

**BIG FIVE PERSONALITY TRAITS AND RESISTANCE
TO CHANGE AMONG ADMINISTRATIVE STAFF IN
UUM**

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**MASTER OF HUMAN RESOURCE MANAGEMENT
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**BIG FIVE PERSONALITY TRAITS AND RESISTANCE TO CHANGE
AMONG ADMINISTRATIVE STAFF IN UUM**

By

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**Research Paper Submitted to Othman Yeop Abdullah Graduate School of
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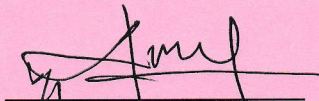
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ABSTRACT

The aim of this research is investigating the relationship between big five personality traits and resistance to change. Extraversion, agreeableness, conscientiousness, emotional stability and openness to experience are five traits hypothesised to have a significant and negative relationship with resistance to change.

Instrument used to obtain the data for this quantitative research paper was a survey questionnaire. A total of 500 survey questionnaires were distributed to the administrative staff in Universiti Utara Malaysia. Of the distribution, only 331 responses have found completed and subsequently analysed for statistical results by using Statistical Package for Social Science (SPSS) version 20.0 software. The two main data analysis techniques: correlation analysis and multiple regression analysis were used to verify the hypotheses.

The Pearson correlation analysis confirmed a significant and negative though weak correlation between big five personality traits and resistance to change. By each trait, only emotional stability was found moderately correlated whereas agreeableness and conscientiousness have weak correlation. With analysis of standard multiple regression, a total of 6.3 percent variance of resistance to change was found explained by big five personality traits.

As a whole, the findings have indicated that individual personality traits significantly predict resistance to change. 'How' an individual perceive change is the key to manage employees' resistance to organisational change. The findings are believed to help the management practitioners to understand employees' disposition towards change in order to attain effective change management at the workplace.

Keywords: big five personality traits, resistance to change, administrative staff

ABSTRAK

Tujuan kajian ini ialah mengkaji hubungan antara lima ciri-ciri personaliti dan rintangan kepada perubahan. Extroversi, persetujuan, ketelitian, kestabilan emosi dan keterbukaan kepada pengalaman ialah lima ciri-ciri yang telah dibuat andaian mempunyai hubungan yang negatif dan ketara dengan rintangan kepada perubahan.

Cara yang digunakan untuk memperoleh data bagi kertas penyelidikan kuantitatif ini ialah soal kaji selidik. Sebanyak 500 soal kaji selidik telah diedarkan kepada staf pentadbiran di Universiti Utara Malaysia. Hanya 331 jawapan didapati lengkap dan seterusnya dianalisis dengan menggunakan perisian Pakej Statistik untuk Sains Sosial (SPSS) versi 20.0. Dua teknik analisis data yang utama: analisis korelasi dan analisis regresi berganda digunakan untuk mengesahkan andaian.

Analisis Pearson korelasi mengesahkan hubungan yang ketara dan negatif walaupun lemah antara lima ciri-ciri personaliti dan rintangan kepada perubahan. Melalui setiap ciri, hanya kestabilan emosi didapati korelasinya sederhana manakala persetujuan dan ketelitian mempunyai hubungan lemah. Dengan analisis regresi berganda standard, sebanyak 6.3 peratus variasi rintangan kepada perubahan didapati telah dijelaskan oleh lima ciri-ciri personaliti.

Secara keseluruhannya, dapatan kajian menunjukkan bahawa ciri-ciri personaliti individu ketaranya meramal rintangan kepada perubahan. 'Bagaimana' seseorang individu melihat atau menganggap perubahan adalah kunci untuk mengurus rintangan pekerja kepada perubahan organisasi. Dapatan kajian dipercayai boleh membantu pengamal atau profesional pengurusan untuk memahami kecenderungan pekerja terhadap perubahan bagi mencapai pengurusan perubahan yang berkesan di tempat kerja.

Kata Kunci: lima ciri-ciri personaliti, rintangan kepada perubahan, staf pentadbiran

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CHAPTER 1

INTRODUCTION TO RESEARCH

1.0 Introduction

This chapter explained the purpose of current research with following subheadings. The issue involving civil servants were highlighted via study background and subsequently, it has been narrowed in Malaysian context. Viewpoints in problem statement had strengthened the needs of objective of research to be explored. Survey involving the scope of research has contributed a meaningful conclusion. The definitions of key terms are expected to give a concise and clear meaning for the understanding of readers.

1.1 Research Background

Change is a dynamic force. The continuous process of change strongly affects our life, for an instance is technology. People are constantly exposed with new creativity on a daily basis. Laptop, software applications, satellite, robots, signals transmission, wireless communication, medical tools, information system and machines are some of the examples of technologies innovation. Indeed, it is a continuity evolution over time by changing current practices for a better life. As a result, transformation influence strategies of a country to improve and sustain its development via education, services, healthcare, transportation, agriculture, infrastructure, maintenance, manufacturing, construction, automotive and other business fields in regardless government, private or government linked organisations. Amendment leads the applied strategies are regularly monitored for better outcome. With contribution of productivity and performance on the economic growth, a country able to survives in global market. All the countries are competing for a

lead in various industry sectors and their compliance with requirement of global change is certainly obligatory. Transformation gives impact to the citizens and organisations either directly or indirectly into process of realisation of country vision. An ongoing change ensures the leader of a country to implement diverse policies. It is requisite for a leader to make sure all the systems or procedures changed are sustainable for the development of country. Change initiative would not be easily adopted or even if, its sustainability is difficult due to possibility of resistance to change.

In a similar way, organisation's leader needs to apply strategic practices in align with external changes. This process is to be sure distressed the members of organisation because the external forces will attempt for internal changes as well. Employees are expected to follow new settings for the achievement of mission and vision and also for organisation's survival. There are heavy competitions among leaders of similar business activities (Mansor, 2010; Pasubathy, 2010) and their only motive is to sustaining own organisation in regard to the image and position. In this scenario, the utmost phase to be fretful by leaders is change management. Working culture is notably will be affected during the enforcement of organisational change. Therefore, for effective change management, employees' support is essential however it depends on their judgment. Employees' perception will determine their responses towards change (Rausch, 2010) either receptive or resistance to change. Some individuals would be disposed to accepting change for their own survival while the others would resist it due to insecure feeling. Though employees are receptive to change, it is possibly can be seen as passive reaction when long term succession of change was unable to sustained (Vos, 2006). It looks like

resistance exist either in the form of minimum or maximum level. A full removal of resistance is not significantly proved (Jex, 2002) and thus, it is the most challenging problem for leaders.

Prior scholars have highlighted some evidences in regarding to the change resistance. Reynolds (1994) indicated resistance to change among employees is causing transformation failure. Mostly, the efforts to conduct a cultural change program and corporate re-engineering in each year met failure at 70 percent because employees' resistance to change. Waddell and Sohal (1998) in collection of facts about resistance have highlighted few findings as follows: resistance is one of obstacles for the use of new production management techniques by production managers (Oakland & Sohal, 1987), resistance is a major obstacle for the application of new quality management practices by both management and workers in manufacturing industry (Eisen, Mulraney & Sohal, 1992) and although in lower percentage of one-half to two-thirds change efforts, resistance was asserted as a critical contributor for many organisation's change failure (Maurer, 1996). Researchers Chawla and Kelloway (2004), Erwin and Garman (2010), Georgalis, Samaratunge, Kimberley and Lu (2014) have also emphasised that resistance is extensively acknowledged as a significant contributor for organisational change failure. With a longitudinal study on 500 Australian organisations, employees' resistance was highlighted as a larger problem often faced by management to implement change (Waldersee & Griffiths, 1997 in Bovey and Hede, 2001a, b).

Prosci, a learning and research center to manage change for maximisation of performance has carried out a benchmarking survey on 650 participants from 62 countries in 2012 concerning to the issues of change management. In the report, resistance has been proclaimed as the third hindrance for organisation's succession to manage change (Bareil, 2013). All the empirical evidences and report hereby concluded that employees' resistance is a negative reaction towards change. It might be due to characteristics possessed by individuals. Some of them are might optimism with new surroundings while some would pessimistic even for a small modification. By way of upbringing and experiences, the characteristics of individual had shaped (Pierce, Gardner & Dunham, 2001). Human beings are differentiated in perceiving, thinking and feeling on particular subject or thing. The different personality possibly relates with employees' responses towards change either be a supporter or resistor (Coghlan, 1993; Greenberg & Baron, 2002; Kotter, 1995; Kumar, Kant & Amburgey, 2007; Lazarus, 1991; Metselaar & Cozijnsen, 1997; Pierce & Gardner, 2009; Rausch, 2010; Vakola, Tsaousis & Nikolaou, 2004; Vos, 2006).

1.2 Malaysian Public Servants

Public service in Malaysia has undergone various changes to establish a civil service structure that is progressive and relevant in accord to the execution of planned policies and innovations. There are total of 1.4 million public servants in 28 service schemes. The schemes of services are including federal, state, joint, education, judiciary, legal, police and army (Jala, 2014). To achieve the needs and expectations of both citizens and other stakeholders, public servants strive in giving out high quality services. Due to multitude

roles as like facilitator, negotiator and controller, they need to uphold multiple tasks. For example: service delivery, manage need and interest of citizens, certify safety and security of citizens and also manage community based programs. In point of fact, public servants are significant contributor to the modernisation and development of Malaysia (General Chief Secretary: Prime Minister's Office, 2014). Public servants in civil sectors are managed by Public Services Commission and Public Service Department. PSC is responsible to manage public personnel based on six functions which are appointment, service confirmation, pension status of conferment, promotion, transfer and disciplinary control whereby PSD enforces planning, management and development for civil sectors and personnel (Public Services Commission, 2014; Public Service Department, 2014; Romle & Shamsudin, 2006).

In efforts to accomplish objectives of Vision 2020, public servants are continuously reformed. Consequent to general election, country has witnessed change of leadership in 2009. The sixth and current Prime Minister, Dato' Sri Haji Mohammad Najib has launched Government Transformation Program in 2010 to support 1Malaysia aspiration. Numerous initiatives and policies have been executed consecutively to succeed the objectives of GTP. Complement of localising public services and reinforcement of National Blue Ocean Strategy for examples, had considerably affect the role of public personnel (General Chief Secretary: Prime Minister's Office, 2014). To enhance and sustain the quality of job performance in changed of working environment, public servants are ensured to undergoing training programs. National Institute of Public Administrative (INTAN) is responsible to provide training facilitation for public

personnel. The facilitation is mostly focus on training administrative staff as change agents, skilled in financial and economic management, managing international relation (this type of training only last until the establishment of Foreign Service Institution) and also 'how' to planning and implements development program and public policy (Malaysia Public Administration Country Profile, 2005). One of the focused trainings is change agent. An individual or group that performs task of initiating and managing change is known as a change agent (Lunenburg, 2010). High performing change agent is the key objective and it is expected to achieve by government. The question raised is about 'how' well the civil servants are coping with transformation due to possibility of change resistance.

