

**THE INFLUENCE OF EMPLOYEE – CENTERED AND ORGANIZATIONAL
COMMUNICATION ON EMPLOYEE RESISTANCE TO CHANGE:
A STUDY AT RABIGH REFINERY IN SAUDI ARABIA**

By

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ABSTRACT

The objective of the study was to determine the influence of employee – centered and organizational communication on employee resistance to change. This study was held at the Rabigh Refinery in Saudi Arabia. Furthermore, this study also tried to determine if the relationship between the variables is moderated by personality. The study was conducted amongst the employees of Rabigh Refinery industrial organizations at Rabigh City in Saudi Arabia (N = 302). Considering the importance of understanding change processes and factors that contribute to successful change nowadays, it is valuable to increase insight into the factors that determine resistance to change. Moreover, since resistance to change is the most frequently cited implementation problem encountered by management when introducing change, especially understanding the factors that determine employee resistance to change is valuable, and for the purpose of data analysis and hypotheses testing, several statistical methods, such as hierarchical multiple regressions analysis and hierarchical regression analysis was utilized to understand the dimensionality of the variables. The findings resulted in acceptance of the study hypotheses formulated. Factors like employee involvement, employee benefits, career development and organizational communication significantly influenced the resistance to change. In addition, the relationship between variables and personality was tested. The findings also showed that two of the personality traits (extraversion and conscientiousness) moderated the relationships between employee involvement, benefits, career development, communication and resistance to change. Based on the research findings, theoretical implications are discussed. Limitations and suggestions for future research are also highlighted. Hence, with limited literature on the area of resistance to change in industrial organizations, the findings have, to some extent, contributed to the understanding of the concept and further enhanced the knowledge in this area, especially in Saudi Arabia and other Arab countries.

Key words: resistance to change, communication, career development, personality, involvement.

ABSTRAK

Objektif kajian ini ialah untuk menentukan pengaruh faktor pekerja dan komunikasi organisasi ke atas tentangan pekerja terhadap perubahan. Tambahan pula, kajian ini juga mencuba untuk menjelaskan sama ada hubungan di antara pemboleh ubah ini disederhanakan oleh personaliti. Kajian ini dijalankan di sebuah syarikat penapisan dan petrokimia di Timur Tengah, lebih khusus, satu tinjauan dijalankan ke atas pekerja di syarikat industri Rabigh Refinery di Bandar Rabigh di Arab Saudi (N = 302). Oleh kerana kepentingan untuk memahami faktor dan proses perubahan yang menyumbang kepada perubahan yang berjaya pada masa kini, ia amat berharga untuk mempertingkatkan lagi kefahaman ke atas faktor yang menentukan tentangan kepada perubahan. Tambahan pula, oleh kerana tentangan kepada perubahan merupakan masalah pelaksanaan yang sering ditengahkan oleh pihak pengurusan bila hendak memperkenalkan perubahan, terutama sekali dalam memahami faktor yang menyebabkan tentangan pekerja kepada perubahan, maka kajian seperti ini sepatutnya dijalankan. Untuk tujuan menganalisis data dan pengujian hipotesis, beberapa kaedah statistik seperti regresi berganda hierarki dan analisis regresi hierarki digunakan untuk memahami ciri-ciri dimensi pemboleh ubah. Penemuan kajian mendapati bahawa hipotesis yang dirumuskan telah diterima. Faktor seperti penglibatan pekerja, manfaat pekerja, pembangunan kerjaya, dan komunikasi organisasi mempengaruhi tentangan terhadap perubahan. Tambahan pula, hubungan di antara pemboleh ubah yang dikaji dan ciri-ciri personality juga diuji. Penemuan juga menunjukkan dua ciri-ciri personaliti (ramah dan kesedaran) menyederhanakan hubungan di antara penglibatan pekerja, manfaat pekerja, pembangunan kerjaya, komunikasi organisasi, dan tentangan terhadap perubahan. Berdasarkan penemuan penyelidikan ini, implikasi teori telah dibincangkan. Limitasi dan cadangan untuk penyelidikan pada masa akan datang juga dinyatakan. Oleh itu, dengan kekurangan karya dalam bidang tentangan terhadap perubahan dalam konteks organisasi industri, penemuan kajian ini dapat, sedikit sebanyak, menyumbang kepada pemahaman konsep dan mempertingkatkan lagi ilmu dalam bidang ini, terutamanya dari perspektif negara Arab Saudi dan negara Arab yang lain.

Kata kunci: tentangan terhadap perubahan, komunikasi, pembangunan kerjaya, personaliti, penglibatan.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The world that we are living in today is different than in the past. This is true for all facets of human life and activities. Evidently, organizations today face various challenges, for example, sharp economic impacts, new competitive pressures, globalization of the market place, complete reshaping of the business world, new technologies, social culture shifts and regulatory changes). The competitive edge has created great competition between organizations and business communities to sustain their business. Subsequently, the changes we face today have created many new requirements and necessities that need to be attended to by organizations in order to be successful and survive the competition. These include changing how organizations and companies are managed and administered and becoming creative and innovative (Macy & Izumi, 1993). Truly, it is becoming a necessity that organizations change accordingly, and be sensitive to the changes and progress happening around the globe.

Doing business today, for example, is evidently very different than the past. The business environment, competition, and challenges are different and may pose difficulties for organizations, and individuals, if it is not handled well. Change is becoming a buzzword, taking place everywhere across the world. Change does not come easy, and may pose problems and challenges for organizations and

individuals. Evidently, today is an era of the fittest. Thus, it is imperative that organizations and employees learn to cope with change and work towards change to remain competitive. Nevertheless, change is never easy and is always challenging. Craine (2007), for example, explains how resistance will hamper any organization change and he talks about how change will always start with reactions such as denial, shock, frustration and anger. Resistance to change, however, exists in both developed and developing countries (Khassawneh, 2005). According to Cameron (2006) “not only is change ubiquitous and unpredictable, but almost everyone also assumes that its velocity will increase exponentially.” In The Journal of Applied Behavioral Science, the social psychologists Avey, Wernsing and Luthans (2008) begin an article by confirming that: “Both scholars and practitioners would agree that employee resistance to change is a primary obstacle for effective organizational change processes and programs”.

In view of the current business environment, evidently there are employees who cope well with change, and there are others who don't, and may even experience stress and difficulties in coping with change. Some organizations face difficulties when change is introduced. For example, it is common for companies and organizations to face employee resistance towards the proposed change. This resistance can be manifested in many different ways. Some are more problematic than others. Some are based on logical and rational reasons, and *vice versa*. The motivation of this research is twofold. Firstly, this research is intended to elicit the reasons and factors that motivate employees to resist change, and secondly, this research is pursued

to explore the means by which companies can reduce the influence of these reasons on the organizational change process. According to Giangreco and Peccei (2005) resistance to change is not always bad and could sometimes lead to better decisions.

1.2 Study Background

Resistance to change is the most frequently cited challenge encountered by management when introducing change (Bovey & Hede, 2001). Such problems, if not resolved, can result in loss of money and production (Del & Fuentes, 2003). In an extreme scenario, failure to change may result in company closures and loss of business to more aggressive and innovative organizations. Therefore, businesses must change to compete and to stay competitive (Weiss, 2006).

Nevertheless, although resistance to change is never invited or encouraged; it is a natural part of the change process. Therefore, an understanding of the process that leads to change and the underlying causes of resistance to change is imperative and useful. The dynamic business environment today requires frequent changes, both in the way organizations operate and in the organizational structure Turner (1999) and Abrahamson (2000) have noted that change is . It has become an essential determinant in maintaining a company's competitive edge. Turner further asserted that the old bureaucratic style of management is incapable of meeting the challenges of the changing environment.

The literature has clearly shown that the subject of change and resistance to it is not actually a new issue, or an epidemic. It has been around since humanity evolved in the world. There is always change occurring among and between generations of human beings. What is important is the management and approaches to cultivate change and the acceptance of it. Social psychologist Lewin (1940), in his work on change, proposed the idea of managing and removing "resistance" to support change within organizations. His early work focused on the different aspects of individual behavior that must be addressed in order to bring about effective organizational change. The first well-known published literature on resistance to change in organizations was a 1948 study conducted by Coch and French (1948) titled, *Overcoming Resistance to Change*. This research generated a large body of work on the importance of employee involvement in decision-making, and was conducted at the Harwood Manufacturing Company, a pajama factory located in Virginia. This study focused on two main questions: (1) why do people resist change so strongly? and (2) what can be done to overcome this resistance?

In 1950, Alvin Zander made an early distinction between the symptoms of resistance like hostility, or rejection, and the underlying causes for such behavior. Zander posited that the most important thing that managers must know is defining what resistance means, and its causes. The managers are advised to work on the causes rather than the symptoms, and this, according to him, may save time and be more successful. Consequently, Zander (1950), who is a close

associate of Kurt Lewin, and depended heavily on his work, offered six primary reasons of resistance to change. These include the following:

- (i) If the nature of change is not made clear to the people who are going to be influenced by the change introduced;
- (ii) If the change is open to a wide variety of interpretations;
- (iii) If those influenced feel strong forces deterring them from changing;
- (iv) Direction of the change is not made clear;
- (v) If the change is made on personal grounds;
- (vi) If the change ignores established institutions within the group.

In addition, Zoltman and Dincken (1977) suggested that employees resist change if it caused them any forms of threat to the power or authority they enjoyed, or have enjoyed. In another study, Zoltman and Dincken (1977) found that resistance may also come from those who enjoy power and authority in the organization; in particular, they oppose the change if the change threatens their power and authority.

In another study, Al-A'mri and Al-Fuzan (1997) elicited different plausible reasons that caused employees to resist change in governmental institutions. They suggested that the primary reason that affects such resistance is attributed by political factors. Organizational change might create friction among and between individuals and groups of employees, quite often at the management level. This could lead to internal problems and may cause serious repercussions if not attended to. For example, the group that opposed the change may, in turn,

influence other workers, and this would lead to more resistance. *Office politics* or politics within an organization is evidently a potential barrier to implement change within an organization.

In support on the above work of Al-Amri and Al-Fuzan, Al-Tajam (1991) stated that the principle source of change that has influenced many employees is the political factors within the organization. Al-Tajam, for example, suggests that those who have been affected by change negatively will reject or oppose the change to maintain his or her authority of making decision making and to sustain their power. They opted to oppose the change because they are complacent with the power and authority they have enjoyed thus far. If the new change threatens their authority, where they may lose their authority and power, they would not be able to accept it and resist the change.

The feeling that changes are not moving as planned suggests that there might be problems or issues pertaining to the proposed change. If the problems are not attended to, than it may suggest that management is not serious about the change they impose on the employees. The employees, on the other hand, may not give sufficient support and effort to implement the change.

Every community and organizations have their own standards and values, which grow and develop with time. Many researchers suggest that one of the major reasons that make employees oppose change is due to economic factors. Tajam (1991) also feels this reason as logical and justified because they are pessimistic towards the reasons for change. They see more disadvantages than

benefits. Are there any losses of jobs that come with the change? Human beings have emotional needs. Their actions and behaviors are driven by motives. Therefore, when a particular change threatens one's emotional stability, the person would resist the change. Fearing the future and relying on the current known positions, the employees resist change.

Lewin and Morgan (1997) suggested that any potential change is resisted by forces in the opposite direction. The idea is similar to the dialectical principle. Within Lewin's framework, the forces tend to be external to the change, holding situations in a state of dynamic equilibrium. This solution advocates that successful change rests in "unfreezing" the established equilibrium by enhancing the forces driving change, or by reducing or removing resisting forces, and then "refreezing" everything in a new equilibrium state.

Resistance behavior towards change is pursued to slow down, or terminate, the intended organizational change proposed by the respective organization (Greenberg & Baron, 2002). The resistance is intended to show the unwillingness of the employee to go along with the proposed changes (Lines, 2004). The definition of change used in this research is adopted from Metselaar (1997). Resistance to change is defined as: *A negative behavioral intention towards the implementation of modifications in an organization's structure and administrative processes, resulting in efforts from the side of organization members to hinder or impede change process.* On the other hand, Del and Fuentes (2003) define resistance to change as a phenomenon affecting the change process, by the action of delaying or slowing down its beginning,

obstructing or hindering its implementation, and increasing its costs. They see resistance to change as any conduct that tries to keep the status quo, and so is equivalent to inertia. Interestingly, why do employees experience negative feelings when they have to deal with change? Employees are human beings that have individual needs and aspirations. Understanding organizations as being collections of people may help one in understanding the complexity of accepting and resisting change within an organization (Jex, 2002).

According to Jex (2002), people are basically creatures of habit, and as such, they take a great deal of comfort in routine and familiarity. Consequently, even the idea of change often evokes apprehension and anxiety. People develop routines and rituals surrounding various human behaviors and have difficulty changing them, regardless of whether these changes are positive or negative. This general principle certainly also applies in the workplace (Jex, 2002). When people are unhappy with the current state of affairs confronting them in organizations; they will just be uncomfortable and nervous with additional new changes that give them no guarantees of leading better working conditions than before. This fear comes from a belief that changes will have a negative impact from a general fear of the unknown. Consequently, it creates an unwillingness to accept change and the people in the organization may react quite negatively to organizational change (Greenberg, Baron, Jex, 2002).

Today, organizations need to operate in increasingly dynamic environments. Companies and organizations worldwide are under great pressure to fundamentally change the way they do business (Reger et al. 1994). The world is

continuously changing and so the organizations are in need of changing to survive the competition they face (Greenberg & Baron, 2002). According to Greenberg and Baron (2002), organizational change refers to a planned or unplanned transformation in the structure, technology, and people of an organization. It varies in shape, quality, or state over time after an introduction of new ways of working, thinking, and acting within an organization (Van & Poole, 1995; Val & Fuentes, 2003). In general, the aim of an organizational change is to adapt the environment to improve performance (Val & Fuentes, 2003).

1.3 Problem Statement

In our contemporary world, many organizations face pressures and great challenges in order to sustain their operation and business. The rapid changes have not left a single field without the prints of those challenges on it. Many organizations face difficult tasks to change according to the demands of the market and consumers. Change can also be expensive and risky, and that is the reality that all organization has to face. No companies and organizations can isolate themselves from the demand to change. It is a prerequisite to sustaining business. Organizations have to change accordingly, but as was iterated earlier, change is not easy. It has its own barriers and issues that must be attended to by the respective organizations. One barrier in particular is employees' resistance to change. In fact, the failure of many large-scale corporate change programs can

be traced directly to employee resistance (Maurer, 1997; Martin, 1975; Regar et al., 1994; Spiker & Lesser, 1995).

Saudi Aramco owns and operates an extensive network of refining and distribution facilities, and is responsible for gas processing and transportation installations that fuel Saudi Arabia's industrial sector. An array of international subsidiaries and joint ventures deliver crude oil and refined products to customers worldwide. World-class refineries located across the country, from the Arabian Gulf to the Red Sea, reliably supply more than a million barrels of products each day to meet the needs of the Saudi Arabian and international markets. The Rabigh Refinery, located 160 kilometers north of Jeddah on the Red Sea coast, is one such refinery operated by Saudi Aramco. The Rabigh refinery has a 400,000 BPD crude topping facility. Crude is delivered by pumps and tankers through the Saudi Aramco Rabigh port. The main products are fuel oil, naphtha, and jet fuel. LPG and oil are used as fuel for the refinery while recovered sulphur is bagged and shipped. In addition, due to high demand in petrochemicals Saudi Aramco has decided to offer partnership with a company that specializes in the production of petrochemicals. This company is Sumitomo Chemical Company. Therefore, Rabigh Refinery was upgraded from oil Refinery to complex Refinery and due to this major change on the current organization the new joint venture faced with employee resistance.

The main complained from the current employees that the new organization will not keep them with their current job title and will hire new employees with

experience in petro-chemical plants to lead them. In addition the work environment will be getting more risky because of the new chemical plants. Furthermore, this change will be inevitable and if they will not accept it the company will transfer them to another area which is mean they will face new problems. As results of these reasons employees will be not happy even they accept the new job title because they have no choose and that will lead to no job satisfaction Therefore, understanding resistance to change is particularly important. Organizations must tackle this problem in order to press for the proposed change. A proper management of resistance is the key for change success or failure. By resistance to change, we understand it to be any phenomenon that hinders the change process by aiming to keep the current situation. Management has a tendency to neglect or ignore the human personality, employee-centered problems and communications when implementing change. They only focus on the technical aspects, not recognizing or understanding how the human personality, employee-centered problems and communication influence the success or failure of change.

According to the latest research report 2010 of SHRM (The Society for Human Resource Management) on job satisfaction, the report found that employees ranked benefits among their top contributors to job satisfaction. Employee benefit offerings have become an increasingly important element of an employee's total compensation package. As a result, it is important for an employee benefits package to be attractive to both current and prospective employees while simultaneously being cost-effective. Also, some companies provided educational

assistance to the dependents of their employees. As with career development benefits, educational assistance not only helps the employee but also benefits the employer by developing a more educated workforce. Change requires the participation of the people in the organization. They must first change themselves before organizational change can succeed (Bovey & Hede 2001).

Although, change is resisted by employees for both logical and illogic reasons, as well as unjustified reasons, and is not generally based on any accepted rational basis. These resistance processes occur in different shapes and manners, and motivated by the very intention to delay the change execution and implementation. All these barriers and challenges may impact the organization negatively. Costs may be incurred. In addition, there will be loss of effort and time, and above all, constitute a great obstacle and hindrance on the organization's path to progress and development.

Organizational change is highly important, and history is rich with examples of companies that have changed successfully, and are profitable and admired. Some of these examples include General Electric, Hewlett Packard and Motorola (Daft, 1997, Wall & Wall, 1995). Therefore, 'resistance is a 'natural emotion' that must be dealt with and not be avoided. If one can look at the positive aspects of resistance to change, by locating its source and motives, it can open further possibilities for realizing the change' (Mento, Jones, & Dirndorfer 2002). It could be argued that the vast majority of organizational change is managed from a technical viewpoint without recognizing or understanding how the human

element influences the success or failure of the change (Arendt *et al.*, 1995; New & Singer, 1983).

It is now being suggested that if resistance to change is to be better understood, it may contribute to successful change process (Waddell & Sohal, 1998). This research is intended to contribute to furthering understanding of resistance to change by looking at employee involvement, benefits, career development, communication and personality of the employees. This is an effort to seek plausible relationships between human personality and one's acceptance and rejection towards change. Most research on resistance to change has focused on situational antecedents (e.g., Coch & French 1948; Tichy 1983; Zander 1950). Studies have begun to explore concepts that are related to resistance to change from an individual different perspective. For example, self-discipline, an orientation toward creative achievement, and a lack of defensive rigidity were suggested to reflect people's adaptability to change on the basis of their contribution to the maintenance of high performance when moving from a well-defined to an ill-defined laboratory task (Mumford, Baughman, Threlfall, & Uhlman 1993). Therefore, employee involvement, benefits, career development, communication and employee's personality are important to be considered in trying to understand resistance to change. In Past studies showed that employee participation is positively related to performance, satisfaction, and productivity of an employee (Pfeffer 1994; Wagner 1994; and Verma 1995). Also, Coch and French (1949) are considered to be the pioneers in studying employee participation in the workplace. In addition, Managers who hold Human relation

theory of participation belief simply in involvement for the sake of involvement, arguing that as long as subordinates feel that they are participating and are consulted, their ego needs will be satisfied and they will be more cooperative (Richie and Miles, 1970). It is important for an employee benefits package to be attractive to both current and prospective employees Tajam (1991) also feels this reason as logical and justified because they are pessimistic towards the reasons for change. They see more disadvantages than benefits. However, are there any losses of jobs that come with the change? Human beings have emotional needs. Their actions and behaviors are driven by motives. Therefore, when a particular change threatens one's emotional stability, the person would resist the change. Fearing the future and relying on the current known positions, the employees resist change. In today's competitive environment, it is imperative that all organizations create a work environment which fosters growth and development. It is apparent this can be accomplished by implementing a Career Development Program in the workplace. This will enhance organizational loyalty among employees, result in higher levels of job satisfaction, lower employee turnover, and fewer employee complaints (Werther & Davis, 1992).

Furthermore, Communication is "absolutely essential to organizations" (Herbert Simon, 1947) In 1951 ". Bavelas and Barrett wrote *An Experimental Approach to Organizational Communication* in which they stated that communication "is the essence of organized activity. In 1954, a young Chris Argyris published *Personality and Organization*. This careful and research-based book attacked many things, but singled out "organizational communication" for special

attention. Argyris made the case that *what* passed for organizational communication at the time was based on unstated and indefensible propositions such as "management knows best" and "workers are inherently stupid and lazy." He accused the emerging field of relying on untested gimmicks designed to trick employees into doing management's will. Furthermore, Past research has examined various personality traits such as agreeableness, conscientiousness and neuroticism towards the success or failure to change (Neuman & Wright 1999). They claim that agreeableness facilitates interpersonal attraction. It is assumed that people management practices often require employees to work in teams. Therefore, employees high in *agreeableness* are expected to enhance team effectiveness by utilizing their interpersonal strengths.

On the other hand, conscientiousness has been used intensively to predict its impact on team outcome. For example, individuals high in conscientiousness are expected to put lots of effort towards team goal completion (LePine 2003; Molleman et al. 2004; Mohammed & Angell 2003; Neuman & Wright 1999; Taggar 2002; Van Vianen & De Dreu 2001), to commit to the task (Barry & Stewart 1997; Taggar 2002), and to cooperate (Molleman et al. 2004). In addition, Molleman et al. (2004), and Van Vianen and De Dreu (2001), found that individuals low in neuroticism are self-confident and secure about chosen goals and decisions. These low neurotic characteristics, therefore, lead to cooperation and coordinated teamwork behavior (Neuman et al. 1999).

This study, on the other hand, will employ the five personality models to determine how personality contributes (if any) to influence employee resistance to change. In addition, organizational growth could also take the shape of adding personnel and new equipment. Whatever mode a company is in, change should be brought about and dealt with to ensure efficiency and profitability. An organization is only as good as its people. Smart, dedicated personnel will make any implementation of change as smooth as possible. Organizational leaders are crucial to minimizing resistance to change. They have a much larger role to educate and disseminate change to the entirety of his or her organization. More research work is needed to understand the influence of the employee resistance.

Waddell and Sohal (1998) suggested that resistance is a function of four factors. Namely, these include *rational, non-rational, political* and *management factors*.

Rational factors: resistance can occur where the employees' own rational assessment of the outcomes of the proposed change differ with the outcomes envisaged by management. Such differences of opinion cast doubt in the employees' mind as to the merit or worth of the changes, and thus they may choose to stand in opposition or voice concern (Ansoff, 1988, p. 211; Grusky and Miller, 1970, p. 63; Kotter *et al.*, 1986, p. 352).

Non-rational factors: the reaction of an individual worker to a proposed change is also a function of predispositions and preferences which are not necessarily based on an economic-rational assessment of the change. These may include instances of resistance workers who simply do not wish to move offices, prefer working near a particular friend, or are uncertain of the outcomes of

implementing new technology (Judson, 1966, p. 19; Kaufman, 1971, p. 15; McNurly, 1973, p. 381; Sayles and Straus, 1960, p. 305).

Political factors: resistance is also influenced by political factors such as favoritism or “point scoring” against those initiating the change effort (Blau, 1970, p. 135 (cited in Grusky and Miller, 1970); Ansoff, 1988, p. 212).

Management factors: inappropriate or poor management styles also contribute to resistance (Judson, 1966, p. 32; Lawrence, 1954, p. 53). In addition to what this study aspired to achieve, this study will also focus on the management factors in understanding resistance to change. It is fundamental that employees be ready to face and implement new changes at work. Balogun and Jenkins (2003) asserted that ‘the recipients of change need to be enabled to re-create their ways of working, their daily routines and practices. Whilst change can be imposed by senior managers, the details of what individuals need to do differently to meet the aims of change cannot easily be managed and predicted’. In essence, the label ‘recipients of change’ implies a lack of involvement, and that for effective change to occur individuals need to be actively involved in knowledge creation in order to effect change. As Barrett et al. (1995) emphasized, ‘change is not something that comes from the outside and alters the inside of a community’. On the contrary considering the individual workers or employees when implementing change are critical, and may have an impact on the success or failure of implementing change.

The present study is motivated to provide empirical evidence on employee resistance to change. This study will contribute to the existing body of knowledge by examining how to deal with employees’ resistance towards any respective

proposed change. Big Five, extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience (Costa and McCrae, 1988) represent a complete set of traits that could capture personality differences. This has been used in psychology for a long time and there are developed scales, which could be readily used (Saucier, 1994; Dwight, Cummings and Glenar, 1998). Therefore, this study proposes that personality acts as a moderating variable in the relationship between employee involvements, organization communication, as well as employee benefits in addition to career development and employee resistance to change. Evidently, in view of the intended study, the literature shows that in Saudi Arabia, very few research studies have been undertaken to understand employee resistance to change (Al-Tajam ,1991). Though there have been many papers done on employee resistance, these are generally reviews of literature on industrial organizations in Saudi Arabia. As such, more empirical and scientific studies are needed to understand employee resistance to change in Saudi Arabia. This study picks up this challenge and hopes to contribute to the research gap that exists in the literature.

1.4 Research questions

The following are the research questions of this study:

1. Does employee involvement influence employee resistance to change?
2. Does organizational communication influence employee resistance to change?

3. Do employee benefits influence employee resistance to change?
4. Does career development influence employee resistance to change?
5. Does employee personality moderate the relationship between employee involvement, organizational communication, employee benefits, career development and resistance to change?

1.5 Research objectives

The following are the research objectives of this study:

1. To determine the relationship between employee involvement and employee resistance to change,
2. To determine the relationship between organizational communication and employee resistance to change,
3. To examine the influence of organizational benefits on employee resistance to change,
4. To examine the influence of career development prospects on employee resistance to change,
5. To determine the moderating effect of personality on the relationship between employee involvement, organizational communication, employee benefits, career development and resistance to change.

1.6 Scope of the study

The work presented in this study was conducted at the Rabigh Refinery Organization in Rabigh City in Saudi Arabia. Rabigh Refinery was a joint venture between the General Corporation for Petroleum and Minerals (Petromin) and the Greek Oil Company (Petrola). The company started in 1989 with a production capacity of 325,000 barrels per day, subsequently, the shares of Petromin (50%) in this project were sold to Saudi Aramco in 1993 and with the implementation of a Royal Decree, and the Saudi government spent the money integrating the petroleum industry in the Kingdom. Consequently, Rabigh Refinery became a wholly-owned subsidiary of Saudi Aramco.

Today, Rabigh Refinery faces both external and internal forces that make change inevitable. External forces such as joint venture projects, new workforce demographics, changing expectations about quality, productivity, customer satisfaction, and new technologies are dramatically affecting the operating environment in organizations worldwide. Internally, financial constraints, the requirement to do more with less, cross-functional teams, mergers and acquisitions and empowered workers, all affect organizations' abilities to compete in the global marketplace. Outsourcing, globalization, automation, downsizing, best practices, re-engineering, repositioning, and other strategies all mean change to your workforce; no matter how these changes are defined, the challenges to the organization are inevitable: balancing the demands and expectations among the stakeholders, including customers, employees,

management and shareholders. Without balance, an organization risks an anxious workforce that may result in diminishing productivity.

In addition, due to high demand in petrochemicals Saudi Aramco has decided to offer partnership with a company that specializes in the production of petrochemicals. This company is Sumitomo Chemical Company. The new joint venture (Petro Rabigh) was launched in September, 2005 as an equal (50:50) partnership between Saudi Aramco Company and Sumitomo Chemical Company. This joint venture was deemed as the largest combined oil refinery and petrochemical production facility ever built at one time. In the joint venture, Saudi Aramco will supply Petro Rabigh with the feedstock necessary to operate the plant, including ethane, on a long-term contract with a fixed-price basis. It will also market the refined products produced by Petro Rabigh. Sumitomo Chemical, on the other hand, provides petrochemical international sales and marketing expertise, as well as technology licensing. The massive integrated facility is presently being constructed at the site of Saudi Aramco's Rabigh refinery which produces 19 percent of the Kingdom's current refining capacity. The existing Rabigh Refinery, which was commissioned in 1989, has a current crude processing capacity of 400,000 barrels per day (bpd). The uniqueness of this study exemplifies Petro Rabigh as one of the world's largest integrated refining and petrochemical complexes and the most sophisticated. The plant will combine a low-cost, long-term stable supply of feedstock from Saudi Aramco, the world's largest oil company, with the petrochemical marketing and technical

expertise of Sumitomo Chemical, the Japanese chemical giant. ([www. Petro Rabigh.com](http://www.PetroRabigh.com)).

As a result of this partnership, there will be inevitable changes in the current organizational structure. This will lead to the loss of some of the current employees. In addition, there are employees that have refused to be integrated into this new company. Such a situation has led them to be transferred to other areas operated by Aramco. This action evidently has caused employee's resistance, especially when witnessing the loss of many colleagues that have actually contributed their loyalty and services for a good many years with Rabigh Refinery. This situation has prompted a situational barrier to the joint venture, and must be attended to by the new company. The department must deal with this resistance by using a scientific, flexible way to implement the necessary changes.

1.7 Definition of key terms

There are several terms that are important to the development and understanding of this study. The following definitions are offered as a means of establishing a uniform understanding:

1.7.1 Organizational communication

Organizational communication is the one in which dialectics is the most prominent. Viewed from the system perspective, interdependence is a definitive

feature of organizations, which involve more direct communication partners, and more frequent communication than in other contexts. Also viewed from the system perspective, organizations are characterized by a hierarchy, which creates numerous structural dialectical relationships, e.g., leader-member opposites. Even though organizational leadership tends to tout unity or cohesiveness centering around organizational goals, organizations are inevitably fraught with dialectical relationships. The tension in these relationships is frequently fueled by inherent diversity in life backgrounds and vested interests of members, as well as inevitable dilemmas or quandaries both in tasks or relationships (Chung 2008).

1.7.2 Employee benefits

Employee benefits encompass a broad range of benefits—other than salary—that companies provide to their employees. Some of these benefits, such as workers' compensation, social security, and unemployment insurance, are required by law. The majority of benefits offered to employees, however, are bestowed at the discretion of the business owner. Such benefits, which are commonly called "fringe" benefits, range from such major expenditures as paid holidays, health insurance, paid vacations, employee stock ownership plans (ESOPs), and profit sharing to more modest "extras" like bestowing performance awards and prizes, providing an employee lunchroom, or paying for a company picnic (Briggs 1992).

1.7.3 Career development

Career development is seen as the process of managing life, learning and work over the lifespan. It encompasses the provision of services (in many different jurisdictions and delivery settings) to assist people to gain the knowledge, skills, attitudes and behaviors that help them to manage their career more effectively. Career development is a lifelong process. Individuals will continue to build and draw on their dispositions and capabilities in order to live, learn and work creatively, innovatively and collaboratively, while managing life's future possibilities. The process is unique to each individual and is to be understood in relation to each person's environment and the many factors affecting life, such as family, society, school, social policy and the labour market (Jillian Blight 2006).

1.7.4 Resistance to change

Metselaar (1997) defines resistance to change as: "A negative behavioral intention towards the implementation of modifications in an organization's structure, or work and administrative processes, resulting in efforts from the organization members to hinder or impede the change process."

1.7.5 Personality

Personality is defined as the totality of traits, as of character or behavior that are peculiar to a specific person. It is the pattern of collective character, behavioral, temperamental, emotional and mental traits of a person that can be seen as complementing each other, each possibly playing an influential role in shaping a person's actual behavior in a given situation (Gulliford 1992).

1.7.5.1 .Personality Traits

Extroversion: People high in this dimension are sociable, gregarious, assertive, talkative and active. The broad dimension of Extraversion includes a variety of specific traits such as talkative, energetic, and assertive. Daft (et.al.2005) mentioned that extroversion dimension also includes the characteristic of dominance. Extrovert people are often quite self-confident. They seek out positions of authority, and are competitive and assertive. They like to be in charge of others or have responsibility for others. Carly Fiorina, CEO of Hewlett-Packard, Daft gives an example, appears to have a high degree of both dominance and extroversion. She enjoys being "on stage" speaking before a crowd, meeting new people in HP plants around the world. Fiorina also clearly enjoys being in a position of authority and influence. However, examples for the opposite of extraversion dimension were clear in the world of business. For example, Doug Ivester, who served for a short time, as CEO of Coca-Cola seems to have a low degree of both dominant and extroversion. Ivester was

known to be very reserved in many situations. In addition, he did not appear to have a great desire to influence others, preferring to focus on details and strategy rather than the brightness of interpersonal relationships. Indeed, he sometimes came off as high-handed because he made and implemented decisions without trying to persuade others of his viewpoint.

