
**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

NIK HZIMAN NIK MAT

**Thesis Submitted to the College of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Master of Science in
Management**



**OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA**

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ABSTRAK

Kajian memfokus kepada isu utama di dalam bidang perubahan organisasi iaitu halangan kepada perubahan. Tujuan kajian ini ialah untuk menyiasat dan menyelidik korelasi estim diri dan faktor demografi iaitu umur, jantina, kelayakan akademik dan pengalaman kerja sebagai faktor penyumbang kepada halangan kepada perubahan. Dua ratus empat puluh empat (244) soal selidik telah di edar kepada kakitangan pentadbiran di Jabatan Pengurusan Sumber Manusia, Jabatan Bendahari, Jabatan Hal-Ehwal Pelajar dan Jabatan Pembangunan Pelajar Universiti Islam Antarabangsa Malaysia (UIAM) secara “drop off” dan hanya satu ratus enam belas (116) sahaja yang telah di terima. Kajian ini menggunakan perisian program SPSS seperti ANOVA, Chi-squares, Analisis Faktor dan Regresi untuk menganalisa kekerapan bagi memerihalkan sampel yang di kaji. Kajian ini menunjukkan bahawa estim diri mempunyai hubungan yang signifikan dengan halangan untuk berubah manakala dari aspek demografi pula hanya kelayakan akademik yang tinggi mempunyai hubungan yang signifikan dengan halangan untuk berubah. Dapatan kajian ini akan dapat membantu UIAM khususnya dan organisasi lain amnya bagaimana untuk mengurus dan menangani “halangan kepada perubahan”.

ABSTRACT

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”.

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LIST OF ABBREVIATIONS

A&R	Admissions and Records Division
AED	Kulliyyah of Architecture and Environmental Design
AIKOL	Ahmad Ibrahim Kulliyyah of Laws
AOWL	Absent Without Leave
APAR	Annual Performance Appraisal Report
CFL	Centre for Languages
CPD	Centre for Professional Department
CPS	Centre for Postgraduate Studies
CV	Curriculum Vitae
DEV	Development Division
ECONS	Kulliyyah of Economics and Management Sciences
EDUC	Centre for Education
ENGIN	Kulliyyah of Engineering
FD	Finance Division
FFSD	Facilities, Food and Services Division
HOD	Head of Department
HRMS	Human Resource Management System
IIUM	International Islamic University Malaysia
IMU	International Muslim Youth Division
IRKHS	Kulliyyah of Islamic Revealed Knowledge and Human Sciences
ISD	International Student Division

ITD	Information Technology Division
KPIs	Key Performance Indicator
LEGAL	Legal Unit
LIBRARY	IIUM Library
MOSQUE	Sultan Hj Ahmad Shah Mosque, IIUM
MSD	Management Services Division
PRO	Public Relation Office
RMC	Research Management Centre
S-DEV	Student Development Division
SPSS	Statistical Package for Social Science
SSD	Student Services Division
UUM KL	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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