Throughout the process of reforming, public personnel are being urged to achieve fiscal sustainability. There are two expectations intended to reach by government. An efficient, facilitative and lean government with reduction of overlaps structures and also promotes high performing civil service through mobility career. It is questionable in concerning to the achievement of both expectations due to continuous complaints filed by citizens towards civil servants (Zhou, 2013). Although the population of civil servants are considerably high, the quality of service is often labelled as unsatisfactory. It means that population was highly criticised as overstuffed (Jala, 2014) because citizens have been issued the inefficiency of service delivery (Mahavera & Darwis, 2014). Non action, delay, unfair action, not following standard procedures, enforcement failure, miscellaneous complaints, misconduct, misappropriation and unsatisfactory quality service (Public Bureau Complaints of Malaysia, 2014) and ignore kind of attitude (in-front desk and

telephone) are the complaints often reported by citizens (Zhou, 2013). By January to December of 2013, a total of 9879 complaints were received. In 2014, the complaints had totalled of 6716 and to be noted, the amount was retrieved from January to November only (Public Bureau Complaints of Malaysia, 2013; 2014). Within the duration of four years: 2009 to 2013, government has taken a disciplinary action on 20434 public servants (Malaysian Administrative Modernisation and Management Planning Unit: MAMPU, 2014).

All the complaints were narrowed to negative attitudes of public servants. It is possibly a sign of opposing change because the contexts of change are demanding high capability of civil personnel to provide efficient and effective service for clients' satisfaction. Policies and procedures are keeps to change in accord to government's continuous efforts and the personnel should aware about the amendment and ensured self are able to manage it. Sustaining changed of settings in organisation is challenging the capacity level of personnel. High expectations and reinforcement are probably resulted to individual's counterproductive work behaviour at the workplace. Ahead of psychological level to absorb or adapt dynamic requirements (Pryor, Taneja, Humphreys, Anderson & Singleton, 2008), is certainly causing resistant behaviour among personnel. Human beings have some sort of limitation. Though it is an obligation, personnel might find it as difficult to achieve the competency within a range of determined time and cost and finally tend to opposing change through adverse attitudes. As pointed by Ansoff (1990), any actions that disrupting a change process such as unanticipated delays, expenditure involvement and instabilities procedures are signified as change resistance.

1.2.1 Public Higher Education Institution

Public universities are intended to produce qualified human capital for both academic and institutional excellence developments. Government's vision in education field is to make Malaysia into central educational excellence by aspiring for internationalise education programs or in other words, world class center of knowledge (Department of Higher Education Malaysia, 2011). Universities should require high commitment, change supportive, cooperative attitude, competent and efficient administrative staff to manage and execute appropriate policies (Romle & Shamsudin, 2006) in order to achieve the vision. Education National Key Economic Area (2009) has indicated that administrative staff must to be more effective for realisation of national vision. One of expectations is emphasising a new ways of working and it is clearly shows that government expects the administrative staff to give comprehensive efforts. 20 public higher education institutions are competing to realising national education vision in a part to meet own mission and vision. Moreover, facing strong competition from private universities have resulted each of institution is determined to be in a lead.

“We envision a rebranding of Malaysia from a stopover location for education towards major education centre of choice and a pivotal hub in the global education network. We envision a 2020 that education is a business to deliver significant, widespread and sustained gross national income impact, while, raising standards and widening access. Only then, Malaysia is able to develop as first world talent base.”

Economic Transformation Program: A roadmap for Malaysia (2010)

Intake of qualified students, standardised recruitment of professional academicians, excellence information system application and sufficient learning facilities for both academicians and students are some of functions uphold by administrative staff and there are plenty of practices that need to be well managed and integrated. Attaining a world class status of learning center is not easy and to meet this objective, administrative staff should give surety to provide an effective and efficient service to the clients: students, academicians and other stakeholders. High quality of service is the focal point and staff as the strong supporter for an excellence university shall be determined for clients' satisfaction. More expectations and responsibilities have been substantially affecting individual's adoption level of change over time and so, led to lack of confidence among staff to carry out new tasks and felt of dilemma on whether the amendment reflects with a reasonable payment of salary. Uncertainty and stress are certainly causing resistance to change, for an instance is poor attendance or, it could be an extreme result for organisation such as higher turnover rate (Mostert, Rothmann, Mostert & Nell, 2008).

1.2.2 Universiti Utara Malaysia

UUM is a sixth Malaysian public university specialise solely in management education. It emphasising two services: administration and academician and only administrative staff had scoped in this research. There are three hierarchical levels: top, middle and lower management (Gul, Ahmad, Ur Rehman, Shabir & Razzaq, 2012). Generally, top management is responsible for organisational level of policies and decision making. Middle management is responsible for department level of decision making, lead people, reporting work process and issues to the top management and create effectual working

atmosphere. Lower management is responsible to manage routine work flow. Both middle and lower management staff have been approached for research survey. These levels of staff are significantly responsible to implement, monitor, manage and report change initiated by top management. External changes such as high performing change agent and reforming civil service give impact to UUM staff as well. In June of 2014, UUM has conducted a talk for administrative staff in accord to National Blue Ocean Strategy: NBOS (2009). The highlighted crucial points are including quality productivity, innovative and creativity oriented services (Ministry of Home Affairs, 2013). The *'Seminar Tadbir Urus Cemerlang: Strategi Lautan Biru Dalam Tadbir Urus Organisasi Beri Impak Kepada Peserta'* is believed to give awareness, understanding and integrating consecutive current changes to the need of enhancement high quality service in public sector (Unit Communication Corporate: Media Section of UUM, 2014).

Government's amendment affects internal changes and it is essential for UUM to be aligned. A lot of changes have been executed however only few are to be mentioned. In 2013, UUM has gained autonomy from Ministry of Higher Education (Unit Communication Corporate: Media Section of UUM, 2013). Autonomy has enabled UUM to initiates academic restructuring, to implements job promotion and also has authority to add new post. It gives an expectation for University Board of Directors to carry out the new responsibility through its team of administrative staff. In August of 2014, UUM has undergone restructuring process among administrative staff. The replacement is based on University Staff Exchanged Policy or *'Dasar Pertukaran Staf Universiti.'* Staff had exchanged only after a specific time phase: three to five years of service in a department

or position. For department with special classification that entail with policies setting and confidentiality data, staff would be exchanged only after three to eight years of service. In regardless to university policy, staff may also reinstate within department itself according to its necessity and policy. UUM rotates job by allocated the staff in different unit for enhancement of capability to manage multiple tasks. These changes indicated to multi-task of administrative staff and it is a critical prospect to leads UUM towards greater height of excellence. By different perspective, multi-task is a high workload of task management because staff responsible to carry out different tasks in simultaneously. New settings of workplace and tasks among administrative staff emphasised to a question as ‘Are they receptive or resistant to the organisational change?’

1.3 Problem Statement

Change is a frequent phenomenon however certain changes are able to radically affect the routine work flow. Public higher education universities are not earnings ambitious but still an organisation and as such, endure all the progression that any other organisation undergoes. Institutions of higher education are an interesting research ground due to the fact that staff experiencing large and consecutive change contexts as per growth of education system. Hence, change management strategies need to apply and monitor in the universities as well to ensure and sustain high quality of service by administrative staff. The strategies are imperative because transformation is not always welcome everywhere and simultaneously the process of development cannot be stopped. UUM staff have been complied with new and additional job specifications. They are intended to accomplish numerous key performance indicators especially, if tasks need to be completed within

particular time phase. It seems the organisational change has brought workload in certain extent level. Due to replacement, staff are might be asked to learning new skills, taking over of additional responsibilities, changing department, working in shorter week and rediscover the old individuals (Macadam, 1996). Staff were enforced to moving out from comfort zone after works on specific years. As a consequence, they may felt uneasiness, depress, resentment, disloyalty and distrust and finally led to lack of productive. Hultman (1998) and Van Dijk and Van Dick (2009) also similarly opined that changing roles and responsibilities are potentially resulted to resistance due to implications of change.

According to Registrar Department of UUM (2014), three staff were terminated recently due to unfavourable attitudes in concerning to the attendance and work performance. The unconstructive attitudes are often referred as reluctance to follow change. Indisposed to tolerate and cooperate with requirements of change is known as resistance (Metselaar, 1997). Staff will react based on 'how' he or she think and feel about change and finally behave, cooperative or resistance (Piderit, 2000). It is about different characteristics of individuals having own judgement towards change (Oreg, 2003). Individual differences or traits of personality will determine their attitudes at the workplace and also determine their ability to cope with change (Vakola et al., 2004). Therefore, top management should concern staff's perception towards organisational change and to provide the insight, this research attempts to explore the relationship between personality traits and resistance to change among administrative staff in UUM.

1.4 Research Question

1. Does the big five traits of personality have a relationship with resistance to change?

1.5 Research Objective

1. To examine the relationship between big five personality traits and resistance to change among administrative staff in UUM.

1.6 Scope of Research

This research was conducted at Universiti Utara Malaysia, one of 20 Public Higher Education Institutions in Malaysia. Focused was given to the administrative staff to analyse the relationship between big five personality traits and resistance to change. For the research survey, middle and lower management of staff have been involved. These people are the implementers and manage all the new policies initiated by top management. Staff dealing with a lot of changes and this aided researcher to identify individual's responses towards change. Different characteristics of staff in perceiving change has indicated either receptive or resistant.

1.7 Significant of Research

Employees' resistance to change is a common topic in the change management studies. Though, it is still an important issue needs to be focused in current change management and public management studies (Ajzen, 1991 & Kotter, 1996 as cited by Kuipers, Higgs, Kickert, Tummers, Grandia & Van der Voet, Forthcoming). It is because changes are dynamic. The scenario keeps to being different and radical over time. Moreover, studies

on organisational change were mainly highlighted organisational factor and ignore the individual oriented issues. Prior researchers have suggested study on this micro level of factor however it remains limited (Vakola et al, 2004). Although the researchers had emphasised on resistance to change, it is mostly surveyed in developed countries. Thus, this research by theoretically is signified to fill up the literature gap since it has emphasised on the Malaysian context. Whereas practically, this research signified for awareness, understanding and knowledge among management practitioners in regarding to the successful change management. The outcomes hereby will provide a clear insight to the top management to give consideration on employees' views and participation into organisational change process.

1.8 Definition of Key Terms

Personality: Psychological traits or characteristics (Pervin, Cervone & John, 2005).

Extraversion: Tendency of sociability (Goldberg, 1992).

Agreeableness: Tendency of being courteous and tolerant (Barrick & Mount, 1991).

Conscientiousness: Tendency of goal setting oriented behaviour; planning, organizing and carry out a task (Barrick & Mount, 1993).

Neuroticism or Emotional Stability: Tendency of emotion (Goldberg, 1992).

Openness to experience: Tendency of curiosity and creativity (Goldberg, 1992).

Resistance to change: A negative behavioural that intent to obstruct a change process (Metselaar, 1997).

CHAPTER 2 LITERATURE REVIEW

2.0 Introduction

This chapter accumulated previous literatures. The purpose of research was highlighted by indicating important quotations. Collection of literatures in this research is believed to contribute value to the change management studies in the point of change resistance. In a part, the anthology of literatures has also significantly guided to the formulation and proposition of research framework and hypotheses in the following chapter. The literatures intended to enhance better understanding among readers.

