2010	Seminar room HQ Office	12.00-2.00 pm

Sections	Questions (Main/ Specific)
The necessity of change.	Q ₁ : Why this change is necessary?
The possibilities of change failure.	<p>Q₁: Are you concern of the possibilities of change failure?</p> <p>Q₂: Any blockers in raising the sense of urgency?</p> <p>Q₃: Do you agree with some organization steps in creating false sense of urgency just to keep the employees on their toes?</p> <p>Q₄: What could be the reasons for such disparity in the level of sense of urgency?</p> <p>Q₅: Is complacency an issue in this organization?</p>
The sense of urgency in the perspective of change.	<p>Q₁: What is your view on Sense of Urgency is the perspective of Change.</p> <p>Q₂: How do you rate the level of Sense of Urgency in ReposGas currently?</p> <p>Q₃: How do you describe a good level of sense of urgency?</p> <p>Q₄: Can we provoke them with some false alarms then to move them out from the state of complacency?</p> <p>Q₅: Do you agree that a successful change begins with the correct level of sense of urgency?</p> <p>Q₆: As the head of _____, how do you rate the level of sense of urgency in your team?</p> <p>Q₇: How do you rate the Sense of urgency of other departments (Logistic/Finance/Admin etc)?</p> <p>Q₈: What are the challenges you see in raising the sense of urgency of your colleagues?</p>
The personality traits of an individual which will likely leads to high sense of urgency.	<p>Q₁: In your experience, what kind of personality traits of an individual which will likely leads to high sense of urgency?</p> <p>Q₂: Do you agree that individual role is important to facilitate a successful change?</p> <p>Q₃: Do you think a research on the relationship between personality traits and sense of urgency would be valuable?</p> <p>Q₄: Can we actually predict potential Sense of Urgency of an individual base on their personality traits?</p> <p>Q₅: From your experience in managing the sales team, do you find a predictable traits of an individual that would gauge their sense of urgency?</p> <p>Q₆: How about staff with neurotics and agreeableness traits?</p>
The importance of internal communication.	<p>Q₁: How do you rate the internal communication in terms of facilitating the sense of urgency?</p> <p>Q₂: How do you specifically measure a successful communication?</p> <p>Q₃: How do you rate leadership and communication in terms of facilitating this change sense of urgency?</p> <p>Q₄: How do we reach out for the lower level staff?</p>

<p>The leadership style that appropriate to the sense of urgency.</p>	<p>Q₁: What kinds of leadership traits are crucial on this transition?</p> <p>Q₂: How does leadership quality improve this?</p> <p>Q₃: What types of leadership traits would be best suited in raising sense of urgency.</p> <p>Q₄: How about transactional leadership?</p> <p>Q₅: What kind of leadership traits you think is more prevailing in this organization</p> <p>Q₆: As a leader yourself, what are the example of your practices that you demonstrate to your subordinates.</p>
<p>The leadership style to correct or mitigate the undesirable traits like neurotics, agreeableness etc.</p>	<p>Q₁: Do you think a leader can correct or mitigate the undesirable traits like neurotics, agreeableness etc.</p> <p>Q₂: How do you see leadership role and communication to arrest this issue?</p> <p>Q₃: How would you manage these traits?</p> <p>Q₄: How do we correct this?</p>

Appendix D

Summary Report (Project Item)

Project Title	Description	Name	Description Hierarchical Name	Root System Folder	Folder Type
SOU		Externals	Externals	Externals	System
SOU		Extracts	Extracts	Extracts	System
SOU		Internals	Internals	Internals	System
SOU		Interview RepsoGas	Internals\\Interview RepsoGas	Internals	User
SOU		Matrices	Matrices	Matrices	System
SOU		Memos	Memos	Memos	System
SOU		Models	Models	Models	System
SOU		Node Classifications	Node Classifications	Node Classifications	System

Project Title	Description	Name	Description	Hierarchical Name	Root System Folder	Folder Type
SOU		Nodes		Nodes	Nodes	System
SOU		Queries		Queries	Queries	System
SOU		Relationship Types		Relationship Types	Relationship Types	System
SOU		Relationships		Relationships	Relationships	System
SOU		Reports		Reports	Reports	System
SOU		Result Queries		Result Queries	Result Queries	System
SOU		Results		Results	Results	System
SOU		Search Folders		Search Folders	Search Folders	System

SOU

Sets

Sets

Sets

System

Summary Report (Project Item)

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Sunday, December 12, 2010

Project Title	Description	Name	Description	Hierarchical Name	Root System Folder	Folder Type
SOU		Source Classifications		Source Classifications	Source Classifications	System

Summary Report (Qualitative Model)

Agreeableness		Node	
Name	Description	Node Type	
Behavioral Change			
Behavioral Change		Node	
Behavioral Change (Associated) Change			
Behavioral Change (Associated) Change		Relationship	
Business		Node	

Challenges for Change	Node
Challenges for Change (Associated) Sense of Urgency	Relationship
Change	Node
Competitive Advantage	Node

Qualitative Results (Qualitative Model)

Name	Description	Node Type
Complacency		Node

Conscientiousness	Node
Cost Sensitivity	Node
Customers Changing Preference	Node
External Changes	Node
Extraversion	Node
False Alarms	Node
Internal Communication	Node

Internal Communication (Associated) Leadership Style

Relationship

Qualitative Results (Qualitative Model)

Name	Description	Node Type
Leadership Style		Node

Leadership Style (Associated) Sense of Urgency

Relationship

Neuroticism

Node

Openness to Experiences

Node

Operational	Node
Persistent and Consistent	Node
Personality Traits	Node
Personality Traits (Associated) Leadership Style	Relationship
Reputation	Node

Name	Description	Node Type
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Sense of Urgency

Node

Shareholders' Interest

Node

Successful Communication

Node

Transactional Leadership

Node

Transformational Leadership

Node

Summary Report (Qualitative Results)

Name	Relationship Type	Relationship Item1
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Agreeableness

Behavioral Change

Behavioral Change (Associated) ChangeAssociatedNodes\\Behavioral Change

Business

Challenges for Change

Challenges for Change (Associated) Sense of UrgencyAssociatedNodes\\Challenges for Change

Change

Competitive Advantage

Summary Report (Qualitative Results)

Name	Relationship Type	Relationship Item1

Complacency

Conscientiousness

Cost Sensitivity

Customers Changing Preference

External Changes

Extraversion

False Alarms

Internal Communication

Internal Communication (Associated) Leadership Associated Nodes\\Internal Communication Style

Summary Report (Qualitative Results)

Leadership Style	
Name	Relationship Type
	Relationship Item1

Neuroticism

Openness to Experiences

Operational

Persistent and Consistent

Personality Traits

Reputation

Name	Relationship Type	Relationship Item 1
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Sense of Urgency

Shareholders' Interest

Successful Communication

Transactional Leadership

Transformational Leadership

APPENDIX E