Neuroticism: The tendency to experience negative effects such as anxiety, insecurity, and psychological distress. This is also referred to as 'emotional stability' and shows the degree to which individuals are insecure, anxious, depressed, and emotional (emotionally unstable/highly neurotic). Neuroticism) (sometimes called Emotional Stability is characterized by traits like tense, moody, and anxious. Daft (2005) refers to this dimension as the degree to which a person is well adjusted, calm, and secure. A leader who is emotionally stable handles stress well, is able to handle criticism, and generally doesn't take mistakes and failure personally. In contrast, leaders who have a low degree of emotional stability are likely to become tense, anxious, or depressed. They generally have lower self-confidence and may explode in emotional outbursts when stressed or criticized.

Agreeableness: People high in this dimension are courteous, flexible, trusting, good-natured, cooperative and tolerant. This dimension includes traits like sympathetic, kind and affectionate. Daft, (et.al.2005) defined agreeableness as the degree to which a person is able to get along with others by being good-natured, cooperative, forgiving, compassionate, understanding, and trusting. Daft

(et.al.2005) added that a leader who scores high on agreeableness seems warm and approachable, whereas one who is low on this dimension may seem cold, distant, and insensitive. He added that people high on agreeableness tend to make friends easily and often have a large number of friends, whereas those low on agreeableness generally establish fewer close relationships.

Conscientiousness: People high in this dimension are dependable, careful, thorough, responsible, hard-working and persevering. People high in Conscientiousness tend to be organized, thorough, and planning. Daft (et al.,2005) defined conscientiousness as the degree to which a person is responsible, dependable, persistent, and achievement-oriented. A conscientious person is focused on a few goals, which he or she pursues in a purposeful way, whereas a less conscientious person tends to be easily distracted and impulsive. This dimension of personality, Daft (2005) added, relates to the work itself rather than to relationships with other people. Indeed, many entrepreneurs show a high level of conscientiousness. For example, Jari Ovaskainen gave up a high-paying consultant job and sold his beloved Mercedes 300CE coupe to pursue his dream of starting a business. Ovaskainen's conscientiousness and hard work helped lobox, the Helsinki-based company he cofounded, jump to an early lead in the market for wireless Internet service. Ovaskainen's high degree of conscientiousness is also reflected in the workplace. Unlike many Internet companies, lobox doesn't have foosball tables or other diversions for employees: "We don't believe in mixing work life with play time," Ovaskainen says. He wants people focused on the goal of making lobox the "next Yahoo."

Openness to experience: People high in this dimension are imaginative, cultured, curious, original, and artistically sensitive (Adapted from Barrick & Mount 1991). Openness to experience (sometimes called Intellect or Culture) is the dimension, which includes having wide interests, and being imaginative and insightful. Daft, 2005 defines this dimension as the degree to which a person has a broad range of interests and is imaginative, creative, and willing to consider new ideas. These people are intellectually curious and often seek out new experiences through travel, the arts, movies, reading widely, or other activities. People lower in this dimension tend to have narrower interests and stick to the tried-and-true ways of doing things. For example, one researcher found that early travel experiences and exposure to different ideas and cultures were critical elements in developing leadership skills and qualities in leaders like John Quincy Adams, Frederick Douglass, and Jane Adams.

1.7.6 Employee involvement

Employee involvement is a process designed to empower members of the organization to make decisions and to solve problems appropriate to their level in the organization (Pace 1989). Also, Employee involvement is creating an environment in which people have an impact on decisions and actions that affect their jobs. Employee involvement is not the goal nor is it a tool, as practiced in many organizations. Rather, it is a management and leadership philosophy

about how people are most enabled to contribute to continuous improvement and the ongoing success of their work organization.

1.8 Significance of the study

This study should be able to contribute to the literature of employee resistance to change particularly so, within the Arab countries, and Saudi Arabia in particular. Empirical studies related to employees' resistance to change in industrial organizations in Saudi Arabia are limited. Although references to this subject are frequently made in most studies of organizational reform and development, these references are, for the most part, anecdotal in nature and accidental in treatment. Therefore, the findings of this study are expected to enrich our knowledge and fill-in the gaps in the literature.

In our current highly complex world and working environment, organizations need to continuously adapt new situations if they are to survive and prosper. The current trend is towards development of a learning organization where employees must engage in problem-solving and continuous improvement based on lessons learned. The resistance of the employees against the organizational change has several demerits. They could be very costly to organizations, and may lead organizations to lose time and effort. It is imperative then, in order to achieve change successfully, that organizations need greater financial and manpower capabilities. Some of those who are affected by change may try to put

obstacles and barriers towards its progress and development or may try their best to make it unsuccessful.

Previous studies in Arab countries researched organizational change resistance in governmental and public organizations. However, this study, on the other hand, was intended to study resistance to change in the industrial organizations, as there is a lack of such studies, particularly within the Arab countries. This research intends to contribute to the study of resistance to change in the industrial organizations by trying to elicit reasons for this phenomenon that increases the costs of the industrial organizations. This research hopes to seek plausible solutions to the problems. This research will contribute to a greater understanding of resistance to change within the industrial sector and may add new thoughts to general knowledge.

Theoretically, in spite of the perennial interest in organizational change resistance, many of the existing research and models on this subject matter have been based on Western samples (Bullock & Batten 1985; Lewin 1951; Lippitt et al. 1958; Frohman et al. 1976; Ackerman 1982; Burke 1982; Beer et al. 1990a; McCalman & Paton 1992; Burke 1994; Walton 1995; Kotter 1995). From these studies, an examination of organizational change resistance in non-Western countries gives us the opportunity to examine the applicability and generality of these Western theories. Some of the theories have been used in limited studies on organizational change. For example, previous studies on the applicability of Western-inspired models of organizational change in Jordan (Khassawneh, 2005) and in Saudi Arabia (Al Tajam, 1991) had reported findings that were

generally consistent with those in the literature. Although their findings may be taken to be indicative of the applicability of Western-inspired models, Oriental countries in the region, including Saudi Arabia, have different histories and have distinctive models of industrialization. Hence, this research intends to contribute to the study of employee resistance to organizational change by selecting and adding variables that are rarely tested as independent variables, namely, employee involvement, organizational communication, employee benefits, career development and personality, where the emphasis on employee-centered and organization communication is pertinent because managing both these individual and organizational factors are crucial for the eventual success of the change process. Further, the inclusion of personality as a moderating factor is important because the interaction of the individual factors and communication with personality will enable determination of how different personalities engage in response to the change process and thus exacerbate or lessen the resistance to change.

1.9 Organization of the thesis

This study has been divided into several chapters. Chapter one deals with the background of the study. This includes the research problems, questions, objectives and importance. While the second chapter deals with the theoretical framework, and previous studies that have discussed this subject. The third chapter deals with the study methodology and the research procedures, which

include the description of the research population, sample selection and data collecting tool. The fourth chapter deals with data analysis and results. Finally, Chapter five deals with discussions and conclusions.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The literature holds innumerable theories that have been proposed to explain what accompanies organizational change. Included in these studies is what the present chapter is focusing on, which is employees' resistance to organizational change. Past studies have explored the theme in many contextual and organizational situations.

2.2 Change

Change itself is neither good or bad it is inevitable (White, 1993). Change must and should occur in addition, change can affect people in different ways regardless of its type. Marquis and Huston (2000) argue that because change can disrupt the homeostasis or balance within a group resistance should always be expected. The level of resistance will depend on the type of change for example, there is less resistance to technological change than there is to social change.

2.2.1 Type of change:

Developmental: May be either planned or emergent; it is first order, or incremental. It is change that enhances or corrects existing aspects of an organization, often focusing on the improvement of a skill or process. Developmental change occurs when a company makes an improvement to their current business. If a company decided to improve their processes, methods or performance standards this would be considered developmental change. Companies are continually processing developmental change to some degree in order to stay competitive. This type of change should cause little stress to current employees as long as the rationale for the new process is clearly conveyed and the employees are educated on the new techniques. When major change such as the decision to close a division, if the company attempted to implement developmental change as the first step in streamlining the business, employees may be more likely to accept the change. The employees could see that the company attempted different strategies before determining that closing the division was the only option.

Transitional: Seeks to achieve a known desired state that is different from the existing one. It is episodic, planned and second order, or radical. Much of the organizational change literature is based on this type. Transitional change is more intrusive than developmental change as it replaces existing processes or

procedures with something that is completely new to the company. The period when the old process is being dismantled and the new process is being implemented is called the transitional phase. A corporate reorganization, merger, acquisition, creating new products or services, and implementing new technology are examples of transitional change. Transitional change may not require a significant shift in culture or behavior but it is more challenging to implement than developmental change. The future of the organization is unknown when the transformation begins which can add a level of discomfort to employees.

The outcome of transitional change is unknown so employees may feel that their job is unstable and their own personal insecurities may increase. Education on the new procedures should be commenced at each stage of the new process. This will allow employees to feel that they are actively involved and engaged in the change. As an employee's level of engagement in the new procedure increases, their resistance to change may decrease. Management should be cognizant of the impact and stress these changes will have on their employees. The company should continue to inform the employees of their status offer support in helping them deal with the personal adjustments they will be forced to make. Transformation can result in an organization that differs significantly in terms of structure, processes, culture and strategy. It may, therefore, result in the creation of an organization that operates in developmental mode - one that continuously learns, adapts and improves.

Transformational: Is radical or second order in nature. It requires a shift in assumptions made by the organization and its members. Transformational

change occurs after the transition period. Transformational change may involve both developmental and transitional change. It is common for transitional and transformation change to occur in tandem. When companies are faced with the emergence of radically different technologies, significant changes in supply and demand, unexpected competition, lack of revenue or other major shifts in how they do business, developmental or transitional change may not offer the company the solution they need to stay competitive. Instead of methodically implementing new processes, the company may be forced to drastically transform themselves.

People-centered: This type of change alters the attitudes, behaviors, skills, or performance of employees in the company. Changing people-centered processes involves communicating, motivating, leading, and interacting within groups. This focus may entail changing how problems are solved, the way employees learn new skills, and even the very nature of how employees perceive themselves, their jobs, and the organization.

Some people-centered changes may involve only incremental changes or small improvements in a process. For example, many organizations undergo leadership training that teaches managers how to communicate more openly with employees. Other programs may concentrate on team processes by teaching both managers and employees to work together more effectively to solve problems. Remember that strategic, structural, process-oriented, and

people-centered changes occur continuously in dynamic businesses. Often, changes in one of these areas impact changes in the other areas.

Many employees believe that a change is often reactive and nothing more than a quick fix; then they brace themselves for more changes in the future. Management needs to realize that serious underlying problems in organizations must be addressed with long-term consequences in mind. Thus, when management implements changes, careful thought must be given to ensure that the new processes are for the long-term good of the company.

2.3 Organizational change

Organizational change occurs when a company makes a transition from its current state to some desired future state. Managing organizational change is the process of planning and implementing change in organizations in such a way as to minimize employee resistance and cost to the organization, while also maximizing the effectiveness of the change effort.

Today's business environment requires companies to undergo changes almost constantly if they are to remain competitive. Factors such as globalization of markets and rapidly evolving technology force businesses to respond in order to survive. Such changes may be relatively minor—as in the case of installing a new software program—or quite major—as in the case of refocusing an overall marketing strategy. "Organizations must change because their environments

change furthermore; organizations development or OD has developed its inclination to solving organizational issues (Lundberg, 1989) as according to Umstat (1988), it is an important way of changing and developing organizations. Also, Albert Einstein stated that "there is only one constant in this universe, and that constant is change" (Rosenbaum, 2005). Accordingly, organizational change has been defined as any action or set of actions that results in the changes in the direction or process involving the way that an organization runs (Huber & Glick, 1993). This change can be intentionally planned by the management within the organization (Hamm, 2006) and may influence the organizational strategies that are utilized to achieve the mission of the firm and the processes of implementing the strategies as well as the tasks and functions performed by the people in the organization, and the relationships between those people (Brockner & Higgins, 2001). Basically, some changes can be of small caliber while others are monumental amounting to an organizational transformation (Soulsby & Clark, 2007).

Change is often considered as a part and parcel of organizational life akin to human life. Therefore, a stagnant organization has a low rate of survival. On the other hand, many factors may force organizational change on a firm (Bate, 1990), like new competition in the marketplace or new demands by customers. These factors often create expectations of improved efficiency, better service or innovative products. A well planned and well implemented organizational change normally leads to organizational progress and prosperity. As a consequence of the changes, various tangible benefits like improved competitiveness, better

financial performance and higher levels of customer and employee satisfaction are gained (Crossan, White, Klus, 1996).

However, these benefits that changes bring do not materialize overnight. There is normally a period of transition that follows a major organizational change since it is a time of upheaval and uncertainty for the organization. In addition, every individual working in an organization does not necessarily benefit from the change as some of them will be its casualties particularly when job cut or realignment decisions take place which would add to the organization's strength and prosperity in the future (Chiaburu, 2006). Moreover, based on Greenberg and Baron (2002), organizational change is considered as the planned or unplanned transformations in the structure, technology or the people within the organization. These transformations tend to vary in shape, quality, or state after the introductions of the new strategies within an organization (Ven & Poole, 1995; Val & Fuentes, 2003). Thus, generally speaking, the main goal of an organizational change is the adaptation process to the new environment, and an improvement in performance (Val & Fuentes, 2003). In addition, first-order change, versus second-order change, may contain differences regarding scope because some changes are minor as compared to others which are major. In sum, these changes can be considered lying along a continuum initiating in low-scope or evolutionary changes to high-scope or revolutionary changes (Val & Fuentes, 2003).

First-order changes are considered as those changes that have a continuous nature but involving no major changes in the organization's operation

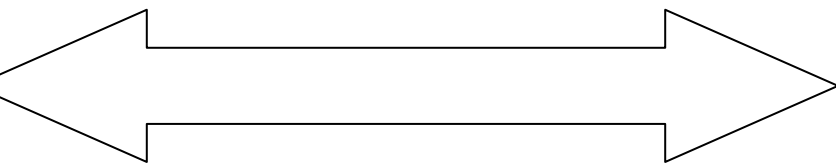
(Greenberg & Baron, 2002). In other words, these are minor changes that affect small aspects in the organization while keeping on the previous working framework but at the same time looking for improvements that can be carried out in the present situation (Blumenthal & Haspeslagh, 1994). For instance, Toyota has been continuously carrying out improvements to up its production efficiency process. Another example would be a restaurant slowly adding new items to its menu (Greenberg & Baron, 2002). Some organizational changes are of a higher caliber than the above examples.

The second type of changes can be attributed to the changes that are forced on the firms during shifts in the global marketplace and these are called *strategic, transformational, revolutionary, or second-order changes* (Reger et al., 1994; Val & Fuentes, 2003). In order to remain competitive, organizations have to go through these major changes by changing their strategic direction, structure and staffing (Bordia et al., 2004). In other words, these second-order changes are more radical and it involves several levels of the organization and several aspects of business (Greenberg & Baron, 2002). As further evidenced by Val and Fuentes (2003) second-order changes are radical changes completely changing the organizations main framework. These changes do not simply involve revision of the processes, structure or strategy but involve changes that affect the original character or capabilities of the organization (Reger et al., 1994). A good example of this type of change is when a fine-dining restaurant decides to become a fast-food restaurant.

Bovey and Hede (2001) stated that, when faced with a major organizational change, people normally go through a process of reaction which involves four different levels: *Initial denial, resistance, exploration, and commitment* (Bovey & Hede, 2001; Reynolds, 1994). O'Connor (1993), added to the statement by asserting that sometimes, people normally react to threats of change unconsciously. This statement is further compounded by Oldham and Kleiner (2001) when they stated that people, in order to protect themselves from change generally utilize well-developed and habitual defense mechanisms. People actually believe that they can somehow stop the new changes from happening (Schliemann, 1992).

This defense mechanism is considered as resistance and is sometimes a mirror of the people's uncertainty. Resistance can be defined as the inability of a person to accurately know what the change will bring about owing to the lack of knowledge surround the current or future events and which will consequently lead to the inability to affect or control them. Consequently, negative results like anxiety, psychological strain, learned helplessness and lower performance will manifest (Bordia et al, 2004). This type of defense mechanism generally acts as a barrier for an individual to accept the change (Halton, 1994).

To further provide an enlightening look into these mechanisms, Greenberg and Baron (2002) highlighted the nature of people's reactions to organizational change and some of the particular forms these reactions might manifest themselves in. The authors stated that people's reactions to organizational change can be summarized in a continuum ranging from acceptance (expressed



by cooperative behavior and enthusiasm), through indifference (passive resignation/apathetic behavior and only doing what is ordered) and passive resistance (not learning, protesting and slowing down the process), to active resistance (expressed by taking time off, making intentional mistakes and deliberately sabotaging the process).

Figure 2.1 below illustrates the continuum Greenberg & Baron proposed (2002) to show people's reactions to organizational change.

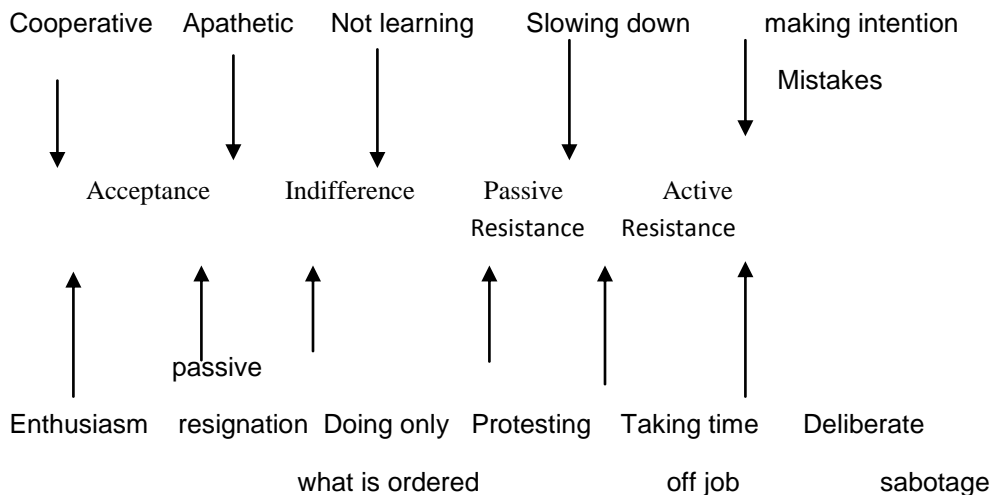


Figure 2.1: People's reactions to organizational change

Source: Greenberg and Baron (2002).

The right portion of the continuum displays the resisting reactions against the change while the left side displays the supporting reactions towards the change. The proceeding paragraphs will further explain the concept of resistance to

change. As previously presented in Figure 2.1, reactions towards organizational changes go against to what is normally assumed.

Generally speaking, a change presented involving a shift to a more luxurious office can be readily accepted due to the clear advantages that it entails (Weiss & Cropanzano, 1996). But unfortunately, not all changes are of this type – some changes entail uncertainty and ambiguity and hence resulting in resistance to change. In actuality, the resistance presented is not concentrated towards the change being brought about, but towards the perceived loss accompanying the change (McKenna, 2000).

The literature contains four main perspectives regarding resistance to change which includes the *irrational perspective*, the *political perspective*, the *social perspective* and the *psychological perspective*. The latter three perspectives stem out from the rational notion and present further leads for exploration of resistance than the former one which is also considered as the irrational approach (Metselaar, 1997). According to this approach, resistance is considered as an unavoidable behavioral response to change individuals who are involved in confronting the change are considered to be irrational solely reacting to changes based on uncertainty.

Consequently, the central emotions found in literature regarding organizational change are almost always negative ones (Settoon, Armenakis, Harris, 2000). For instance, fear of change, doubt about willingness to change, sadness due to

letting go of habits, anger or refusal to change, and inability to change (Metselaar & Cozijnsen, 1997). Based on this approach the aspect of resistance to change is considered as any kind of force that is concentrated away from change (Lippitt et al., 1958). This perspective also gained the attention of Metselaar (1997) who argues that for the purpose of understanding the dynamics of resistance to change, theories depicting resistance as an irrational element of change process must be first comprehended. Thus, contrary to the above perspective, the present paper will consider resistance from a political, a social, and a psychological perspective. From a political view, organizations comprise of coalitions that may not have a good working relationship with its constituents. Therefore, resistance to change is manifested leading to changes in the balance of power being held by the coalitions.

Processes of change have the possibility of modifying the lines of authority and the use of rules within an organization into an effort to gain power among interest groups (Erakovic & Powell, 2006). Based on political perspective, resistance to change generally stems out from the existing power structure in the organization. Viewed from a social perspective, organizations are socially-constructed realities comprising of individuals or groups of individuals working together. In this instance, resistance generally crops up during the process of social interaction when norms and values are under consideration. The view emphasizes on the increase of resistance to change when daily routines are changed. This approach is partly taken from Morgan's (1986) explanation of the management of meaning.

According to Morgan (1986)'s description, the visions of top management tend to leave an impact on the meaning system encompassing the whole organization. The language that top management uses when elaborating the proposed change is a prime example of this language is expected to impact employees' perceptions regarding change and the change affect on their jobs (Choi, Poon & Davis, 2008).

Still another important aspect to be considered with change is the individual differences; an aspect which may fall under psychological perspective. According to this view, people are inclined towards maintaining stability or equilibrial elements. In other words, people attempt to keep a balance between change and stability. According to Dannemiller & Jacobs (1992), there is a possibility of change to lead to uncertainty and chaos but the alternative which is no change oftentimes leads to frustration. But normally, most people are inclined to lean towards a life of certainty having no commotion while some others are inclined to lean towards a life of some uncertainty and consciously seek excitement. These all depend on the individual characteristics or past experiences (Fay & Lührmann, 2004).

Individuals who seek the regularity of life or employees who experienced bad memories of organizational changes are more likely to reject new changes. This is where the expected results of change concerning the job satisfaction play a major role. Resistance is more likely to happen in instances whereby change intersects with highly valued tasks or with objectives and responsibilities linked with specific work roles. In this instance, people's values come into play (Frijda,

1994) and based on the psychological perspective, the reasons for the resistance is owed to the perception of constant threats to the status quo, resulting in lower levels of well-being, motivation and satisfaction (Metselaar, 1997; Metselaar & Cozijnsen, 1997). The research review on organizational change resistance studies is listed in Appendix 1.

2.4 Changes in Rabigh Refinery

Saudi Arabia is the world's most important oil producer. Given its relatively high production levels, accounting for nearly 13 percent of world output and 35 percent of total OPEC output in 1991, and, more significantly, its small domestic needs, the kingdom's dominance of international crude oil markets is unchallenged. Although reluctant to play the role, Saudi Arabia has become the "swing producer," balancing international oil demand and supply. Therefore, within limits, Saudi oil production policies can have a profound impact on international prices. Since the early 1970s, the kingdom has occasionally used this dominance to influence oil prices, usually to further its objectives of sustaining long-term oil consumption and ensuring economic stability in the industrialized world. The oil sector is the key domestic production sector; oil revenues constituted 73 percent of total budgetary revenues in 1991.

Furthermore, the oil industry in Saudi Arabia is growing increasingly aware of its serious problem. Put differently, people are becoming increasingly aware of the systematic abuses of people and nature inherent in the production and

processing of petroleum. A characteristic of oil production world-wide is the extent to which government supports the industry.

Shortly after the turn of the millennium, Saudi Aramco began looking hard at the future prospects of a 3,000-acre oil refinery, located in Rabigh, 165 kilometers north of Jeddah on the Red Sea coast. Originally, Saudi Aramco thought to simply upgrade the refinery, but then began to explore other possibilities. At its Rabigh refinery, founded in 1989, Saudi Aramco was sitting on an unusually abundant and stable supply of the feedstock that fueled the fast-growing petrochemical industry. To date, these materials had been converted into relatively low value petroleum-based products or, in the case of gases, simply burned off. Further, the plant was situated on the shore of the Red Sea, within easy reach of the Asian and European markets, with its own deep-water port. Aramco management quickly saw an opportunity to break new ground – both literally and figuratively – in Rabigh. At the time, Saudi Aramco did not operate any petrochemical plants, and so for its potential enterprise to succeed it needed access to state-of-the-art technology and global expertise in the marketing of petrochemical products. These all-important aspects were ultimately provided by Sumitomo Chemical, a world leader in its sector and a proven innovator in petrochemical processes. Thus, Petro Rabigh was born. As a result of this born many changes had happened on the organization of Rabigh Refinery which caused employee resistance.

2.5 Theory and literature supporting organizational change resistance

The theories provide the basis to the fact that change is a real phenomenon and that it can be observed and analyzed through different steps. According to Armenakis et al. (1993) individual differences theory offers useful leads for the explanation of psychological barriers to change. Individual differences theory argues that the response of one individual may diverge from that of another because of differing cognitive structures. One example of this can be found in research of psychological barriers include a perception of a lack of personal control over unfolding events (winter, misunderstanding the intentions of the change (Kotter & Schlesinger, 1979) and personality factors such as low empathism, dogmatism and the fear of failure (Rogers and Shoemaker, 1971).

Following Armenakis et al. (1993) social relationships theory offers useful leads for the explanation of social barriers to change. Social relationships theory suggests that responses to change attempts are dependent on the network of relationships which individuals have. In this view friendship rivalry and different types of trust and distrust make up a network of relationships in which members are linked to each other by communication paths. From a relationships perspective, the frequency duration and specific aim of contacts between organizational members are relevant to explanation of social barriers to change. For instance the centrality of a member might be indicative of the potential impact which this member has on attitude and intentions of others in the network. The influence of opinion leaders on other's feelings can be powerful in affecting

that other's resistance to change. Identifying and recognizing the influence of opinion leaders in the organization may enable management to more effectively design change programs.

Furthermore, Based on Lewin (1951), the initial step involves the process of changing behavior or unfreezing the existing state of status quo known as the equilibrium state. This initial phase is required to break the strains of resistance in individuals and conformity in groups. Unfreezing can be carried out through three methods: first, maximize the driving forces directing behavior against the existing situation, second, minimize the restraining forces that impact the movement from the existing equilibrium and third, find a common ground between the two preceding methods. Some organizational activities work towards the unfreezing phase such as: motivate participants by preparing them for change, build trust and recognition for the need to change, and actively participate in recognizing problems and brainstorming solutions within a group (Robbins 564-65).

The second step proposed by Lewin involves the movement. It is required to shift the target system towards a new level of equilibrium. To make this possible, three actions are carried out: encourage employees' agreement to the fact that the existing status quo is to their detriment and hence, persuade them to view the problem from a fresh perspective, work together to create relevant information, and involve powerful leaders to support the change.

Following the second step, the third step to Lewin's three-step change model involves refreezing. This step has to be carried out after undergoing the change to ensure sustainability over time. In most cases, the change is only short lived and employees tend to shift back to the old equilibrium (behaviors) if this step is ignored. This step involves the total integration of the new values into the community values and traditions. The reason behind the step is to create a stable new status quo created by the change by balancing the driving with the restraining forces. An activity that could help implement this stage of Lewin's model is to reinforce new patterns and formalize them through formal and informal mechanisms like policies and procedures (Robbins 564-65).

In sum, Lewin's model describes the impact of forces that either work towards or hinders change. Specifically, driving forces work towards the change while restraining forces are against it. In other words, change will likely happen when one force is greater than the opposing other (Robbins 564-65). This theory is compounded by Hendry (1996) who also noted change to be a tri-stage process, initiating with unfreezing; a notion which is generally reducible to Kurt Lewin's model. Additionally, Lewin stresses that in order to understand a system; changes should be done to it (Schein, 1996). Also, Colville et al. (1993) state that theory of change can be fully appreciated and understood in a given situation after changes are undergone. This concept of resistance to change associated to Lewin's has also been addressed in O. Toole [O'Toole] (1995) when the author came up with 30 causes of resistance to change. Moreover, in a renewed effort,

Nord & Jermier (1994) tried to answer the query, 'Whose view is it that is resisting change?'

As for the cultural barriers to change, its explanation can be found using the social differentiation theory which states that individual responses and reactions are in part, determined by their cultural or sub-cultural membership, which impact members' beliefs, attitudes and intentions. For instance, the hierarchical differentiation in an organization can bring about group membership, which in turn, result in psychological boundaries the perception of change in different subgroups. Consequently, feelings of mutual solidarity against change or polarization of social norms may arise. The above are instances of cultural barriers against change which normally emerges in instances when there exist incongruence between the organization's present and future norms and values (Metselaar, 1997).

2.6 Concept of change

Due to the different meanings of change, people may become misled and confused (Fisher, 1994). Therefore, for the purpose of avoiding these difficulties, the concept of change in the present study will be specified and defined as the change that takes place in the organizational level either at random or planned. In the former state, there is a deviation from the past plans and targets and goals are lacking, as in cases when new technology is introduced at work. Hence,

when the plan changes, all the disciplined, and organized change towards the target is highly deviated from the norm.

From a different perspective, Halawani (1990) considered change as the way of making changes to the work elements in an organization encompassing administrative goals, or its policies or styles, in an attempt to confront organizational problems or to search for a better, stronger and more efficient organizational situations, or to find a greater dynamic between the organizational situation and new environmental circumstances existing around it. Based on this notion, it can be concluded that planned administrative change is a group of target-specified activities that an organization in an attempt to shift to a better situation. Each and every organization is faces inevitable change to survive as well as to remain competitive in the ever-changing marketplace. These changes are meant to bring with them advantages and assistance to develop the organization to a higher level of service and operation.

Change is the continuous adoption of corporate strategies and structures to changing external conditions. Today, change is not the exception but a steady ongoing process. On contrast 'business as usual' will become the exception from phases of turbulence. Change management comprises both, revolutionary one-off projects and evolutionary transformations.

2.7 Resistance to change

Resistance is referred to as any kind of force that hinders or stops movement. Resistance is not a negative force and there are no resistors waiting in wait to hinder or stop movement and destroy a perfect transition or a possible change. Normally, people resist in reaction to something that management does and resistors do not see their reaction as a resistance but a need to remain competitive. Resistance is considered as a natural part of change and it serves to protect people from harm.

Ford and Ford (2009) suggest that resistance should instead be understood as an important source of employee feedback. They explain that in this way, resistance “can be an important resource in improving the quality and clarity of the objectives and strategies at the heart of a change proposal. And, properly used, it can enhance the prospects for successful implementation.” (Ford & Ford, 2009). This is similar to Hirschman (1970), who claims that voice sometimes can be understood as the evidence of loyalty, rather than the opposite. Knowles and Linn (2004) emphasize that resistance can increase the quality of management decisions in a change process. For example, many social psychologists have tended to assume that resistance is based on emotions and that resistance can be reduced if these emotions are properly managed. The influence of biology and personality psychology has led to the assumption that certain individuals will always resist change, due to psychological predispositions that can rarely be altered.

Piderit (2000) disagrees on the definition of resistance and claims that it has to be given a much broader scope. The author claims that a review of literature reveals different emphases in the concepts of resistance namely a cognitive state, an emotional state and a type of human behavior in reaction to change. The belief that employee resistance can be brought down provides the idea that change is thought of as a negative thing. The author takes evidence from Watson (1982), and considered resistance as mere reluctance. On the other hand, Armenakis, Harris, and Mossholder (1993), provided a behavioral definition to resistance and suggested that the cognitive state preceding resistance is referred to as un-readiness (2000). Some other researchers try to define employee resistance on the basis of emotional factors in reaction to organizational change (Antonacopoulo and Gabriel 2001).

Resistance to change is also considered as the behavior displayed in order to keep one's situation, position or power and respect. Similarly, according to Zoltman and Dunkan (1977) resistance to change (positive or negative) almost always means that organization has to inform and train the employees on the proposed change by exploring the main resources, their tendencies towards change, their values and cultures and the nature of their relation with the other organizations in its environment. Still, other researchers consider resistance to change as the refusal of employees to work towards the change for the purpose of preserving the status quo. Accordingly, Al-Araji (1995) stated that resistance may come in another form whereby employees do contradictory procedures or processes to resist change and this could be positive or negative resistance. In

several cases, positive resistance is normally represented through a negative proposed change making the expected benefits from it fewer than the costs paid. On the other hand, negative resistance occurs when change results become positive and their impact shows significantly on the employees and the organization as opposed to the costs.

Resistance to change may take individual or collective forms in dimensions (Jager, 2001). These could either be in any two forms - secret or visible. Change resistance individuality refers to the individual's refusal to change with the employees' attitudes varying from supporters of change, those opposed, to those who are against administrative changes based on their personal vision of the change. On the other hand, collective resistance refers to disobeying change resistance in a congregational form, where all employees in the administration or a certain section resist change.