2.1 Organisational Change

Changes are at high rate as it keeps changing an organisation business strategy, services and technologies for survival in the competitive market. The organisational change is planned efforts to improve the capacity of business in get the work done for a better service (Sarayreh, Khudair & Barakat, 2013). An important key is the members of an organisation because they are the implementers. New systems and procedures require employees to more productive and efficient in serve clients and by means of, it strongly affects them. To ensure employees are able to cope with amendment, the change management is essential. Issue at this point is the reluctance of management to concede power to employees in planning change. Employee's involvement and feedback are important to attain successful change management. Whereas, neglect and refuse to their participation are critical for the possibility of resistance. Ignorance happens due to some superior officers that may still believe as the employees have no adequate knowledge to

improve organisation (Hall, 2008). Leadership is important to manage and sustain change (Pryor, Taneja, Humphreys, Anderson & Singleton, 2008) and so, effective leader needs to strategise an appropriate action plan to influence and motivate employees to support change initiative.

Employees must be convinced on the three aspects: the need of change, the problem faced by organisation is real and the particular change plan will solve the crisis (Hall, 2008). In spite of persuasive, some management are often to apply reinforcement strategy (Pryor et al., 2008). Insisting employees to change their behaviour as per management's need and expectation might not be a good tactic. Employees would not easily get hold of change and forcing to change would definitely leads to resistance. People respond in a different ways, while some would enjoying the new challenges, the others may resisting it. It means that enforcement probably resulted to job disengagement by ways of resistant behaviours: resignation, poor attendance and low productivity. Management should makes sure all the employees give full support, commitment and cooperate to integrate, implement and sustain the planned transformation. The issue is many organisations might ignore on 'how' to aptly design and carry out change initiative (Hall, 2008). An effective action plan is need to be applied and monitored regularly for execution and sustainable of organisational change which means a model of change management. Though there are many models, Kurt Lewin models are often used because its relevancy (Petrescu, 2010), yet applicable (Kaminski, 2011), goal and plan oriented (Kritsonis, 2005).

According to Kaminski (2011), Kritsonis (2005), Petrescu (2010), Pryor et al. (2008) and Sarayreh et al. (2013), three consecutive steps of model initiated by Kurt Lewin are unfreeze, transition or change and freeze or refreezing. Unfreezing indicates for dismantlement of current organisation's system and policies. For filing in the amendment, the removal is necessary and most important element in this phase is communication. The flow of information about change will gives initial exposure to employees about the new roles and systems to be enforced. In assuring buy-in employees' support, management should highlight benefits and opportunities that will be resulted from the change scheme. Accurate, concise and clear information will ascertain employees' trust to the management for succession of change adoption.

Employees' transition into new environment is difficult. Expecting people to change in a quick time is unfeasible and if forced, it is possibly leads to resistant behaviour. A sufficient duration is required to change behaviours because employees attempt to understand and learn to ally with management's anticipation. Some employees may refuse to change and begin to argue due to felt of uncertainty and fear. As a result, lack of confidence and distrust to the new workplace settings will restrict employees to be receptive to change. In this phase, training and coaching techniques will absolutely motivate and assist employees.

Freezing new environment indicates the management to sustain amendment over time. Employees may revert to the old behaviour if management failed to balance the driving and restraining forces in the organisation (Kritsonis, 2005). Employees in the driving

force would instigate to support change while employees in the restraining force would insist to resist change. Weakening the cynical force may possible via communication. Once again, it is the key role to influence employees for mutual agreement towards change adoption.

John Kotter has also initiated a model for change management, known as eight steps change model in line with Kurt Lewin (Petrescu, 2010). The steps were briefly quoted in accord with Kotter (1995) description: Create sense of urgency: initial exposure about change proposal with specify to its' need and opportunity. Form a strong foundation to lead change: coalition and working as a team. Create a vision to direct change efforts: generate strategies to achieve the vision. Communicate the vision: using all devices to converse. Empower others to act on the vision: appoint a leader among employees to drives change and remove all the potential obstacles. Plan and create short term wins: constantly plan, track and evaluate the key objectives and reward employees involved. Consolidate improvement: appoint, promote, develop and enlarge potential employees to execute the vision. Lastly, institutionalise change: articulate new behaviours for sustainability of transformed settings.

However, there are four criticisms in regarding to the three steps of model. It was proclaimed as applicable only for small scale projects, assuming stabilise operation in organisation, ignoring organisational politic and power and its more towards management driven since it involves top to down process (Burnes, 2004). Two ways of interaction between top management and employees should be pointed instead of one way. If

management practicing bottom-up approach by means of pertaining employees' feedback, it will certainly help organisation to succeed and sustain the changed of policies and procedures. The key of change succession indicated by Kurt Lewin is change of mind-set, an individual's psychological level. Misperception on change is possible due to negative emotions (Petrescu, 2010). It also referred as unless employees are self transformed, their optimistic behaviour would not be possible or even if, it would not be sustained (Sarayreh et al, 2013) though they had obtained a clear understanding about change and acknowledge its need and benefits. Whereas, Kotter's model has pointed to employees' behavioural change rather the system or strategy or culture. Behaviour is the core issue in using this model because 'what' and 'how' people do and need to be transformed are significantly reacting. These theoretical models of Kurt Lewin and John Kotter are pioneer step to carry out rapid transformation effectively however it must be tailored regularly with organisation's current circumstance and culture (Petrescu, 2010).

A part of the models, a significant point is the role of leader. The leader should involve and acknowledge employees' perspective in the change scheme, if organisation intended to attain an effective change management. Sceptical group of individuals are most likely the best employees to identify and rectify problems that the management failed to observe. To get better change acceptance at the individual level, the change process needs to restructure by means of encourage employees' involvement and feedback, listen to their problems and support their rights. The optimal solution is certainly a mutual formation between management and employees. They have to jointly discuss and cooperate to solve organisational dilemma towards change initiative or in other words,

the change process should be more democratic. Management must develop faith in the employees prior to approaching them for organisational change process. If the shared approach is able to be formed, the employees will work conscientiously to execute and refine the amendment. On the other hand, if the organisation fails to involve the entire employees in planning and executing change proposal, it will be management, especially the human resource manager to confront the consequences: complaints, resignations and internal conflicts (Hall, 2008). To overcome employees' resistance to change, the change process must reform with employees' active role.

2.2 Resistance to Change

Organisational change resistance begins as an individual unwillingness to change followed by the collective resistance (Hall, 2008). A resistant can be occurred in any phase within three steps during the change management process. It may arise either within individual or elsewhere in the organisation. When current behaviour acquired to change, resistance is possible because employees were forced to moving from their comfort zone as per top management desired position (Georgalis, Samaratunge, Kimberley & Lu, 2014). Employees' responses towards change would be either desirable and obedient behaviours or undesirable and resistance behaviours (Coch & French, 1948) which the latter was proclaimed as a root cause for most organisational change initiative met failure (Bovey & Hede, 2001a). Change is often allied with greater risk, urgency and pressure (Kotter, 1995) and due to this reason, self conflicts begin: status quo, past experiences and knowledge (Hall, 2008). Thus, some of individuals may dispose to resist change (Oreg, 2003).

Metselaar (1997) defined resistance to change as a negative behavioural portrayed by an individual in an attempt to block a change process. Whereas, Starr (2011) has referred resistance as employees' negative acts, non acts, defensive, argumentative disposition, resentment and ill determination. In perspective of Piderit (2000), employees that reflect resistant are viewed as non compliant or disobedient. Concisely, resistance is commonly related with counterproductive work behaviours or negative attitudes (Waddell & Sohal, 1998). It is a challenge for organisations because employees will give obstruction in many ways. Delay work process, intent to increase cost unnecessarily and instabilities of work processors throughout the process of change execution (Ansoff, 1990) are the examples of employees' destructive actions. It is also believed that a person who is unfavoured a change will attempts to influence other individuals to react similar negative action by convincing that change scheme is a demolition to own self. A strong negative thought on particular change with depiction of uncooperative attitude became as barrier gate for management from getting and adapting new ideas, policies, procedures and work methods (Piderit, 2000; Senior & Swailes, 2010; Stanley, Meyer & Topolnytsky, 2005) for organisation's efficiency and effectiveness.

Management perceived resistance as an enemy for successful adoption of change efforts and strive to overcome it (Georgalis et al., 2014; Waddell & Sohal, 1998). Detrimental attitudes such as: sabotage, low work efficiency, high turnover rate, no commitment, limitation of work output (Coch & French, 1948; Kotter & Schlesinger, 2008), increases number of conflicts among employees or between top management, higher rate of absenteeism without irrelevant reason, low commitment, slowing down product's

operation efficiency, often to be late in attending or avoid meeting (Metselaar, 1997), always being late to workplace and increases number of employees reporting fall in sick, strikes, protest letter, gossip (Metselaar & Cozijnsen, 1997) and lastly, boycotts change related discussion and strong argumentative by voicing contrast view of point (Lines, 2005) are the reasons for management to blame employees (Piderit, 2000) because failing in the process to execute change (Hall, 2008) or failing in the sustainable of changed settings. Therefore, employees' resistance to change (Van Dijk & Van Dick, 2009) is highly fretful by management as it will disrupts organisation's stability, reputation, position and image. Inability to change resulted a lot of big organisations to undergoing downsizing while smaller organisations are continuously prevail (Hall, 2008).

Employees begin to oppose change when they have limited or zero knowledge about organisational change. Individual will undeniably avoid an unknown person and subsequently protecting self from any unsafe possibilities. This is similar scenario with adoption of unknown change as Hall (2008) and Oreg (2003) stated that it is easiest to stick with a known routine context. People are habitual creatures because high expectation for comfort in both routine days and with family (Jex, 2002). When this comfort feeling is to be violated by an idea of change, people will start to self defend. It is difficult to change this group of anxiety people, no matter whether the particular change is a positive or negative. Kumar, Kant and Amburgey (2007) have also stated that certain individuals are adventurous and enjoy in trying new stuff in nature however some would feel comfortable only if, working in an acknowledged environment. Once the known surroundings are to be changed, the particular group of individuals will demonstrate high

change resistance because they believe unknown change is messing up current situation (Greenberg & Baron, 2002). However, Bovey and Hede (2001a) argued that if unknown person is very friendly, kind, helpful and portray a good manner of attitude, employees will probably start to accept the person as new member at the workplace. Similarly goes to change adoption, individuals will dispose to agree and follow change if they start to belief on its benefits. This is the nature of people's reaction towards organisational change. Whereas Piderit (2000) has opined that it is an ambivalent response by way of cognitive and affective results behavioural. A person aware on change beneficial however he or she will feel unsure and anxious simultaneously about the implication of change. DeMarree, Morrison, Wheeler and Petty (2011), Oreg and Sverdlik (2011) have referred this mixed response as an association of positive and negative responses or in other words, neither not completely positive nor not completely negative reaction towards change.

Employees also begin to oppose change when they have to losing personal interests or believe change implementation will remove their priority in the organisation (McKenna, 2000). It is natural tendency of individuals to uphold their status quo and any efforts attempt to challenge it, resistance is apparent (Hall, 2008; Oreg, 2003). Besides, potential threats on job security, power to control or autonomy and job status are also assured employees' self-protective reaction via resistant attitudes (Kumar et al., 2007). Disregard attitude by management on employees' work tenure and experiences prior to change execution are disappointing. Being experts in the former scenario, employees dislike management's treatment as new or novice after the adoption of change. According to Hultman (1998) and Inandi, Tunc and Gilic (2013), employees will to be sure resisting

change if it challenging personal values and work norms because carrying out change attempts to remove a long stand of values and also demands to quit routine work. Bruckman (2008) has also indicated that resistance is inevitable due to loss of habitual routine, no matter on 'what' the change is all about. It is not about comfort zone only, but also the requirements of change that demands for consumption of new thinking, time and efforts (Strebel, 1996).

