

**TRUST IN MANAGEMENT, COMMUNICATION,  
ISLAMIC WORK ETHICS AND READINESS FOR  
CHANGE: A MEDIATING EFFECT OF  
ORGANISATIONAL COMMITMENT**

**NURUL IZA BINTI ADNAN**

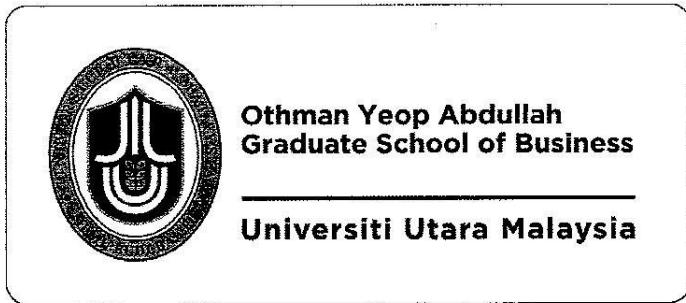
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**TRUST IN MANAGEMENT, COMMUNICATION, ISLAMIC WORK  
ETHICS AND READINESS FOR CHANGE: A MEDIATING EFFECT OF  
ORGANISATIONAL COMMITMENT**

**BY**

**NURUL IZA BINTI ADNAN**

**Research Paper Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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in Partial Fulfillment of the Requirement for the Master of Science (Management)**



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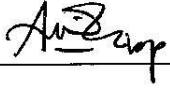
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## ABSTRACT

Rapid social and environment changes have posed a challenge to public service in ensuring that the programmes and activities undertaken meet the needs and expectations of the stakeholders, including the people in particular. Hence, civil servants must always be ready and responsive to the demands of this constant change through the current initiatives of the Government Transformation Programme (GTP). Both civil servants and government organisations need to work in hand to ensure the success of the transformation. Previous studies showed that the readiness for change is influenced by various organisational and individual factors, such as trust in management, communication and Islamic work ethics. Therefore, this study aimed at investigating the relationship between trust in management, communication, Islamic work ethics and readiness for change within ministries in Malaysia. In addition, this study is also conducted to evaluate the mediating effect of organisational commitment on the relationship between trust in management, communication, Islamic work ethics and readiness for change. Respondents for this study are Administrative and Diplomatic Service Officers (PTD) (Grades 48 and 52) who work in the ministries in Malaysia. All the hypotheses are tested using AMOS 21.0 and based on structural equation modelling (SEM) analysis, it is shown that trust in management, communication and Islamic work ethics have a significant effect on readiness for change. Besides that, organisational commitment is found to fully mediate the relationship between trust in management and communication with readiness for change, while partially mediating the relationship between Islamic work ethics and readiness for change. On the whole, the findings of this study provide a positive impact on change management planning, which ultimately helps in ensuring more effective GTP implementation.