Change resistance announcement comes in two forms – either secret or visible. The former hinges on the leadership philosophy and the prevailing condition of the organization, but dealing with it is easier than dealing with the latter owing to the difficulties encountered by the responsible authorities.

In current organizations, change has been viewed as interlinked with distinction and excellence and it forms as a cornerstone in administrative work. Resistance to change is present in different administrative levels for different reasons. As a result, the subject has been well tackled by various researchers who are of the consensus that employees normally resist change due to different reasons. A

review of literature indicates a group of reasons that failed to be classified. For instance, Al-Amry and Al-Fozan (1997)'s classification comprised of: Objective organizational reasons, individual social reasons, economical reasons, emotional personal reasons, thoughtful knowledge reasons, valuable cultural reasons, coordination reasons, and objective and organizational reasons. These reasons are owed to the employees' fear of the proposed change that clashes with the organizational readiness to change.

Accordingly, Al-Tajam (1982) states that employees normally resist change due to logical reasons depending on the objective analysis of making change feasibility. This resistance has its roots on the materialistic costs as well as the amount of time required as some employees are not very welcoming of the materialistic costs as well as the amount of time required to plan and implement change.

Elaborating further is Coch and French (1948) who acknowledged aggression and frustration in employees as the emotional factors that cause undesirable behaviors and resistance to change earlier on in their study. In another study, Argyris and Schon (1974, 1978) referred to resistance to change as a defense mechanism resulting from both frustration and anxiety. Piderit's final aspect of conceptualization stresses on individual behavior in laying down the definition of employee's resistance to change. Still, in another study, Brower and Abolafia (1995), resistance is defined as a specific typed of action or inaction. Similarly, Ashforth and Mael (1998) defined resistance as intentional acts of commission (defiance) or omission. On the other hand, Shapiro, Lweicki, & Devine (1995)

opined that resistance to change stems from the voluntary inclination to deceiving authorities. In all case scenarios Piderit (2000) stated that even though these conceptualizations tend to be overlapped with one another, they differ in a significant way. For the purpose of uniting these distinctive emphases, there should be an in-depth understanding of the way employees react to plausible organizational changes. Whether these conceptualizations of resistance is either behavioral, emotional or belief, each and every one have merits and provide an important part of people's experience when responding to change. Therefore, definitions which solely focus on one view overlooking the others present incomplete definitions (Huy, 1999).

It is of the opinion of Dent and Goldberg (1999) that individuals' resistance is not toward change but towards the loss of status, loss of pay, or loss of comfort. The authors stated that it is high time the phrase resistance to change should be dropped and a more suitable model of describing the phenomenon which is employees refusing to completely accept what management wants to implement should be considered. According to Maurer (2004), resistance comprises of three levels; Level 1 refers to the resistance which is on the basis of information, facts, figures and ideas from the world of thinking and rational action; Level 2 refers to the emotional and physiological reaction to change such as rising blood pressure, adrenaline flows, pulse increases. This type has its root from fear; people fear they will lose face, friends, even their jobs. As according to Joseph Le Doux (1994) in 'Emotional Brain', this type of resistance can be referred to as "the fear response." This resistance is physiological and cannot be controlled. It

can also be brought active unconsciously. Le Doux states that the emotions, as opposed to intellect, form the most basic survival mechanism in all living organisms. It is emotions that warn of danger and enables us to take quick action even before our brain registers what's going on.

Level 3 resistance is greater than the other former resistance and is deeply ingrained. This is where people do not resist the idea itself but they resist the client because of their past relationship with it. This type of resistance is also the domain of cultural, religious, and racial differences (Fay & Lührmann, 2004).

In a previous study, Alvin Zander (1950), one of the pioneers of the subject defines resistance to change as "behavior which is intended to protect an individual from the effects of real or imagined change" (cited in Dent & Goldberg, 1999). Similarly, in another study, Zaltman and Duncan (1977) defined resistance as "any conduct that serves to maintain the status quo in the face of pressure to alter the status quo" (cited in Bradley, 2000).

On the other hand, Folger & Skarlicki (1999), defines resistance as the "employee behavior that seeks to challenge, disrupt, or invert prevailing assumptions, discourses, and power relations". Piderit (2000) disagrees on the definition of resistance and claims that it has to be given a much broader scope. The author claims that a review of literature reveals different emphases in the concepts of resistance namely a cognitive state, an emotional state and a type of human behavior in reaction to change. The belief that employee resistance can be brought down provides the idea that change is thought of as a negative thing.

The author takes evidence from Watson (1982), and considered resistance as mere reluctance.

For the purpose of investigating the link that exists between personality and resistance to change, scenarios are looked into. For instance, some organizations ask their employees to stay at work more than the regular hours and other businesses acquire other businesses or are being acquired. These scenarios bring about additional resources and significant changes to the corporate landscape and for organizations to remain competitive in the long-term it must be able to undergo change (Weiss, 2006). These changes involve adding personnel and new equipment in reaction to further growth and progress. But whatever mode the company is under, change should be introduced and dealt with to guarantee efficiency and profitability. Management or front line worker's effectiveness hinges on the effectiveness of their people. People who are smart as well as dedicated bring about a smooth transition to new change. However, it is the organizational leaders who play a crucial role in decreasing the resistance to change and therefore, change must begin at the top. Leaders must utilize different methods for the purpose of getting staff honor their requests and participate in the change. A suitable cliché used is "getting buy-in" from staff as it minimizing resistance become challenging (Weiss, 2006).

Leaders should not overlook the negative impact of labeling employees resisting change as *troublemakers* or problem people. Despite the fact that some employees really work to bring about trouble and constantly resist, most staff do support management and embrace new changes that come their way.

Resistance refers to opposing change and it is natural for people to resist in new situations. In most cases, change can bring about the fear of the unknown and individual personality will affect how people confront resistance.

It is the management's duty to determine resistance to change and consider it as an issue. Employees on the other hand, act as a catalyst to change as their involvement in most case scenarios either cause resistance or minimize it. Regarding the influence of individual characteristics (i.e. personality and EI) on attitudes towards organizational change, Judge et al. (1999) claim that during the past years, personality characteristics have been found to be related to quite a number of significant organizational variables, like leadership, stress or work performance, excluding important work attitudes or behaviors like coping with organizational change.

Therefore, the present research contributes to this direction by supporting significant relationships arising between personality traits, employee involvement and resistance to change. The relationship between extraversion, openness, agreeableness, conscientiousness and resistance to change reveal that stable individual characteristics, as mentioned in the five-factor model of personality, are related to organizational change. Viewing these relationships in detail will reveal the "positive side to organizational change" as extrovert employees are inclined to embrace new experiences and are agreeable or team leaders selected will act as change agents. These personnel may significantly bring about the overall success of organizational change efforts. In addition, these

personality characteristics can be utilized to select suitable employees for positions/assignments in addition to selecting change agents.

Resistance to change is a normal reaction from people who have become accustomed to a certain way of doing things. Of course, certain situations or tactics can increase resistance. "Individuals, groups, and organizations must be motivated to change. But if people perceive no performance gap or if they consider the gap un-important, they will not have this motivation. Moreover, they will resist changes that others try to introduce, " Bateman and Zeithaml explained.

The authors outlined a number of common reasons that people tend to resist change. These include: inertia, or the tendency of people to become comfortable with the status quo; timing, as when change efforts are introduced at a time when workers are busy or have a bad relationship with management; surprise, because people's reflex is to resist when they must deal with a sudden, radical change; or peer pressure, which may cause a group to resist due to anti-management feelings even if individual members do not oppose the change. Resistance can also grow out of people's perceptions of how the change will affect them personally. They may resist because they fear that they will lose their jobs or their status, because they do not understand the purpose of the change, or simply because they have a different perspective on the change than management.

Fortunately, Bateman and Zeithaml noted, there are a number of steps managers can take to help overcome resistance to change. One proven method is education and communication. Employees can be informed about both the nature of the change and the logic behind it before it takes place through reports, memos, group presentations, or individual discussions. Another important component of overcoming resistance is inviting employee participation and involvement in both the design and implementation phases of the change effort. "People who are involved in decisions understand them better and are more committed to them, " Bateman and Zeithaml explained. Another possible approach to managing resistance to change is through facilitation and support. Managers should be sure to provide employees with the resources they need to make the change, be supportive of their efforts, listen to their problems with empathy, and accept that their performance level may drop initially.

Some companies manage to overcome resistance to change through negotiation and rewards. They offer employees concrete incentives to ensure their cooperation. Other companies resort to manipulation, or using subtle tactics such as giving a resistance leader a prominent position in the change effort. A final option is coercion, which involves punishing people who resist or using force to ensure their cooperation. Although this method can be useful when speed is of the essence, it can have lingering negative effects on the company. Of course, no method is appropriate to every situation, and a number of different methods may be combined as needed. As Bateman and Zeithaml stated, "Effective

change managers are familiar with the various approaches and capable of flexibly applying them according to the situation."

2.8 Reasons for resistance to change

The management literature suggest that resistance often greets change and that managers must be aware of the reasons why people resist change and the strategies for overcoming this resistance. Resistance can reveal itself in different ways ranging from harmless revelations in the form of rumors and gossip as well as 'wait and see' policy, protest letters and trade union activity. It can also reveal itself in an extreme harmful overt form such as sabotage of work processes and aggression against management (Coch & French, 1948). The latter kind of manifestation can negatively impact the organizational members. For instance, structural resistance can result in high turnover, minimized effectiveness and efficiency, conflicts, minimized organization commitment and maximized absenteeism and lateness (Metselaar, 1997). For the purpose of understanding the development and revelation of resistance to change, it is imperative to gain knowledge of its causes.

A thorough look at literature reveals that the causes and reasons of resistance to change comprises of various subdivisions. First, based on Kotter & Schlesinger (1979), people resist change owing to four main reasons: because of their fear of losing something valuable; because of their misunderstanding and mistrust of the change and its significance; because of their belief that the change is useless; or

simply because of their low tolerance for change. In all the four cases, the resistance stems out from both personality and environment (Coghlan, 1993). Second, according to Metselaar (1997), there is a distinction between primary and secondary causes of resistance. The former comprises of antecedents of resistance that are directly linked to the contents of the change.

This is clear in cases when the change process has a negative impact on the work conditions. Additionally, the influence of the change on the work processes, the number of employees affected by change, and the range of activities altered are also included in the primary causes.

The latter can be considered as the barriers blocking the acceptance or implementation of change which include lack of time, materials, or financial means to implement change, the absence of a clear change plan, and a lack of experience or know-how among the implementers of change (Metselaar, 1997). Secondary causes of resistance are also considered by some researchers as the hindrance to successful change.

The main factors considered to make people resist changes are known as individual barriers and these include:

- Economic insecurity: Any kind of changes on the job may be considered as a threat to the livelihood of employees as for instance, loss of job or reduced pay. Some of these resistances are attributed to fear of the unknown as employees are more secure doing the same routine where they know who their co-workers will be and to whom they are answerable

to. With the disruption of these well-established, comfortable patterns strange conditions manifest themselves which are difficult for the employees to accept.

- Threats to social relationships: Employees normally form strong relations with their colleagues and various organizational changes such as reassignment of job responsibilities, may pose as a threat to the integrity of friendship groups that provide valuable social rewards. Also, habitual activities are already embedded in the workers' minds and are easier to perform (Settoon 2000).

A new or modified job requires people to develop and learn new skills which are more difficult than carrying out the same routine as it was originally learned. The failure to believe the advantage of change may pose as a barrier to the acceptance of it and therefore, it is imperative that employees recognize and fully accept its need.

According to Greenberg and Baron (2002) these barriers may manifest in the form of structural inertia such as in cases where employees are selected and trained to perform certain jobs and rewarded for a good performance; the forces impacting individuals to perform positively are powerfully determined. This reveals that jobs have structural inertia and jobs are generally designed for stability and are often challenging to overcome the resistance created by the forces that create stability because of this.

Work group inertia: Owing to the development of strong social culture within groups, pressures to positively perform jobs can manifest. During the introduction of change, the already established expectations will create resistance (Koch & French, 1948).

Threats to existing balance of power: Changes carried out with respect to the one in charge has the possibility of producing a balance of power between individuals and organizational sub-units. Resistance stem out from the units or individuals who are worried about losing their upper hand as a result of the proposed change.

In cases whereby individuals or organizations have experienced a difficult phase in organizational change, they reasonably display a resistance to a second attempt. In sum, reasons of resistance to change are either attributed to the organization or to the individual. Reasons of resistance symptoms refer to the particular behaviors individuals' display when they are resistant to change. The significance of their distinction is highlighted by Holman (1995).

These types of behaviors can be divided into two types - active-resistance or passive-resistance. Symptoms displayed by the first type encompass behaviors such as finding fault, ridiculing, appealing to fear, and manipulation while symptoms displayed by the second type include agreeing verbally but not following thoroughly, feigning ignorance and withholding information. Further elaboration comes from Hultman (1995) who relates that there is a constant danger in determining the symptom of resistance while searching for its cause.

For the purpose of diagnosing the causes, a person's state of mind should first be understood and the significant factors that enter a person's state of mind comprises of his or her facts, beliefs, feeling and values. The possible reasons behind individuals' resistance to change have expanded since Zander (1950) first introduced six reasons and attempts to go explain on each and every reason poses as an insurmountable task. Nevertheless, several reasons are common and provide the core to the comprehensions of the concept. One of these is the fact that employees are generally resistant to change due to the associated learning of something new (Reynolds, 1994). In various cases, there is a consensus of the advantages of the new process, but still the fear of the unknown and the lack of the ability to adapt exist. Added to this, De Jager (2001) stated that most people display a reluctance of leaving the familiar behind. People are generally wary of the unknown and they worry about the transition from the old to the new particularly when it involves learning something new and taking risks (Downing 1997).

Low tolerance for change is considered as the fear that one is unable to develop new skills and behaviors that are needed in the new work environment. Kotter & Schlesinger (1979), are of the opinion that an employee with a low tolerance for change, feels an increased confusion owing to the new way of performing tasks. In other words, it might be comprehended by the employee that a change is advantageous but he might not be emotionally able to make the transition for unconscious reasons. Folger and Skarlicki (1995) explored resistance to change as a reaction to the treatment employees experienced in the change process.

The authors particularly stressed on the resentment-based resistance reactions by unhappy employees regarding the perceived unfairness of the change. The authors argue that resent-based resistance ranging from subtle acts of non-cooperation to industrial sabotage, are generally considered by the disgruntled employees as subjectively justifiable - a way to "get even" for their perception of mistreatment and a way for employees to force the restoration of perceived injustice. Paul Strebel (1996), professor and director of the change program for international managers at the International Institute for Management Development (IMD), considers resistance as the breakage of "personal compacts" that management has with its employees. The personal relationships that exist between employees and organizations are characterized by mutual obligations and commitments that are clearly stated and implied. Therefore, any modification of initiatives that the organization brings forward would change the relationship that describes the basic tasks and performance requirements of the job. This has been clearly expounded in job descriptions, employee contracts and performance agreements and in return management promises to provide employees with the resources necessary in performing the task.

As for the psychological dimension of the contract, it involves the aspects of employment relationship that includes mutual trust, loyalty and commitment while the social dimension involves organizational culture, including mission statement, values, ethics and business practices. Strebe (1995) claimed that when personal compacts are disturbed, they cause imbalance that increase the likelihood of resistance. The author urges management to realize the employee's perspective

of the impending change and unless management keeps in mind the importance of defining new terms and encourages employees to accept them, it is unreasonable for them to expect employees to accept the changes that alter the status quo.

Researchers advise not to consider competing commitments as a weakness, but as a type of self-protection. If considered as advised, the question of what employees are protecting themselves from arises. This is answered by Kegan and Lahey (2001) who are of the belief that the answer is what they consider as "big assumptions" – referred to as the innate beliefs that people hold regarding themselves and their environment. Several people seldom realize that they possess major assumptions owing to the fact that they are interlinked with their very existence, and therefore, they readily accept them. According to Coetsee (1999), these assumptions provides structure to the world around as while simultaneously providing ways in which the world can just as easily go out of order. Competing commitments originate from these assumptions driving behaviors developed to keep the picture in one peace. The present research attempts to explain the reason and relationships between personality factors and resistance to change, which leads the researcher to focus on the causes that lie within the individual.

In addition to acknowledging passive and active resistance as causes of resistance, various consequences, symptoms and different forms of resistance can also be determined. The result of resistance is considered as the impact that resistance has upon the change process, the organization, and the people

involved. Generally, resistance throws a delaying impact on the process of change and goals are not reached timely due to the change process falling short of the actual goal. In addition, the people involved can feel the resistance in a negative environment and on the reduced job satisfaction and motivation. In instances when the people's behavior cannot be traced back to organizational change, symptoms of resistance exist. Examples of symptoms of resistance are a rise of employees getting sick leaves, being late to meetings and an increase in the number of conflicts in the organization (Metselaar & Cozijnsen, 1997). When employees display symptoms of resistance, it calls for the necessity of the symptoms of resistance from the reasons behind them (Bovey & Hede, 2001).

The forms of resistance represent the expressions of discontent which refers to the opposite to symptoms of resistance, and can be linked back to the change process. Forms of resistance have been discussed by researchers and two forms of resistance have been determined in the model of Greenberg & Baron (2002) regarding peoples' reactions towards change (passive resistance and active resistance). Additionally, this distinction has been adopted by Bovey and Hede (2001) and defined active resistance as stemming from action and passive resistance and not from acting or inertia. Passive resistance involves restrained expressions of resistance, such as refusal to learn and passivity (Greenberg & Baron, 2002), ignoring or withdrawing from the change (Bovey & Hede, 2001). Active resistance involve dismantling, or obstructing change with deliberate sabotage or intentionally making mistakes, strikes, protest letters to the management and gossip about the change (Metselaar & Cozijnsen, 1997).

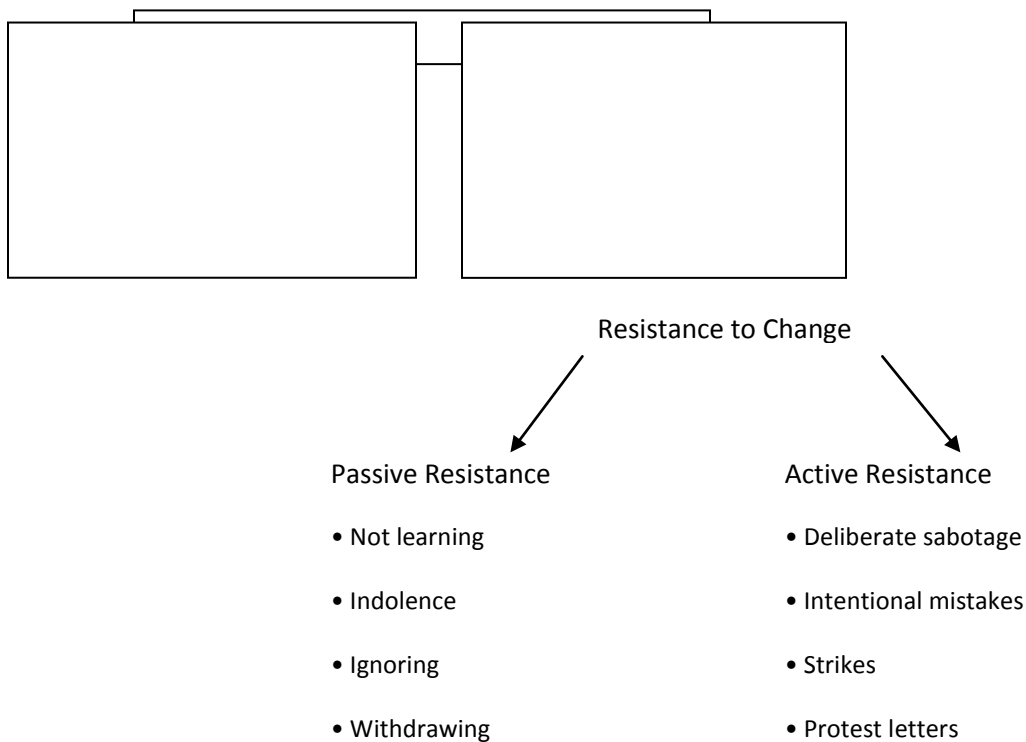


Figure 2.2: Forms of resistance to change

Source: Adapted from Greenberg and Baron (2002) and Bovey and Hede (2001)

By looking at the differences between groups of people it can be explained why some employees consider change as a threat while others consider it as an opportunity. These group characteristics encompass the group's cultural background, nationality, composition, or social position as well as the hierarchical distance between top and middle management. Furthermore, certain activities within a group such as 'groupthink', work to reinforce the group's opinion and thus, making it a challenge to modify individual opinions (Metselaar & Cozijnsen, 1997).

The researcher is convinced that for individual differences, the utilization of personality variables has been considered as a more functional and efficient way

of viewing the audience (Tel, 2002) making the reactions to change diverge. The reason lies in the fact that individual differences as variables generally play a vital role in employees' work attitudes and how they cope with change (Vakola et al., 2004). Also, individual personality depicts what is vital to the individual and how he views a situation (Smith & Lazarus, 1991). Individual characteristics such as age and experience can therefore depict someone's reaction to his (working) environment (Ford & Ford, 1995). A fine example of a characteristic that has a major role in tackling resistance to change is exemplified by passive resistance and active resistance.

2.9 Human perspectives of change

Organizational change involve people changing which makes it a highly complex process that must include the way people respond psychologically upon requested to make major changes at work. People's reactions naturally vary as some people embrace change, while others passively resist outwardly showing that they support it. A few people are encouraged by change but several other are consumed with threat and anxiousness (Hsing 2005). This is specifically true in some cases, during the change, when people are transferred and given new positions, located in new worksites or terminated from jobs.

Oftentimes, the human perspective of change is completely ignored or inadequately tackled despite the management's best intentions or their knowledge of the difficulty that entails during the change. Giving recognition to

the pain and insecurity that change brings is insufficient. It is imperative for managers to come up with ways to respond effectively to these negative feelings (Greenwood & Hinings, 1996) which may involve encouraging employee participation in change efforts, constantly interacting with employees regarding new developments, creating a forum for them for their suggestions and their inhibitions, or simply maintaining an "open door" environment, in which employees can interact with managers to assuage their concerns (Backer, 1997; Flarey, 1998). There is no doubt that a vision assists in motivating people, but it is the specific goals and strategies that guide them as they carry on the steps required to materialize the vision. Additionally, adopting clear goals generally assist the organization in assessing progress during the change process.

A common strategy is to search for natural opportunities to influence change through searching for connections in existing programs, events, communication channels, activities and the change program. In case natural connections are manifested, they should be used to improve change efforts. For instance, development of teams or introduction of case management could be related with programs for quality enhancement of care (Kirkman, 2000). These type of connections may lead to opportunities of creative interactions and partnerships that in normal circumstances will be ignored.

The strategy is to make use of what is presently going on and to reinforce new initiatives being introduced. Low tolerance for change refers to the fear that an individual has of not being able to develop new skills and behaviors that are required in a new work setting (Kotter & Schlesinger, 1979). According to Kotter

& Schlesinger (1979), in cases where an employee possesses a low tolerance for change, the increased confusion resulting in the new performance of the task will more likely result in a resistance to the new processes. In other words, an employee is capable to understand the advantage of change but he may find it emotionally difficult to make the transition and therefore, resist for unconscious reasons. Also, according to Kegan & Lahey (2001) a psychological dynamic called a "competing commitment" is the core reason for employees to be resistant to organizational change.

Distinction must be made between challenging change and resisting it or not implementing it at all, owing to the fact that employees are often faced with additional problems associated with change. During instances when an employee's hidden competing commitment is uncovered, what was once considered as irrational and ineffective behavior can suddenly become sensible and masterful. Physiological and emotional reactions to this change can be manifested as blood pressures rise, adrenaline flows and pulses increase (Shih 2006). This is normally associated to fear: People fear they will lose face, friends even their jobs in the emotional brain; Joseph LeDoux (1994) refers to this as "the fear response" and is considered as physiological and uncontrollable. Moreover, LeDoux claims that emotions instead of intellect play the core survival mechanism in every human being.

2.10 Managing the change process

There exists a need to manage the change process for the purpose of keeping the organization in line with its new vision and goals. Organizations that initiated change based on excellent ideas but were never successfully implemented owing to the lack of management have been constantly reported. An unmanaged change process accomplishes nothing but wasted effort, unintended, detrimental effects like poor morale, loss of trust in management, workplace jealousy, and lower productivity. Therefore, planning and managing the change process is as significant as choosing the most suitable content of change. Furthermore, there are five key steps for managing change. Managed change begins with identifying the change to make everyone will understand, fleshing out the desired outcome of the change project, and successfully accomplishing the significant events along the way. The next three steps in managing change are planning, preparing and implementing the change. In addition, developing a communication system to ensure that each person involved in the change understands each element from his or her point of view. The learning system should be design to provide the right training for the right people at the right time. Rewards and reinforcements should be set up to encourage behavior toward the desired state and to ensure alignment of performance measurements with the desired state of the change project.

In addition, managing the change process requires what we call a Stakeholder Analysis. This early step in managing changes requires that leaders examine past history of implementing change with a particular stakeholder group. It

requires that we provide champions or sponsors that “walk the talk”. In addition, Oliver Recklies (2001) mentioned seven phases of change started with shock and surprise which means confrontation with unexpected situations. This can happen ‘by accident’ (e.g. losses in particular business units) or planned events (e.g. workshops for personal development and team performance improvement). These situations make people realize that their own patterns of doing things are not suitable for new conditions any more. Thus, their perceived own competence decreases. Denial and refusal means People activate values as support for their conviction that change is not necessary. Hence, they believe there is no need for change; their perceived competency increases again. Rational understanding means People realize the need for change. According to this insight, their perceived competence decreases again. People focus on finding short term solutions, thus they only cure symptoms. There is no willingness to change own patterns of behavior. Emotional acceptance this phase, which is also called ‘crisis’ is the most important one. Only if management succeeds to create willingness for changing values, beliefs, and behaviors, the organization will be able to exploit their real potentials. In the worst case, however, change processes will be stopped or slowed down here. Exercising and learning means the new acceptance of change creates a new willingness for learning. People start to try new behaviors and processes. They will experience success and failure during this phase. It is the change manager’s task to create some early wins (e.g. by starting with easier projects). This will lead to an increase in peoples perceived own competence. Realization means People gather more information by learning and exercising. This knowledge has a feedback-effect.

People understand which behavior is effective in which situation. This, in turn, opens up their minds for new experiences. These extended patterns of behavior increase organizational flexibility. Perceived competency has reached a higher level than prior to change. Integration means People totally integrate their newly acquired patterns of thinking and acting. The new behaviors become routine. Only if change managers understand these phases of change, and only if they act accordingly, they will be able to successfully manage change processes without destroying people's motivation and commitment.

Diagnose the current state of the organization. This involves identifying problems the company faces, assigning a level of importance to each one, and assessing the kinds of changes needed to solve the problems. Design the desired future state of the organization. This involves picturing the ideal situation for the company after the change is implemented, conveying this vision clearly to everyone involved in the change effort, and designing a means of transition to the new state. An important part of the transition should be maintaining some sort of stability; some things—such as the company's over-all mission or key personnel—should re-main constant in the midst of turmoil to help reduce people's anxiety. Implement the change. This involves managing the transition effectively. It might be helpful to draw up a plan, allocate resources, and appoint a key person to take charge of the change process. The company's leaders should try to generate enthusiasm for the change by sharing their goals and vision and acting as role models. In some cases, it may be useful to try for small victories first in order to pave the way for later successes.

"Successfully changing an enterprise requires wisdom, prescience, energy, persistence, communication, education, training, resources, patience, timing, and the right incentives, " John S. McCallum wrote in the Ivey Business Journal. "Successfully leading and managing change is and will continue to be a front-burner responsibility for executives. Prospects are grim for enterprises that either cannot or will not change. Indeed, no industry member is quite so welcome as the one that steadfastly refuses to keep up.

2.11 Factors that influence employee resistance to change

Various variables have been explored in order to determine their antecedent impact upon resistance to organizational change. These variables are explained in detail in the following paragraphs:

2.11.1 Demographic factors

The demographic factors such as age, education level, and marital status were studied. It was found that employees with older age had significant impact on resistance to change. This means that the more age of the employees, the more resistance to them to accept to change. This probably become at their "senior" career level, these employees do not want to accept anymore change and feel "stable" with their current position. Any change in organization will bring change to their stable "career" position and will try to avoid this situation. The present

study also found that education levels affected resistance to change. Employees who hold higher level of education reported higher level of resistance to change than those hold degree certificates. They probably "afraid" to accept the change which may bring surprise change to their career in the organization.

i) Gender – Literature reveals no relation between gender and organizational change in change management (Iverson, 1996, Cordery et al, 1993), but evidence relates it to resistance phenomena (Fry & Greenfeld, 1980; Luthans, McCaul, & Dodd, 1985; Morrow & McElroy, 1987). Although Decker et al. (2001) revealed that males acknowledge the impact of organizational change, various studies have suggested that males are comparatively more reluctant towards organizational change than females. This is also true in light of occupational stress where males obtained higher scores as compared to females on a number of scales, namely work relationships, overload, and the overall job stress. On a more positive note, males also obtained higher in organizational commitment (commitment of the employee to the organization). Research (Iverson, 1996) showed education to have a positive affect on attitudes towards change owing to the notion that employees with higher education are more suitable to meet new challenges at work (Iverson, 1996).

In the present research, the need for acknowledging the significant effect of demographic factors upon employees' attitudes to organizational change resistance will be emphasized. It is advised that organizations planning to implement change should consider the findings of the present study in an

attempt to tackle the issues of employee well-being through the guarantee that increased demands upon employees, resulting from the change process, are made lighter with sufficient support. Through this action, organizations will become healthier for existing employees and more attractive for prospective ones.

ii) Organization Tenure – Prior results reveal a negative relationship between tenure and attitudes to change (Iverson, 1966), while some displayed no relationship at all. As tenure is normally influenced by company-specific organizational characteristics, like employee development rewards, management style, etc., the absence or lack of relationship maybe owed to the different types and kinds of organizations taking part in the study. Regarding the affect of individual characteristics, they have been linked to various significant organizational variables like leadership stress or work performance, setting aside other significant work attitudes or behaviors like coping with organizational change.

2.11.2 Employee Involvement (EI)

Management can also lessen resistance to change by increasing employee involvement in the change process. Henry Lucas lists some of the strengths of encouraging employee participation in change. First, participation increases employee knowledge about the innovation thus lessening fear. Second, participation can be ego enhancing, intrinsically satisfying, and challenging,

thus making workers feel needed and appreciated. Finally, participation encourages employees to believe that they have some control over a system that will affect them (Lucas, 1974, pp. 49).

Current thinking about change management emphasizes that employee acceptance of change is enhanced by characteristics of the change process (Dent & Goldberg, 1999; Oreg, 2006). The timely and accurate provision of information, opportunities for participation, and the diffusion of trust in management's vision underlying the change, have all been noted as potential alleviators of employees' resistance to change (Bordia et al., 2004; Oreg, 2006). Change management procedures that allow employees to participate in the planning and implementation of the change have been found to increase change acceptance (Coch & French, 1948; Sagie & Koslowsky, 1996). Participation offers a variety of potential benefits, such as an increased understanding of the circumstances that make change necessary, a sense of ownership and control over the change process, and increased readiness for change (Armenakis et al., 1993).

Any kind of employee involvement in the creation of an environment impacting decisions and actions has a possibility of affecting employees' jobs. Employee involvement is neither the goal nor a tool but a management and leadership philosophy that elaborates how people are given a chance to contribute to continuous improvement and to the continuous success of their organization. In other words, employee involvement makes it possible for people carry out

decisions impacting their work. It has been known to increase loyalty and foster ownership (Axelrod, 1992). Employee Involvement or EI is a process created for employee empowerment enabling them to decide on work issues and to solve problems suitable at their level within the organization (Pace, 1989). The logic behind employee involvement lies in the fact that the people who are nearest to the problem or an opportunity is the most suitable candidate to make the most suitable decision for improvement particularly if they have control of the improvement process. Evidence provided by researchers carried out by Evans (1985) and Hogan (1992) reveals that employees generally take part in advisory groups to bring up concerns and exchange views on quality issues. For instance, two hotels utilize employee focus groups called "employee exchange communication meetings", to give employees the opportunity to voice out their concerns or to provide suggestions on future endeavors.

Since the 1970s, strategies of employee involvement have been widely disseminated ranging from participatory, consultative to cooperative workplaces. High performance normally encourage employee participation in owing to management's belief that employees have a legitimate right to provide decisions on issues that affect their working lives, and that positive gains also accrue to business. These gains include:

- Improved employee performance resulting from greater motivation
- A positive workplace culture as an outcome from greater information sharing.