If employees believe that change adoption will gives all the negative impacts: unknown, losing personal interests and demand for new learning and skills, it will be heightened the level of fear. Change is believed as a threat and subsequently fear will control and influence self to be pessimistic. Fear violated employees' psychological safety which in turn strongly opposed any of change initiatives (Pryor et al., 2008). Fear is the 'peak' moment due to employees' sceptical thought of losing somewhat valuable through the implementation of change (Kotter & Schlesinger, 2008) and they would quickly blames management for it. Rather perceiving it as challenge, employees will portray resistant behaviours (Maltz, 2008). In some extent, employees fear about failing to succeed, or even if, fear on failing to sustained transformed of settings in the workplace (Kumar et al., 2007) and also fear to follow change if they have past worst experiences (Bovey & Hede, 2001b; Griffiths, 2009). Certainly, fear is known as the 'heart' of resistance to change (Maltz, 2008).

When management informed the employees about the change proposal, employees are afraid due to its effects (Greenberg & Baron, 2002). Not preferable to work with new

team members or co-worker, uncertainty on whether the unknown change will succeed or not (Bovey & Hede, 2001b), misinterpretation on importance of change, insecure on possibility losing job, strong belief about no beneficial outcomes (Kotter & Schlesinger, 2008) and lastly, low motivation and anger (Coch & French, 1948) due to possibility of challenged status quo (Metselaar, 1997) are some of effects concerned employees. It shows that without in view of potential negative effects for own self, it is uncommon for an individual to forms any kind of resistant attitudes (Piderit, 2000). Dent and Goldberg (1999), Hall (2008) and Jaramillo, Mulki, Onyemah and Pesquera (2012) have also equally asserted that employees are actually resisting the impacts of change, not the change itself. Management's frequent change execution and insist employees to follows it are also in some way results resistant because they experiences high levels of anxiety and stress (Coch & French, 1948; Kiefer, 2005) to meet organisation's key objectives.

Joshi (1991) has explained that employees' resistance to change is basically an equity-implementation. Prior to execution, they would identify the impact of change either it will gives loss or gain to personal goals. A comparison would be made between self outcome and organisation outcome and later with others (co-workers) to determine equity. If it will be a loss to self which concerned as inequity, employees' resistance to organisational change is clear. It is all about self equity: E-I Model or in a question: 'is change proposal providing self gain or self loss?' Meanwhile, Bovey and Hede (2001a) have argued that employees' resistance to change is essentially human processes towards organisational change. Pertaining to the impact of change, accretion of irrational ideas will be directed to intention to resist because employees found that change brought

threats or change scheme will violate self goals. All the literatures indicated three levels to determine employees' resistant attitudes: informational, gut reaction and cultural. They would commit to cynical response if: deficient information (type of change, time and way to be implemented, task and people or levels involved and the importance), challenging psychological status and past history of failures (Maurer, 1996 in Gray, 2002).

Scholars are often discussed resistance to change in the form of active and passive behaviours. Hultman (1998) has explained active resistant includes deliberate actions to utilise certain facts as like criticism, accusation, find mistakes, threaten, express fear, manipulate and sabotage. Whereas passive resistant is about failure to sustain changed settings by ways of fail to carry change process, agree but not act eventually, hesitant and finally unshared the needed information, help, suggestion or support. According to Piderit (2000), a person might enthusiastically agree to follows change but not focusing to construct necessary actions in order to carry out the particular initiative. Hoping an opportunity but at the same time fear feeling on the inability to meet new expectation as per required. It is an ambivalent response: not completely reject and also not completely accept. In perspective Bovey and Hede (2001b), passive resistant is about inertia by means of withdraw or ignore change as like not willing to learn. Whereby active resistant is about drastic by means of disrupt change such as deliberate mistakes. These researchers have displayed resistant behaviours as overt-covert and active-passive.

Based on the structure of Bovey and Hede (2001a, b), Pundziene (2002) in Pundziene and Duobiene (2006) has explained four types. Passive overt is about changes are supported

by agreeing. Some part will be accepted subsequent to observation however nothing else will be done to uphold it. Passive covert is about changes are supported but with complain and trying to concede. By strong reaction, changes will be tried to avoid and ignored. Active overt is about changes are supported by care and effort. However, by intent to resist, it will be hindered and argued. Lastly, active covert is about changes are supported by cooperating, however, by intent to resist, it will be manipulated. Via different viewpoint, Greenberg and Baron (2002) have emphasised employees' reaction on change by means of four possibilities: Acceptance entails cooperative and enthusiasm. Indifference is about resignation and only does as per instruction. Passive resistance is alike not learning, slow down and protest. Lastly, active resistance is about deliberate sabotage, take time to off job and intentional mistakes. Maltz (2008) has indicated the form of overt is noticeable and covert can be unapparent and visible. Some covert reactions may difficult to understand because individuals agreed at first. It would only perceptible if he or she begins to delay and avoid the implementation of change.

According to Chawla and Kelloway (2004), resistance to change is an observance to any behaviour that avert organisational objectives. Resistance is probably better viewed in two components: attitudinal and behavioural reactions to change. While the first component is a psychological refusal to the need of change, the latter is a portrayal of behaviour which symbolise the unwillingness to support change or unwillingness to stay with organisation during the turbulent duration. On the other hand, Bareil (2013) and Inandi et al. (2013) have different arguments. Bareil (2013) has asserted the conception of resistance to change is getting through a transformation, in two paradigms: from

traditional to modern which means from an enemy to a resource. In management standpoint, resistance should be interpreted as resource at first due to normal and legitimate consideration. Only if management witnessed a behavioural change, the traditional perspective should be applied due to opposition to organisational change occurrence. Inandi et al. (2013) have related resistance to change to readiness for change. If readiness is about acceptance to change cognitively, resistance is about not to want or accept change and certainly, its related to fear. Responses towards change are opined as better term to be used rather resistance to change. Piderit (2000) has argued to apply the term of employees' responses to organisational change instead of resistance to change because resistant focused on negative prospect.

Due to involvement of cognitive, affective and behavioural components, Oreg (2006) and Piderit (2000) have defined resistance as multidimensional attitudes. Resistance to change is likely to occur if an individual's judgment on change is a pessimistic (Oreg, 2006). Cognitive, affective and behavioural are referred to thinking, feeling and reaction. For examples: 'is change necessary' and 'is change will give benefits.' A conclusion of change is endanger, would affects mind to be nervous, fear, anxious and angry and finally depict negative attitudes as like influence co-workers through gossip and complaint. Schiffer (2011) has argued that individuals are not only difference in the level of negativity, but also in the demonstration of resistance itself. Two members might have larger disposition to resist compared to other two members by the ways are probably different. Higher resistant perhaps manifest it in harsh while the others possibly express it

through emotional withdrawal from team members. Nevertheless, an individual perception is more crucial to forecast his or her behaviour (Bamber & Castka, 2006).

Oreg (2003) has established Dispositional Resistance to Change or RTC Scale to measure an individual's resistance to change. Cognitive rigidity, routine seeking, emotional reaction and short term focus are the important keys and these four factors are essentially referred to cognitive, emotional and behavioural components. Cognitive rigidity indicates an individual difficulty and inflexible thinking to adapt a new method or environment, or conversely readiness to adjust with any types of change. Routine seeking indicates an individual refusal to leave his or her routine work, or conversely will involve with new task. Whereby, emotional reaction indicates an individual stress, anxiety and uneasy level, or conversely will easy going with new initiative. Lastly, short term focus indicates an individual unwillingness to lose control and low tolerance, or conversely will tolerate because they focus on potential of long term benefits. It shows that the more sceptical judgment on change, the more intents to resist organisational change.

A positive or negative reaction on change is indeed caused by individual differences or personality (Greenberg & Baron, 2002; Metselaar & Cozijnsen, 1997; Morris, 2007; Vos, 2006). It is because individual characteristics would determine on 'what is important' to self and also decide on 'how he or she will evaluate a situation' (Lazarus, 1991). Besides an interpretation to personality traits as endogenous factors, Kumar et al. (2007) had proclaimed the occurrence of resistance to change will depend to it. Pierce and Gardner (2009) have also similarly explained that individual personality is shaping self evaluation

and it will be brought together at the workplace. All the facts indicated that personality influence on 'how' an individual will perceive and carry out the new policies and procedures. Their reaction subsequently affects the whole job performances. Essentially, individual characteristics determines on 'how' he or she react towards organisational change at the workplace.

2.3 Personality

A set of psychological traits within an individual is known as personality. By means of, it is about individual characteristics that account for consistent patterns of feeling, thinking and behaviour (Pervin, Cervone & John, 2005). An organised, unique and relatively tolerates character for a different situation would influence an individual's particular interaction or behaviour reflection (Pervin et al., 2005; Schultz & Schultz, 2012). People are always interpreting each thing and situation differently and in some extent, they would not tolerate or give up old habit, self priority and also, considering own self is always in the right path. Personality traits determine behaviour, while optimistic characteristics are receptive to change, the pessimistic would oppose. In other words, high tendency of traits are disposed to accepting change initiative whereby low tendency are against it. First person that perceive change as a golden opportunity is might be perceived as a threat by second person. Consequently, management will be witnessed cooperative and resistance behaviours respectively.

The basic determinants of personality are heredity and life experiences, it is also known as nature and nurture. Nature is birth and nurture is past experiences, are genetically and

shaping personality (Pierce, Gardner & Dunham, 2001). Stabilise over time and unable to be duplicated are meant for unique (Greenberg & Baron, 2002). In similar view, traits of personality was proclaimed to make two keys of assumptions which are traits are stable over time and it is believed to directly influence behaviour. Even though individual's behaviour may vary in accord to a situation, they may stick with nature act due to consistency core of true nature, as like unchangeable spots of a leopard (Matthews, Deary & Whiteman, 2003). They are also changing personality in current of similar situation, not only in different condition however it may difficult for some individuals to change (Bamber & Castka, 2006). Many researchers have been studied, surveyed, established theories and debate in regarding to the personality. There are a lot of arguments for the particular subject and few to be mentioned are as follows.

Personality is psychoanalytical. Sigmund Freud (1856-1939) has focused psychoanalysis approach, a concept of unconscious mental process. It means that a person unconscious motivation and needs to have a role in determine own behaviour. Based on conscious, preconscious and unconscious division of mind, Topographic model of the psyche was developed. Parted away from Freud, Carl Jung (1875-1961) has focused analytical psychology and the assumption is, personality consist competing forces and structures and it must be balanced by means of, resolve self conflicts. George Kelly (1905-1967) has developed personal construct theory to examine the way of individual views world. In a situation, different people chose to perceive in different ways that finally reveals their different actions. Personality is trait. Gordon Allport (1897-1967) made the first attempt to develop a framework consists traits to represent the personality. His work was brought

further by Raymond Cattell (1905-1997) into sixteen traits, Personality 16 Factors. Hans Eysenck (1916-1997) has developed supertraits, consists three key traits: extraversion-introversion and neuroticism or emotional stability. Scholars believed that personality is all about tendency of psychological, an assumption of an individual to possess particular trait based on 'how' the person observe and converse with surroundings (Houston, 2005). Coordination within common traits have been continued and searched by researchers. It led to a long debate to collect appropriate traits for adequately represent personality. Yet, a model that has been used widely in so many different fields (Manaf & Marzuki, 2014) is big five personality traits or five factor of personality. The model particularly, helpful to enhance the understanding about attitudes towards change with the focus on individual differences (Vakola et al., 2004).

