DEMOGRAPHIC FACTOR, SELF-ESTEEM AND RESISTANCE TO CHANGE: 
A STUDY ON RESISTANCE TO CHANGE AMONG ADMINISTRATIVE STAFF 
IN THE INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA (IIUM)

By

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Management
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ABSTRAK

This study focuses on a major issue in the field of organizational change, which is resistance. The aim of the study is to investigate the correlation of self-esteem and demographic factor i.e. age, gender, educational qualification and length of work experience as contributing factors affecting resistance to change. This analysis has impact to the direction and strength of the resistance factor. Two hundred and forty four (244) questionnaires were distributed to the respective office i.e. Management Services Division, Finance Division, Student Affairs Division and Student development Division and 116 respondents collected among IIUM administrative staff to measure the levels of self-esteem and demographic factors comparatively with resistance to organizational change using statistical techniques such as ANOVAs, Chi-squares, factor analysis and regression. Results of the study showed that there was a positive correlation between self-esteem and resistance, and on the part of demographic factors only high academic qualification showed a positive correlation while the rest of the factors did not show any correlation. These result will be able to help IIUM specifically and organizations at large on how to manage and handle “resistance to change”.
ACKNOWLEDGEMENT

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<tr>
<td>A&amp;R</td>
<td>Admissions and Records Division</td>
</tr>
<tr>
<td>AED</td>
<td>Kulliyyah of Architecture and Environmental Design</td>
</tr>
<tr>
<td>AIKOL</td>
<td>Ahmad Ibrahim Kulliyyah of Laws</td>
</tr>
<tr>
<td>AOWL</td>
<td>Absent Without Leave</td>
</tr>
<tr>
<td>APAR</td>
<td>Annual Performance Appraisal Report</td>
</tr>
<tr>
<td>CFL</td>
<td>Centre for Languages</td>
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<td>CPD</td>
<td>Centre for Professional Department</td>
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<td>CPS</td>
<td>Centre for Postgraduate Studies</td>
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<td>CV</td>
<td>Curriculum Vitae</td>
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<td>DEV</td>
<td>Development Division</td>
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<td>ECONS</td>
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<td>EDUC</td>
<td>Centre for Education</td>
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<tr>
<td>ENGIN</td>
<td>Kulliyyah of Engineering</td>
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<tr>
<td>FD</td>
<td>Finance Division</td>
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<tr>
<td>FFSD</td>
<td>Facilities, Food and Services Division</td>
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<tr>
<td>HOD</td>
<td>Head of Department</td>
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<tr>
<td>HRMS</td>
<td>Human Resource Management System</td>
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<tr>
<td>IIUM</td>
<td>International Islamic University Malaysia</td>
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<tr>
<td>IMU</td>
<td>International Muslim Youth Division</td>
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<tr>
<td>IRKHS</td>
<td>Kulliyyah of Islamic Revealed Knowledge and Human Sciences</td>
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<tr>
<td>ISD</td>
<td>International Student Division</td>
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ITD
KPIs
LEGAL
LIBRARY
MOSQUE
MSD
PRO
RMC
S-DEV
SPSS
SSD
UUM KL

Information Technology Division
Key Performance Indicator
Legal Unit
IIUM Library
Sultan Hj Ahmad Shah Mosque, IIUM
Management Services Division
Public Relation Office
Research Management Centre
Student Development Division
Statistical Package for Social Science
Student Services Division
Universiti Utara Malaysia Kuala Lumpur
Chapter 1: Introduction

1.1 Introduction

This study discusses change in organizational settings by focusing on the resistance of employees to change processes in organizations. The research focuses on demographic factor i.e. age, gender, educational qualification, length of work experience and self-esteem as factors affecting resistance to change, and investigates the combined impact of these factors in the direction and strength of resistance.

Much of the previous research on resistance has investigated the age as the main independent variable of resistance, and reported its considerable influence on performance in organizational settings (Barnett and Brennan, 1997; Kiefer, 2005). For example, Morris and Venkatesh, (2000) found that age had an important effect on various factors in technology adoption, and that younger and older adults differed in their preference for what determines the usage of new technology (Smither & Braun, 1994).

Other studies, investigating other variables, found that self-esteem can also influence performance at work (Donovan & Macintyre, 2003; Malhi & Reasoner, 2000; Eilam & Shamir, 2005). Some of these studies found that self esteem changes as age changes. According to these studies' investigation, children showed high levels of self esteem, while adolescents showed lower levels of self-esteem than children. The studies also reported that young adults have a slightly higher
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