- Improvements in productivity when employees are consulted over changes to job design and work practices.

Normally, best practice organizations make sure that all resources are maximized (Slaughter & Reb, 2006) including valuable resources such as employees. Organizations succeed by being good employers, and by being able to attract and retain expert employees. These organizations make it a point to involve employees in decision-making particularly those that affect business and they actively encourage them to take part in decision-making (Smith, 2006). In addition, a better comprehension of team work results in effective employees and an extra advantage in the corporate office. Team work success means the team is able to achieve something that is significant and the team can work comparatively effective to other groups of the same caliber. In addition, a successful team's members work with synergy among each other, with each individual contribution making a difference. In order to make such a team, two significant factors should be kept in mind. The first is the diversity of skills and personalities as people normally use their strengths to compensate for each other's weaknesses. This is the reason why different personality types work to balance and complement each other in a team.

The second element of team work success is when all the team efforts are expended towards a common goal. This depends on good communication and relationship harmony. Team work success is difficult to achieve when team-building efforts and activities are ignored (Lawler & Worley, 2006) as there is a lot of chances for issues to crop up. For instance, different personalities, instead

of complementing and balancing each other, may build up conflicts. Worst case scenario is in some cases whereby some people with similar personalities may contradict one another and compete for authority and dominance in certain areas of expertise. Even with clear and accepted team goals, there is a chance that team commitment to the group goals may be missing or the team may lack consensus to the way the goals are achieved.

Moreover, individuals making the team may be inclined to follow their own opinions and this may create conflict in the team resulting in issues such as lack of trust and openness that act as barriers to critical communication and consequently results in loss of coordination in individual efforts. This is the reason why every team requires a good leader who has the ability to tackle team work issues.

On the other hand, Giangreco and Peccei (2005) found that there was no significant relationship between the level of involvement in change and resistance to change. One explanation to that is usually in an organization, all the big decision are made at the upper level of management, and do not even involve the first-line managers. The first-line managers may be not involved in the decision making process. Moreover, they are working in multinational organizations where the decisions are made in the headquarters overseas. Thus, the Rabigh Refinery employees do not get involved in the decision making process and the involvement in the change process is almost low.

2.11.3 Communication

It is important to communicate with everybody about everything in relation to the upcoming changes in order to reduce the uncertainty. If an organization has been through a change initiative which left everybody frustrated and in a negative mood, communication about further changes is likely to be met with suspicion and mistrust. Openness and clarity are must haves in any change process. Whether or not the change is planned or forced upon the organization. This in itself may be a dramatic and unsettling change from the normal way of doing things. A major aim of providing information about the change is to keep employees knowledgeable of anticipated events, such as the specific changes that will occur, the consequences of the change, and employees' new work roles. Providing information can help reduce uncertainty and anxiety (Johnson, Bernhagen, Miller, & Allen, 1996; Miller et al., 1994), and can ultimately contribute to creating increased openness towards change (Stanley et al., 2005; Wanberg & Banas, 2000). Alternatively, poorly managed change communication may result in widespread rumors (DiFonzo, Bordia, & Rosnow, 1994), increased cynicism and resistance to change (Stanley et al., 2005), and negative outcomes such as absenteeism and turnover (Johnson et al., 1996).

In all scenarios of change initiatives, communication is a significant activity because of the requirement for staff to be updated every step of the way. It is the managers' duty to inform them not just once but several times and make sure that everyone is informed and understands. Moreover, management should wisely make use of different types of media, carry out staff meetings, print out

newsletters, posters, suggestion boxes, utilize e-mail, Internet and websites make sure that the information is communicated effectively to the entire staff.

Furthermore, management should realize that communication is a significant opportunity to develop trust and credibility with the employees. Management should make sure that every employee's commitment is well deserved and they should accept the fact that there are some employees that will not adapt who may influence others to be the same. In this case, the manager can privately handle the problem with the problematic person, acknowledge his objections, make him understand that his support is needed, and encourage him to participate in solving problems. If the problem persists, management may need to communicate a clearer picture of the need for change, the vision, and the change process in order to smoothen the way for adaptation.

The most common solution is to utilize all the methods of communication at hand in order to relay the information to stakeholders and staff such as meetings or retreats, e-mail, department newsletters, bulletins, posters and in some cases, one-on-one meetings with staff members, specifically those who are difficult adapters. There is a requirement for managers to be vigilant about the fact that communication is a constant procedure and that information linked to change efforts are required to be backed by reinforcements (Shahan & Podlesnik, 2008). Reinforcements can be in the form of constant reminder during meetings, publication of successes and commendation of participants' efforts.

During times of change, keeping constant communication can help alleviate rumors, anxiety, and mistakes. Managers often make the mistake of overlooking the importance of relaying information by stating that they have no time and are under pressure to meet with people. Studies reveal that in this case, the consequences might not be easy to tackle. Also, during the change, two-way communication should be maintained covering each and every issue. As mentioned earlier, different avenues of communication should be carried out such as use of open forums, newsletters, videos, websites/intranets, fireside chats, and informal discussion with the information repeated regularly.

In sum, organizational change is an arduous process which results in enormous staff uncertainty and anxiety and their reaction at the onset is denial of the change or the denial of its permanence chucking it off to just a "passing phase." In these instances, it is imperative for managers to create and maintain a solid communication avenue throughout the change process and to utilize different kinds of media to reach different audiences with different communication needs and preferences. Some managers claim to have experienced positive reaction from staff towards interactive approaches, such as town meetings, small focus groups, or one-on-one meetings with supervisors. In addition, managers should believe that the messages conveying change should be constantly as they are seldom understood by the entire staff at the onset.

2.11.3.1 Communication factors

Effective communication is one of the key competencies that a manager ought to possess at all times. Before, during and after the implementation of change, managers should listen to employees' opinions and understand their perspective and feelings on the imposed changes. This would further help managers to introduce future organizational change. The best way to guarantee successful communication within the organization is through the knowledge of the basics: the knowledge of both verbal and non-verbal communication. Both types of communications are manifested in the workplace in impromptu situations. Emphasis should be placed on the requirement of the staff to know changes taking place every step of the way and as such managers should not assume that it is enough to simply deliver a message once for the listeners to understand and accept it. Additionally, different kinds of media such as staff meetings, newsletters, posters, suggestion boxes, e-mail, and Internet and intranet sites should be utilized as methods effectively convey the message to different people. Most importantly, managers should believe that communication is a great avenue to build trust and credibility with their staff. The manager has to make everyone part of the team and they need to acknowledge that some employees might not be convinced and as such will influence others (Crossan, 1996).

In cases like this, manager can have a one-on-one communication with the person, set him straight on his beliefs by explaining the importance of his support and his participation in solving problems. If the problem persists, the manager

might need to try to communicate in a clear and concise way regarding the need for change, the vision, and the change process, making it easier for the person to understand and accept. Normally, it is best to utilize various methods of communication to stakeholders and staff, including meetings or retreats, e-mail, department newsletters, bulletins, posters, and in some instances, one-on-one meetings with staff members, especially those that are hard to convince. Managers should believe that communication is a constant process and that messages being transferred should be reinforced by constantly repeating it in meeting agendas, publication of successes and commendation of participants' efforts (Rodger, 1994).

i) Mechanism of communication

The best way to guarantee successful communication within the organization is through the knowledge of the basics: the knowledge of both verbal and non-verbal communication. Both types of communications are manifested in the workplace in impromptu situations. Emphasis should be placed on the requirement of the staff to know changes taking place every step of the way and as such managers should not assume that it is enough to simply deliver a message once for the listeners to understand and accept it. Additionally, different kinds of media such as staff meetings, newsletters, posters, suggestion boxes, e-mail, and Internet and intranet sites should be utilized as methods effectively convey the message to different people. Most importantly, managers should

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ii) Communication skills

According to statistics, people generally spend from 70 to 85 percent of their time communicating with managers, colleagues, subordinates, clients, external partners, etc. through speech, gestures and looks, e-mail and faxes or through

land lines or mobile phones – in meetings, conferences, private settings. Managers normally perform the most important functions such as planning, coordination, management and control.

This entire communication activity is only possible through organizational communication. However, coming up with a suitable definition for organizational communication is not an easy task. Among researchers who attempted to provide its definition is Raymond Lesikar (2005) who considers it as an activity or process that enables people to work together. Also, Costley and Todd (1997) reveal that the procedure of communication (respectively sending, accepting and interpreting messages) requires people's skill to comprehend and to be comprehended and Peter Drucker (1995) believes that communicativeness is the individuals' ability to organize them and express their ideas in both verbal and written form.

2.11.4 Employee benefits

Greenberg and Folger (1983) indicated that encouraging employees to express their opinions and concerns makes employees to perceive fairness and enhance their willingness to cooperate with their employers in the period of organizational change and to strive for accomplishment. Thus, if employees have higher benefit perceptions about organizational change, their level of organizational commitments will be increased. This effect is even more obvious if employers ensure job security, communicate change benefits, and openly express their

sincerity to employees. Thus, employees will be inclined to stay in the organization, work with employers during organizational change, and involve deeply in their jobs to achieve a greater accomplishment.

Employee benefits are well known to most organizations as fringe benefits and are compensation in an indirect form given to employees to enhance employment relations. In this current day and age, for the purpose of competing for quality and employees, employers generally offer more than a "fair day's pay" as workers are more and more opting for the best benefits package. As a matter of fact, employees have grown used to generous benefit programs, and they have become a part of their expectations. Even though employee benefits generally exist in most organizations around the world, the kinds and caliber of benefits differ from one country to another.

2.11.5 Career development

Career development is considered as a component of human resource management in organizations along with control and evaluation, organizational design, and human resource planning (Gutteridge, 1986). Employers opt for the establishment of such development programs as they are considered as solutions to various personnel problems, because top managers opt to promote existing employees guaranteeing a good match between worker and work and because employees believe that career development is a benefit (Gutteridge, 1986). More importantly, most organizations opt to carry out career development

programs in reaction to pragmatic human resource owing to the belief that these programs normally assist in guaranteeing a constant supply of qualified, talented personnel (Gutteridge, 1986). Moreover, Slavenski and Buckner (1988) proposed a list of recommendations collected from existing literature and their experience with career development in the work place. Some of these recommendations are listed below:

- a. Link new programs to other parts of the career development system
- b. Design the program in terms of the specific organizational culture
- c. Think of career development as a process, not a program
- d. Involve line management

Career development is considered as both the employee's and the employer's responsibility (London, 1993). Organizations are making sure that they include career development for the purpose of matching work and workers for maximum productivity. There are different kinds of tools that organizations can utilize to develop their career development system. However, employers who are desirous of developing career development systems should be aware that their first step should be to analyze organizational needs and then decide on the components of the system that would be suitable for their culture (Peszynski & Lenarcic, 2007). Finally, it is required to carry out a constant evaluation of the system.

2.11.6 Employees' Personality

Generally, people are different based on various dimensions. For instance, some people are trustworthy while others are suspicious; some are reserved, while others are outgoing. And the list goes on and on. This does not overshadow the fact that these differences are important and they are often displayed through people's behavior (Karl, Weick, Quinn, 1999). One's behavior has a great impact on his relations with other people, his career-path as well as various issues that are work-related (Izard, Libero, Putnam, Haynes, 1993). Most researchers studying individual differences oftentimes divide them into two main types which are personality and abilities. The latter is the capacity of an individual to perform different tasks while the latter represents the traits and characteristics of an individual which relatively makes him unique to another (Greenberg & Baron, 2002). Personality can be defined as the totality of traits, as of character or behavior that are peculiar to a specific person. It is the design of collective character, behavioral, temperamental, emotional, and mental traits possessed by person that are suitably interwoven with each other, each carrying out an effective role in shaping a person's actual behavior situation-wise (Gulliford, 1992). Therefore, personality is considered as an important determinant of employee behavior within organizations (Greenberg & Baron, 2002) and is believed to gauge an individual's reaction to organizational change (Metselaar & Cozijnsen, 1997).

Some studies (Baggley et al., 2005) have emphasized the importance of considering personality during the examination of coping behaviors. Among

these is Vakola et al. (2004) who state that individual difference variables such as positive affectivity, openness to experience, and tolerance for ambiguity play a crucial role upon employees' work attitudes and how they cope with change. Moreover, as mentioned earlier, Wanberg & Banas (2000) reveal that individual characteristics such as self-esteem, optimism, and perceived control can foretell employees' willingness to accept change. From the above evidence, and compounded by additional evidence from some other studies (Armenakis et al., 1993; Vakola et al., 2004), it is clear that personality traits may have an influence on the various responses to change. Hence, it can be confidently stated that it is not solely organizational change that determines the reaction to change, but this impact is also moderated by another factor called personality. Therefore, as evidenced by Janou (2006), the researcher states that organizational change and personality traits indirectly determine the reaction to change.

2.11.6.1 Big Five Factors of Personality

An individual's personality comprises of numerous characteristics making it almost impossible to consider the entire characteristics for the purpose of understanding the role of personality in employee's resistance to organizational change. Thus, several models have been designed to bring some sort of order to personality dimensions. A notable model that helps in understanding resistance to change is the "Big Five" factors of personality comprising of five broad domains or dimensions of personality that are scientifically shown to define

human personality at the highest level of an organization (Goldberg, 1993). These five over encompassing domains have been revealed to cover the entire personality traits and therefore they represent the basic structure behind all personality traits. The domains have organized the often mind-boggling list of specific lower-level personality concepts that have been constantly brought forward by psychologists which are often found interlinked with each other.

In addition, these five domains have been pinpointed throughout a number of different cultures in different languages and have been proved to display a clear measurement and framework in personality psychology (Vakola et al., 2004). It is generally a broad-based taxonomy making up personality dimensions that brings forward the most minimum number of character traits required for personality description (McCrae & Costa, 1986, Lee-Baggley et al., 2005). The five personality dimensions are as follows:

- **Extraversion:** The quantity and intensity of interpersonal interaction and activity level. This gives the degree to which individuals are gregarious, assertive, and sociably (high extraversion) versus being reserved, timid, passive, and quiet (low extraversion, or introversion).
- **Agreeableness:** The quality of a person's interpersonal interaction along a continuum from compassion to antagonism. This describes the extent to which individuals are cooperative and warm (highly agreeable) versus cold and hostile (highly disagreeable).

- **Conscientiousness:** The amount of persistence, organization and motivation in goal-directed behaviors. This gives the extent to which individuals are hardworking, organized, tidy, dependable, and preserving (high conscientiousness) versus lazy, disorganized, careless, and unreliable (low conscientiousness).
- **Neuroticism:** The tendency to experience negative effects such as anxiety, insecurity, and psychological distress. This is also referred to as emotional stability and gives the degree to which individuals are insecure, anxious, depressed, and emotional (emotionally unstable/highly neurotic) versus calm, self-confident, and secure (emotionally stable / not neurotic).
- **Openness to Experience:** The proactive seeking and appreciation of new experiences. This gives the extent to which individuals are creative, imaginative, curious, and cultured (open to experience) versus practical and with narrow interests (closed to experience) (McCrae & John, 1992; Greenberg & Baron, 2002; Vakola et al., 2004).

Theoretical Framework

The various relationships between the variables mentioned, the model is as presented in Figure 2.3 below.

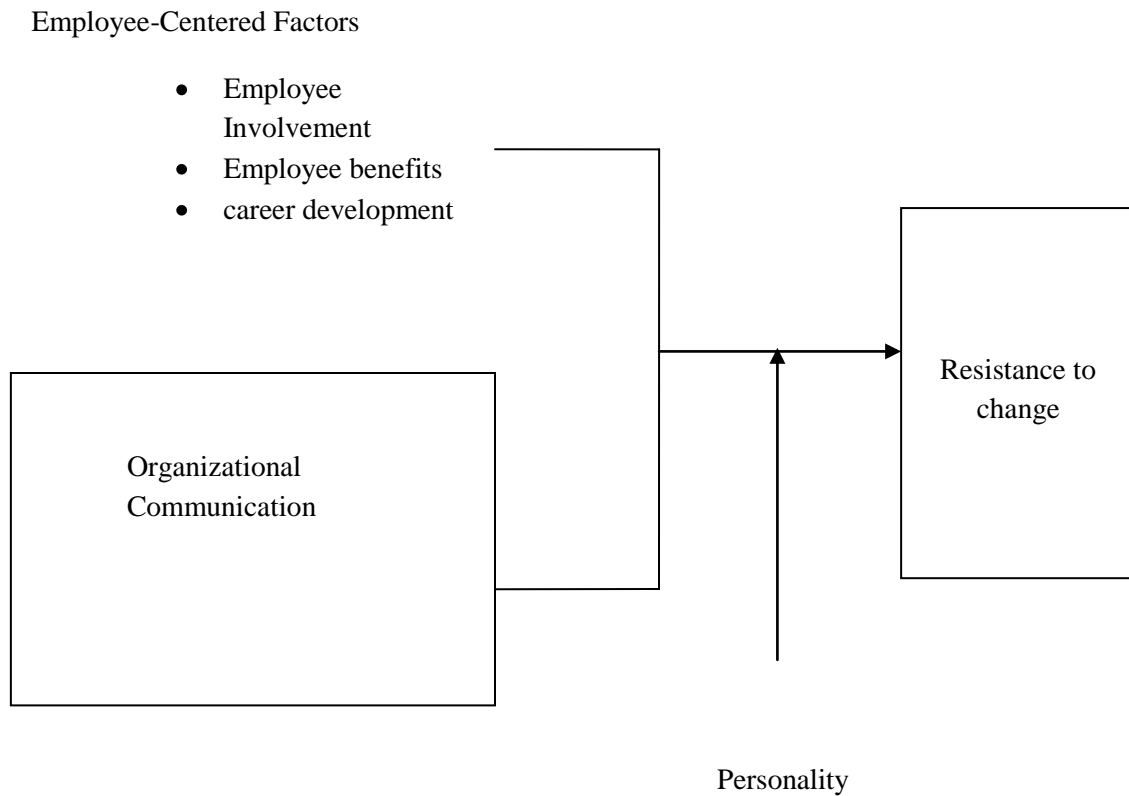


Figure 2.3 Theoretical framework

2.13 Hypotheses development

2.13.1 Employee involvement

The importance of employee involvement in decision-making was largely tackled at the Harwood Manufacturing Company; a pajama factory in Virginia. The study involved answering questions such as: (1) Why do people resist change so strongly, and (2) what can be done to overcome this resistance? (Dent & Goldberg 1999). The logic behind employee involvement lies in the fact that the people who are in contact with the problem or opportunity are the best candidates for decision making particularly when they have control over the improvement process.

The chief executive officers big and popular US companies advise that the most effective way to achieve organizational success is through the empowerment and involvement of employees at all levels. For instance, General Electric's Chairman stated that garnering workers' new ideas from day to day is the key to success in the 1990s. Compounding the fact is a survey conducted by HR Focus (1993) which revealed that employee involvement ranked as one of the top three issues by 46 percent of the 1,000 respondents. Moreover employee involvement is a topic that has been studied worldwide linked with TQM and human resource management (Wood & Peccei, 1995; Cheng & Tummala, 1998; Wilkinson, 1998). In the previous years, literature has shown that empowerment of

employees generally results in both customers' and employees' satisfaction. Hence, the following hypothesis is proposed:

H 1 – There is a relationship between employee involvement and resistance to change.

2.13.2 Communication

Communication's impact on the organization, on work relationships, and on trust factors and general operations has to be comprehended and learned. Every employee within an organization has a pertinent role to play in maintaining a healthy communication process with their co-workers and oftentimes the main responsible individual in the mix is the head of the organization (Kotter, 1995).

When left to their own devices, organizational employees normally do not display the urgency to follow to heart without the top management's support in the form of urgency and vision. Also, there is a possibility of failure in instances where top management keeps employees in the dark regarding the change process (Kreitner & Kinicki, 2000). Employees easily lose interest in the process if they have a feeling that top management is not making any effort to make the change possible. Hence, the following hypothesis is formed as follows:

H 2 – There is a relationship between organizational communication and resistance to change.

2.13.3 Employee benefits

Employee benefits are well known to most organizations as fringe benefits and are compensation in an indirect form given to employees to enhance employment relations. In this current day and age, for the purpose of competing for quality and employees, employers generally offer more than a "fair day's pay" as workers are more and more opting for the best benefits package. As a matter of fact, employees have grown used to generous benefit programs, and they have become a part of their expectations. Even though employee benefits generally exist in most organizations around the world, the kinds and caliber of benefits differ from one country to another. Hence, the following hypothesis is formed as follows:

H 3 - There is a relationship between employee benefits and resistance to change.

2.13.4 Career development

Career development is one of the few components comprising the human resource management in organizations. This component is in the same league with control and evaluation, organizational design and human resource planning (Gutteridge, 1986). There is more reason for employers to establish their career development programs as they hold the answer to most personnel problems coupled by the fact that top managers are more inclined to promote existing employees guaranteeing a suitable fit between the work and the worker and

because employees are convinced that career development has a plausible advantage (Gutteridge, 1986). Most importantly, several organizations normally establish career development programs in reaction to pragmatic human resource issues. The organizations are of the belief that the programs will guarantee a constant supply of qualified, talented personnel (Gutteridge, 1986). Slavenski and Buckner (1988) contribute to the literature of the same by concluding their paper with a list of recommendations collected from literature and from their own experiences with career development in the work place. The following recommendations are among the authors recommendations for organizations interested in designing and implementing career development programs:

- a. Link new programs to other parts of the career development system
- b. Design the program in terms of the specific organizational culture
- c. Think of career development as a process, not a program
- d. Involve line management

Currently, career development has been considered as the responsibility of both employee and employer (London, 1993). The latter is implementing career development for the main purpose of matching the kind of work and workers to achieve maximum productivity. There are many tools that organizations can utilize for to set up their career development system and employers desirous of developing such a system should initially analyze organizational needs prior to deciding on the components of career development systems that is suitable for their culture (Peszynski & Lenarcic, 2007). In sum, it is imperative to review and

enhance the career development system. Hence, the following hypothesis is formed as follows:

H4 – There is a relationship between career development and resistance to change.

On the basis of the above evidence by the theory and because of the lack of empirical research in this particular field with personality as a moderator, the present study postulates the hypotheses below:

H5- The relationship between employee involvement and employee resistance to change is moderated by employee personality.

H6-The relationship between organizational communication and resistance to change is moderated by employee personality.

H7-The relationship between employee benefits and resistance to change is moderated by employee personality.

H8- The relationship between career development and resistance to change is moderated by employee personality.

CHAPTER 3

METHODOLOGY

3.1 Introduction

According to Mouton and Marais (1996), the research methodology focuses on the manner in which the research was planned, structure and executed in order to comply with scientific criteria. This chapter presents the research design and methodology that is employed to answer the research questions and testing of the hypotheses formulated. This chapter also describes the sampling plan, unit of analysis, questionnaire design, data collection and administration, as well as statistical techniques that will be used.

3.2 Research design

The research design employed in this study is a survey-based design.

3.3 Sampling procedure

According to leedy(1993), sampling is the process of choosing from a much larger population, a group about which a generalized statement is made, so that the selected part represents the total group. Furthermore, Rubin and Babbie (2001) describe the sample unit as that element, or set of elements, that will be considered for selection at some stage of the sampling. According to Neuman

(2003), sampling, if well executed, enables the researcher to measure variables on the smaller set of cases, and to generalize results accurately to all cases. These generalizations are informed by logical statistical reasoning that has been repeatedly tested with empirical evidence.

Therefore, the sample that used in this research involves employees from Rabigh Refinery. They have been selected from six divisions that the Rabigh Refinery holds. Namely, these include the Engineering division, the Operations division, the Maintenance division, the Organization and Personnel management division, the Marketing Management division, and other. The respondents were from all age groups. The total population of the Rabigh Refinery is 1,400 employees; the sample size chosen in the study was 500 employees. The sample size followed precisely the table suggested by Krejcie and Morgan (1970) and as in Sekaran (2003) that generalized scientific guidelines for sample size decisions. Besides this, the size obtained for this study is appropriate. This is based according, to the rule of thumb proposed by Roscoe (1975) and in Sekaran (2003), such as samples larger than 30 and less than 500 are appropriate and the sample size should be several times larger than the number of variables in the multivariate study. This study feels that 302 employees would satisfy the present total population of this study. Simple random sampling was used as the sampling technique.

Table: 3.1

Study Sample size

Sample size	Total Employees	Organization
500	1,400	Rabigh Refinery

3.4 Unit of Analysis

The unit of analysis for this study is individual employees at the chosen organization. Mouton in De Vos et al.(2002) defines the unit of analysis as the “what” (of the study – therefore clearly outlining particular elements that form the focus of the study. Furthermore, Rubin and Babbie (2001) refer to units of analysis as people or things in the populations whose characteristics are observed, described and explained by social research. Such units of analysis can be individuals or groups.

3.5 Research Instrument

To determine the level of resistance to change, data was gathered using questionnaires. Using a Likert scale with a five-response scale, respondents were asked to choose from a point response scale. The equivalent weights for the answers are as follows:

Table 3.2

Likert scale with a five- point response scale

Range	Interpretation
1	Strongly Disagree
2	Disagree
3	Uncertain
4	Agree
5	Strongly Agree

3.6 Measurement

Measurements were gathered using questionnaires. The questionnaire consisted of items that measure employee resistance to organizational change, employee involvement, organization communication, employee benefits, career development and personality. A five-point Likert-type scale was used to elicit

responses to the questionnaire items. The questionnaires were distributed to a sample of 500 employees from Rabigh Refinery. This questionnaire was administered via e-mail. Upon completion of gathering information/data the questionnaire, the collected data was analyzed using the SPSS software. The questionnaire items were divided into seven sections, as illustrated in Table 3.3.

Table 3.3

Description of instrument used in the Survey

Section	Number of Questions	Description
A	7	Demographic questions to solicit information about organizational change employee background
B	10	Questions related to employee involvement
C	4	Questions related to employee benefits
D	6	Questions related to career development
E	5	Questions related to communication
F	44	Questions related to personality
G	13	Questions related to resistance to change

The questions totaled 89 items. All the non-demographic questions were measured using a five-point Likert-type scale, unless otherwise specified. The organizational change representatives were consulted during the development of

this survey to ensure the pertinence of questions. The questionnaires were made available in English and Arabic languages. Means, standard deviations, and correlations were then calculated.

3.6.1 *Employee involvement*

To address the array of mechanisms for employee involvement within organizational change, this research included two distinct measures of involvement. First, the researcher measured employee involvement in unit decision-making by asking employees the extent to which they participate in several forms of decision-making in their work area. Specifically, employees were asked the following question:

‘To what extent do you participate in decision-making over the following issues:

- (1) Setting work schedules,
- (2) Training units employed,
- (3) Defining appropriate work methods.’

Responses ranged from "strongly disagree" to "strongly agree" on a five-point Likert-type scale. Responses to the three statements were combined to create a single measure of employee involvement in unit decision-making. Second, this research asked employees two questions regarding their participation on teams in the organization (1) “Have you ever participated on a cost-cutting team within this organization?”, and (2) “Have you ever participated on a quality improvement team within this organization? These teams would have typically been adopted

as part of a total quality management initiative within this organizational group. Responses to these two questions would create a measure of employee involvement in off-line teams (Cotton et al., 1988).

3.6.2 Communication

There are five items that were used to measure communication of organizational change as adopted by Holt (2002). These include: **1)** I am thoroughly satisfied with the information I receive about changes in my organization **2)** I believe that the information about changes is swiftly and effectively transmitted to the personnel in my organization **3)** I know how to access necessary information (i.e. competent department/staff; internal phone number or Internet address about changes in my organization) **4)** I believe that the information transmitted about changes in this organization explains why change is needed **5)** I believe that the information transmitted about changes in this organization explains how that particular change would affect each staff.

3.6.3 Employee benefits

Benefits were measured by four (4) items. Items **1** through **4** would respond to 5-point scales. Item **1** and Item **2** were intended to assess levels of satisfaction with benefits. They include the following questions "How good are the benefit you currently receive compared to those received by others in similar organizations?"

and "How satisfied are you with the current benefits you receive?" Item **3** is concerned with the perceived ease of replacement of benefits and is particularly interested in the following question "What are the chances you could obtain a similar job with a better benefits package than you now receive?" Item **4** is intended to measure the importance of benefits to an individual and ask "How important is your benefits package to you?" (Carraher et al. 2003).

3.6.4 Career Development (CD)

Three items out of four were used. They were developed by Liu (2004) to measure long-term career development opportunities, and career goals available in the organization. Examples are "in the long run, my organization will facilitate accomplishing my goals" and "my organization takes steps to ensure that I maximize my career potential".

3.6.5 Personality

Personality traits were measured with the Big Five Inventory (BFI), a 44-item instrument measuring the five main personality dimensions. The BFI consists of short phrases that are answered on a five-point Likert-scale ranging from Strongly Disagree to Strongly Agree. All phrases start with "I see myself as someone who..." , and, for instance, conscientiousness is measured with an item which continues: "...Perseveres until the task is finished." Each scale includes eight to ten items.

3.6.6 Resistance to Change (RTC)

To measure the dependent variable, 13 items were adapted by Antonio Giangreco and Riccardo Peccei (2002). Each scored on a five-point response format scale. These items were designed to tap into thirteen different actions related to the way individuals have responded to the change taking place within Rabigh Refinery. These include: 1) I am doing much more of what is required from me to help this organization through the numerous changes; 2) I co-operate actively to realize the changes; 3) I encourage actions to support the realization of the change; 4) I promote the change with enthusiasm; 5) I try to convince others of the opportunity of the change; 6) I sustain with vigour the change in public discussions; 7) I make considerable effort so that my subordinates understand the change; 8) I am critical about the change in public discussions; 9) I am critical about the change with my superiors; 10) I support union activists against the change; 11) I support the actions of my subordinates against the change; 12) I support the actions of my colleagues against the change; 13) I report complaints about the change to my superiors.

3.7 Data Collection Procedure

3.7.1 Pilot study of the survey instrument

A pilot study was conducted in January 2008. The questionnaires were mailed to 55 employees in the organizations, but were not included in the main sample of the study. The pilot study was conducted for the purpose of determining if any

further modification of the items and/or format was necessary before administering the survey to the remaining members of the sample. From the 55 questionnaires, a total of 35 questionnaires were returned, of which five (5) were deemed unusable. Based on the feedback, minor changes were made to increase the clarity of the survey. The changes were made in terms of the format and content of the questionnaire. In this context, some of the words were replaced in order to provide clearer understanding of the concepts chosen. The format of the questionnaire was also refined for better presentation. Cronbach's alpha coefficient was used as a measure of reliability for the research questionnaire developed for this study. Cronbach's alpha coefficient is one of the most commonly-used reliability coefficients available in determining the internal consistency of various measuring instruments (Cronbach, 1951). The following guidelines were proposed by DeVellis (1991) regarding an acceptable degree of reliability for an instrument: (a) below 0.60 is unacceptable; (b) between 0.60 and 0.65 is undesirable; (c) between 0.65 and 0.70 is minimally acceptable; (d) between 0.70 and 0.80 is acceptable; (e) between 0.80 and 0.90 is highly acceptable; and (f) above 0.90 is high reliability.

Pilot test results for the instrument were collected for Sections B, C, D, E, F and G. Using the correlation ranges suggested by DeVellis (1991), the internal consistency of the scale was deemed acceptable. Table 3.4 displays pilot instrument reliability and Cronbach's alpha coefficient for the six sections of the survey.

Table 3.4***Pilot Instrument Reliability***

Survey section	Number of items		Cronbach's alpha
Employee Involvement	B	10	.801
Communication	C	5	.747
Employee benefits	D	4	.752
Career development	E	6	.720
Personality	F	44	.761
Resistance to change	G	13	.774

3.7.2 Administering the survey

Data collection was done through the use of personal e-mail in Rabigh Refinery. In this respect, this research stressed that participation is important and confidentiality is guaranteed by the researcher. The survey was conducted for purely scientific and academic reasons. Upon agreement, questionnaires were posted by sending e-mail to a total of 500 randomly selected employees. This was sent directly to the personal e-mail. Employees who do not respond within 2

weeks were followed-up via reminder e-mail encouraging them to response to the study along with another attached copy of the questionnaire.

3.8 Data Analysis Technique

For the purpose of data analysis and hypotheses testing, several statistical methods were utilized from SPSS software. These are described in greater detail in the following sections.

3.8.1 Factor Analysis and Reliability Analysis

One important step in data analysis is to understand the dimensionality of the variable in the proposed model or relationships in empirical research (Hair, Anderson, Tatham, & Black, 1998). Hence, factor analysis is needed to identify the structure of interrelationship correlations among a large number of variables by defining common underlying dimensions, known as factors. Subsequently, reliability analysis of each factor was computed.