**Keywords:** Readiness for change; trust in management; communication; Islamic work ethics; organisational commitment.

## ABSTRAK

Perubahan sosial dan persekitaran telah memberikan cabaran kepada perkhidmatan awam dalam memastikan program dan aktiviti yang dilaksanakan memenuhi keperluan dan ekspektasi pemegang taruh termasuklah rakyat khususnya. Oleh yang demikian, penjawat awam hendaklah sentiasa bersedia dan peka terhadap tuntutan perubahan yang sentiasa berlaku pada masa kini melalui inisiatif Program Transformasi Kerajaan (GTP) yang pelbagai. Justeru, penjawat awam dan organisasi kerajaan perlu berfungsi dan memainkan peranan sewajarnya bagi menjayakan transformasi yang dirancang. Kajian terdahulu menunjukkan bahawa kesediaan terhadap perubahan dipengaruhi oleh pelbagai faktor organisasi dan individu, misalnya kepercayaan pada pengurusan, komunikasi dan etika kerja Islam. Oleh itu, kajian ini bertujuan untuk menilai hubungan antara kepercayaan pada pengurusan, komunikasi, etika kerja Islam dan kesediaan terhadap perubahan di kementerian-kementerian di Malaysia. Di samping itu, kajian ini juga dijalankan untuk mengukur peranan komitmen sebagai mediator dalam hubungan antara kepercayaan pada pengurusan, komunikasi, etika kerja Islam dan kesediaan terhadap perubahan. Responden kajian ini terdiri dari Pegawai Tadbir dan Diplomatik (PTD) (Gred 48 dan 52) yang bertugas di kementerian-kementerian di Malaysia. Hipotesis yang dibina telah diuji dengan menggunakan perisian AMOS 21.0 dan analisa structural equation modeling (SEM) menunjukkan bahawa kepercayaan pada pengurusan, komunikasi dan etika kerja Islam mempunyai kesan yang signifikan ke atas kesediaan terhadap perubahan. Komitmen organisasi bertindak sebagai mediator penuh dalam hubungan antara kepercayaan pada pengurusan dan komunikasi dengan kesediaan terhadap perubahan, sementara hanya bertindak sebagai mediator separa antara etika kerja Islam dengan kesediaan terhadap perubahan. Dapatkan kajian ini memberikan impak positif dalam perancangan pengurusan perubahan yang akhirnya berupaya membantu memastikan pelaksanaan GTP dengan lebih berkesan.

**Kata kunci:** Kesediaan terhadap perubahan; kepercayaan kepada organisasi; komunikasi; etika kerja Islam; komitmen organisasi.

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## TABLE OF CONTENTS

PERMISSION TO USE	ii
ABSTRACT	iii
ABSTRAK	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	x
LIST OF FIGURES	xii
CHAPTER 1	1
INTRODUCTION	1
1.1    Background of Study	1
1.2    Problem Statement	4
1.3    Research Objectives	10
1.4    Research Questions	10
1.5    Significance of Study	11
1.6    Scope of Study	12
1.7    Definition of Key Terms	12
1.8    Organization of Remaining Chapter	13

CHAPTER 2	14
LITERATURE REVIEW	14
2.1    Introduction	14
2.2    Lewin's Three-Step Model	14
2.3    Readiness for Change	16
2.4    Trust in Management	19
2.5    Communication	21
2.6    Islamic Work Ethics	23
2.7    Organizational Commitment	25
2.8    Trust in Management and Readiness for Change	27
2.9    Communication and Readiness for Change	29
2.10   Islamic Work Ethics and Readiness for Change	31
2.11   Trust in Management and Organizational Commitment	31
2.12   Communication and Organizational Commitment	32
2.13   Islamic Work Ethics and Organizational Commitment	33
2.14   Organizational Commitment and Readiness for Change	34
2.15   Organizational Commitment as Mediator	35
2.16   Summary of Previous Studies	37

2.17	Research Framework	45
2.18	Summary	46
CHAPTER 3		47
METHODOLOGY		47
3.1	Introduction	47
3.2	Research Design	47
3.3	Population and Sampling Design	48
3.4	Instrumentation	50
3.5	Data Collection Method	57
3.6	Data Analysis	58
3.7	Pilot Test	61
3.8	Summary	62
CHAPTER 4		63
RESULTS AND DISCUSSION		63
4.1	Introduction	63
4.2	Demographic Characteristics	63
4.3	Measurement Model (CFA)	66
4.4	Validity and Reliability of Measurement Model	79

4.5	Test of Normality	81
4.6	Structural Model	82
4.7	Summary	85
CHAPTER 5		87
CONCLUSION AND RECOMMENDATION		87
5.1	Introduction	87
5.2	Recapitulation of the Study	87
5.3	The Findings	88
5.4	Implications	95
5.5	Limitations and Suggestion for Future Research	98
5.6	Conclusion	99
REFERENCES		100