2.4 Big Five Personality Traits

The big five personality traits consist of extraversion, agreeableness, conscientiousness, neuroticism and openness to experience. Extraversion, also known as surgency is a tendency of sociability (Goldberg, 1992). It indicates quantity of interpersonal interaction (Vakola et al., 2004). While extrovert is talkativeness (Md Nawi, Redzuan, Hamsan & Asim, 2013) and ambitious (Mount, Ilies & Johnson, 2006) person, the introvert prefers loneliness, shy, timid, passive, quiet and reserved (McCrae & Costa, 1987). Agreeableness is all about the quality of individual interpersonal interaction (Vakola et al., 2004) for examples, being courteous and tolerant (Barrick & Mount, 1991). Low tendency indicates a person with selfish, distrust, rude and stingy whereas high agreeableness person will concern of interests and welfare for others, understanding their

feeling (Md Nawi et al., 2013), trustworthy and cooperative (Golberg, 1992; McCrae & Costa, 1987; Mount et al., 2006).

Conscientiousness is a goal setting of behaviour by means of, planning, organising and caring out a task (Barrick & Mount, 1993). Low tendency indicates a person with careless, disorganised, lazy (Golberg, 1992; McCrae & Costa, 1987) and keeps to be late (McCrae & Costa, 1987) whereby high conscientious person will hardworking, cautious (Golberg, 1992; McCrae & Costa, 1987), scheduled (Md Nawi et al., 2013), responsible (Mount et al., 2006), persistent, organisation (Vakola et al., 2004), punctual, self discipline and neat (McCrae & Costa, 1987). Neuroticism is a negative emotion for examples, distress, insecurity, anxiety (Vakola et al., 2004), fearful (John & Shrivastava, 1999), insecure, discontented, angry, nervous, tense (Goldberg, 1992), worry, impatient (McCrae & Costa, 1987), anxious and depress (Alkahtani, Abu-Jarad, Sulaiman & Nikbin, 2011). Individuals with emotional stability will remains calm, relax, at ease (Goldberg, 1992; McCrae & Costa, 1987) and patience (McCrae & Costa, 1987).

Openness to experience is known as intellectual (Goldberg, 1993) because individuals desire for new experience by being proactive to seeks knowledge (Vakola et al., 2004; Williams, 2004). Also, prefers to be a divergent thinker, imaginative, seeking autonomy (John & Shrivastava, 1999), reflective, curious, creative (Goldberg, 1992) and favour for variety (McCrae & Costa, 1987). Whereas, narrow-minded of individuals prefer ways of traditional (Md Nawi et al., 2013; Williams, 2004), simple and routine (McCrae & Costa, 1987). A need to widen and examine new experience, individuals would much valuing

autonomy or self control in the workplace (Mohan & Mulla, 2013). Based on the descriptions, it is emphasised that high tendency traits of person are disposed to less resist while the lowest disposed to highly resist.

2.5 Relationship of Big Five Personality Traits and Resistance to Change

Walker, Armenakis and Bernerth (2007) affirmed individual differences affect the organisational change efforts. Even though individual personality is only a micro level factor, it should be emphasised due to its ability to influence employee's own reactions towards change. High possession of openness to experience and self monitor or conscientious for instances, shall positively respond to change efforts. With involvement of two newly established organisations of production lines, cynicism was found mediated the relationship between individual differences and change content and process. Individuals will put faith on the change by fully committed and belief its' necessity and benefits (change process). Detail information through communication (change content) initiate employees' belief. Strong assurance influence individual's thought and feel (individual differences) for supportive behaviour instead of resist, moreover if cynicism (change context) is in lowest. Belonging on highly open to experience for an instance, individuals would much perceived and believed change as an opportunity to improvise self ability in achieving both own and organisation goal.

Vakola, Tsaousis and Nikolaou (2004) have studied the role of personality traits on attitudes towards change with emotional intelligence. Professionals from various public and private organisations in Greece confirmed a significant relationship between traits

and employees' attitudes on change. Positive relationship between traits (agreeableness, conscientiousness and openness to experience) and attitudes emphasised to optimistic individuals. High tendency traits resulted receptive to change and subsequently portray cooperative attitudes. For examples, agree to follow change, strictly stick on principle and effective coping with change. Tolerance, discipline and initiate for ideas are indeed succeeding the change process. Neuroticism often associated with negative attitudes towards organisational change. Lowest tendency traits resulted anxiety, nervous and worry. Unstable emotion of individuals tends to avoid and stay away from any change initiative or even if reinforced, resistance is possible. The researchers were further asserted that big five personality traits are essentially able to cope or facilitate change.

In attempt to explore 'how' individuals believed their personalities contributes on their responses in change scenario, Smollan, Matheny and Sayers (2010) have highlighted relative importance of information in their qualitative study. Openness to experience individuals depicts strong support to change. Conscientious individuals asserted that they did on 'what' they supposed to do as per instructions by felt of obligation and professional approach and to be noted, in regardless on their perception. Agreeableness individuals are keeps to supports each other. Among colleagues, they assured to give full commitment and cooperation to the change efforts. Extraversion individuals are also supportive to change however if they felt unlikely for it, they would explicitly inform disagreement to supervisor. This group of people were found in almost debatable scenario in regard to the issue of change. None of the interviewees directly spoke on neuroticism nevertheless they did gave some insight to the question of manage emotions

in spite of dealing with difficult situation. Interviewees believed that they are well managed or control emotions as in a professional approach. The big five traits as a whole was found influenced employees' reaction towards change.

Alkahtani, Abu-Jarad, Sulaiman and Nikbin (2011) have studied the impact of personality traits on the capability to leading change among managers, especially in the northern part of Malaysia. Instead of five traits, researchers indicated four: extraversion, conscientiousness, emotional stability and openness to experience. Though, only trait of extraversion was found significantly positive related with leading change. Extrovert tends to be assertive, energetic, dominant, persistent, well adjusted for goal achievement and willingness to consider new ideas and only these possession of elements are able to manage and lead change. With desires for authority, extrovert has the potential to influence the members of organisation because it will be a direct contact. Buchanan (1998) has approached undergraduate students for the study on group performance based on personality traits. Big five traits have solely impact on team performance due to optimal level of traits. With consideration on creative task; moderate extraversion, high openness to experience and high conscientiousness of team have found significantly performing better. Talkativeness is important to promote discussion and exchange idea, open-minded is important to initiate the willingness for consideration of innovative ideas in order to complete task and lastly, motivation and discipline are important to keeps on focus to the particular task. If any of these traits are distracted from optimal level, innovative ideas would be completely rejected. If individual belongs to the lowest level

of traits, resistance is to be sure, possibly passive reaction due to psychological withdrawal of innovative tasks.

In the study of counterproductive work behaviour, Mount, Ilies and Johnson (2006) have emphasised on personality traits among employees in customer service at fast food stores in the dimension of interpersonal and organisational. However, only two traits of agreeableness and conscientiousness indicated to have a direct relationship with the respective dimensions. The significant and negative relationship affirmed that employees with optimal level of traits are disposed to less engaging in CPBs. In their review, agreeableness, conscientiousness and emotional stability traits are highlighted as strongly predicts CPBs. In similar issue, Morris (2007) has studied on the factors in using computer based on university psychology experiment pool. With undergraduate students, researcher has assumed a direct linkage between personality and behaviour, specify to agreeableness and conscientiousness traits. It was expected high scoring in both traits would reports lower CPBs however researcher failed to find a significant relationship. Ansari, Maleki V, Mazraeh and Arab-Khazaeli (2013) have also considerate the similar issue. Unfortunately, their study based on operational area employees in Iran has found a non significant relationship between conscientiousness and neuroticism traits with CPBs. However, conscientiousness trait was found to have low effects on its' dimension for instance, sabotage.

Culmer (2012) in field of information technology or IT has studied the nature of resistance among workers. Trust was found negatively related with resistance to change.

Trust is important to attain workers' support which means high trust encourage workers to be receptive. Whereby, Jeswani and Dave (2012) had approached faculty members to study on the impact of individual personality towards turnover intentions. Of the five, only extraversion and agreeableness traits were significantly impact turnover intention. Individuals are willingly to take risks and chose to retain at the organisation due to their ambitious, trust and comprising own interests for management. To assess the relation of individual differences and resistance, Meshkani, Rastekenari and Garmjani (2013) had carried out a survey to customers of Gas Company in Guilan. Disposition resistance to change was found significantly positive related with affective resistance whereby no linkage was found with behavioural resistance. Experiencing negative emotions resulted to disposition to resist change. The researchers have opined that trust would negatively associate with behavioural resistance to change, statistically, it was found not significant.

Thatcher and Perrewe (2002) have studied computer anxiety among students in United States. Statistical finding affirmed that anxiety individuals would produce more computer anxiety. For similar issue, Nov and Ye (2009) have studied the adoption digital libraries among students in university's library, United States. Positive relationship between resistance and computer anxiety indicated as the individuals will intent to resisting computer due to high tendency of fear. Study on change resistance has been carried out in the context of administrative professionals of Forest Departments in four states, India. The researchers, Kumar, Kant, and Amburgey (2007) have argued that working in higher traditionalism oriented environment, individuals are unlikely to learn from mistakes, experiments and response creatively to shifting or changing circumstances. Fear has

positively significant effect on attitudinal resistance, individual level resistance. Belief on some extent of risks and fear led individual to demonstrate resistance. Jaramillo, Mulki, Onyemah and Pesquera (2012) in study on salesperson from three financial institutions in Mexico have found resistance is likely to occur when salesperson became anxious due to increment of workload. Bonigk and Steffgen (2013) in their study on habitual anger and change among employees in four organisations have also emphasised that resistance is more likely to be occurred if there individual tends to vent or express their anger.

Van Dam, Oreg and Schyns (2008) in study on daily work contexts and resistance among housing corporation employees in Netherlands have found a significant relationship between openness to job changes and resistance. Individuals are receptive to change due to their favoured job change for its challengeable context. In survey on working adults from various Chinese companies, Hon, Bloom and Crant (2011) had found moderate negative relationship between resistance and creativity. Higher resistance indicated quite of unwilling to adopt new ways to perform and dislike challenging status quo. Mohan and Mulla (2013) had approached executives of a multinational medical transcription company for study on openness to experience and work outcomes. Creative individuals are likely to accept change because they prefer to transform routine job into challenging task with new ideas. All the past literatures as a whole highlighted that high possession of traits are likely to dispose less resistance to change. It is expected to have a significant negative relationship between big five personality traits and resistance to change.

CHAPTER 3 METHODOLOGY

3.0 Introduction

This chapter emphasised the proposition of research framework followed by hypotheses in accord to prior literatures. An appropriate methodology is essential to obtain an accurate data. Research design, population and sampling design, the measurement of variables and techniques for analysed data were discussed thoroughly in this chapter. By using Statistical Package for Social Science (SPSS) software version 20.0, the collected responses were analysed for statistical findings.