3.8.2 Descriptive Statistics

To acquire a feel for the data and present the responses for major variables under study, descriptive statistics (mean values and standard deviations) for all variables of interest were obtained. Descriptive analysis was carried out to present raw data transformed into a form that will make them easily understood and correctly interpreted.

3.8.3 Correlations

In order to understand the amount of correlation between resistance to change and independent factors, the Pearson – Product Moment correlation was utilized.

3.8.4 Hierarchical Regression Analysis

Hierarchical regression analysis was utilized to test the hypotheses proposed in this study. In this analysis, three-step regressions were carried out. The first step involved model variables with dependent variables and the second step involved model variables; independent variables; moderator variables with dependent variables. The final step involved the interacting or moderating effect between predictors and moderators with the dependent variables.

3.9 Ethical Considerations

Conducting a survey research requires that ethical considerations must be taken seriously.

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 Introduction

This section reports the results of data analysis. Firstly, the organization profile of the employees is described. This is followed by the presentation of results of the analysis of the independent and dependent variables using factor analysis and reliability analysis. Lastly, results of hypotheses testing are also presented. In this chapter, the data collected from the survey questionnaire is analyzed, presented and discussed.

4.2 Sample Characteristics

The questionnaires consisted of 500 sets from Rabigh Refinery and were sent to the employees in early July 2009 through e-mail. However, the total number of questionnaires received was only 350. There were 48 questionnaires that were incomplete. Hence, the usable questionnaires for this research were 302. The response rate was 60.4 % from the total number of questionnaires distributed. The information related to the distribution of questionnaires is summarized in Table 4.1 below.

Table 4.1

Response Rate

Item	No. of Questionnaire Sets
Total questionnaires distributed	500
Questionnaires returned	350
Incomplete questionnaires	48
Usable questionnaires	302
Response rate	60.4 %

4.3 Sample Profile (Respondents' Profile)

The survey demonstrated the details concerning demographic characteristics, or respondents' profile, as shown in Table 4.2 below.

Table 4.2***Respondents' Profile***

Demographic factors	Categories	Total N	n	Percentage (%)
Department	Operation	302	118	00.39
	Maintenance		64	00.21
	Engineering		60	00.20
	Organizational		36	00.12
	personal		21	00.07
	Marketing		3	00.01
	Management			
Occupation	Other	302		
	Management		18	00.06
	Supervisory		12	00.04
	Skilled		148	00.49
	Semi-Skilled		97	00.32
Services(Exp)	Unskilled	302	27	00.9
	4-7 years		94	00.31
	8-11 years		60	00.20
	12-15 years		88	00.29
Age	16 years and above	302	60	00.20
	31-40		66	00.22
	41-50		127	00.42
Status	51 and above	302	109	00.36
	Married		247	00.82
	Divorced		25	00.8
Educational	Separated	302	30	00.10
	High school			
Salary (SR)	University	302	239	00.79
	6001-12000		63	00.21
	12001-18000		6	00.2
	18001-24000		24	00.8
	24001-30000	302	142	00.47
			130	00.43

Table 4.2 shows the distribution of respondents over different departments, where we can see that the technical departments (operation, maintenance, engineering and others) represent 80%, whereas the managerial department (Marketing Management and personnel) has 19%, and the level of occupation for the organizational distribution, where the largest group is the skilled sector (49%). The smallest group (4%) is the supervisory personnel, and that the length of employment for the organizational distribution is distributed almost equally. Distribution of the respondent's age group shows that the largest group (64%) is the group aged less than 50 years old, while 36% of the respondents are aged more than 51 years.

4.4 Goodness of Measures

It is important to reduce a large number of items to more manageable dimensions or underlying constructs that would explain a large portion of the variability among the various measures (Hair et al., 1998). For the purpose of this study, factor analysis was performed separately for each set of independent and dependent variables.

4.4.1 Factor Analysis of Employee Involvement

As reflected in Table 4.3, and to assess the underlying structure of the employee involvement measure, the adapted four items were submitted to principle component method and varimax rotation. The four items achieved more than 0.5 communalities and loaded on one factor. The Kaiser-Meyer-Olkin measures of sampling adequacy (KMO) for the single dimension solution is 0.842, with a chi-

square of Bartlett's test of sphericity at 1291.492, the degree of freedom is 6, and is significant at .000. The variance is explained by 85.58% with an extracted factors eigenvalue of more than 1. This indicates that the data is suitable for factor analysis (Coakes & Steed, 2003; Hair et al., 1998 Meyers et al., 2006). In this study, principle component analysis using varimax rotation found general support for this model with minor expectations. The original measure consisted of two dimensions, but the final factor analysis loaded all the items into a single factor. The responses for these four questions were summed to form an index of employee involvement. The outcomes of the factor analysis of employee involvement can be found in Appendix 4.

Table 4.3***Summary of Factor Analysis for Involvement Construct***

Involvement Items	Factor Loading
	1
1. My managers/supervisor provides me with continuous feedback to help me during the change process.	.845
2. Employees are willing to collaborate when it comes to making decisions.	.960
3. My needs are considered before change is implemented.	.942
4. I am involved with the change process.	.949
Percentage of Variance Explained (%)	85.58
Kaiser-Meyer-Olkin	.842
Bartlett's Test of Sphericity Approx. Chi Square	1291.492
Df	6
Significant	.000

4.4.2 Factor Analysis of Employee Benefits

As reflected in Table 4.4, and to assess the underlying structure of employee benefits measure, the adapted three items were submitted to principle component method and varimax rotation. The three items achieved more than 0.5 communalities and loaded on one factor. The Kaiser-Meyer-Olkin measures

of sampling adequacy (KMO) for the single dimension solution is 0.567, with a Chi-square of Bartlett's test of Sphericity at 542.728, the degree of freedom is 3, and is significant at .000. The variance is explained by 77.501% with an extracted factors eigenvalue of more than 1. This indicates that the data are suitable for factor analysis (Coakes & Steed, 2003; Hair et al., 1998 Meyers et al., 2006).

In this study, principle component analysis using varimax rotation found general support for this model with minor expectations. The original measure consisted of two dimensions, but the final factor analysis loaded all the items into a single factor. The responses for these three questions were summed to form an index of employee benefits. The outcomes of the factor analysis of employee benefits can be found in Appendix 5.

Table 4.4***Summary of Factor Analysis for Benefits Construct***

Benefits Items	Factor Loading
	1
1. Benefits I currently receive are excellent compared to those received by others in a similar organization	.958
2. I am satisfied with my current benefits package	.871
3. My benefits package is very excellent	.805
Percentage of Variance Explained (%)	77.501
Kaiser-Meyer-Olkin	.567
Bartlett's Test of Sphericity Approx. Chi Square	542.728
Df	3
Significance	.000

4.4.3 Factor Analysis of Career Development

As reflected in Table 4.5, and to assess the underlying structure of the employee career development measure, the adapted two items were submitted to principle component method and varimax rotation. The two items achieved more than 0.5 communalities and loaded on one factor. The Kaiser-Meyer-Olkin measures of sampling adequacy (KMO) for the single dimension solution is 0.500, with a Chi-square of Bartlett's test of sphericity at 746.745, the degree of freedom is 1, and is significant at .000. The variance is explained by 97.890% with an extracted factors eigenvalue of more than 1. This indicates that the data are suitable for factor analysis (Coakes & Steed, 2003; Hair et al., 1998 Meyers et al., 2006). In

this study, principle component analysis using varimax rotation found general support for this model with minor expectations. The original measure consisted of two dimensions but the final factor analysis loaded all the items into a single factor. The responses for these two questions were summed to form an index of career development. The outcomes of the factor analysis of career development can be found in Appendix 6.

Table 4.5

Summary of Factor Analysis for Career Construct

	Factor Loading
Career Development Items	1
1. My organization offers career development services to its employees	.989
2. My organization provides opportunities for internal career development for employees	.989
Percentage of Variance Explained (%)	97.890
Kaiser-Meyer-Olkin	.500
Bartlett's Test of Sphericity Approx. Chi Square	746.745
Df	1
Significance	.000

4.4.4 Factor Analysis of Communication

As reflected in Table 4.6, and to assess the underlying structure of the communication measure, the adapted four items were submitted to principle component method and varimax rotation. The four items achieved more than 0.5 communalities and loaded on one factor. The Kaiser-Meyer-Olkin measures of sampling adequacy (KMO) for the single dimension solution is 0.677, with a Chi-square of Bartlett's test of sphericity of 399.480 , the degree of freedom is 6, and is significant at .000.

The variance is explained by 54.949% with an extracted factors eigenvalue of more than 1. This indicates that the data are suitable for factor analysis (Coakes & Steed, 2003; Hair et al., 1998 Meyers et al., 2006). In this study, principle component analysis using varimax rotation found general support for this model with minor expectations. The original measure consisted of four dimensions, but the final factor analysis loaded all the items into a single factor. The responses for these three questions were summed to form an index of communication. The outcomes of the factor analysis of communication can be found in Appendix 7.

Table 4.6***Summary of Factor Analysis for Communication Construct***

	Factor Loading
Communication Items	1
1. I am thoroughly satisfied with the information I receive about the changes in my organization	.898
2. I believe that the information about the change is swiftly and effectively transmitted to employees in my organization	.867
3. I believe that the information transmitted about the changes in my organization explains how that particular change would affect each staff.	.799
Percentage of Variance Explained (%)	54.949
Kaiser-Meyer-Olkin	.677
Bartlett's Test of Sphericity Approx. Chi Square	339.480
Df	6
Significance	.000

4.4.5 Factor analysis of the personality construct

Table 4.7 shows that the Kaiser-Meyer-Olkin measures of sampling adequacy (KMO) for the five dimensions solution is 0.64, with a significant Bartlett's test of sphericity (sig = .000). This indicates that the data are suitable for factor analysis

(Coakes & Steed, 2003; Hair et al., 1998). The variance is explained by 81.07% with five extracted factors. According to Hair et al. (1998), it is justified for the researcher to instruct the computer to extract the same number of factors that were previously found. The adapted measure had five dimensions, and in this study the researcher had decided to extract the same number of factors based on the previous study. Hair et al., (1998) have also stressed that in social science research it is common to consider a solution that accounts for 60% or, in some instances even less, of the total variance as satisfactory. In the present study, factor loading in the components met the criteria by Igbaria et al., (1995), that is, a given item should load 0.50 or higher on a specific factor and have a loading no higher than 0.35 on other factors.

The first factor consists of four items and explains 27.15% of the variance in the team-level personality construct. The second factor consists of four items and explains 16.96% of the variance in the team-level personality construct. The third factor consists of four items and explains 14.57% of the variance in the team-level personality construct. The fourth factor consists of three items and explains 13.19% of the variance in the team-level personality construct. The last variable consists of two items and explains 9.21% of the variance in the team-level personality construct. The results of the factor analysis provide assurance that the team-level personality construct is meaningful in a theoretical sense. The adapted personality construct by Bamber and Castka (2006) has suggested four factors measuring conscientiousness, agreeableness, emotional stability, and extraversion. In this study, principle component analysis using varimax rotation

found general support for this model with minor expectations. The final factor analysis of the personality construct, as illustrated in Table 4.7, shows that the mix-up of items occurred in the first factor and the second factor. For instance, the first factor consists of two items each from conscientiousness, agreeableness, and extraversion, meanwhile the fourth factor consists of one item each from conscientiousness and agreeableness.

Accordingly, in this study the third, fourth and five factors were labeled as Unknown 1, Unknown 2 and Unknown 3. According to Hair et al. (1998) in some instances, it is not possible to assign a name to each of the factors and in such situation the researcher may wish to label the factors derived by that solution as Unknown. In addition, Hair et al. (1998) noted that the researcher interprets only those factors that are meaningful and disregards unknown or less meaningful ones. In other words, factors 3, 4 and 5 were unknown and the present study only interprets those factors representing meaningful relationships. Thus, in this study two factors were identified as meaningful factors, that is factor 1 labeled as 'extraversion' and factor 2 labeled as 'conscientiousness'. The responses for the items reflective of factor 1 and 2 were summed as an index for each dimension. The outcomes of the factor analysis of employee personality can be found in Appendix 8.

Table 4.7

Summary of Factor Analysis for Personality Construct

Items	Component				
	1	2	3	4	5
Factor 1: Extraversion					
1. Is reserved	-.283	.866	.069	.184	-.018
2. Is full of energy	.013	.851	-.050	.025	.024
3. Is ingenious, a deep thinker	.037	-.823	.058	.104	-.007
4. Is emotionally stable, not easily upset	-.263	.857	.002	.076	.085
Factor 2: Conscientiousness					
1. Is generally trusting	.125	.002	.921	.023	.034
2. Makes plans and follows through with them	.012	.019	.898	.063	.027
3. Tends to be disorganized	.227	.009	.766	.077	-.139
4. Is depressed	-.319	-.189	-.563	.016	.326
Factor 3: Unknown 1					
1. Is talkative	-.872	-.129	.211	-.192	.016
2. Does a thorough job	.939	-.112	.186	.051	-.039
3. Is depressed	.911	-.108	.047	.109	.064
4. Is original, comes up with new ideas	.906	-.092	.063	.158	.041
Factor 4: Unknown 2					
1. Is outgoing, sociable	.193	.169	-.089	.810	-.320
2. Can be somewhat careless	.227	.009	.766	.077	-.139
3. Can be cold and aloof	.080	-.179	.103	.913	-.134
Factor 5: Unknown 3					
1. Can be moody	.050	.093	.064	-.057	.875
2. Remains calm in tense situations	-.104	-.009	.045	.066	-.918
Eigenvalue	4.89	3.05	2.62	2.37	1.66
Percentage of Variance Explained = 81.07	27.15	16.96	14.57	13.19	9.21
Kaiser-Meyer-Olkin = .64					
Bartlett's Test of Sphericity Approx. Chi Square = 5401.511; df = 153; Sig = .000					

4.4.6 Factor Analysis for Employee Resistance to Change

Table 4.8 below shows that the Kaiser-Meyer-Olkin measures of sampling adequacy (KMO) for the four dimensions solution is 0.565, with a significant Bartlett's Test of Sphericity (sig = .000). This indicates that the data are suitable for factor analysis (Coakes & Steed, 2003; Hair et al., 1998). The variance is explained by 77.91% with four extracted factors. According to Hair et al., (1998) it is justified for the researcher to instruct the computer to extract the same number of factors that were previously found. The adapted measure had four dimensions and in this study the researcher had decided to extract the same number of factors based on the previous studies. Hair et al., (1998) have also stressed that in social science research it is common to consider a solution that accounts for 60%, or in some instances even less, of the total variance as satisfactory. In the present study, factor loading in the component met the criteria by Igbaria et al., (1995), that is, a given item should load 0.50 or higher on a specific factor and have a loading no higher than 0.35 on other factors.

The first factor consists of three items and explains 34.748% of the variance in team-level employee resistance to change construct. The second factor consists of two items and explains 17.83% of the variance in team-level employee resistance to change construct. The third factor consists of three items and explains 13.88% of the variance in team-level employee resistance to change construct. The fourth factor consists of two items and explains 11.33% of the variance in employee resistance to change construct. The results of the factor

analysis provide assurance that the team-level employee resistance to change construct is meaningful in a theoretical sense.

Accordingly, in this study the second, third and fourth factor were labeled as Unknown 2, Unknown 3 and Unknown 4. According to Hair et al. (1998), in some instances it is not possible to assign a name to each of the factors and in such a situation the researcher may wish to label the factors derived by that solution as unknown. In addition, Hair et al. (1998) noted that the researcher interprets only those factors that are meaningful and disregards unknown or less meaningful ones. In other words, factors 2, 3 and 4 were unknown and the present study only interprets those factors representing meaningful relationships. Thus, in this study, one factor was identified as a meaningful factor, that is factor 1, labeled as 'resistance to change'. The responses for the item reflective of factor 1 were summed as an index for each dimension. The outcomes of the factor analysis of employee resistance can be found in Appendix 9.

Summary of Factor Analysis for Employee Resistance to Change

** Reverse coded item

4.5 Reliability Analysis

To test the internal consistency of the measurement of the instrument, a reliability analysis was conducted on the factors extracted using the recommendation from Nunnally and Bernstein (1994). According to Nunnally and Bernstein (1994), coefficient alpha of value of .70 is considered good, but a value exceeding .60 is acceptable. Table 4.9 shows all the Cronbach's alpha values of all the scales (dimensions), which varies from a low of 0.747 to a high of 0.978 with an average of 0.8684. These results are to a certain extent reliable and deemed satisfactory. A more detailed result can be seen in Appendix 10.

Table 4.9

Reliability Analysis

Variable	No. of items	Reliability (Alpha)
Employee Involvement	4	0.944
Employee Benefits	3	0.816
Career Development	2	0.978
Communication	3	0.747
Personality – Extraversion	3	0.822
Personality- Conscientiousness	3	0.813
Resistance to change	3	0.956

4.6 Descriptive Statistics

In order to describe the responses for the major variables under study, descriptive statistics such as mean and standard deviation on the dependent and the independent variables were obtained. The following Tables 4.10, 4.11, 4.12, 4.13, 4.14a, 4.14b and 4.15 shows the results of the analysis for employee involvement, employee benefits, career development, communication, personality (*Conscientiousness & Extraversion*) and resistance to change.

Total score of employee involvement ($M = 2.41$, $SD = 1.46$), the mean and standard deviation of the items were (a) my manager/supervisor provides me with continuous feedback to help me during change process ($M = 2.35$, $SD = 1.39$), (b) employees are willing to collaborate when it comes to making decisions ($M = 2.45$, $SD = 1.60$), (c) my needs are considered before change is implemented ($M = 2.57$, $SD = 1.67$), (d) I am involved with the change process ($M = 2.27$, $SD = 1.63$). Table 4.10 presents the mean and standard deviation for each of the items for employee involvement.

Table 4.10***Descriptive Statistics of the dimension of Employee Involvement***

Variable	M	SD
My manager/supervisor provides me with continuous feedback to help me during change process	2.35	1.39
Employees are willing to collaborate when it comes to making decisions	2.45	1.60
My needs are considered before change is implemented	2.57	1.67
I am involved with the change process	2.27	1.63

Note. M =Mean; SD = Standard deviation

Total score of employee benefits (M = 2.01, SD = 0.75), the mean and standard deviation of the items were (a) benefits I currently receive are excellent compared to those received by others in a similar organization (M = 2.32, SD = 1.16), (d) I am satisfied with my current benefits package (M = 1.93, SD = 0.84), (c) my benefits package is very excellent (M = 1.78, SD = 0.47). Table 4.11 presents the mean and standard deviation of each item of employee benefits.

Table 4.11***Descriptive Statistics of the dimension of Employee Benefits***

Variable	M	SD
Benefits I currently receive are excellent compared to those received by others in a similar organization	2.32	1.16
I am satisfied with my current benefits package	1.93	0.84
My benefits package is very excellent	1.78	0.47

Note. M = Mean; SD = standard deviation

Total score of career development (M = 2.93, SD = 1.83), the mean and standard deviation of the items were (a) my organization offer career development services to its employees (M = 2.98, SD = 1.86), (b) my organization provides opportunities for internal career development for employees (M = 2.88, SD = 1.83).Table 4.12 presents the mean and standard deviation of each items of career development.

Table 4.12***Descriptive Statistics of the dimension of Career Development***

Variable	M	SD
My organization offers career development services to its employees.	2.98	1.86
My organization provides opportunities for internal career development for employees.	2.88	1.83

Note. M =Mean; SD = Standard deviation

Total score of communication (M = 1.72, SD = 0.91), the mean and standard deviation of

the items were (a) I am thoroughly satisfied with the information I receive about the changes in my organization (M = 2.34, SD = 1.41), (b) I believe that the information about the changes is swiftly and effectively transmitted to employees in my organization (M = 1.59, SD = 1.26), (c) I believe that the information transmitted about the changes in my organization explains how that particular change would affect each staff (M = 1.22, SD = 0.41). Table 4.13 presents the mean and standard deviation of each items of communication.

Table 4.13***Descriptive Statistics of the dimension of Communication***

Variable	M	SD
I am thoroughly satisfied with the information I receive about the changes in my organization.	2.34	1.41
I believe that the information about the changes is swiftly and effectively transmitted to employees in my organization.	1.59	1.26
I believe that the information transmitted about the changes in my organization explains how that particular change would affect each staff.	1.22	0.41

Note. M =Mean; SD = Standard deviation

Total score of personality (M = 3.38, SD = 0.22), the mean and standard deviation of the items were (a) tends to be disorganized (M = 4.06, SD = 0.34), (b) is generally trusting (M = 4.04, SD = 0.24), (c) makes plans and follows through with them (M = 2.02, SD = 0.24). Table 4.14a presents the mean and standard deviation of each item of personality conscientiousness.

Table 4.14a***Descriptive Statistics of the Personality Dimension: Conscientiousness***

Variable	M	SD
Tends to be disorganized	4.06	0.34
Is generally trusting	4.04	0.24
Makes plans and follows through with them	2.02	0.24

Note. M =Mean; SD = Standard deviation

The total score for personality extraversion ($M = 2.69$, $SD = 0.42$), the mean and standard deviation of the items were (a) Is reserved ($M = 1.99$, $SD = 0.58$), (b) is full of energy ($M = 4.04$, $SD = 0.20$), (c) is emotionally stable, not easily upset ($M = 2.06$, $SD = 0.59$). Table 4.14b presents the mean and standard deviation for each item of personality *extraversion*.

Table 4.14b***Descriptive Statistics of the Personality Dimension: Extraversion***

Variable	M	SD
Is reserved	1.99	0.58
Is full of energy	4.04	0.20
Is emotionally stable, not easily upset	2.06	0.59

Note. M =Mean; SD = Standard deviation

Total score of employee resistance to change (M = 2.37, SD = 1.37), the mean and standard deviation of the items were (a) I am doing much more of what is required from me to help my organization through these numerous changes (M = 2.25, SD = 1.34), (b) I co-operate actively to realize the change in my organization (M = 2.54, SD = 1.44), (c) I encourage actions to support the realization of the change in my organization (M = 2.33, SD = 1.50). Table 4.15 presents the mean and standard deviation for each item of employee resistance to change.

Table 4.15***Descriptive Statistics for Employee Resistance to Change***

Variable	M	SD
I am doing much more of what is required from me to help my organization through these numerous changes	2.25	1.34
I co-operate actively to realize the change in my organization	2.54	1.44
I encourage actions to support the realization of the change in my organization	2.33	1.50

Note. M = Mean; SD = Standard deviation

4.7 Restatement of Hypotheses

Based from factor analysis, the hypotheses were revised. This was due to the new findings found from the analysis. Hence, in order to further determine and understand the relationships between the variables, the hypotheses were re-formulated as follows:

H. 1: There is a significant relationship between employee involvement and resistance to change.

- H. 2:** There is a significant relationship between employee benefits and resistance to change.
- H. 3:** There is a significant relationship between career development and resistance to change.
- H. 4:** There is a significant relationship between organizational communication and resistance to change.
- H. 5a:** The relationship between employee involvement and employee resistance to change is moderated by extraversion.
- H. 5b:** The relationship between employee involvement and employee resistance to change is moderated by conscientiousness.
- H. 6a:** The relationship between employee benefits and resistance to change is moderated by extraversion.
- H. 6b:** The relationship between employee benefits and resistance to change is moderated by conscientiousness.
- H. 7a:** The relationship between career development and resistance to change is moderated by extraversion.
- H. 7b:** The relationship between career development and resistance to change is moderated by conscientiousness.
- H. 8a:** The relationship between communication and employee resistance to change is moderated by extraversion.

H. 8b: The relationship between communication and employee resistance to change is moderated by conscientiousness.

4.8 Test of Hypotheses

To test all the hypotheses under study, correlation and multiple linear regressions were used. The Pearson product moment correlation was used in order to assess and understand the direction and significance of the relationships of the variables used. The hierarchical multiple regression (enter method) was employed to assess the relationships among the variables and to test the effects of personality as a moderator on the relationships between the dependent and independent variables. In examining all the hypothesized relationships, a three-step hierarchical regression was employed (refer to Table 4.18 and Table 4.19). Separate multiple regressions were also conducted for each of the variables and the results can be found in Appendices 4, 5, 6, 7, 8 and 9.

The findings were as follows:

1. In order to answer these hypotheses and to determine the correlation between the variables used in the study, the Pearson correlation matrix of the variables investigated is shown in Table 4.16. From the table, the correlation coefficients for employee involvement had a positive significant correlation with benefits ($r = .16, p < .01$) and a negative significant correlation with career

development ($r = -0.33, p < .01$). Also, it had a negative significant correlation with communication ($r = -0.14, p < .05$) and a negative significant correlation with extraversion ($r = -0.19, p < .01$), but no significant correlation with conscientiousness ($r = -0.11$). Benefits had no significant correlation with career development ($r = 0.10$), and had a negative significant correlation with communication ($r = -0.12, p < .05$) and a negative significant correlation with extraversion ($r = -0.15, p < .05$). Also, benefits had no significant correlation with conscientiousness ($r = 0.04$) and with employee resistance to change ($r = -0.09$).

Furthermore, career development had a positive significant correlation with communication ($r = .23, p < .01$) and a negative significant correlations with extraversion ($r = -.16, p < .01$). Career development had no significant correlation with conscientiousness ($r = 0.08$), but had a positive significant correlation with employee resistance to change ($r = .35, p < .01$). Communication had a positive significant correlation with extraversion ($r = .12, p < .05$) and no significant correlation with conscientiousness ($r = 0.05$), but had a positive significant correlation with employee resistance to change ($r = .47, p < .01$). Extraversion had a negative significant correlations with conscientiousness ($-0.27, p < .01$) furthermore, extraversion had no significant correlation with employee resistance to change ($r = 0.04$).

Table 4.16***Intercorrelation Matrix***

	El	Benefit	CD	Comm	Extra	Consci	ER
El	-	0.16**	-0.33**	-0.14*	-0.19**	-0.11	0.05
Benefits		-	0.10	-0.12*	-0.15*	0.04	-0.09
CD			-	0.23**	-0.16**	0.08	0.35**
Comm				-	0.12*	-0.05	0.47**
Extra					-	-0.27**	0.04
Consci						-	0.004
ER							-

*p <0.05 **p<0.01

2. From the results of the hierarchical regression, the findings are as presented below.

a) From Table 4.18 and Table 4.19 results, we can see in Table 4.18 that all the variables are moderated by extraversion and significant. Also, in Table 4.19 we can see that most variables are moderated by conscientiousness and significant, except two variables that were not significant, involvement and benefits.

b) In terms of the moderator, extraversion ($B = 0.080$, $p < .05$) and conscientiousness ($B = -0.252$, $p < .01$) were able to show some moderating influence between the variables.

c) Also, from Table 4.18 and Table 4.19, the R^2 and R^2 (adjusted) improved and strengthened the variance in extraversion where $R^2 = 0.342$ to 0.539 ; R^2 (adjusted) = 0.331 to 0.524 , and conscientiousness, where $R^2 = 0.337$ to 0.448 ; R^2 (adjusted) = 0.388 to 0.433 . It was noted that extraversion was able to moderate the relationships between variables such as employee involvement ($B = -4.890$, $p < .01$), benefits ($B = 9.936$, $p < .01$), career development ($B = -4.206$, $p < .01$) and communication ($B = 5.536$, $p < .01$). However, conscientiousness was able to moderate career development ($B = -3.897$, $p < .01$) and communication ($B = 1.989$, $p < .01$). In this study, employee involvement is found significant correlated with resistance to change ($B = 0.24$). As a result, hypothesis H1 was accepted. Employee's benefits was found statistically significant ($B = 0.12$) as a factor influencing resistance to change in industrial organizations. As a result, hypothesis H2 was supported and accepted. However, career development was found to be positively and significantly correlated ($B = 0.35$). As a result, hypothesis H3 is supported and accepted. Lastly, communication was found to be positively and significantly correlated ($B = 0.41$) As a result, hypothesis H4 was supported and accepted.

The regression analysis was further performed by involving the moderation variable. Table 4.18 illustrates the detail of the analysis. Step 1 of the analysis revealed that 34% ($R^2 = 34\%$) for the independent variables has a relationship

with the dependent variable. Employee involvement ($B = .241, p < 0.001$), benefits ($B = -0.116, p < .001$), career development ($B = .345, p < 0.001$) and communication ($B = .411, p < 0.001$) are the four independent variables that had an influence on resistance to change in the industrial organization with a significant F value at 0.000. Proceeding with Step 2 of the analysis, it exhibits similar results to Step 1, where 34.2% ($R^2 = 34\%$) of the independent variables has a relationship with the dependent variable. Employee involvement ($B = .260, p < 0.001$), benefits ($B = -0.111, p < 0.001$) and career development ($B = .366, p < 0.001$) as well as communication ($B = .399, p < 0.001$) proved they influence the dependent variable with a significant F value of 0.118. The moderating variable personality-extraversion influenced the dependent variable, resistance to change in Step 3 with 53.9% ($R^2 = 54\%$) of the independent variable and moderating variable. Employee involvement ($B = 5.129, p < 0.01$) and career development ($B = 4.044, < 0.01$).

4.9 Hierarchical Multiple Regression Analysis:

Table 4.18

Hierarchical Regression Results using Extraversion as a moderator in the relationship between employee involvement, benefit, career development, communication and resistance to change.

Independent Variable	Std Beta Step 1	Std Beta Step 2	Std Beta Step 3
Model Variables			
Involvement	0.241**	0.260**	5.071**
Benefit	-0.116**	-0.111**	-9.801**
Career Development	0.345**	0.366**	4.613**
Communication	0.411**	0.399**	-3.824**
Moderating Variable			
Extraversion		0.080	-3.616**
Interaction Terms			
Extraversion *Involvement			-4.890**
Extraversion *Benefit			9.936**
Extraversion *Career Development			-4.206**
Extraversion *Communication			5.536**
R ²	0.336	0.342	0.539
Adj R ²	0.327	0.331	0.524
R ² Change	0.336	0.006	0.197
Sig. F Change	0.000	0.118	0.000

Table 4.19

Hierarchical Regression Results using Conscientiousness as a moderator in the relationship between employee involvement, benefit, career development, communication and resistance to change.

Independent Variable	Std Beta Step 1	Std Beta Step 2	Std Beta Step 3
Model Variables			
Involvement	0.241**	0.213**	5.129**
Benefit	-0.116**	-0.105**	-1.863
Career Development	0.345**	0.361**	4.044**
Communication	0.411**	0.391**	-1.847
Moderating Variable			
Conscientiousness		-0.252**	-0.939
Interaction Terms			
Conscientiousness *Involvement			1.298
Conscientiousness *Benefit			1.832
Conscientiousness *Career Development			-3.897**
Conscientiousness *Communication			1.989**
R ²	0.336	0.339	0.448
Adj R ²	0.327	0.388	0.433
R ² Change	0.336	0.062	0.050
Sig. F Change	0.000	0.000	0.000

4.8.1 Data screening for Hierarchical Regression

Prior to testing the multivariate relationship between the variables, the variables were first screened separately and then together to ensure that statistical assumptions were met. Analysis results would not generalize. Missing cases and 9 multivariate outlier cases were discarded from the analysis leaving a dataset of 293 respondents. The variable correlation matrix is presented in Table 4.16 below.

Table 4.16

Intercorrelation Matrix

	El	Benefit	CD	Comm	Extra	Consci	ER
El	-	0.16**	-0.33**	-0.14*	-0.19**	-0.11	0.05
Benefits		-	0.10	-0.12*	-0.15*	0.04	-0.09
CD			-	0.23**	-0.16**	0.08	0.35**
Comm				-	0.12*	-0.05	0.47**
Extra					-	-0.27**	0.04
Consci						-	0.004
ER							-

*p <0.05 **p<0.01

CHAPTER 5

DISCUSSIONS AND CONCLUSIONS

5.1 Introduction

This chapter will summarize and interpret the results and findings from the data analyses of this study. The findings and implications are discussed in detail. Limitations and suggestions for future research are also included in this chapter. The report ends with the conclusion of the study.

5.2 Recapitulation of the study

The purpose of this study was to examine the relationships between employee involvement, employee benefits, career development and organizational communication that may predict employee resistance to change. This study also attempted to investigate whether personality moderates these relationships. This research studied two categories of independent factors, which were employee-centered factors and organizational communication. Two categories of factors were investigated, namely: employee-centered factors (employee involvement, employee benefits and career development) and organizational communication. Furthermore, eight main hypotheses were developed to explore the relationship between these factors and resistance to change. This study involved five research objectives, which were:

1. To determine the relationship between employee involvement and employee resistance to change,
2. To determine the relationship between organizational communication and employee resistance to change,
3. To examine the influence of organizational benefits on employee resistance to change,
4. To examine the influence of career development prospects on employee resistance to change,
5. To determine the moderating effect of personality on the relationship between employee involvement, organizational communication, employee benefits, career development and resistance to change.