## LIST OF TABLES

	Page	
Table 3.1	Number of PTD officers in the 23 ministries in Malaysia	48
Table 3.2	The proportionate stratified random sampling required for the sample of PTD officers of Grades 48 and 52 in the ministries in Malaysia.	49
Table 3.3	Operational definition and items for readiness for change	51
Table 3.4	Operational definition and items for trust in management	52
Table 3.5	Operational definition and items for communication	53
Table 3.6	Operational definition and items for Islamic work ethics	53
Table 3.7	Operational definition and items for organisational commitment	55
Table 3.8	Index categories and the levels of acceptance	60
Table 3.9	Reliability of Variables for Pilot Study	62
Table 4.1	Profile of the respondents	65
Table 4.2	Trust in management and communication description and items to be deleted	67
Table 4.3	Covariances for the trust in management and communication model	68
Table 4.4	The fitness indexes for the trust in management and communication measurement model	69
Table 4.5	Islamic work ethics description and items deleted	70
Table 4.6	Readiness for change description and items deleted	72

Table 4.7	Covariances for the readiness for change model	73
Table 4.8	The fitness indexes for Islamic work ethics and readiness for change measurement model	74
Table 4.9	Organisational commitment description and items deleted	75
Table 4.10	The fitness indexes for organisational commitment measurement model	78
Table 4.11	Fitness indexes for the measurement model for all the constructs	79
Table 4.12	Values of Cronbach's alpha, CR and AVE for the constructs	80
Table 4.13	Assessment of Normality	81
Table 4.14	The results hypotheses testing for $H_1$ , $H_2$ and $H_3$	83
Table 4.15	The results of hypotheses testing for $H_4$ , $H_5$ and $H_6$	84
Table 4.16	The results of hypothesis testing for $H_7$	84
Table 4.17	The results of mediation testing for $H_{8a}$	85
Table 4.18	The results of mediation testing for $H_{8b}$	85
Table 4.19	The results of mediation testing for $H_{8c}$	85
Table 4.20	The mediated effect of the mediator for $H_{8a}$ , $H_{8b}$ and $H_{8c}$	85
Table 4.21	Summary of the results of the hypotheses testing	86

## LIST OF FIGURES

	Page
Figure 2.1 Lewin's three-step change model	155
Figure 2.2 An integrated model of readiness for change	188
Figure 2.3 The research framework	466
Figure 4.1 CFA measurement model for trust in management and communication	678
Figure 4.2 The respecified CFA measurement model for trust in management and communication	<b>Error! Bookmark not defined.0</b>
Figure 4.3 CFA measurement model for Islamic work ethics	71
Figure 4.4 CFA measurement model for readiness for change	73
Figure 4.5 The respecified CFA measurement model for Islamic work ethics and readiness for change	75
Figure 4.6 CFA measurement model for organizational commitment	76
Figure 4.7 The respecified CFA measurement model for organisational commitment	79
Figure 4.8 Measurement model for all the constructs	790
Figure 4.9 The structural model of the study	84

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of Study

Ideas of change is common and fundamental in one's life. In the organisation context, organisation capability to change will lead to a more promising future. In the past few decades, the organisational changing rates had grown tremendously in line with the incremental of several factors, such as customers' demand, globalisation, cost and technology advancement (Longenecker, Neubert & Fink, 2007). Therefore, with the challenges caused by these rapid changes (Buono & Kerber, 2010), people have to be ready for the change and adapt to the challenges of the environment.

Madsen, Miller & John (2005) pointed out that continuous, constant change will always be faced by the organisation as described in the continuous transformation model (Brown & Eisenhardt, 1997). Based on this model, all organisations are similar in terms of complexity system and the needs for continuous transformation in order to stay relevant. The ability to keep changing continuously is the most important aspect in maintaining an organisation's competitiveness, especially for dynamic sectors such as information technology, public service (Karp & Helgo, 2008) and retail (Brown & Eisenhardt, 1997).

Change is no longer an irregular activity but vital since it has an impact on individuals as well as organisations (Vakola, Tsaousis & Nikolaou, 2004). Therefore, it is highly critical for an organization to keep on changing to remain significant and successful

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