3.1 Research Framework

Conceptual framework is a structure to illustrate an assumption or theory being surveyed in a research. It support and simplified a theory which in turn indicated on ‘which’ key variables influence a phenomena of interest. The framework also highlights the need to scrutinize on ‘how’ those key variables might different and in ‘what’ circumstance (Labaree, 2013; Sekaran & Bougie, 2010). For this research, the conceptual framework was formulated based on prior studies that emphasised a significant linkage between traits of personality and change resistance. Initially, Coghlan (1993) has quoted that one source of resistance is personality followed by Kotter (1995) with a similar point: employee’s personality in perceive change should be taken into consideration as a potential source towards resistance to change. Vakola, Tsaousis and Nikolaou (2004) have indicated the crucial role to determine attitude at the workplace and ability to cope change is an individual differences. Individuals have own judgement or perception

towards change (Oreg, 2003; Raush, 2010) and due to this reason, personality is expected to relate with change resistance (Rausch, 2010). This theory highlighted an assessment on big five personality traits and disposition resistance to change and to support it, the research framework was formulated. The big five personality traits are expected to predict a particular pointed issue: resistance to change and this relationship has illustrated in Figure 3.1 as independent and dependent variables.

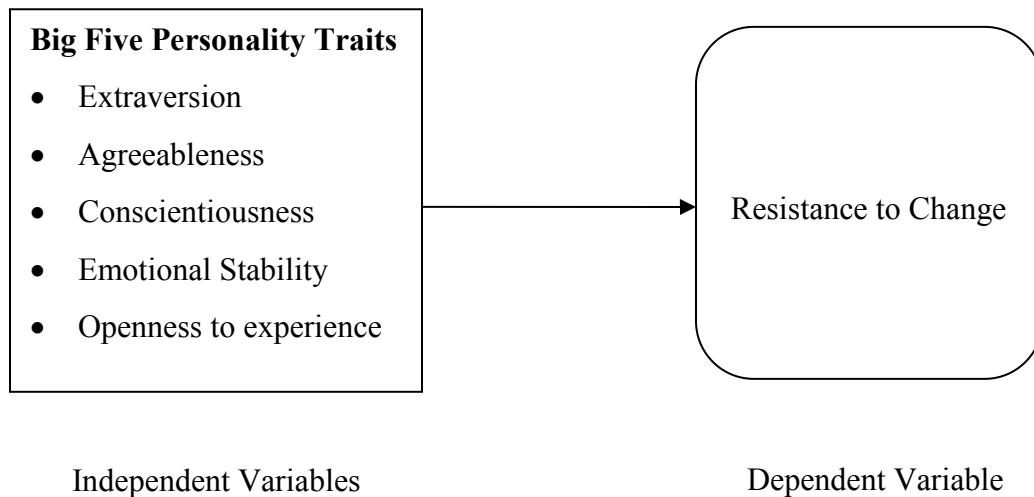


Figure 3.1
Research Framework

3.2 Hypotheses Development

Preceding studies on different context of background, population, personality model and disposition towards change have encouraged the current research to be investigated. The collected literatures provide initial basis and opportunity for a researcher to explore and contribute significant values to the subject surveyed. This research attempts to propose hypotheses in concerning to the assessment of potential relationship between big five personality traits and change resistance. Some of the prior studies indicated a non significant relation and some of it does not empirically analysed and so, this research is intended to fill up the gap, with some to be mentioned are as follows. Rausch (2010) investigated resistance to change by using Myers-Briggs Type Indicator. The researcher argued the inclination of individual towards change is depend on characteristics of own self. Unfortunately, 33 analyses of graduate students had failed to find a significant relationship between extroverts-introverts, sensors-intuitive, thinkers-feelers and judgers-perceivers with resistance. Vos (2006) also attempted to survey personality and change resistance with mediator variable of emotion. By responses of 66 lecturers, only extraversion trait was reported as significantly correlated. Emotion was proclaimed as mediating resistant attitudes based on possession level of traits. Resistance to change is likely to occur if large and radical organisational change took place. Drastic change is possibly causing heavy negative emotions and it highly impacts for lower possession of traits. Lower level extrovert employees for example, are timid and so, reluctant to involve into change process and it known as passive reaction, a sign of resistance.

Rausch (2010) suggested future research to scope large samples with high experienced organisational change whereby Vos (2006) has mostly removed measures of items in each trait to obtain acceptable alpha values. In a line, Chen and Chen (2008) have studied on successful change implementation with five personality traits. With responses of 159 lecturers, only conscientiousness trait was cited as a significant negative relationship with change resistance. The Taiwan based study has revealed that lecturers are conscientious with requirements of new settings. They have high self responsible, discipline and keen to follow rules in regulating current policies. As lecturers possessing high conscientious, they are able to adjust pressure from consecutive change and their optimism assuring cooperative attitude instead of resistant. Although Vos (2006) and Chen and Chen (2008) studies signified on a single trait correlation with resistance, the statistical findings on significant association with five traits as a whole was indeed failed to discover. These empirical findings therefore give expectation for current research to have a significant relation between big five personality traits and resistance to change, especially in the context of Malaysia. The more individual is possessing or has optimism traits, the less inclination to resist change indicated to a negative correlation as in Table 3.1.

Table 3.1
Hypotheses Proposition

Hypotheses	Descriptions
H ₁	Big five personality traits are negatively associated with resistance to change.
H _{1a}	Extraversion is negatively associated with resistance to change.
H _{1b}	Agreeableness is negatively associated with resistance to change.
H _{1c}	Conscientiousness is negatively associated with resistance to change.
H _{1d}	Emotional stability is negatively associated with resistance to change.
H _{1e}	Openness to experience is negatively associated with resistance to change.

3.3 Research Design

Quantitative method is the typical approach to be a scientific because it is emphasising on amount or quantity (Tewksbury, 2009). This is a quantitative designed research due to involvement of survey instrument and statistical analyses. Instrument used are quantifies the relationship between different variables which means it helps to measure the linkage of independent variables on dependent variable (Hopkins, 2008). Statistical analyses aid to simplify huge data into concise facts and also to provide an accurate significant result for variables. According to Sekaran and Bougie (2010), quantitative is all about numeric description and it will represent the population studied in a research.

3.3.1 Type of Study

The purpose of this research is to discover the relation of personality traits with change resistance and so, it is a correlation of statistical base investigation. Research surveyed on whether individual's traits have a significant association with resistance to change and in a statement made by Rosenberg and Daly (1993), correlation study is important to evaluate the strength of association between two variables. Sekaran and Bougie (2010) have also indicated a similar viewpoint. An investigation of correlation is often used to find a connection of crucial variables with problem pointed, only if the researcher interested to verify the relation between variables. Individuals with high possession of traits are likely to less resist, researcher attempts to test this assumption into statistical analyses. By means of, it is a hypothesis testing as it able to explain the nature of certain relationship between variables.

3.3.2 Settings of Study

Using research survey indicated a minimal intervention by researcher on participant's normal work routine at the workplace. It is a field study or in other term, a non-contrived based setting because participants were approached with surveys in natural working environment which means without any modification to their work flow. This setting was acknowledged for correlation studies. To assess individual's response towards change, each of collected survey was treated as an individual data source. The administrative staff: middle and lower management were specified as individual of unit analysis for this research (Sekaran & Bougie, 2010). Individuality data is essential because researcher is intended to find each staff's disposition level in resisting change based on five traits. Within a month, all the responses have been collected by researcher and this short term oriented data collection indicated as a cross sectional of study (Sekaran & Bougie, 2010; Zainuddin, 2010).

3.3.3 Sources of Data

Researcher has used both secondary and primary data sources to enrich the values of study. Secondary data source must take place initially prior to primary data source. A researcher should collect information from existing database at first stage, for examples: government institution's related data and past literatures. Secondary data is important to obtain accurate facts and significant empirical findings in regarding to the issues being studied. Besides enhance better understanding, researcher also able to provide substantial information for readers. It is a foundation for a researcher to formulate theoretical framework and propose hypothesis. To authenticate hypotheses proposition in this

research, primary data source is essential, for example: survey. Primary data is important to attain and study population characteristics based on certain variables. Survey is able to establish individual's belief, attitude and opinion in concerning to the particular issue besides collect basic information such as demographic profile: gender, tenure and age of population (Polgar & Thomas, 2013). For final conclusion of this research, survey enabled researcher to identify each participant's natural traits and their tendency in perceiving change. According to Sekaran and Bougie (2010), primary data source helps researcher to solve problem issued by means of answering each question in survey will leads to a quality of research survey. However, it depends on 'how' far participants willing to give honest answers. Nevertheless, survey assured researcher to reach large scale of people at once with minimal involvement of cost and time.

3.4 Population and Sampling Design

A total of 1960 administrative staff in Universiti Utara Malaysia had scoped as target population for this research (Registrar Department of UUM, 2014). Population is crucial to determine a sample size for research survey because an accurate selection of amount will generalise research findings, reduce errors and minimise consumption of time and cost (Zainuddin, 2010). The most appropriate sample size for conducting a research should more than 30 and less than 500. It is important for researcher to avoid from committing type II error: a tendency to accept statistical results instead of rejection (Roscoe, 1975 in Sekaran & Bougie, 2010). Based on result generalisation from scientific guideline provided by Krejcie and Morgan (1970), researcher chose 322 as sample size. As for sampling technique, this research chose probability sampling category. This

category makes sure each element in the population has equal chance for being selected as sample subject to participate in the research survey (Sekaran & Bougie, 2010). Also, researcher is able to find out particular error and bias on collected data (Latham, 2007). In the category, simple random sampling was applied for this research. All the 1960 staff have equal chance to be chose as target sample for research survey. It means that each of them has the probability to be selected and subsequently represents the population studied: administrative staff in UUM. Each response collected by randomly is a one of the population and the draw continued until met the required of sample size. Besides provide least bias, this sampling also offers more generalisability (Sekaran & Bougie, 2010; Zainuddin, 2010).

3.5 Data Collection Procedures

Instrument used to collect data from samples is survey questionnaire. An appropriate instrument is vital to accomplish the purpose of research and also for substantiation of hypotheses proposition. The survey was designated in a close ended type of question because it will comfort samples and researcher simultaneously. Samples are able to respond quickly whereby researcher able to carry out coding and analyses process with ease. Funnel approach often used to organise a survey which means questions derived from general to specific. For this research, the profile of sample and theory studied represented both sequences respectively (Zainuddin, 2010). The survey questionnaire was structured into three sections: A, B and C and each section indicated to demographic profile, personality test and resistance to change. It was self administered which means researcher has personally distributed to the samples throughout the departments in UUM

and similar approach used to collect the completion of answers within a month. The objective and scope of this research were explained in briefly to the samples with assurance on confidentiality and anonymity. Initially, an administrator officer in respective departments has granted permission to researcher in distributing survey questionnaires to the staff.

3.6 Measurement

3.6.1 Resistance to Change

The dependent variable was measured by using 17 items of Dispositional Resistance to Change Scale or RTC Scale. It has been validated in variety contexts and also demonstrated high reliability and structural stability consistently. The scale was adapted from Nikolaou, Gouras, Vakola and Bourantas (2007). This group of researcher have obtained an alpha value of 0.74. RTC Scale was originally developed by Shaul Oreg (2003) to measure an individual's disposition to resist change based on routine seeking, emotional reaction, short term focus and cognitive rigidity. The sample items are including: 'When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me' and 'If I were to be informed that there's going to be a significant change regarding the way things are done at workplace, I would probably feel stressed'. Five points of Likert Scale used in this research are ranging from 1 for strongly disagree, 2 for disagree, 3 for inclined to disagree, 4 for inclined to agree and 5 for strongly agree. Operationally, the scale was measured as: if the score is high, individuals are likely to resist change.