In this research, the major significant findings from the eight broad hypotheses are presented in Table 5.1.

Table 5.1

A summary of the Results of Hypotheses Testing

Hypothesis	Outcome
H.1: There is a relationship between employee involvement during change process and resistance to change.	Accepted
H.2: There is a relationship between employee benefits and resistance to change.	Accepted
H.3: There is a relationship between career development and resistance to change.	Accepted
H.4: There is a relationship between communication and resistance to change.	Accepted
H.5a: The relationship between employee involvement and employee resistance to change is moderated by employee extraversion.	Accepted
H.5b: The relationship between employee involvement and employee resistance to change is moderated by employee conscientiousness.	Rejected
H.6a: The relationship between employee benefits and resistance to change is moderated by employee extraversion.	Accepted
H.6b: The relationship between employee benefits and resistance to change is moderated by employee conscientiousness.	Rejected

- H.7a:** The relationship between career development and resistance to change is moderated by employee extraversion. Accepted
- H.7b:** The relationship between career development and resistance to change is moderated by employee conscientiousness. Accepted
- H.8a:** The relationship between communication and employee resistance to change is moderated by employee extraversion. Accepted
- H.8b:** The relationship between organizational communication and employee resistance to change is moderated by employee conscientiousness. Accepted
-

5.3 Discussion

The following detailed discussion of the findings is based according to the research objectives of the study.

1- To determine the relationship between employee involvement and employee resistance to change.

The results in Table 4.10 showed the level of employee involvement among the organization. This could be seen from the mean scores of employee involvement, which was below the average value (3). Although the organization is faced with challenges and pressures such as government regulations and procedures, globalization etc., the organization still maintained a high level of involvement with the employees. However, a survey by Human Resource Focus (1993) revealed that employee involvement rated as one of the top three concerns by 46 percent of the 1,000 respondents. Employee involvement has been a subject matter that has been studied widely in association with total quality management and human resource management (Wood & Peccei, 1995; Cheng & Tummala, 1998; Wilkinson, 1998). In the past few years, a large amount of case evidence has shown that empowerment produces more satisfied customers and employees. This study found a significant relationship between employee involvement and employee resistance to change.

The findings of this study are consistent with previous literature (Schaubroeck and Jones 2000). This study also supports the suggestion given by Senge (1990), who puts it simply that “involvement” is the key to implementing change. According to the responses given by the employees from Rabigh Refinery, the

involvement during change process was good. However, there was a significant relationship between employee involvement and resistance to change and the results of this study confirmed that employee involvement in Rabigh Refinery was significant. On the other hand, Giangreco and Peccei (2005) found that there was no significant relationship between the level of involvement in change and resistance to change. One explanation to that is usually in an organization, all the big decision are made at the upper level of management, and do not even involve the first-line managers. The first-line managers may be not involved in the decision making process. Moreover, they are working in multinational organizations where the decisions are made in the headquarters overseas. Thus, the Rabigh Refinery employees do not get involved in the decision making process and the involvement in the change process is almost low.

2- To examine the influence of career development prospects on employee resistance to change.

The result of this study was significant and confirmed that employees with low career development come up with resistance to change. The findings from previous research (Gutteridge, 1986) confirmed that employers are motivated to establish career development programs because such programs are seen as an effective response to various personnel problems, because top managers prefer to promote existing employees and ensure a good fit between the work and the worker, and because employees have expressed interest in career development as a benefit. Therefore, career development plays a major role in supporting the

process of organizational change. To reduce resistance to change, organizations should focus on and support career development. Furthermore, from the hierarchical regression analysis it was noted that there was a significant relationship between career development and resistance to change.

Therefore, employees must be educated. In this context, education should serve two broad purposes: It should enhance employees understanding of the organization's business so they comprehend both where and why change is necessary. Next, education should provide employees with the necessary skills to implement change.

3- To determine the relationship between organizational communication and resistance to change.

The results of this study found a significant relationship between organizational communication and resistance to change. Therefore, as results of this study and to make the change successful in the industrial organization, management needs to lead the change process and for this reason communication is needed to achieve the planned objective. In many research findings, communication was one of the factors that were found to be not ignored, and as mentioned by Antony (2000), Antony and Mason (2000) and Antony and Taner (2003) in their studies. Communication is important to deliver the message from top management to lower level employees and also have the same understanding on the problem-solving method and skills. In addition, managers need to be

aware that communication is a continuous process and that messages related to the change effort require constant reinforcement (Shahan & Podlesnik, 2008).

Furthermore, the majority of authors have highlighted the importance of communication between employees and management during the change process (Applebaum et al., 1999; Barrier, 1998; DiFonzo and Bordia, 1998; Grensing, 2000). They have noted that an open communication policy allows for the employees to communicate concerns, dislikes, and acceptance. Open communication in addition, to provide management with feedback during the change process to reduce the level of resistance to change. For example, Coch and French (1948) reported lower levels of resistance to change in the experimental group where open communication was encouraged and facilitated through workshops. Lewin (1952) believed that open communication channels reduced the levels of resistance to change because it reduced the fear of the unknown and improved a workers ability to see the need for change.

4. To examine the influence of organizational benefits on employee resistance to change.

It was noted that benefits was significant and supported. The reasons why this may have occurred, because of the following , (a) the age for the majority of the employees is greater than 40 years (78%) from the study sample and (b) most of the employees had completed 25 years of service, which means that, according to Saudi government regulations, the employee has the option to leave the company without any impact on his service benefits, (c) there are many ongoing

projects in the same area and looking for experienced employees to recruit them and this is a good chance for this employees to work in the same area, (d) employees prefer to stay in the area with their families and not to transfer to another area, which would cause them greater expenses. Therefore, the results of this study were significant and employees did not resist the change process and confirmed the relationship between employee benefits and resistance to change. However, this result confirms other research findings. Tajam (1991) also feels this reason is logical and justified because they are pessimistic towards the reasons for change. They see more disadvantages than benefits. This fear comes from a belief that changes will have a negative impact, from a general fear of the unknown.

5. To determine the moderating effect of personality on the relationship between employee involvement, organizational communication, employee benefits, career development and resistance to change.

In this study Personality was a moderator variable. However, personality has five dimensions, extraversion, agreeableness, conscientiousness, neuroticism and open to experience. From the hierarchical regression analysis and referring to Table 4.18 and Table 4.19, it was noted that two of the personality dimensions, extraversion and conscientiousness were able to moderate the relationships between the study variables. Extraversion was able to moderate the relationship between all variables and is identified as pure-moderator. On the other hand,

conscientiousness was able to moderate career development and communication, and could be identified as a quasi-moderator variable.

According to Sharma (2003), a quasi-moderating effect would exist if the regression coefficients for the moderator variable and the interactive term between the moderator variable and the predictor variable are significant. According to the results of this study, conscientiousness could be identified as a quasi-moderator variable for the relationship between career development and communication.

5.4 Theoretical Implications

Based on the analysis done, it illustrates that the industrial organizations are completely dependent on great competition between organizations and business communities to sustain their business. Therefore, it requires top management commitment to involve themselves to control the change process step by step in addition, to spend more time with the employees during the change process.

The management should take care of the success to implement the required changes by themselves. However, when the awareness is created and the process of change is taking place through the continuous improvement activity in the organization, communication thus plays an important role in successful changes by alerting the team members and responsible personnel to take action on the sudden variation in the process immediately, thus, the process stability is effectively taken care of and every member is aware of the variation taken place

in the process since it is more transparent. The top management should understand the benefits and objectives of the change, so that they could support the process of change to actively implement the required changes in the organization.

Besides creating awareness, education and training is required for the employees to develop them in the organization. The findings of this study are consistent with the theoretical predictions by Armenakis et al. (1993) individual differences theory offers useful leads for the explanation of psychological barriers to change. Individual differences theory argues that the response of one individual may diverge from that of another because of differing cognitive structures. Furthermore, and according to Lewin, the first step in the process of changing behavior is to unfreeze the existing situation or status quo. The status quo is considered the equilibrium state. Unfreezing is necessary to overcome the strains of individual resistance and group conformity. Unfreezing can be achieved by the use of three methods. First, increase the driving forces that direct behavior away from the existing situation or status quo. Second, decrease the restraining forces that negatively affect the movement from the existing equilibrium. Third, find a combination of the two methods listed above. Some activities that can assist in the unfreezing step include: motivate participants by preparing them for change, build trust and recognition for the need to change, and actively participate in recognizing problems and brainstorming solutions within a group (Robbins year 2001). In addition, the findings in this study also showed some consistencies with empirical findings (Whitener & Brodt, 1998) that showed strong relationships between the variables.

Respondents in this study are more inclined to involve themselves in decisions when opportunities to participate in decision-making arise, especially when they have the confidence in their own ability to participate. They are willing because they might be of the opinion that having more influence opportunities creates conditions in which they expect to succeed (Lam et al., 2002). In addition, the significant effect of two of the personality traits (extraversion and conscientiousness) as a moderator is yet another finding of this study. Conscientiousness had significantly moderated the relationship between career development, communication and resistance to change. Also, extraversion had significantly moderated the relationships between involvement, benefits, career development, communication and resistance to change; in addition, the results have empirically led to some differences in the relationships between the independent variables and resistance to change. Hence, with limited literature on the area of resistance to change in the industrial organization, the findings of this study have to some extent contributed to the understanding of this concept and further enhanced the knowledge in this area, especially in Saudi Arabia.

5.5 Practical Implications

The findings of this study might provide some insights for present-day organizations in formulating strategies to decrease the employees' resistance in the industrial organization. This is critical since organizations are currently facing tremendous environmental challenges, such as globalization, diversity in the workforce, rapid technological advancement, etc. From the present study,

employee involvement, career development, benefits and communication are some of the important predictors of organizations. Hence, this implies that organization leaders should integrate efforts toward improving strategies like employee education, communicating information and programs for employees and creating good rapport with the employees at the shop-floor level. These efforts may increase trust, commitment and enhance the spirit of unity among the employees.

Furthermore, findings of this study contribute to the better understanding of resistance to change among all employees in Rabigh Refinery. An understanding of the requirements that enable employees to deal with resistance to change can support organizations in removing the dominant cause of unsuccessful change. The result showed that it was important for the employees to be aware at the change that going or taking place in their organization. This information may assist them in coping with the changes, especially in the matter of their competency, the perceive cost and benefit, their age and educational level. On the other hand, it is important to the organization by find the right way to make smooth change in the culture or structure strategy. This will make the employees willing to accept the change and overcome the resistance to change. At the same time, this will encourage the organization development. The top management should be aware that there are factors that contribute to the employees resistance to change. The top management therefore should look into the employees' competency, their job authority, their career level, their age and their educational level in order to overcome the resistance to change.

5.6 Limitations

This study has some limitations, such as:

- a)** The sample choice of this study was only based on industrial organization employees. Therefore, the results cannot be generalized to employees of other organizations.
- b)** The present study had involved a limited number of independent variables and a moderator. Different results might be generated if other different predictors were used.
- c)** The present study had only focused on the employees from an industrial organization. Different results might be obtained if the study looked on the employees from other organizations.
- d)** Furthermore, the current study is limited to the discussion and analysis of the causes of employee's resistance in the industrial organizations with an intention to suggest appropriate recommendations to reduce the phenomenon of resistance to change. In addition, to improve the success rate of change implementation, this study is limited to the area of the Rabigh Refinery in Saudi Arabia.

5-7 Suggestions for Future Research

This field of study is very appealing since it is relatively new in Saudi Arabia. Therefore, the limitations of this study may provide opportunities for future research, which include:

- a) Future studies should investigate whether nationality plays a role in the personality of employees to lead to organizational change.
- b) Other organizations might have different cultures and values, and therefore the employees would also react differently in response to change. Therefore, future research could be conducted among employees of different companies at the same time, taking into account their national culture.
- c) Future studies might include a larger sample, from a wider variety of populations, and more male subjects, to increase the generalizability of the findings.
- d) More research is needed for better understand potential moderators between employee-centered, organizations communication and resistance to change.

5.8 Conclusion

The purpose of this study was to identify variables that may cause resistance to change in industrial organization, Rabigh Refinery in Saudia Arabia. The results have provided insight to some predictions/exploratory factors that have significant effects and lead to resistance to change in the industrial organization. This study's findings showed significant results between career developments, communication, employee involvement and resistance to change. Furthermore, from the factor analysis we can see two traits only out of five of the personality (extraversion and conscientiousness) were significant. However, Conscientiousness had significantly moderated the relationship between career

development, communication and resistance to change. Extraversion had significantly moderated the relationships between involvement, benefits, career development, communication and resistance to change. In addition, the results have empirically led to some differences in the relationships between the independent variables and resistance to change. Furthermore, to justify the reasons of the benefits significant results, 1) the age of the majority of the employees is more than 40 years (%78) of the study sample. 2) Most of the employees completed 25 years of service, which means that, according to Saudi government regulations, employees have the option to stay or to leave the company without any impact on their service benefits. 3) There are many ongoing projects in the same area and looking for experienced employees to hire them. 4) Employees prefer to stay in the area with their families and not to transfer to other areas, which will cost them more money. The findings of this study may contribute in assisting industrial organization leaders in Rabigh Refinery in Saudi Arabia and concerned people around the world in formulating more effective strategies to avoid most of the reasons that would cause resistance to change.

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Appendix 1

Research Review on

**The influence of employee – centered and organizational communication
on employee resistance to change**

Study	IV	Moderator	DV	Finding
Ira Bernstein (1990)	Statistical Artifact	Personality	Analytic Techniques	-when the MS approach is used to test for ostensible moderating effects of "traitedness" (mtentem vanability), the probability of finding a spurious moderating variable effect is a function of reliability, sample size, and the trait-ctenon correlation
Abdullah AL Tajam (1991)	Outspread system and closed systems		Resistance to change	- The nothingness of following one - leadership mode. The ability of the organization in confronting
Naal Awalmah (1992)	- Interior reason and external reason - Weakness of the planning		Resisting the change	- 70% prefer regulative interior changing. - Planning and resisting the change were of the major problems of the regulative change by the employees
Iman Zaini (1995)	Communicati on Available information		Resisting the change	There is connection between the availability of enough information and resistance.- There is a connection between the employees

				participation in preparing the process of the change and their nothingness of their resisting
Alaa Alsaadi (1996)	Reasons that lead employees support or object the regulative change - Individual information, sex, age, years of experience, qualification		Resisting to change	<ul style="list-style-type: none"> - Employees believe leads to the change resistance - High certificates were less resistance
Ahmed Al-a'mri and Naseer Al-fuzan, (1997).	<ul style="list-style-type: none"> - Communication - demography factors- economical, social, cultural valuable , Regulative, Intellectual, Procedural artistic, Political 		Resisting to change	<ul style="list-style-type: none"> - There is no effect to the demographic factors on the sight of the employees to their resistance to the change - There is a ejective relation has computing denotation between the scientific qualification and each of the fear from the infraction of the job position and the valuable cultural effect and the abstruseness of the results of the change
Mousa Al-loozi (1998)	Employees dimension - Its relation		Resisting the change	Qualification field took the highest positive degree towards the management

	to the sex changeable, social position, qualification, age, job position and experience			<p>of changing.</p> <ul style="list-style-type: none"> - There are not computing changeable regarding the ages and the experiences towards the employees dimension towards the management.
Naseer Al-fuzan and Ahmed Ala'mri (1999)	Demography factors		Resisting the change	<p>No effect to demographic factors</p> <ul style="list-style-type: none"> -There is a negative relationship between the educational level and the state of the job and between the strategy of dodging and camouflage
Yousaf (1999)	Management of change trends of workers		Resisting to the change	<ul style="list-style-type: none"> - Higher education and the duration of work and personal responsibility and moral impact positively in the direction of workers - Age does not affect the type and level of function and the rest of axes organizational culture in any of the axes of the trends towards organizational change

Al amri (2000)	Weakness of planning and preparedness for change. Poor participation of the staff. Lack of material and human resources		Resisting to the change	<ul style="list-style-type: none"> - The presence of major factors to the challenges of change has been the weakness of planning and preparedness for change. - Poor participation of the staff. Lack of material and human resources. Fear of the consequences of change. The pace of change and ambiguity of its staff
Al Zwman (2000)	<ul style="list-style-type: none"> - justice - Being organizational change in the organization of different areas (technical and organizational structure and component Shari) 		Resisting to the change	<ul style="list-style-type: none"> - There is a positive correlation between the functional ranked operated by the Director and all of the value (efficiency and equity
Al Zahrani (2002)	Organizational change		Resisting to the change	<ul style="list-style-type: none"> - Tend the views of the workers in general Is about to approve the support and positive of organizational change.
Abdullah Al harbi (2002)	-		Resistance to the	-The importance of employees'

	Organization al change -change'		change	<p>participation in administrative decisions making</p> <p>- Success of change efforts and planning are build on understanding these leaderships to the importance and essentiality of the change</p>
Nasurdin 2002	conflict, blocked career, alienation, work overload, and unfavourable work environment)	neuroticis m	Job stress,	<p>- low to moderate levels of work overload would be more preferable among employees with high neuroticism. -high levels of unfavourable work environment would be more preferable among employees with high neuroticism. -employing organizations need to attend to organizational factors that are likely to act as job stressors. In order to reduce stress among managers,</p>
Tel Amiel 2002	Internet Usage Motives		Individual Differences	<p>demonstrate distinctive patterns of Internet use and usage motives for those of different personality types. Specifically, those scoring high in</p>

				neuroticism reported using the Internet to feel a sense of “belonging” and to be informed.
Al Anizi (2004)	<ul style="list-style-type: none"> - organization al change -years of experience - performance of workers 		Resistance to the change	No statistically significant differences between the average scores of a sample study by changing attitude towards life of organizational change for the benefit of people with high ages
Ashle Johannsen (2004)	<ul style="list-style-type: none"> -Involved in The Change Process -Needs Considered Before Change is Implemented 		Resistance to the change	<ul style="list-style-type: none"> - Being involved in the change process decreases resistance to change as well as considering what the employee’s needs are before implementing the change. - Being a part of the process will help employees be more open to the change because they will be able to discuss their needs and feel like their opinions matter. - Job satisfaction increases a person’s openness to change.

Al Balawi (2005)	Age and the nature of the work and experience		Resistance to the change	-There is no statistically significant difference between the averages of responses to the sample on the causes of organizational change, which date back to the variables (age and the nature of the Work and experience.
Anis Khassawneh 2005	Bureaucratic Organizations		Change Resistance	-employees who have never taken part in any training program accentuated the lack of involvement as a cause of change resistance than their colleagues who attended 6 or more training programs.
<i>Cameron Montgomery & André A. Rupp 2005</i>	burnout		teacher stress	-better understand the relationship between external stressors, negative emotions, personality mediators, support variables and, most importantly, burnout. - highlights the importance of considering the relationship between stress and negative emotions, the latter leading possibly to burnout which is

				costly for both individuals and society.
Hsing 2005	human behaviors	Personality		intention of adopting online stocking
Shih-Yung Chou 2006)(People management	Big five personality	Organization al Citizenship Behavior,	- little attention has been paid to people management that is an important aspect of deriving quality improvement. Existing research has not fully addressed how quality management with respect to people management influences employee's actual behavior.
Annalie Strydom and Gerhard Roodt, 2006	Organization al culture		Job satisfaction	-Internal Climate of the organisation is correlated negatively with satisfaction dimensions as opposed to the Goal Directedness. -productivity increases with job Satisfaction -people low on emotional stability (thus, neuroticism) experience low job satisfaction and career success will likely be less

				successful
Janou Vos (2006)	cross-cultural		Resistance to change	<p>-positive emotions are positively related to supportive behavior in response to change and that negative emotions are</p> <p>positively related to resistance to change</p> <p>- wealth of information regarding individual-level psychological characteristics (e.g., traits and value</p>
Kenneth J. Harris Ranida B. Harris David M. Eplion 2007	Personality, Leader		job satisfaction	the exchange quality was negatively related to role conflict and positively related to job satisfaction, organizational feedback, and supervisor feedback.
Ute-Christine Klehe and Neil Anderson (2007)	maximum performance conditions	personality	Social loafing	reflecting earlier research linking conscientiousness to motivation (Mount & Barrick, 1995). Also consistent with earlier research, the main effects of agreeableness and Openness to experience

				<ul style="list-style-type: none"> - on reported motivation were positive, though less stable and not always significant.
Ute-Christine Klehe and Neil Anderson (2007)	maximum performance conditions	personality	Social loafing	reflecting earlier research linking conscientiousness to motivation (Mount & Barrick, 1995). Also consistent with earlier research, the main effects of agreeableness and openness to experience on reported motivation were positive, though less stable and not always significant.
Becker, Karen L (2007)	personal style		change experience	The findings provide managers with clear indications of the potential elements of personal style that may influence an individual's experience of change in an organisation; in turn providing an indication of specific issues to be addressed

				- in change strategies
Komal Khalid Bhatti* and Tahir Masood Qureshi (2007)	Impact Of Employee Participation		Job Satisfaction, Employee Commitment And Employee Productivity	employee participation not only an important determinant of job satisfaction components. Increasing employee participation will have a positive effect on employee's job satisfaction, employee commitment and employee productivity.
Dijana Tiplic (2008)	Process of organizational change on Higher education		Radically changing Environment	- by viewing organizational change during institutional upheaval as situated change, a dual-motor change process can be utilized to help understand such change. -various change types were captured by three phases of change: Departure Point, Opportunity and Effort.

Appendix 2
Questionnaire –The English Version

Dear Respondent,

QUESTIONNAIRE : The influence of person – centered factors and organizational communication on employee resistance to change: A study at Rabigh Refinery in Saudi Arabia.

I am a PhD research student at the College of Business, University Utara Malaysia. At present I'm completing a thesis entitled 'The Influence of Person-centered factors and Organizational Communication on Employee Resistance to Change : A Study at Rabigh Refinery in Saudi Arabia.' The objective of this study is to determine how employee participation, employee benefits, career advancement and organizational communication may influence employee resistance to change.

You have been selected as part of a sample to participate in this study. I would appreciate it very much if you could kindly spare some time to complete this questionnaire. It should take only 15 minutes or less of your time to complete it. If you are unsure about certain questions, please try to give an answer that best reflects your feelings. Please do not omit any questions because each one is important for this study. I assure you that your responses will remain strictly confidential and will be used purely for this research purpose. Furthermore, no individual will be identified and all responses will be aggregated at arriving at the results of this study. You are free to withdraw your participation at any time. If you have any questions about this research please feel free to call me at +966 2 6908742 or email me at Ghazi1000@yahoo.com.

Thank you very much for your cooperation.

Ghazi H. Al Oufi Doctoral Research Student

Section A

The following are some personal questions about you that will be used for statistical purposes only. Your answers will be held in the strictest confidence. Please tick (✓) the relevant information and provide details whenever necessary.

1. Employed in which section at Rabigh Refinery:

Operation ☐

Maintenance ☐

Engineering ☐

Organization and Personnel ☐

Marketing Management ☐

Others (Please specify).... ☐

2. Your level of occupation:

Management ☐

Supervisory ☐

Skilled ☐

Semi skilled ☐

Unskilled ☐

3- Length of employment at this Organization:

Less than 3 years

4-7 years

8-11 years

12-15 years

More than 15 years

4- Please state your age group:

21-30 years

31-40 years

41-50 years

Above 51 years

5- Marital status:

Single

Married

Divorced

Separate

6-Acquired educational level

No Schooling	<input type="text"/>
Primary School	<input type="text"/>
Secondary School	<input type="text"/>
High School	<input type="text"/>
University	<input type="text"/>
Higher institution	<input type="text"/>

7- Income level

Less than 6000	<input type="text"/>
6001 – 12000	<input type="text"/>
12001 – 18000	<input type="text"/>
18001 – 24000	<input type="text"/>
24001 - 30000	<input type="text"/>
More than 30001	<input type="text"/>

Section B

Listed below are statements about employee involvement at your organization. Please indicate how much you agree or disagree with these statements. Please circle the appropriate response using the scale below.

- 1- Strongly Disagree (SD)
 2- Disagree (D)
 3- Neutral (N)
 4- Agree (A)
 5- Strongly Agree (SA)

SCALE				
SD	D	N	A	SA

- 1- My manager/supervisor provides me with continuous feedback to help me during change.
- 2- Employees are willing to collaborate when it comes to making decisions.
- 3- My needs are considered before change is implemented.
- 4- I am involved with the change process.
- 5- The level of individual responsibility in this organization is high.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

I had participated in decision making over the following issues:

- 6- Setting work schedules.
- 7- Training unit employees.
- 8- Defining appropriate work methods.
- 9 - I had participated on a cost cutting team within this organization.
- 10- I had participated on a quality improvement team within this organization.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

Section C

Listed below are statements about employee benefits provided by my organization. Please indicate how much you agree or disagree with these statements. Please circle the appropriate response using the scale below.

- 1- Strongly Disagree (SD)
- 2- Disagree (D)
- 3- Neutral (N)
- 4- Agree (A)
- 5- Strongly Agree (SA)

SCALE				
S D	D	N	A	SA

1- Benefits I currently receive is excellent compared to those received by others
a similar organization.

1	2	3	4	5
---	---	---	---	---

2- I am satisfied with my current benefits package.

1	2	3	4	5
---	---	---	---	---

3- My benefits package is very excellent.

1	2	3	4	5
---	---	---	---	---

4- My benefits are fair compared to other staff at my level.

1	2	3	4	5
---	---	---	---	---

Section D

Listed below are statements about career development prospects at your organization. Please indicate how much you agree or disagree with these statements. Please circle the appropriate response using the scale below.

- 1- Strongly Disagree (SD)
 2- Disagree (D)
 3- Neutral (N)
 4-Agree (A)
 5-Strongly Agree (SA)

SCALE				
S D	D	N	A	SA

1-My organization offer career development services to its employees.

2-My organization provides opportunities for internal career development for employees.

3-My organization encourages employee development by offering educational benefits (such as through continuing education courses, tuition reimbursement, etc.,).

4- My organization provides as much on-going training as I need for career advancement.

5- I trust what my organization tells me it takes to advance my career.

6- There is room for me to advance at this organization.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

Section E

Listed below are statements about communication during change process at your organization. Please indicate how much you agree or disagree with these statements. Please circle the appropriate response using the scale below.

1- Strongly Disagree (SD)

2- Disagree (D)

3-Neutral (N)

4-Agree (A)

5-Strongly Agree (SA)

		SCALE				
		SD	D	N	A	SA
1- I am thoroughly satisfied with the information I receive about the changes in my organization.		1	2	3	4	5
2- I believe that the information about the changes is swiftly and effectively transmitted to employees in my organization.		1	2	3	4	5
3- I know how to access necessary information (i.e. competent department/staff. Internal phone number or internet address) about the changes in my organization		1	2	3	4	5
4- I believe that the information transmitted about the changes in my organization explains why change is needed.		1	2	3	4	5
5- I believe that the information transmitted about the changes in my organization explains how that particular change would affect each staff.		1	2	3	4	5

Section F

Listed below are statements about your personality. Please indicate how much you agree or disagree with these statements. Please circle the appropriate response using the scale below.

- 1- Strongly Disagree (SD)
 2- Disagree (D)
 3- Neutral (N)
 4-Agree (A)
 5-Strongly Agree (SA)

SCALE				
SD	D	N	A	SA

I see myself as someone who...

1. Is talkative
2. Tends to find fault with others
3. Does a thorough job
4. Is depressed
5. Is original, comes up with new ideas
6. Is reserved
7. Is helpful and unselfish with others
8. Can be somewhat careless
9. Is relaxed, handles stress well
10. Is curious about many different things
11. Is full of energy
12. Starts quarrels with others

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

13. Is a reliable worker
14. Can be tense
15. Is ingenious, a deep thinker
16. Generates a lot of enthusiasm
17. Has a forgiving nature
18. Tends to be disorganized
19. Worries a lot
20. Has an active imagination
21. Tends to be quiet
22. Is generally trusting
23. Tends to be lazy
24. Is emotionally stable, not easily upset
25. Is inventive
26. Has an assertive personality
27. Can be cold and aloof
28. Perseveres until the task is finished ,
29. Can be moody
30. Values artistic, aesthetic experiences
31. Is sometimes shy, inhibited
32. Is considerate and kind to almost everyone.
33. Does things efficiently
34. Remains calm in tense situations
35. Prefers work that is routine
36. Is outgoing, sociable
37. Is sometimes rude to others
38. Makes plans and follows through with them ,
39. Gets nervous easily ,

[illegible]

- 40. Likes to reflect, play with ideas
- 41. Has few artistic interests
- 42. Likes to cooperate with others
- 43. Is easily distracted
- 44. Is sophisticated in art, music, or literature

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

Section G

Listed below are statements about your feelings about the change process at your organization. Please indicate how much you agree or disagree with these statements. Please circle the appropriate response using the scale below.

1- Strongly Disagree (SD)

2- Disagree (D)

3- Neutral (N)

4- Agree (A)

5- Strongly Agree (SA)

SCALE				
S D	D	N	A	SA

1- I am doing much more of what is required from me to help my organization through this numerous changes.

2- I co-operate actively to realize the change in my organization.

3- I encourage actions to support the realization of the change in my organization.

4- I promote the change with enthusiasm in my organization.

5- I try to convince others of the opportunity of the change in my organization.

6- I sustain with vigour the change in public discussions in my organization.

7- I make considerable effort so that my subordinates understand the change in my organization.

8- I am critical about the change with my superiors in my organization.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

9- I am critical about the change in public discussions in my organization.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

10- I support my organization activities against the change in my organization.

11- I support the actions of my subordinate against the change in my organization.

12- I support the actions of my colleagues against the change in my organization.

13- I report complaints about the change to my superiors in my organization.

Thank You For Your Kind Cooperation

Appendix 3
Questionnaire – The Arabic Version

Arabic Questionnaire

الأسئلة

عزيزي المجيب:

أنا طالب ادرس الدكتوراه في كلية التجارة بجامعة أوتارا ماليزيا. في الوقت الحاضر أعمل على إكمال أطروحة بعنوان 'تأثير العوامل التي تتمحور حول الشخصية والاتصال التنظيمي على مقاومة الموظفين للتغيير : دراسة في مصفاة رابع في المملكة العربية السعودية'. وكان الهدف من هذه الدراسة هو تحديد كيفية تأثير مشاركة الموظفين ، واستحقاقات الموظفين ، التطوير الوظيفي و العوامل التنظيمية على مقاومة الموظفين للتغيير.

لقد اخترتك على أساس أنك جزء من عينة للمشاركة في هذه الدراسة. وسأكون ممتنا جدا لو تكرمت باعطاء بعض الوقت لاستكمال هذا الاستبيان. انه يجب الا يستغرق 15 دقيقة فقط أو أقل من وقتك لإتمام ذلك. إذا كنت غير متأكد حول بعض المسائل ، يرجى محاولة إعطاء الجواب الأفضل للتعبير عن مشاعرك. من فضلك لا تغفل أي أسئلة لأن كل واحد مهم لهذه الدراسة. وأؤكد لك أن ردك سيبقى سري تماما وسيستخدم فقط لغرض البحث. وعلاوة على ذلك ، لن يتم تحديد كل وجميع الردود سيتم تجميعها في التوصل إلى نتائج هذه الدراسة. أنت حر في سحب مشاركتك في أي وقت. إذا كان لديك أي أسئلة حول هذا البحث لا تتردد في الاتصال بي على 26908742

. +966Ghazi1000@yahoo.com أو البريد الالكتروني

شاكرا لكم حسن تعاونكم.

(الباحث) غازي حامد العوفي

القسم A :

1 - تعمل في أي قسم بمصفاة رابع:

<input type="text"/>	التشغيل
<input type="text"/>	الصيانة
<input type="text"/>	الهندسة
<input type="text"/>	شؤون الموظفين
<input type="text"/>	التسويق
<input type="text"/>	أخرى (فضلا حدد)

2 - المستوى المهني:

<input type="text"/>	الإدارة
<input type="text"/>	الإشراف
<input type="text"/>	مهرة
<input type="text"/>	شبه المهرة
<input type="text"/>	غير المهرة

3 - طول فترة العمل في هذه المنظمه:

أقل من 3 سنوات

من 4-7 سنوات

من 8-11 سنه

من 12-15 سنه

أكثر من 15 سنه

4 - فضلا حدد فئتك العمريه:

من 21-30 سنه

من 31-40 سنه

من 41 – 50 سنه

اكثر من 51 سنه

5 - الحاله الاجتماعيه:

أعزب

متزوج

مطلق

منفصل

6 - المستوى التعليمي:

غير متعلم

الابتدائي

المتوسطة

الثانوي

الجامعة

دراسات عليا

7 - مستوى الدخل :

أقل من 6000

6001 - 12000

12001 - 18000

18001 - 24000

24001 - 30000

أكثر من 30001

القسم B :

المدرجة أدناه هي بيانات حول مشاركة الموظف في المنظمة التي تعمل بها. يرجى بيان كم كنت تتفق أو تختلف معها. يرجى وضع دائرة حول الفقره المناسبه باستخدام الجدول أدناه.

- 1 أعارض بشده (SD)
- 2 أعارض (D)
- 3 محايد (N)
- 4 موافق (A)
- 5 موافق بشده (SA)

SCALE				
S	D	U	A	SA
D		N		

1 رؤسائي يزودوني بالتغذية المرتده باستمرار لتساعدني في انجاز عملي

2 الموظفين مستعدين للتعاون عندما يتعلق الأمر باتخاذ القرارات

3 تأخذ في الاعتبار احتياجاتي قبل تنفيذ التغيير

4 أنا مع المشاركة في عملية التغيير

5 مستوى مسؤولية الفرد في هذه المنظمه عالي

كنت قد شاركت في صنع القرارات التاليه:

6 تحديد مواعيد العمل

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

1	2	3	4	5
---	---	---	---	---

7	موظفين وحدة التدريب	1	2	3	4	5
8	تحديد أساليب العمل المناسبه	1	2	3	4	5
9	كنت قد شاركت مع فريق تخفيض التكاليف في هذه المنظمه	1	2	3	4	5
10	كنت قد شاركت مع فريق تحسين النوعيه في هذه المنظمه	1	2	3	4	5

القسم C :

المدرجة أدناه هي بيانات حول المميزات في المنظمة التي تعمل بها. يرجى بيان كم كنت تتفق أو تختلف معها.
يرجى وضع دائرة حول الفقره المناسبه باستخدام الجدول أدناه.

1 --أعارض بشده (SD)

2 أعارض (D)

3 - محايد (N)

4 - موافق (A)

5 - موافق بشده (SA)

SCALE				
S	D	U	A	SA
D		N		

1 - مميزات ممتازة اتقاضها حاليا مقارنة مع التي يتقاضها الآخرون في منظمات مشابهة

2 أنا راضي بمميزاتي الحالية

3 مميزاتي الحالية ممتازة جدا

4 مميزاتي الحالية عادله مقارنة بالموظفين الذين هم في نفس مستواي الوظيفي

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

القسم D :

المدرجة أدناه هي بيانات حول المميزات في المنظمة التي تعمل بها. يرجى بيان كم كنت تتفق أو تختلف معها. يرجى وضع دائرة حول الفقره المناسبه باستخدام الجدول أدناه.

1 --أعارض بشده (SD)

2 أعارض (D)

3 - محايد (N)

4 - موافق (A)

5 - موافق بشده (SA)

SCALE				
S	D	U	A	SA
D		N		

- 1 منظمتي تقدم الخدمات المهنيه لموظفيها
- 2 منظمتي توفر فرصا لتنمية المسار الوظيفي لموظفيها داخلي
- 3 منظمتي تشجع تطوير الموظفين من خلال توفير التعليم المدفوع من خلال دورات التعليم المسند وسداد الرسوم الدراسية، الخ....
- 4 منظمتي توفر اكبر قدر من التعليم المستمر وحسب حاجتي للتقدم الوظيفي
- 5 أنا أثق بما تقوم به منظمتي لدفع حياتي المهنيه
- 6 هناك مكان مخصص لي لتطوير مستواي في منظمتي

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

القسم E

المدرجة أدناه هي بيانات حول الاتصال في المنظمة التي تعمل بها. يرجى بيان كم كنت تتفق أو تختلف معها.
يرجى وضع دائرة حول الفقرة المناسبة باستخدام الجدول أدناه.

1	أعارض بشده	(SD)
2	أعارض	(D)
3	محايد	(N)
4	موافق	(A)
5	موافق بشده	(SA)

SCALE				
S	D	U	A	SA
D		N		

- 1- أنا راضي بدقه عن معلومات التغيير التي اتلقاها من المنظمه.
- 2 - أنا اعتقد بأن المعلومات الخاصه بالتغيير تنقل للموظفين في منظمتي بفعاليه
- 3- أنا أعرف كيفية الحصول على المعلومات الضروريه في منظمتي مثلاً: عن الموظفين/الاداء الانترنت .
- 4- أعتقد أن المعلومات المرسله عن هذه المنظمه توضح أهمية التغيير
- 5- أعتقد ان المعلومات المرسله عن التغيير في هذه المنظمه توضح كيفية التأثير على كل الموظفين

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

القسم F:

المدرجة أدناه هي بيانات حول شخصيتك في المنظمة التي تعمل بها. يرجى بيان كم كنت تتفق أو تختلف مع هذه البيانات. يرجى وضع دائرة حول فقره المناسبه باستخدام الجدول أدناه.

1	أعارض بشده	(SD)
2	أعارض	(D)
3	محايد	(N)
4	موافق	(A)
5	موافق بشده	(SA)

SCALE				
S	D	U	A	SA
D		N		

أرى نفسي كشخص...

- 1 ثرثار
- 2 - يميل الى ايجاد الاخطاء مع الاخرين
- 3 يقوم بعمل دقيق
- 4 مكتئب
- 5 أصل ويأتي بأفكار جديده
- 6 محجوز
- 7 متعاون وغير اناني مع الاخرين

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

- 32 ذو اعتبار وعينه على الجميع
- 33 اوؤدي الامور بكفاءه
- 34 ابقى هادىء في حالة التوتر
- 35 يفضل العمل الروتيني
- 36 اجتماعي
- 37 بعض الاحيان وقحا مع الاخرين
- 38 اصنع الخطط واتابعها من خلالهم
- 39 - اتضايق بسهولة
- 40 -يجب ان ينعكس اللعب مع الافكار
- 41 يملك القليل من المتعه الفنيه
- 42 يحب التعاون مع الاخرين
- 43 يصرف بسهولة
- 44 متطور في الموسيقى والفن او الادب

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

القسم G :

المدرجة أدناه هي بيانات حول مقاومة التغيير في المنظمة التي تعمل بها. يرجى بيان كم كنت تتفق أو تختلف معها. يرجى وضع دائرة حول الفقره المناسبه باستخدام الجدول أدناه.

1 - أعارض بشده	(SD)
2 أعارض	(D)
3 محايد	(N)
4 موافق	(A)
5 موافق بشده	(SA)

SCALE				
S	D	U	A	SA
D		N		

1 - أفعل أكثر عما هو مطلوب مني أن أساعد المنظمة من خلال هذه التغييرات العديدة.

2 أفاعل بفعاليه لتحقيق التغيير في المنظمه

3 أنا أشجع الإجراءات اللازمة لدعم تحقيق التغيير في منظمتي

4- أنا أشجع التغيير بحماس في منظمتي.

5 أحاول إقناع الآخرين بفرصة التغيير في منظمتي

6 أنا مع الحفاظ على قوة التغيير في مناقشات عامة في منظمتي.

7 لقد بذلت جهدا كبيرا حتى تسنى للمرؤوسين فهم التغيير في منظمتي.

8 أنا حاسم حول التغيير مع رؤسائي في منظمتي.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

- 9 أنا حاسم حول التغيير في المناقشات العامة في منظمتي.
- 10 --وأنا أؤيد أنشطة المنظمة ضد التغيير في منظمتي.
- 11 أنا أؤيد تصرفات الموظفين ضد التغيير في منظمتي.
- 12 وأنا أؤيد أعمال زملائي ضد التغيير في منظمتي.
- 13 أقدم تقريراً بالشكاوى حول التغيير لرؤسائي في منظمتي

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

Thank you for your time and efforts

Appendix 4

Factor Analysis of Employee Involvement

Factor Analysis

Inverse of Correlation Matrix

	Inv0001	Inv0002	Inv0003	Inv0004
Inv0001	2.355	-1.198	.255	-.877
Inv0002	-1.198	7.833	-4.158	-2.435
Inv0003	.255	-4.158	6.702	-2.384
Inv0004	-.877	-2.435	-2.384	5.904

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.842
Bartlett's Test of Sphericity	Approx. Chi-Square	1291.492
	Df	6
	Sig.	.000

Anti-image Matrices

		Inv0001	Inv0002	Inv0003	Inv0004
Anti-image Covariance	Inv0001	.425	-.065	.016	-.063
	Inv0002	-.065	.128	-.079	-.053
	Inv0003	.016	-.079	.149	-.060
	Inv0004	-.063	-.053	-.060	.169
Anti-image Correlation	Inv0001	.919(a)	-.279	.064	-.235
	Inv0002	-.279	.802(a)	-.574	-.358
	Inv0003	.064	-.574	.812(a)	-.379
	Inv0004	-.235	-.358	-.379	.865(a)

a Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
Inv0001	1.000	.713
Inv0002	1.000	.922
Inv0003	1.000	.888
Inv0004	1.000	.900

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.423	85.583	85.583	3.423	85.583	85.583
2	.368	9.209	94.792			
3	.122	3.052	97.844			
4	.086	2.156	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component
	1
Inv0001	.845
Inv0002	.960
Inv0003	.942
Inv0004	.949

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Rotated Component Matrix(a)

a. Only one component was extracted. The solution cannot be rotated.

Appendix 5

Factor Analysis of Employee Benefits

Inverse of Correlation Matrix

	Ben0001	Ben0002	Ben0003
Ben0001	4.821	-3.040	-1.933
Ben0002	-3.040	3.190	.630
Ben0003	-1.933	.630	2.048

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.567
Bartlett's Test of Sphericity	Approx. Chi-Square	542.728
	Df	3
	Sig.	.000

Anti-image Matrices

		Ben0001	Ben0002	Ben0003
Anti-image Covariance	Ben0001	.207	-.198	-.196
	Ben0002	-.198	.313	.096
	Ben0003	-.196	.096	.488
Anti-image Correlation	Ben0001	.539(a)	-.775	-.615
	Ben0002	-.775	.571(a)	.247
	Ben0003	-.615	.247	.612(a)

a Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
Ben0001	1.000	.917
Ben0002	1.000	.759
Ben0003	1.000	.648

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.325	77.501	77.501	2.325	77.501	77.501
2	.547	18.225	95.726			
3	.128	4.274	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component
	1
Ben0001	.958
Ben0002	.871
Ben0003	.805

Extraction Method: Principal Component Analysis.

a 1 components extracted.

Rotated Component Matrix(a)

a Only one component was extracted. The solution cannot be rotated.

Appendix 6

Factor Analysis of Career Development

Inverse of Correlation Matrix

	Car0001	Car0002
Car0001	12.101	-11.590
Car0002	-11.590	12.101

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	746.745
	Df	1
	Sig.	.000

Anti-image Matrices

		Car0001	Car0002
Anti-image Covariance	Car0001	.083	-.079
	Car0002	-.079	.083
Anti-image Correlation	Car0001	.500(a)	-.958
	Car0002	-.958	.500(a)

a Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
Car0001	1.000	.979
Car0002	1.000	.979

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.958	97.890	97.890	1.958	97.890	97.890
2	.042	2.110	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component
	1
Car0001	.989
Car0002	.989

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Rotated Component Matrix(a)

a. Only one component was extracted. The solution cannot be rotated.

Appendix 7

Factor Analysis of Communication

Inverse of Correlation Matrix

	Com0001	Com0002	Com0004	Com0005
Com0001	2.321	-1.296	-.096	-.694
Com0002	-1.296	2.066	.104	-.287
Com0004	-.096	.104	1.006	.010
Com0005	-.694	-.287	.010	1.547

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.677
Bartlett's Test of Sphericity	Approx. Chi-Square	339.480
	Df	6
	Sig.	.000

Anti-image Matrices

		Com0001	Com0002	Com0004	Com0005
Anti-image Covariance	Com0001	.431	-.270	-.041	-.193
	Com0002	-.270	.484	.050	-.090
	Com0004	-.041	.050	.994	.006
	Com0005	-.193	-.090	.006	.646
Anti-image Correlation	Com0001	.631(a)	-.592	-.063	-.366
	Com0002	-.592	.664(a)	.072	-.161
	Com0004	-.063	.072	.179(a)	.008
	Com0005	-.366	-.161	.008	.786(a)

a Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
Com0001	1.000	.809
Com0002	1.000	.753
Com0004	1.000	.999
Com0005	1.000	.639

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.198	54.949	54.949	2.198	54.949	54.949	2.198	54.941	54.941
2	1.002	25.054	80.003	1.002	25.054	80.003	1.002	25.062	80.003
3	.519	12.975	92.978						
4	.281	7.022	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component	
	1	2
Com0001	.898	.045
Com0002	.867	-.038
Com0004	-.022	.999
Com0005	.799	.019

Extraction Method: Principal Component Analysis.

a 2 components extracted.

Rotated Component Matrix(a)

	Component	
	1	2
Com0001	.899	.030
Com0002	.866	-.052
Com0004	-.006	.999
Com0005	.799	.006

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

Component Transformation Matrix

Component	1	2
1	1.000	-.016
2	.016	1.000

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

Appendix 8

Factor Analysis of Personality

Inverse of Correlation Matrix

	per000 1	per000 3	per000 4	per000 5	recode per2	per001 1	per0 015	recod eper6	recode per24	per002 2	per003 8	recode per18	recode per37	per003 6	per000 8	recode per27	per002 9	recode per34
per000 1	13.888	-	-2.319	5.385	5.074	1.840	2.14 7	-	.953	-.929	.435	-2.188	-.298	1.592	-.619	.982	-.038	-.279
per000 3	-	11.029	18.488	-7.775	2.468	-1.186	2.47 3	-.592	.217	-2.295	-.235	.923	1.068	-1.614	-1.233	.357	-1.587	-2.542
per000 4	-2.319	2.250	7.590	-5.646	1.982	.851	.526	-.670	.500	-.708	.444	-.335	.715	.535	-.850	-.498	-.908	-.932
per000 5	5.385	-7.775	-5.646	10.988	.839	-1.463	1.27 1	1.825	.892	.391	.061	-1.746	.400	-.105	.465	-.586	-.164	.920
recode per2	5.074	2.468	1.982	.839	11.308	.746	.744	-1.915	1.637	-3.261	1.165	-2.823	.952	2.400	-2.699	-.584	-2.520	-3.945
per001 1	1.840	-1.186	.851	-1.463	.746	3.101	.474	-1.641	-.405	-.292	.077	.294	-.202	.129	-.610	1.138	.063	-.362
per001 5	2.147	-2.473	.526	1.271	.744	.474	2.87 9	1.237	.683	.480	-.281	-.920	-.104	-.304	.389	-.442	-.321	.242
recode per6	-.720	-.592	-.670	1.825	-1.915	-1.641	1.23 7	7.135	-3.187	2.262	-2.621	.053	-.130	-2.171	-.301	1.079	1.445	1.620
recode per24	.953	.217	.500	.892	1.637	-.405	.683	-3.187	5.188	-1.769	1.023	-.097	.493	-.711	-.036	.414	-2.359	-1.500
per002 2	-.929	-2.295	-.708	.391	-3.261	-.292	.480	2.262	-1.769	6.816	-4.649	-.333	-.862	-.444	.960	-.218	1.313	1.741
per003 8	.435	-.235	.444	.061	1.165	.077	-.281	-2.621	1.023	-4.649	6.475	-1.413	.367	2.981	.015	-2.598	.080	-.108
recode per18	-2.188	.923	-.335	-1.746	-2.823	.294	-.920	.053	-.097	-.333	-1.413	4.437	-1.160	-2.658	-.388	2.949	-.581	-1.077
recode per37	-.298	1.068	.715	.400	.952	-.202	-.104	-.130	.493	-.862	.367	-1.160	2.093	.292	-.084	-.615	-.125	.537
per003 6	1.592	-1.614	.535	-.105	2.400	.129	.304	-2.171	-.711	-.444	2.981	-2.658	.292	6.465	-.542	-4.304	1.275	.016
per000 8	-.619	-1.233	-.850	.465	-2.699	-.610	.389	-.301	-.036	.960	.015	-.388	-.084	-.542	4.716	-3.228	-.263	1.825
recode per27	.982	.357	-.498	-.586	-.584	1.138	-.442	1.079	.414	-.218	-2.598	2.949	-.615	-4.304	-3.228	7.580	-.174	-1.355
per002 9	-.038	-1.587	-.908	-.164	-2.520	.063	-.321	1.445	-2.359	1.313	.080	-.581	-.125	1.275	-.263	-.174	4.085	3.010
recode per34	-.279	-2.542	-.932	.920	-3.945	-.362	.242	1.620	-1.500	1.741	-.108	-1.077	.537	.016	1.825	-1.355	3.010	4.796

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.637
Bartlett's Test of Sphericity	Approx. Chi-Square	5401.511
	Df	153
	Sig.	.000

Anti-image Matrices

	per r0 00 1	per r0 00 3	per r0 00 4	per r0 00 5	rec od ep er2	per r0 01 1	per r0 01 5	rec od ep er6	rec ode per 24	per r0 02 2	per r0 03 8	rec ode per 18	rec ode per 37	per r0 03 6	per r0 00 8	rec ode per 27	per r0 02 9	rec ode per 34
Ant i- im ag e Co var ian ce	per 000 1																	
	.0 72	- .0 43	- .0 22	.0 35	.03 2	.0 43	.0 54	- .00 7	.01 3	- .0 10	.0 05	- .03 6	- .01 0	.0 18	- .0 09	.00 9	- .0 01	- .00 4
per 000 3	- .0 43	.0 54	.0 16	- .0 38	.01 2	- .0 21	- .0 46	- .00 4	.00 2	- .0 18	- .0 02	.01 1	.02 8	- .0 14	- .0 14	.00 3	- .0 21	- .02 9
per 000 4	- .0 22	.0 16	.1 32	- .0 68	.02 3	.0 36	.0 24	- .01 2	.01 3	- .0 14	.0 09	- .01 0	.04 5	.0 11	- .0 24	- .00 9	- .0 29	- .02 6
per 000 5	.0 35	- .0 38	- .0 68	.0 91	.00 7	- .0 43	.0 40	.02 3	.01 6	.0 05	.0 01	.03 6	.01 7	- .0 01	.0 09	.00 7	.0 04	.01 7
rec ode per 2	.0 32	.0 12	.0 23	.0 07	.08 8	.0 21	.0 23	.02 4	.02 8	.0 42	.0 16	.05 6	.04 0	.0 33	.0 51	.00 7	.0 55	.07 3
per 001 1	.0 43	.0 21	.0 36	.0 43	.02 1	.3 22	.0 53	.07 4	.02 5	.0 14	.0 04	.02 1	.03 1	.0 06	.0 42	.04 8	.0 05	.02 4
per 001 5	.0 54	.0 46	.0 24	.0 40	.02 3	.0 53	.3 47	.06 0	.04 6	.0 24	.0 15	.07 2	.01 7	.0 16	.0 29	.02 0	.0 27	.01 8
rec ode per 6	- .0 07	- .0 04	- .0 12	.0 23	- .02 4	- .0 74	.0 60	.14 0	.08 6	.0 47	.0 57	.00 2	.00 9	- .0 47	- .0 09	.02 0	.0 50	.04 7
rec ode per 24	.0 13	.0 02	.0 13	.0 16	.02 8	- .0 25	.0 46	.08 6	.19 3	.0 50	.0 30	.00 4	.04 5	.0 21	.0 01	.01 1	.1 11	.06 0
per 002 2	- .0 10	- .0 18	- .0 14	.0 05	- .04 2	- .0 14	.0 24	.04 7	.05 0	.1 47	.1 05	.01 1	.06 0	.0 10	.0 30	.00 4	.0 47	.05 3
per 003 8	.0 05	.0 02	.0 09	.0 01	.01 6	.0 04	.0 15	.05 7	.03 0	.1 05	.1 54	.04 9	.02 7	.0 71	.0 00	.05 3	.0 03	.00 3
rec ode per 18	- .0 36	.0 11	- .0 10	- .0 36	- .05 6	.0 21	.0 72	.00 2	.00 4	.0 11	.0 49	.22 5	.12 5	.0 93	.0 19	.08 8	.0 32	.05 1
rec ode per 37	- .0 10	.0 28	.0 45	.0 17	.04 0	- .0 31	.0 17	- .00 9	.04 5	.0 60	.0 27	.12 5	.47 8	.0 22	- .0 09	- .03 9	.0 15	.05 3
per	.0	-	.0	-	.03	.0	-	-	-	-	.0	-	.02	.1	-	-	.0	.00

Ant i- m a g e C o r r e l a t i o n	003 6 per 000 8 rec ode per 27 per 002 9 rec ode per 34 per 000 1	18 09	.0 14	11 24	.0 01 09	3 05 1	06 0 42	.0 16 29	.04 7 00 9	.02 1 00 1	.0 10 30	71 00	.09 3 01 9	2 00 9	55 0 18	.0 18 2 12	.08 8 09 0	48 - 0 14	1 - 08 1
		.0 09	.0 14	.0 24	.0 09	.05 1	.0 42	.0 29	.00 9	.00 1	.0 30	.0 00	.01 9	.00 9	.0 18	.2 12	.09 0	.0 14	.08 1
		.0 09	.0 03	.0 09	.0 07	.00 7	.0 48	.0 20	.02 0	.01 1	.0 04	.0 53	.08 8	.03 9	.0 88	.0 90	.13 2	.0 06	.03 7
		.0 01	.0 21	.0 29	.0 04	.05 5	.0 05	.0 27	.05 0	.11 1	.0 47	.0 03	.03 2	.01 5	.0 48	.0 14	.00 6	.2 45	.15 4
		.0 04	.0 29	.0 26	.0 17	.07 3	.0 24	.0 18	.04 7	.06 0	.0 53	.0 03	.05 1	.05 3	.0 01	.0 81	.03 7	.1 54	.20 9
		.7 07 (a)	.6 88	.2 26	.4 36	.40 5	.2 80	.3 40	.07 2	.11 2	.0 96	.0 46	.27 9	.05 5	.1 68	.0 77	.09 6	.0 05	.03 4
	per 000 3	.6 88	.31 (a)	.1 90	.5 46	.17 1	.1 57	.3 39	.05 2	.02 2	.2 04	.0 21	.10 2	.17 2	.1 48	.1 32	.03 0	.1 83	.27 0
	per 000 4	.2 26	.1 90	.8 07 (a)	.6 18	.21 4	.1 75	.1 12	.09 1	.08 0	.0 98	.0 63	.05 8	.17 9	.0 76	.1 42	.06 6	.1 63	.15 5
	per 000 5	.4 36	.5 46	.6 18	.7 17 (a)	.07 5	.2 51	.2 26	.20 6	.11 8	.0 45	.0 07	.25 0	.08 3	.0 12	.0 65	.06 4	.0 24	.12 7
	rec ode per 2	.4 05	.1 71	.2 14	.0 75	.65 5(a)	.1 26	.1 30	.21 3	.21 4	.3 71	.1 36	.39 9	.19 6	.2 81	.3 70	.06 3	.3 71	.53 6
	per 001 1	.2 80	.1 57	.1 75	.2 51	.12 6	.42 (a)	.1 59	.34 9	.10 1	.0 63	.0 17	.07 9	.07 9	.0 29	.1 59	.23 5	.0 18	.09 4
	per 001 5	.3 40	.3 39	.1 12	.2 26	.13 0	.1 59	.6 99 (a)	.27 3	.17 7	.1 08	.0 65	.25 7	.04 2	.0 71	.1 06	.09 5	.0 94	.06 5
	rec ode per 6	.0 72	.0 52	.0 91	.2 06	.21 3	.3 49	.2 73	.68 0(a)	.52 4	.3 24	.3 86	.00 9	.03 4	.3 20	.0 52	.14 7	.2 68	.27 7
	rec ode per 24	.1 12	.0 22	.0 80	.1 18	.21 4	.1 01	.1 77	.52 4	.70 1(a)	.2 97	.1 77	.02 0	.15 0	.1 23	.0 07	.06 6	.5 12	.30 1
	per 002 2	.0 96	.2 04	.0 98	.0 45	.37 1	.0 63	.1 08	.32 4	.29 7	.5 80 (a)	.7 00	.06 1	.22 8	.0 67	.1 69	.03 0	.2 49	.30 5
	per	.0	-	.0	.0	.13	.0	-	-	.17	-	.5	-	.10	.4	.0	-	.0	-

003 8	46 21	.0 21	63 58	07 50	6 39	17 79	.0 257	.38 69	7 02	.7 061	55 (a) 64	.26 7(a) 4	0 38 1	61 .4 96	03 .0 85	.37 8	16 .1 37	.01 9
rec ode per 18	- .2 79	.1 02	.0 58	.2 50	.39 9	.0 79	.2 57	.00 9	.02 0	.0 61	.2 64	.50 7(a) 4	.38 1	.4 96	.0 85	.50 8	.1 37	.23 4
rec ode per 37	- .0 55	.1 72	.1 79	.0 83	.19 6	.0 79	.0 42	.03 4	.15 0	.2 28	.1 00	.38 1	.65 6(a) 1	.0 79	.0 27	.15 4	.0 43	.16 9
per 003 6	.1 68	.1 48	.0 76	.0 12	.28 1	.0 29	.0 71	.32 0	.12 3	.0 67	.4 61	.49 6	.07 9	.11 (a) 98	.0 98	.61 5	.2 48	.00 3
per 000 8	- .0 77	- .1 32	- .1 42	.0 65	- .37 0	- .1 59	- .1 06	- .05 2	- .00 7	.1 69	.0 03	.08 5	- .02 7	- .0 98	.6 42 (a) 98	- .54 0	- .0 60	.38 4
rec ode per 27	.0 96	.0 30	.0 66	.0 64	.06 3	.2 35	.0 95	.14 7	.06 6	.0 30	.3 71	.50 8	.15 4	.6 15	.5 40	.50 2(a) 31	.0 31	.22 5
per 002 9	- .0 05	- .1 83	- .1 63	- .0 24	- .37 1	.0 18	- .0 94	.26 8	- .51 2	.2 49	.0 16	- .13 7	- .04 3	.2 48	- .0 60	- .03 1	.3 89 (a) 0	.68 0
rec ode per 34	- .0 34	- .2 70	- .1 55	.1 27	- .53 6	- .0 94	.0 65	.27 7	- .30 1	.3 05	- .0 19	- .23 4	.16 9	.0 03	.3 84	- .22 5	.6 80	.36 0(a) 9

a Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
per0001	1.000	.859
per0003	1.000	.932
per0004	1.000	.860
per0005	1.000	.859
recodeper2	1.000	.816
per0011	1.000	.727
per0015	1.000	.692
recodeper6	1.000	.869
recodeper24	1.000	.817
per0022	1.000	.865
per0038	1.000	.811
recodeper18	1.000	.663

recodeper37	1.000	.561
per0036	1.000	.833
per0008	1.000	.879
recodeper27	1.000	.900
per0029	1.000	.785
recodeper34	1.000	.860

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.887	27.149	27.149	4.887	27.149	27.149	4.347	24.149	24.149
2	3.053	16.963	44.113	3.053	16.963	44.113	3.098	17.212	41.360
3	2.620	14.556	58.668	2.620	14.556	58.668	2.784	15.469	56.830
4	2.374	13.191	71.860	2.374	13.191	71.860	2.418	13.433	70.263
5	1.658	9.209	81.069	1.658	9.209	81.069	1.945	10.806	81.069
6	.768	4.269	85.338						
7	.726	4.034	89.372						
8	.432	2.399	91.770						
9	.420	2.333	94.104						
10	.239	1.331	95.434						
11	.218	1.211	96.645						
12	.161	.894	97.540						
13	.127	.705	98.245						
14	.094	.523	98.768						
15	.088	.487	99.255						
16	.063	.348	99.603						
17	.042	.234	99.837						
18	.029	.163	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component				
	1	2	3	4	5
per0001	.861	.096	.194	-.205	-.168
per0003	.893	.229	.273	-.015	-.087
per0004	.847	.160	.337	.003	.064
per0005	.834	.205	.342	.039	.063
recodeper2	-.762	.269	-.395	.062	-.057
per0011	-.392	.287	.647	-.228	-.145
per0015	.417	-.191	-.596	.287	.212
recodeper6	-.651	.436	.474	-.131	-.118
recodeper24	-.630	.326	.500	-.242	-.072
per0022	.236	.701	-.398	-.322	-.239
per0038	.124	.700	-.424	-.284	-.215
recodeper18	.293	.630	-.261	-.134	-.307
recodeper37	-.107	.320	-.568	-.316	.157
per0036	.026	.475	.332	.689	.143
per0008	-.158	.675	.097	.289	.553
recodeper27	-.027	.520	-.135	.685	.376
per0029	.029	.065	.048	-.640	.607
recodeper34	-.102	.044	-.067	.614	-.683

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Rotated Component Matrix(a)

	Component				
	1	2	3	4	5
per0001	.872	-.129	.211	-.192	.016
per0003	.939	-.112	.186	.051	-.039
per0004	.911	-.108	.047	.109	.064
per0005	.906	-.092	.063	.158	.041
recodeper2	-.820	.161	.283	.171	-.093
per0011	.013	.851	-.050	.025	.024
per0015	.037	-.823	.058	.104	-.007
recodeper6	-.283	.866	.069	.184	-.018
recodeper24	-.263	.857	.002	.076	.085

per0022	.125	.002	.921	.023	.034
per0038	.012	.019	.898	.063	.027
recodeper18	.227	.009	.766	.077	-.139
recodeper37	-.319	-.189	.563	.016	.326
per0036	.193	.169	-.089	.810	-.320
per0008	-.060	.180	.163	.868	.251
recodeper27	-.080	-.179	.103	.913	-.134
per0029	.050	.093	.064	-.057	.875
recodeper34	-.104	-.009	.045	.066	-.918

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Component Transformation Matrix

Component	1	2	3	4	5
1	.872	-.465	.139	-.056	.020
2	.112	.361	.730	.570	.013
3	.470	.722	-.500	.090	-.006
4	-.045	-.288	-.336	.635	-.632
5	-.057	-.223	-.293	.510	.775

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Appendix 9

Factor Analysis of Resistance to change

Inverse of Correlation Matrix

	Res00 01	Res00 02	Res00 03	Res00 05	Res00 06	Res00 07	Res00 09	Res00 11	Res00 12	Res00 13
Res00 01	6.848	-2.227	-3.430	-1.812	-.711	-.048	-.946	2.001	-.141	2.140
Res00 02	-2.227	9.514	-7.216	.275	1.097	.115	-.278	-1.221	-.766	-.371
Res00 03	-3.430	-7.216	11.401	.063	-.773	-.314	.228	-.639	.826	-1.978
Res00 05	-1.812	.275	.063	3.408	.501	.300	2.406	-.234	-.118	-.808
Res00 06	-.711	1.097	-.773	.501	1.397	.250	.427	-.743	-.458	-.357
Res00 07	-.048	.115	-.314	.300	.250	1.152	.394	-.211	-.392	-.117
Res00 09	-.946	-.278	.228	2.406	.427	.394	2.900	-.246	-.481	-.835
Res00 11	2.001	-1.221	-.639	-.234	-.743	-.211	-.246	2.858	.758	1.998
Res00 12	-.141	-.766	.826	-.118	-.458	-.392	-.481	.758	1.541	.460
Res00 13	2.140	-.371	-1.978	-.808	-.357	-.117	-.835	1.998	.460	2.966

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.565
Bartlett's Test of Sphericity	Approx. Chi-Square	1924.081
	Df	45
	Sig.	.000

Anti-image Matrices

		Res00 01	Res00 02	Res00 03	Res00 05	Res00 06	Res00 07	Res00 09	Res00 11	Res00 12	Res00 13
Anti- image Covaria nce	Res00 01	.146	-.034	-.044	-.078	-.074	-.006	-.048	.102	-.013	.105
	Res00 02	-.034	.105	-.067	.008	.083	.011	-.010	-.045	-.052	-.013
	Res00 03	-.044	-.067	.088	.002	-.049	-.024	.007	-.020	.047	-.059
	Res00 05	-.078	.008	.002	.293	.105	.076	.243	-.024	-.023	-.080
	Res00 06	-.074	.083	-.049	.105	.716	.156	.105	-.186	-.212	-.086
	Res00 07	-.006	.011	-.024	.076	.156	.868	.118	-.064	-.221	-.034
	Res00 09	-.048	-.010	.007	.243	.105	.118	.345	-.030	-.108	-.097
	Res00 11	.102	-.045	-.020	-.024	-.186	-.064	-.030	.350	.172	.236
	Res00 12	-.013	-.052	.047	-.023	-.212	-.221	-.108	.172	.649	.101
	Res00 13	.105	-.013	-.059	-.080	-.086	-.034	-.097	.236	.101	.337
Anti- image Correlat ion	Res00 01	.685(a)	-.276	-.388	-.375	-.230	-.017	-.212	.452	-.043	.475
	Res00 02	-.276	.723(a)	-.693	.048	.301	.035	-.053	-.234	-.200	-.070
	Res00 03	-.388	-.693	.711(a)	.010	-.194	-.087	.040	-.112	.197	-.340
	Res00 05	-.375	.048	.010	.529(a)	.230	.151	.765	-.075	-.052	-.254
	Res00 06	-.230	.301	-.194	.230	.167(a)	.197	.212	-.372	-.312	-.175
	Res00 07	-.017	.035	-.087	.151	.197	.286(a)	.216	-.116	-.294	-.063
	Res00 09	-.212	-.053	.040	.765	.212	.216	.399(a)	-.086	-.228	-.285
	Res00 11	.452	-.234	-.112	-.075	-.372	-.116	-.086	.452(a)	.361	.686
	Res00 12	-.043	-.200	.197	-.052	-.312	-.294	-.228	.361	.394(a)	.215
	Res00 13	.475	-.070	-.340	-.254	-.175	-.063	-.285	.686	.215	.482(a)

a Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
Res0001	1.000	.877
Res0002	1.000	.875
Res0003	1.000	.919
Res0005	1.000	.853
Res0006	1.000	.539
Res0007	1.000	.747
Res0009	1.000	.868
Res0011	1.000	.763
Res0012	1.000	.632
Res0013	1.000	.707

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.475	34.748	34.748	3.475	34.748	34.748	3.156	31.555	31.555
2	1.783	17.834	52.582	1.783	17.834	52.582	1.732	17.322	48.878
3	1.388	13.876	66.458	1.388	13.876	66.458	1.671	16.714	65.592
4	1.133	11.333	77.791	1.133	11.333	77.791	1.220	12.199	77.791
5	.925	9.246	87.037						
6	.680	6.797	93.834						
7	.289	2.891	96.725						
8	.190	1.895	98.621						
9	.083	.830	99.450						
10	.055	.550	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component			
	1	2	3	4
Res0001	.902	-.097	.230	-.039
Res0002	.897	-.009	.242	-.108
Res0003	.920	-.062	.216	-.147
Res0005	.503	-.735	-.211	.120
Res0006	-.005	-.062	.698	-.218
Res0007	.134	.026	.164	.837
Res0009	.052	.892	.120	-.234
Res0011	-.541	-.334	.586	-.127
Res0012	.251	.493	.285	.494
Res0013	.617	.272	-.481	-.143

Extraction Method: Principal Component Analysis.

a. 4 components extracted.