3.6.2 Big Five Personality Traits

The independent variable was measured by using 50 items of International Personality Item Pool Scale or IPIP Scale. 10 items in each of five traits were adopted from Cartaya (2012). This researcher has obtained an alpha value of 0.73, 0.82, 0.85, 0.76 and 0.80 for openness to experience, conscientiousness, extraversion, agreeableness and neuroticism. IPIP Scale was originally developed by Lewis R. Goldberg (1996) to identify individual's nature of characteristics. Analysis and comparison have been assessed between some characteristics of 30 facet scales from NEO-PI-R by Costa and McCrae (1992) and 30 similar constructs measured in IPIP. Essentially, IPIP Scale was obtained high score of alpha value compared to NEO-PI-R Scale: 0.80 over to 0.75 (Goldberg, 1999). In accord to extraversion, agreeableness, conscientiousness, neuroticism and openness to experience, the sample items are including: 'Feel comfortable around people', 'Take time out for others', 'Follow a schedule', 'Am relaxed most of the time' and 'Am full of ideas'. Five points of Likert Scale used in this research are ranging from 1 for very inaccurate, 2 for moderately inaccurate, 3 for neither inaccurate nor accurate, 4 for moderately accurate and 5 for very accurate. Operationally, the scale was measured as: if the score is high, individuals are highly possess of the traits. As a whole, the association of both scales are operationally indicated as: optimism characteristics of individuals would dispose less resistance to change.

3.7 Goodness of Measures

Researcher needs to be reasonably makes sure that the instruments used in the research are indeed measuring the key variables as intended to. To highlight the goodness of

measurement, validity and reliability are often performed. Validity is a test on 'how' well a developed instrument measuring a particular concept that it is intended to measure. Whereas, reliability is a test on 'how' consistently each of construct in the instrument measures a concept that it is measuring (Sekaran & Bougie, 2010). Basically, validity is to ensure the right concept was measured and reliability is for the stability and consistency within the measurement. IPIP and RTC Scales are specific instruments developed to measure big five personality traits and resistance to change. Respectively, Lewis R. Goldberg and Shaul Oreg are the original pioneers, have tested for validity and reliability in various population oriented studies and so, it was adequate to use both instruments in this research (Kimberlin & Winterstein, 2008; Sekaran & Bougie, 2010).

However, it should be theoretically related to the construct measured by the instrument. For example, a measure of personality traits would be expected to score higher for change receptive than change resistance that would be expected to score lower. It is a theory of prediction and to scrutinize the link of the measure being assessed with variables known to be related, validity is required (Kimberlin & Winterstein, 2008). Of the different ways to establish validity, correlation analysis was used (Sekaran & Bougie, 2010) to fit the expected pattern (Kimberlin & Winterstein, 2008). A measure shall not only be valid but also reliable (Sekaran & Bougie, 2010) and therefore, cronbach's coefficient alpha, a popular test of reliability was used. The alpha value for each construct was indicated based on four levels of reliability suggested by Hinton, Brownlow, Mc Murray and Cozens (2004) in Mansor (2010): range of 0.90 and above, 0.70 to 0.90, 0.50 to 0.70 and 0.50 and below represent levels of excellence, high, moderate and low.

3.7.1 Pilot Test

Pilot test is necessity to certify the feasibility for valuable and quality of research. It must be initially carried out prior to major assessment for the goodness of study design (Van Teijlingen & Hundley, 2002). It is a pre-testing which means researcher needs to trying out a particular instrument (Baker, 1994). This test is important for substantial of acceptability level. Acceptability is about ascertain sample's understanding and their easiness in answering survey questionnaire, give advance warning on 'where' research could fail and whether the instruments are inappropriate to be used (Baker, 1994; Van Teijlingen & Hundley, 2002). Essentially, pilot test is all about collecting feedback from samples in regarding to the questions in the survey. Preliminary feedback enabled researcher to detect and remove particular items. Or at least, researcher possibly reduces the flaw in research survey via some extent of modification. Cooper and Schindler (2013) have suggested an appropriate sample size for pilot test: within the range of 25 to 100 and thus, this research has approached a total of 32 samples for a pre-testing. Collected responses were analysed for reliability test by using SPSS. By scores at and above 0.50, the alpha values met the requirement. Moderate satisfaction resulted to distribution of survey questionnaires among actual samples.

3.8 Data Analysis Techniques

A total of three statistical techniques were used in this research in accord to descriptive statistics and inferential statistics: descriptive, correlation and multiple regression analyses. Descriptive statistics often used to describe the demographic distribution for samples involved and also to identify the patterns for variables. By using frequency

analysis, the distribution was classified into tenure, age, marital status, job status and gender. By analyse the scores of mean and standard deviation, the central tendency and dispersion for each item of the variables were determined. All the scores indicated to a relative importance of the constructs (Martey, 2014) for the variables studied in the research. Inferential statistics are commonly used to examine significant values in a part of contributing to the relationship of two or more variables surveyed. Correlation analysis was used to explore the direction (positive or negative) and strength (weak or moderate or strong) of associations between variables. Whereas the multiple regression analysis was used to indicates a relative contribution of each independent variable to the prediction of dependent variable. In other words, it was performed to determine on ‘how’ much the predictor affects (beta) the criterion and ‘how’ much the big five personality traits explain the variance (R square) of change resistance (Pallant, 2007; Sekaran & Bougie, 2010; Zainuddin, 2010).

CHAPTER 4 ANALYSIS OF DATA AND RESULTS

4.0 Introduction

The results presented in this chapter led to discussion and conclusion for current research in the following chapter. The findings were obtained by using statistical techniques; descriptive statistics and inferential statistics. While descriptive statistics focused on demographic distribution of samples and central tendency and dispersion of variables, the inferential statistics emphasised on potential relationship and impact between the two variables. The analyses involved: frequency, mean and standard deviation, reliability, normality, correlation and multiple regression.

4.1 Response Rate

Response rate helps researcher to arrive at a meaningful conclusion for research however its significance needs to be ensured. Research methodology and in particularly, the nature of three elements; samples, issues and survey are the key factors to obtain the outcome of response rate (Denscombe, 2007 in Pasubathy, 2010). To achieve substantiality response rate, 322 samples had selected from the total of population, 1960 (Krejcie & Morgan, 1970). However, a total of 500 survey questionnaires were distributed for ensure the high return response rate and only 360 were received, it indicated 72 percent of response rate for this research. After 29 questionnaires discarded for statistical reason, the acceptable responses had totalled of 331. It proceeded for further analysis as the responses still represent the population studied (Sekaran, 2003 in Mansor, 2010).

4.2 Descriptive Statistics

4.2.1 Demographic Distribution of Participants

The demographic for samples were identified by using frequency analysis in descriptive statistics. Frequency is important to obtain values for each classification by means of simplify (Sekaran & Bougie, 2010) the samples involved (N=331). Table 4.1 has shown the frequencies of 331 samples. In years of working, the participants consist of 13 percent for below 1 year, 27.5 percent for 1 to 5 years, 23 percent for 6 to 10 years, 16.9 percent for 11 to 15 years and 19.6 percent for above 15 years. For the age of participants, it was 0.6 percent in the range of below 20, 36.9 percent in 20 to 30, 35.3 percent in 31 to 40, 21.1 percent in 41 to 50 and for above 50, its 6 percent. There were 30.8 percent of single and 69.2 percent of married participants whereby male and female consist of 41.4 percent and 58.6 percent. Lastly, participants' job status consists of 62.5 percent permanent and 37.5 percent contract.

4.2.2 Central Tendency and Dispersion of Variables

Mean and standard deviation in descriptive statistics were used to identify the distribution of variables in term of 'central' scores and spread of the values approximately at central tendency. These scores highlighted the relative importance of the constructs (Martey, 2014) being evaluated. Prior to analysis, the negative items were coded in reverse because to ensure all the items are in similar direction, positive. Five point of Likert Scale used in the research survey need to be in line as high scores indicated for high intensity of optimism (Pallant, 2007). For resistance to change, the mean and standard deviation were scored between 2.29 to 3.86 and 0.99 to 1.33. As for big five personality traits, the mean

and standard deviation values were identified as follows. Extraversion scored between 2.58 to 3.68 and 0.89 to 1.12, agreeableness scored about 2.31 to 4.09 and 0.72 to 1.09, conscientiousness scored around 2.38 to 3.83 and 0.74 to 1.17, emotional stability scored approximately at 2.74 to 3.60 and 0.85 to 1.09 and last trait, the openness to experience scored between 2.18 to 3.18 and 0.80 to 1.05. Each item's mean and standard deviation for both dependent and independent variables have shown in Table 4.2 and 4.3.

Table 4.1
Demographic Distribution of Participants by Frequency

Classification	Frequency (N=331)	Percentage (%)
Years of Working		
Below 1 year	43	13.0
1 to 5 years	91	27.5
6 to 10 years	76	23.0
11 to 15 years	56	16.9
Above 15 years	65	19.6
Age		
Below 20	2	0.6
20 to 30	122	36.9
31 to 40	117	35.3
41 to 50	70	21.1
Above 50	20	6.0
Marital Status		
Single	102	30.8
Married	229	69.2
Gender		
Male	137	41.4
Female	194	58.6
Job Status		
Permanent	207	62.5
Contract	124	37.5

Table 4.2

Mean and Standard Deviation for Dependent Variable: Resistance to Change

Items	Mean	SD
I generally consider changes to be a negative thing.	2.70	1.32
I'll take a routine day over a day full of unexpected events any time.	3.54	1.07
I like to do the same old things rather than try new and different ones.	3.03	1.15
Whenever my life forms a stable routine, I look for ways to change it. ^a	2.29	1.07
I'd rather be bored than surprised.	3.05	1.18
If I were to be informed that there's going to be a significant change regarding the way things are done at workplace, I would probably feel stressed. ^b	3.36	1.15
When I am informed of a change of plans, I tense up a bit.	3.44	1.08
When things don't go according to plans, it stresses me out.	3.72	1.04
If one of my superior changed the grading criteria, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work. ^b	3.70	1.10
Changing plans seems like a real hassle to me.	3.45	1.10
Often, I feel a bit uncomfortable even about changes that may potentially improve my life.	3.34	1.08
When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me.	3.15	1.16
I sometimes find myself avoiding changes that I know will be good for me.	3.19	1.10
I often change my mind. ^a	2.80	1.13
I don't change my mind easily.	3.82	0.99
Once I've come to a conclusion, I'm not likely to change my mind.	3.68	0.99
My views are very consistent over time.	3.86	1.02

*a. Reverse coded items.**b. Rephrased to fit the organisational context.*

Table 4.3

Mean and Standard Deviation for Independent Variables: Big Five Personality Traits