Rotated Component Matrix(a)

	Component			
	1	2	3	4
Res0001	.919	-.108	-.080	.123
Res0002	.928	-.004	-.084	.079
Res0003	.952	-.052	-.095	.028
Res0005	.407	-.811	-.169	-.030
Res0006	.267	.159	.664	-.038
Res0007	.001	-.167	-.018	.847
Res0009	.091	.917	-.136	.006
Res0011	-.269	-.097	.818	-.110
Res0012	.196	.375	-.041	.672

Res0013	.432	.127	-.700	-.119
---------	------	------	-------	-------

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

Component Transformation Matrix

Component	1	2	3	4
1	.923	-.088	-.350	.133
2	-.049	.934	-.285	.210
3	.320	.228	.883	.257
4	-.208	-.260	-.130	.934

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

Appendix 10

Reliability Analysis

Reliability
Scale: ALL VARIABLES
Case Processing Summary

		N	%
Cases	Valid	302	100.0
	Excluded(a)	0	.0
	Total	302	100.0

Cronbach's Alpha	N of Items
.944	4

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Case Processing Summary

		N	%
Cases	Valid	302	100.0
	Excluded(a)	0	.0
	Total	302	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.816	3

Cronbach's Alpha	N of Items
.822	3

Reliability Statistics

Cronbach's Alpha	N of Items
.956	3

Cronbach's Alpha	N of Items
.813	3

Reliability Statistics

Reliability Statistics

Appendix 11

Hierarchical regression analysis

Multiple regression analysis

Correlations

		Involvement	Benefit	Carer development	Communication	Resistance	Extraversion	Conscientiousness
Involvement	Pearson Correlation	1	.172(**)	-.324(**)	-.150(**)	.050	-.191(**)	-.109
	Sig. (2-tailed)		.003	.000	.009	.384	.001	.058
	N	302	302	302	302	302	302	302
Benefit	Pearson Correlation	.172(**)	1	.079	-.169(**)	-.087	-.164(**)	.046
	Sig. (2-tailed)	.003		.173	.003	.133	.004	.426
	N	302	302	302	302	302	302	302
Carer development	Pearson Correlation	-.324(**)	.079	1	.260(**)	.323(**)	-.160(**)	.078
	Sig. (2-tailed)	.000	.173		.000	.000	.005	.178
	N	302	302	302	302	302	302	302
Communication	Pearson Correlation	-.150(**)	-.169(**)	.260(**)	1	.396(**)	.141(*)	-.063
	Sig. (2-tailed)	.009	.003	.000		.000	.014	.273
	N	302	302	302	302	302	302	302
Resistance	Pearson Correlation	.050	-.087	.323(**)	.396(**)	1	.074	-.266(**)
	Sig. (2-tailed)	.384	.133	.000	.000		.200	.000
	N	302	302	302	302	302	302	302
Extraversion	Pearson Correlation	-.191(**)	-.164(**)	-.160(**)	.141(*)	.074	1	.001
	Sig. (2-tailed)	.001	.004	.005	.014	.200		.982
	N	302	302	302	302	302	302	302
Conscientiousness	Pearson Correlation	-.109	.046	.078	-.063	.266(**)	.001	1
	Sig. (2-tailed)	.058	.426	.178	.273	.000	.982	
	N	302	302	302	302	302	302	302

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

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

Correlations (after outlier)

		Involvement	Benefit	Careerdevelopment	Communication	Resistance	Extraversion	Conscientiousness
Involvement	Pearson Correlation	1	.164(**)	-.325(**)	-.137(*)	.053	-.185(**)	-.112
	Sig. (2-tailed)		.005	.000	.019	.367	.001	.056
	N	293	293	293	293	293	293	293
Benefit	Pearson Correlation	.164(**)	1	.104	-.120(*)	-.090	-.149(*)	.042
	Sig. (2-tailed)	.005		.074	.040	.124	.010	.478
	N	293	293	293	293	293	293	293
Careerdevelopment	Pearson Correlation	-.325(**)	.104	1	.227(**)	.348(**)	-.162(**)	.084
	Sig. (2-tailed)	.000	.074		.000	.000	.006	.153
	N	293	293	293	293	293	293	293
Communication	Pearson Correlation	-.137(*)	.120(*)	.227(**)	1	.470(**)	.124(*)	-.053
	Sig. (2-tailed)	.019	.040	.000		.000	.034	.364
	N	293	293	293	293	293	293	293
Resistance	Pearson Correlation	.053	-.090	.348(**)	.470(**)	1	.039	-.271(**)
	Sig. (2-tailed)	.367	.124	.000	.000		.510	.000
	N	293	293	293	293	293	293	293
Extraversion	Pearson Correlation	-.185(**)	.149(*)	-.162(**)	.124(*)	.039	1	.004
	Sig. (2-tailed)	.001	.010	.006	.034	.510		.941
	N	293	293	293	293	293	293	293
Conscientiousness	Pearson Correlation	-.112	.042	.084	-.053	.271(**)	.004	1
	Sig. (2-tailed)	.056	.478	.153	.364	.000	.941	
	N	293	293	293	293	293	293	293

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

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

Regression (after outlier)

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Communication, Benefit, Involvement, Carerdevelopment(a)	.	Enter

a All requested variables entered.

b Dependent Variable: Resistance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580(a)	.336	.327	1.13049

a Predictors: (Constant), Communication, Benefit, Involvement, Carerdevelopment

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	186.608	4	46.652	36.504	.000(a)
	Residual	368.068	288	1.278		
	Total	554.677	292			

a Predictors: (Constant), Communication, Benefit, Involvement, Carerdevelopment

b Dependent Variable: Resistance

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.397	.280		1.421	.156
	Involvement	.225	.049	.241	4.630	.000
	Benefit	-.215	.092	-.116	-2.334	.020
	Carerdevelopment	.261	.040	.345	6.547	.000
	Communication	.683	.083	.411	8.234	.000

a Dependent Variable: Resistance

Regression

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Conscientiousness, Extraversion, Communication, Benefit, Involvement, Carerdevelopment(a)	.	Enter

a All requested variables entered.

b Dependent Variable: Resistance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.570(a)	.325	.312	1.13790

a Predictors: (Constant), Conscientiousness, Extraversion, Communication, Benefit, Involvement, Carerdevelopment

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	184.219	6	30.703	23.712	.000(a)
	Residual	381.970	295	1.295		
	Total	566.190	301			

a Predictors: (Constant), Conscientiousness, Extraversion, Communication, Benefit, Involvement, Carerdevelopment

b Dependent Variable: Resistance

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	4.641	1.152		4.029	.000
	Involvement	.208	.050	.221	4.127	.000
	Benefit	-.134	.092	-.073	-1.451	.148
	Carerdevelopment	.273	.041	.364	6.652	.000
	Communication	.437	.078	.290	5.641	.000
	Extraversion	.397	.167	.122	2.384	.018
	Conscientiousness	-1.516	.295	-.249	-5.142	.000

a Dependent Variable: Resistance

```

COMPUTE newconsci = (per0038 + recodeper18) / 2.
EXECUTE.
REGRESSION
/ MISSING LISTWISE
/ STATISTICS COEFF OUTS R ANOVA
/ CRITERIA=PIN(.05) POUT(.10)
/ NOORIGIN
/ DEPENDENT Resistance
/ METHOD=ENTER Involvement Benefit Carerdevelopment Communication
Extraversion newconsci.

```

Regression

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	newconsci, Carerdevelopment, Benefit, Extraversion, Communication, Involvement(a)	.	Enter

a All requested variables entered.
b Dependent Variable: Resistance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559(a)	.313	.299	1.14835

a Predictors: (Constant), newconsci, Carerdevelopment, Benefit, Extraversion, Communication, Involvement

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	177.172	6	29.529	22.392	.000(a)
	Residual	389.018	295	1.319		
	Total	566.190	301			

a Predictors: (Constant), newconsci, Carerdevelopment, Benefit, Extraversion, Communication, Involvement

b Dependent Variable: Resistance

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t		Sig.
		B	Std. Error	Beta	B	Std. Error	
1	(Constant)	3.303	1.017		3.247		.001
	Involvement	.209	.051	.222	4.113		.000
	Benefit	-.145	.093	-.079	-1.561		.120
	Carererdevelopment	.262	.041	.349	6.322		.000
	Communication	.428	.079	.284	5.457		.000
	Extraversion	.394	.168	.121	2.344		.020
	newconsci	-1.217	.268	-.222	-4.540		.000

a Dependent Variable: Resistance

REGRESSION
 / MISSING LISTWISE
 / STATISTICS COEFF OUTS R ANOVA
 / CRITERIA=PIN(.05) POUT(.10)
 / NOORIGIN
 / DEPENDENT Resistance
 / METHOD=ENTER Involvement Benefit Carererdevelopment Communication

Regression

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Communication, Involvement, Benefit, Carererdevelopment(a)	.	Enter

a All requested variables entered.

b Dependent Variable: Resistance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502(a)	.252	.242	1.19374

a Predictors: (Constant), Communication, Involvement, Benefit, Carererdevelopment

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142.959	4	35.740	25.080	.000(a)
	Residual	423.231	297	1.425		
	Total	566.190	301			

a Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment

b Dependent Variable: Resistance

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.668	.292		2.290	.023
	Involvement	.206	.051	.218	4.025	.000
	Benefit	-.171	.096	-.093	-1.774	.077
	Carerdevelopment	.237	.042	.315	5.692	.000
	Communication	.500	.080	.332	6.259	.000

a Dependent Variable: Resistance

Regression**Variables Entered/Removed(b)**

Model	Variables Entered	Variables Removed	Method
1	Communication, Involvement, Benefit, Carerdevelopment(a)		Enter

a All requested variables entered.

b Dependent Variable: Resistance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502(a)	.252	.242	1.19374

a Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142.959	4	35.740	25.080	.000(a)
	Residual	423.231	297	1.425		
	Total	566.190	301			

a Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment

b Dependent Variable: Resistance

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.668	.292		2.290	.023
	Involvement	.206	.051	.218	4.025	.000
	Benefit	-.171	.096	-.093	-1.774	.077
	Carerdevelopment	.237	.042	.315	5.692	.000
	Communication	.500	.080	.332	6.259	.000

a Dependent Variable: Resistance

Correlations

		Involvement	Benefit	Carerdevelopment	Communication	Resistance	Extraversion	Conscientiousness
Involvement	Pearson Correlation	1	.172(**)	-.324(**)	-.150(**)	.050	-.191(**)	-.109
	Sig. (2-tailed)		.003	.000	.009	.384	.001	.058
	N	302	302	302	302	302	302	302
Benefit	Pearson Correlation	.172(**)	1	.079	-.169(**)	-.087	-.164(**)	.046
	Sig. (2-tailed)	.003		.173	.003	.133	.004	.426
	N	302	302	302	302	302	302	302
Carerdevelopment	Pearson Correlation	-.324(**)	.079	1	.260(**)	.323(**)	-.160(**)	.078
	Sig. (2-tailed)	.000	.173		.000	.000	.005	.178

	N	302	302	302	302	302	302	302
Communication	Pearson Correlation	-.150(**)	-.169(**)	.260(**)	1	.396(**)	.141(*)	-.063
	Sig. (2-tailed)	.009	.003	.000		.000	.014	.273
	N	302	302	302	302	302	302	302
Resistance	Pearson Correlation	.050	-.087	.323(**)	.396(**)	1	.074	-.266(**)
	Sig. (2-tailed)	.384	.133	.000	.000		.200	.000
	N	302	302	302	302	302	302	302
Extraversion	Pearson Correlation	-.191(**)	-.164(**)	-.160(**)	.141(*)	.074	1	.001
	Sig. (2-tailed)	.001	.004	.005	.014	.200		.982
	N	302	302	302	302	302	302	302
Conscientiousness	Pearson Correlation	-.109	.046	.078	-.063	.266(**)	.001	1
	Sig. (2-tailed)	.058	.426	.178	.273	.000	.982	
	N	302	302	302	302	302	302	302

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

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

```

COMPUTE extraversionxinvolvement = Extraversion * Involvement.
EXECUTE.
COMPUTE extraversionxbenefit = Extraversion * Benefit.
EXECUTE.
COMPUTE extraversionxcarrer = Extraversion * Carerdevelopment.
EXECUTE.
COMPUTE extraversionxcommunication = Extraversion * Communication.
EXECUTE.
COMPUTE conscinxinvolvement = Conscientiousness * Involvement.
EXECUTE.
COMPUTE conscinxbenefit = Conscientiousness * Benefit.
EXECUTE.
COMPUTE conscinxcareer = Conscientiousness * Carerdevelopment.
EXECUTE.
COMPUTE conscinxcommunication = Conscientiousness * Communication.
EXECUTE.
REGRESSION
/ MISSING LISTWISE
/ STATISTICS COEFF OUTS R ANOVA CHANGE
/ CRITERIA=PIN(.05) POUT(.10)
/ NOORIGIN
/ DEPENDENT Resistance
/ METHOD=ENTER Involvement Benefit Carerdevelopment Communication

```

/ METHOD=ENTER Extraversion /METHOD=ENTER extraversionxinvolvement
extraversionxbenefit extraversionxcarrer extraversionxcommunication.

Regrissson

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Communication, Involvement, Benefit, Carerdevelopment(a)	.	Enter
2	Extraversion(a)	.	Enter
3	extraversionxinvolvement, extraversionxcarrer, extraversionxcommunication, extraversionxbenefit(a)	.	Enter

a All requested variables entered.

b Dependent Variable: Resistance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change	R Square Change	F Change	df1	df2
1	.502(a)	.252	.242	1.19374	.252	25.080	4	297	.000
2	.515(b)	.265	.252	1.18579	.012	4.998	1	296	.026
3	.708(c)	.501	.485	.98404	.236	34.454	4	292	.000

a Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment

b Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Extraversion

c Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Extraversion, extraversionxinvolvement, extraversionxcarrer, extraversionxcommunication, extraversionxbenefi

ANOVA(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142.959	4	35.740	25.080	.000(a)
	Residual	423.231	297	1.425		
	Total	566.190	301			
2	Regression	149.986	5	29.997	21.334	.000(b)
	Residual	416.203	296	1.406		
	Total	566.190	301			
3	Regression	283.438	9	31.493	32.523	.000(c)
	Residual	282.751	292	.968		
	Total	566.190	301			

a Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment

b Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Extraversion

c Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Extraversion, extraversionx involvement, extraversionxcarrer, extraversionxcommunication, extraversionxbenefit

d Dependent Variable: Resistance

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.668	.292		2.290	.023
	Involvement	.206	.051	.218	4.025	.000
	Benefit	-.171	.096	-.093	1.774	.077
	Carerdevelopment	.237	.042	.315	5.692	.000
	Communication	.500	.080	.332	6.259	.000
2	(Constant)	-.498	.597		-.834	.405
	Involvement	.233	.052	.247	4.463	.000
	Benefit	-.155	.096	-.084	1.613	.108
	Carerdevelopment	.261	.043	.348	6.113	.000
	Communication	.471	.080	.312	5.852	.000
3	Extraversion	.388	.174	.119	2.236	.026
	(Constant)	26.507	6.603		4.015	.000
	Involvement	4.974	.695	5.284	7.156	.000
	Benefit	-15.194	2.318	-8.254	6.554	.000
	Carerdevelopment	3.171	.636	4.225	4.987	.000
	Communication	-5.633	1.351	-3.735	4.170	.000
	Extraversion	-9.635	2.490	-2.959	3.869	.000
	Extraversionx involvement	-1.826	.263	-5.113	6.952	.000
	Extraversionxbenefit	5.715	.874	8.366	6.537	.000
	Extraversionxcarrer	-1.116	.242	-3.859	4.601	.000
	Extraversionxcommunication	2.226	.514	5.168	4.332	.000

a Dependent Variable: Resistanc

Excluded Variables(c)

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
		Tolerance	Tolerance	Tolerance	Tolerance	Tolerance
1	Extraversion	.119(a)	2.236	.026	.129	.874
	Extravesionxinvolvement	-.639(a)	-2.574	.011	-.148	.040
	Extravesionxbenefit	.112(a)	.587	.558	.034	.069
	Extravesionxcarrer	.143(a)	.567	.571	.033	.040
	Extravesionxcommunication	.346(a)	3.240	.001	.185	.214
2	Extravesionxinvolvement	-3.659(b)	-9.126	.000	-.469	.012
	Extravesionxbenefit	-2.873(b)	-5.007	.000	-.280	.007
	Extravesionxcarrer	-2.658(b)	-4.095	.000	-.232	.006
	Extravesionxcommunication	4.059(b)	6.579	.000	.358	.006

a Predictors in the Model: (Constant), Communication, Involvement, Benefit, Carererdevelopment

b Predictors in the Model: (Constant), Communication, Involvement, Benefit, Carererdevelopment, Extraversion

c Dependent Variable: Resistance

Regression

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Communication, Involvement, Benefit, Carererdevelopment(a)	.	Enter
2	Extraversion(a)	.	Enter
3	extravesionxinvolvement, extravesionxcarrer, extravesionxcommunication, extravesionxbenefit(a)	.	Enter

a All requested variables entered.

b Dependent Variable: Resistance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change	R Square Change	F Change	df1	df2
1	.502(a)	.252	.242	1.19374	.252	25.080	4	297	.000
2	.515(b)	.265	.252	1.18579	.012	4.998	1	296	.026
3	.708(c)	.501	.485	.98404	.236	34.454	4	292	.000

a Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment

b Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Extraversion

c Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Extraversion, extraversionxinvolvement, extraversionxcarrer, extraversionxcommunication, extraversionxbenefit

ANOVA(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142.959	4	35.740	25.080	.000(a)
	Residual	423.231	297	1.425		
	Total	566.190	301			
2	Regression	149.986	5	29.997	21.334	.000(b)
	Residual	416.203	296	1.406		
	Total	566.190	301			
3	Regression	283.438	9	31.493	32.523	.000(c)
	Residual	282.751	292	.968		
	Total	566.190	301			

a Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment

b Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Extraversion

c Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Extraversion, extraversionxinvolvement, extraversionxcarrer, extraversionxcommunication, extraversionxbenefit

d Dependent Variable: Resistance

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.668	.292		2.290	.023
	Involvement	.206	.051	.218	4.025	.000
	Benefit	-.171	.096	-.093	1.774	.077
	Carerdevelopment	.237	.042	.315	5.692	.000
	Communication	.500	.080	.332	6.259	.000

2	(Constant)	-.498	.597		-.834	.405
	Involvement	.233	.052	.247	4.463	.000
	Benefit	-.155	.096	-.084	-	.108
	Carerdevelopment	.261	.043	.348	6.113	.000
	Communication	.471	.080	.312	5.852	.000
3	Extraversion	.388	.174	.119	2.236	.026
	(Constant)	26.507	6.603		4.015	.000
	Involvement	4.974	.695	5.284	7.156	.000
	Benefit	-15.194	2.318	-8.254	-	.000
	Carerdevelopment	3.171	.636	4.225	4.987	.000
	Communication	-5.633	1.351	-3.735	-	.000
	Extraversion	-9.635	2.490	-2.959	4.170	.000
	Extraversionx involvement	-1.826	.263	-5.113	-	.000
	Extraversionx benefit	5.715	.874	8.366	6.952	.000
	Extraversionx carrer	-1.116	.242	-3.859	6.537	.000
	Extraversionx communication	2.226	.514	5.168	-	.000
					4.601	.000
					4.332	.000

a Dependent Variable: Resistance

Excluded Variables(c)

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
		Tolerance	Tolerance	Tolerance	Tolerance	Tolerance
1	Extraversion	.119(a)	2.236	.026	.129	.874
	Extraversionx involvement	-.639(a)	-2.574	.011	-.148	.040
	Extraversionx benefit	.112(a)	.587	.558	.034	.069
	Extraversionx carrer	.143(a)	.567	.571	.033	.040
	Extraversionx communication	.346(a)	3.240	.001	.185	.214
2	Extraversionx involvement	-3.659(b)	-9.126	.000	-.469	.012
	Extraversionx benefit	-2.873(b)	-5.007	.000	-.280	.007
	Extraversionx carrer	-2.658(b)	-4.095	.000	-.232	.006
	Extraversionx communication	4.059(b)	6.579	.000	.358	.006

a Predictors in the Model: (Constant), Communication, Involvement, Benefit, Carerdevelopment

b Predictors in the Model: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Extraversion

c Dependent Variable: Resistance

```

REGRESSION
/ MISSING LISTWISE
/ STATISTICS COEFF OUTS R ANOVA CHANGE
/ CRITERIA=PIN(.05) POUT(.10)
/ NOORIGIN
/ DEPENDENT Resistance
/ METHOD=ENTER Involvement Benefit Carerdevelopment Communication
/ METHOD=ENTER Conscientiousness /METHOD=ENTER consxinvolvement
  consxbenefit consxcareer consxcommunication.

```

**Regression
Variables Entered/Removed(c)**

Model	Variables Entered	Variables Removed	Method
1	Communication, Involvement, Benefit, Carerdevelopment(a)	.	Enter
2	Conscientiousness(a)	.	Enter
3	consxcareer, consxbenefit, consxcommunication(b)	.	Enter

a All requested variables entered.
b Tolerance = .000 limits reached.
c Dependent Variable: Resistance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change	R Square Change	F Change	df1	df2
1	.502(a)	.252	.242	1.19374	.252	25.080	4	297	.000
2	.559(b)	.312	.301	1.14687	.060	25.774	1	296	.000
3	.591(c)	.349	.331	1.12182	.036	5.455	3	293	.001

a Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment
b Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Conscientiousness
c Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Conscientiousness, consxcareer, consxbenefit, consxcommunication

ANOVA(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142.959	4	35.740	25.080	.000(a)
	Residual	423.231	297	1.425		
	Total	566.190	301			
2	Regression	176.860	5	35.372	26.893	.000(b)
	Residual	389.330	296	1.315		
	Total	566.190	301			
3	Regression	197.454	8	24.682	19.612	.000(c)
	Residual	368.736	293	1.258		
	Total	566.190	301			

a Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment

b Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Conscientiousness

c Predictors: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Conscientiousness, consxcareer, consxbenefit, consxcommunication

d Dependent Variable: Resistance

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.668	.292		2.290	.023
	Involvement	.206	.051	.218	4.025	.000
	Benefit	-.171	.096	-.093	-1.774	.077
	Carerdevelopment	.237	.042	.315	5.692	.000
	Communication	.500	.080	.332	6.259	.000
2	(Constant)	5.809	1.051		5.529	.000
	Involvement	.180	.049	.191	3.646	.000
	Benefit	-.150	.093	-.082	-1.622	.106
	Carerdevelopment	.248	.040	.330	6.200	.000
	Communication	.467	.077	.310	6.064	.000
	Conscientiousness	-1.509	.297	-.248	-5.077	.000
3	(Constant)	6.666	11.445		.582	.561
	Involvement	.219	.050	.232	4.406	.000
	Benefit	-8.907	5.616	-4.838	-1.586	.114
	Carerdevelopment	5.828	2.125	7.764	2.742	.006
	Communication	-3.107	5.167	-2.060	-.601	.548
	Conscientiousness	-1.873	3.422	-.308	-.547	.585
	Consxbenefit	2.631	1.682	4.924	1.564	.119
	Consxcareer	-1.660	.634	-7.669	-2.618	.009
	Consxcommunication	1.084	1.554	2.399	.697	.486

a Dependent Variable: Resistance

Excluded Variables(d)

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
		Tolerance	Tolerance	Tolerance	Tolerance	Tolerance
1	Conscientiousness	-.248(a)	-5.077	.000	-.283	.976
	consxinvolvement	-3.523(a)	-4.969	.000	-.277	.005
	consxbenefit	-1.278(a)	-5.222	.000	-.290	.039
	consxcareer	-1.661(a)	-5.873	.000	-.323	.028
	consxcommunication	-1.797(a)	-5.588	.000	-.309	.022
2	consxinvolvement	8.092(b)	.964	.336	.056	3.30E-005
	consxbenefit	-3.187(b)	-1.469	.143	-.085	.000
	consxcareer	-4.427(b)	-3.727	.000	-.212	.002
	consxcommunication	-5.318(b)	-3.048	.003	-.175	.001
3	consxinvolvement	48.641(c)	2.276	.024	.132	4.80E-006

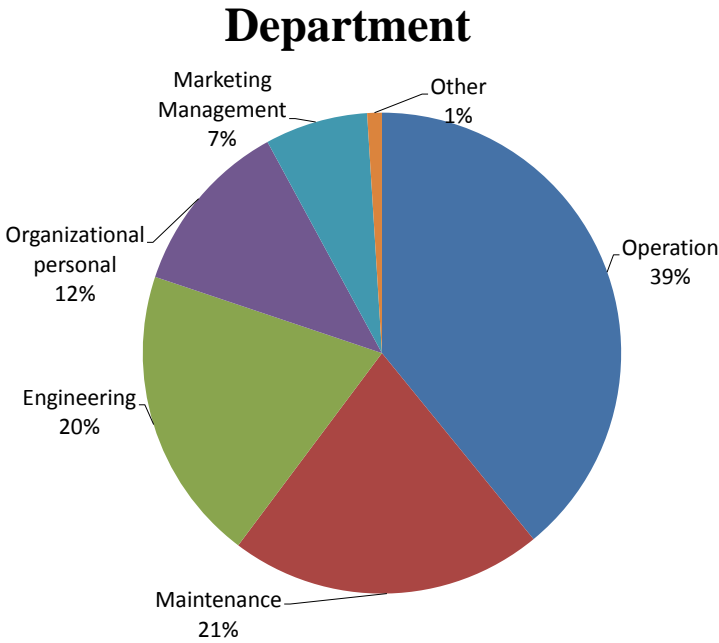
a Predictors in the Model: (Constant), Communication, Involvement, Benefit, Carerdevelopment

b Predictors in the Model: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Conscientiousness

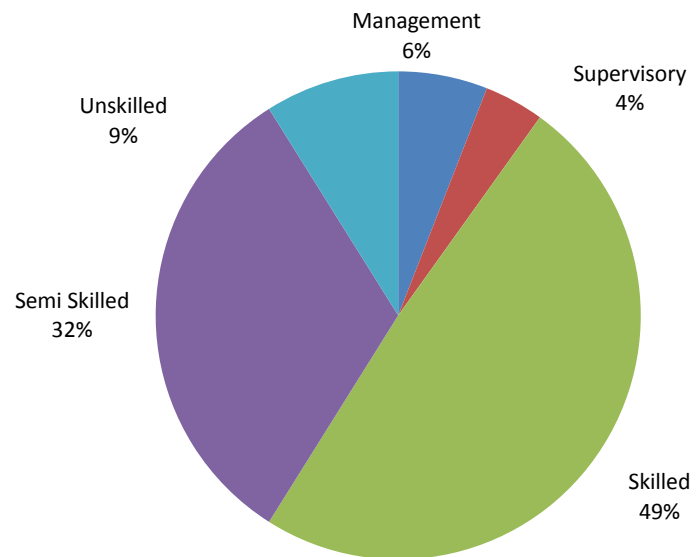
c Predictors in the Model: (Constant), Communication, Involvement, Benefit, Carerdevelopment, Conscientiousness, consxcareer, consxbenefit, consxcommunication

d Dependent Variable: Resistance

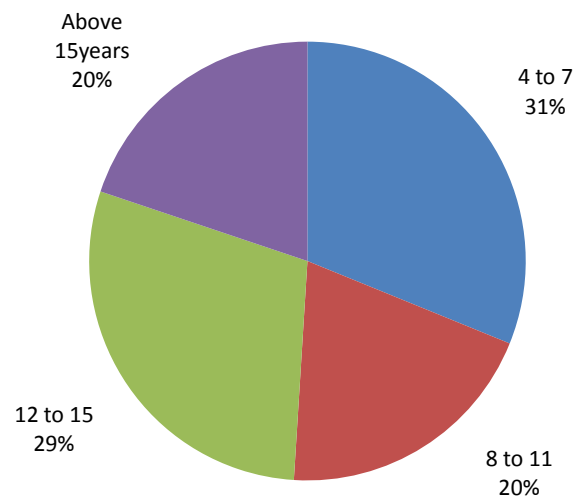
Respondents' Profile



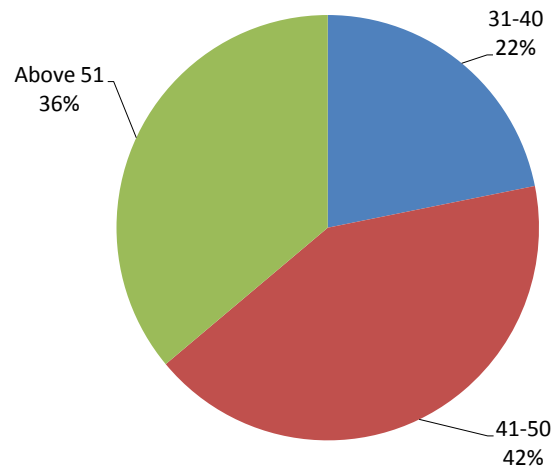
Occupation



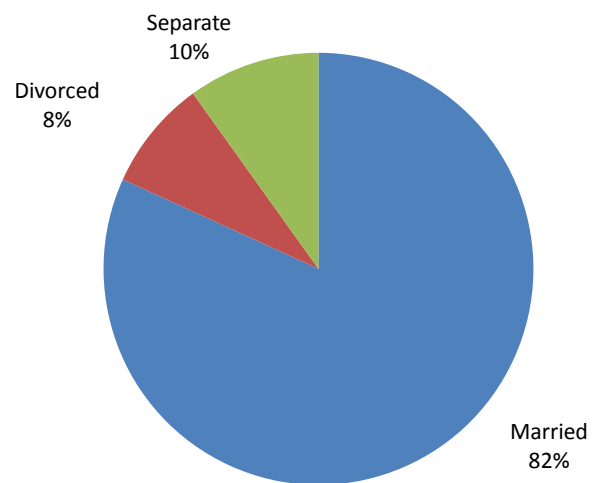
Services(Exp)



Age



Marital Status



Salary (SR)