Items	Mean	SD
Extraversion		
Am the life of the party	3.68	0.89
Don't talk a lot ^a	2.99	1.05
Feel comfortable around people	3.17	0.10
Keep in the background ^a	2.58	0.98
Start conversations	3.35	0.89
Have little to say ^a	3.10	1.07
Talk to a lot of different people at parties	3.45	0.96
Don't like to draw attention to myself ^a	2.73	0.99
Don't mind being the center of attention	2.97	1.04
Am quiet around strangers ^a	2.80	1.12
Agreeableness		
Feel little concern for others ^a	2.31	0.89
Am interested in people	3.75	0.87
Insult people ^a	4.09	1.09
Sympathize with others' feelings	3.97	0.74
Am not interested in other people's problems ^a	2.95	1.02
Have a soft heart	3.93	0.72
Am not really interested in others ^a	3.54	1.05
Take time out for others	3.28	0.96
Feel others' emotions	3.56	0.81
Make people feel at ease	3.58	0.81
Conscientiousness		
Am always prepared	3.78	0.74
Leave my belongings around ^a	3.64	1.17
Pay attention to details	3.69	0.83
Make a mess of things ^a	3.79	1.09
Get chores done right away	3.70	0.83
Often forget to put things back in their proper place ^a	3.54	1.05
Like order	2.38	1.09
Shirk my duties ^a	3.83	1.05
Follow a schedule	3.67	0.75
Am exacting in my work	3.20	0.96
Emotional Stability		
Get stressed out easily ^a	2.99	0.97
Am relaxed most of the time	3.54	0.85
Worry about things ^a	2.74	0.99
Seldom feel blue	3.17	0.93
Am easily disturbed ^a	3.13	1.00
Get upset easily ^a	3.40	1.07

Table 4.3 (Continued)

Items	Mean	SD
Change my mood a lot ^a	3.03	1.05
Have frequent mood swings ^a	3.60	1.06
Get irritated easily ^a	3.20	1.06
Often feel blue ^a	3.48	1.09
Openness to Experience		
Have a rich vocabulary	3.18	0.87
Have difficulty understanding abstract ideas ^a	2.92	0.94
Have a vivid imagination	3.57	0.80
Am not interested in abstract ideas ^a	2.57	0.92
Have excellent ideas	3.48	0.85
Do not have a good imagination ^a	3.48	1.05
Am quick to understand things	3.57	0.83
Use difficult words	2.18	1.01
Spend time reflecting on things	3.21	0.97
Am full of ideas	3.45	0.90

a. Reverse coded items.

4.4 Reliability Analysis

The collected data was assessed for internal consistency in each construct by using Cronbach's coefficient alpha. Reliability test is an important analysis to indicate the goodness of measures (Sekaran & Bougie, 2010). Based on the suggestion made by Hinton, Brownlow, Mc Murray and Cozens (2004) in Mansor (2010), the instruments are considered internally consistent in accord to the levels of reliability as follows. Alpha value within 0.50 and below, 0.50 to 0.70, 0.70-0.90 and 0.90 and above represents level of low, moderate, high and excellent reliability. Both resistance to change and big five personality traits have indicated high reliability of 0.81 and 0.75. As for each trait, the emotional stability was found scored high reliability of 0.77 compared to other three traits: extraversion, agreeableness and conscientiousness scored on moderate reliability of 0.70, 0.51 and 0.57. Amongst five traits, only trait of openness to experience scored low

reliability of 0.43. The low alpha value can be resulted due to the misinterpretation or lack of understanding on the items (Mohan & Mulla, 2013). There is possibility of different perception among participants due to vary contexts between Malaysian and Western. Some of the items that used words such as abstract, difficult words and vivid may have been complicated by participants to interpret.

Table 4.4:
Reliability Analysis: Cronbach's Coefficient Alpha

Constructs	No. of Items	Cronbach's Alpha	Type of Reliability
Resistance to Change	17	0.746	High
Big Five Personality Traits	50	0.804	High
Extraversion	10	0.700	Moderate
Agreeableness	10	0.506	Moderate
Conscientiousness	10	0.569	Moderate
Emotional Stability	10	0.765	High
Openness to Experience	10	0.428	Low

a. Dependent Variable= Resistance to Change

b. Independent Variables= Big Five Personality Traits

4.5 Normality, Linearity and Homoscedasticity

Preliminary test is prerequisite to attain substantial distribution of variables in order to proceed for inferential statistics: correlation and multiple regression analyses. This test is to ensure no violation on three basic assumptions namely normality, linearity and homoscedasticity (Pallant, 2007). Skewness and kurtosis ratios were used to assess significance values for normality. According to Pallant (2007), the ratios indicate symmetry and 'peak' or curve distribution of variables respectively. The values of 0 in both ratios indicate a normal distribution. In particularly, if the skewness value is larger than +1 or smaller than -1, the distribution referred as a substantially skewed (Hair, Babin, Money & Samouel, 2003 in Martey, 2014). As for kurtosis, if the value exceeds +3, the

curve will be too peaked and if the value is below -3, the curve will be too flat (Hair, Anderson, Tatham and Black, 1998 in Martey, 2014). Excessive flat of curve indicates too many extreme values or cases in the distribution (Pallant, 2007). The scores in Table 4.5 emphasised the normality of distribution as it is within an acceptable range.

The normal probability plot was performed to assess linearity and homoscedasticity of distribution between the two variables. Linearity is to ensure a linear relationship exists between variables. The residuals must have a straight line with predicted dependent variable scores, resistance to change. The variables also shall have a similar variance near to the line instead of inconsistent for homoscedasticity. It means that the variance of residuals about dependent variable scores, must similar for all predicted scores (Pallant, 2007). As no major deviation was found in normal probability plot which can be observed in Figure 4.1, the distribution of variables therefore met the prerequisite of basic assumptions, in specify and prior to testing via multiple regression analysis. Figure 4.2 signified a reasonable normal curve for the association of personality traits and change resistance. The variables subsequently proceeded into inferential statistics to affirm the research objective.

Table 4.5
Normality Analysis: Skewness and Kurtosis Ratios

Constructs	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Resistance to Change	-0.169	0.134	0.160	0.267
Personality Traits	0.457	0.134	0.236	0.267

a. N = 331

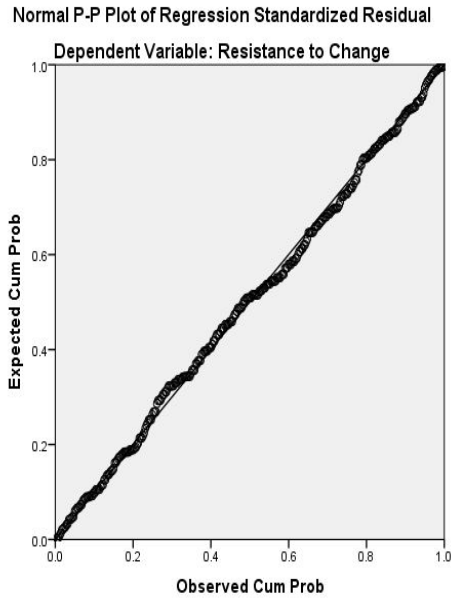


Figure 4.1
Normal P-Plot of Regression Standardised Residual

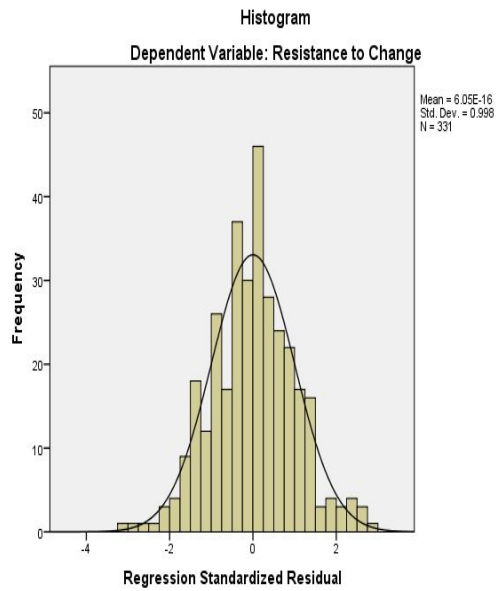


Figure 4.2
Statistics Histogram for Big Five Personality Traits and Resistance to Change

4.6 Inferential Statistics

4.6.1 Correlation Analysis

The correlation analysis is important to investigate a potential relationship between two continuous variables. It provides an indication on whether the direction between variables is substantially negative or positive. While the sign of negative (-) referred as a negative correlation, the positive sign indicates for a positive correlation. Negative relationship shows that as one variable increases, the other variable decreases. In converse, positive link shows that as one variable increases, the other variable also increases as well (Pallant, 2007). Cohen (1988) in Pallant (2007) suggested three types of (r) values to interpret the size or strength of correlation coefficient. The r values of 0.10 to 0.29, 0.30 to 0.49 and 0.50 to 1.00 indicate the strength of relationship between variables as weak, moderate and strong. If the value scored 0, it referred as no relationship (Pallant, 2007). As a whole, it was found as a weak, significant and negative association between big five personality traits and resistance to change ($r = -0.252$, $n = 331$, $p < .001$).

Amongst five traits, two traits of agreeableness ($r = -0.241$, $n = 331$, $p < .001$) and conscientiousness ($r = -0.223$, $n = 331$, $p < .001$) were found as a weak, significant and negative linked with resistance. Extraversion trait however indicated as no significant and negative relationship with resistance to change ($r = -.019$, $n = 331$, $p > .001$). Whereas the openness to experience trait shows a positive relationship with resistance to change, although it is not significant ($r = 0.036$, $n = 331$, $p > .001$). Of the five traits, only emotional stability ($r = -0.322$, $n = 331$, $p < .001$) trait was found as a moderate, significant and negative correlated with resistance. Negative relationship proved as the more individual

has self optimism, the more he or she will likely to accepting change initiative rather resisting it. Table 4.6 has shown the correlation coefficient between variables. The results on traits and resistance hereby summarised the proposed hypotheses as have shown in Table 4.7.

Table 4.6
Pearson Correlation Analysis

	RTC	PT	E	A	C	ES	OTE
RTC	1						
PT	-.252**	1					
E	-.019	.620**	1				
A	-.241**	.680**	.239**	1			
C	-.223**	.741**	.213**	.511**	1		
ES	-.322**	.664**	.219**	.269**	.420**	1	
OTE	.036	.502**	.224**	.309**	.287**	.014	1

a. $N = 331$

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

c. RTC=resistance to change, PT=personality traits, E=extraversion, A=agreeableness, C=conscientiousness, ES=emotional stability and OTE=openness to experience.

Table 4.7
Summary of Hypotheses Results using Pearson Correlation Analysis

Hypotheses	Descriptions	Results
H ₁	Big five personality traits are negatively associated with resistance to change.	Supported
H _{1a}	Extraversion is negatively associated with resistance to change.	Rejected
H _{1b}	Agreeableness is negatively associated with resistance to change.	Supported
H _{1c}	Conscientiousness is negatively associated with resistance to change.	Supported
H _{1d}	Emotional stability is negatively associated with resistance to change.	Supported
H _{1e}	Openness to experience is negatively associated with resistance to change.	Rejected

4.6.2 Multiple Regression Analysis

Multiple regression analysis was performed to examine the relationship between a set of independent variables on one continuous dependent variable. By means of, the analysis is important to assess the predictive ability of a number of predictors on a criterion. It is an extension of correlation analysis, essentially. However, the results will indicate on 'how' much the big five personality traits impact the resistance to change. Traits' unique contribution in explaining the discrepancy of resistance will be simultaneously revealed (Pallant, 2007). By using standard multiple regression analysis, the big five personality traits as a whole was found impacts change resistance in about 0.142. It means that one unit increase in personality traits will lead to 0.142 unit decrease in resistance to change ($\beta = -.142$, $p < .05$). As for unique contribution, five traits had explained about 6.3 percent ($R^2 = 0.063$) variance of resistance.

As for three traits; agreeableness ($\beta = -.518$, $p < .05$), emotional stability ($\beta = -.468$, $p < .05$) and conscientiousness ($\beta = -.424$, $p < .05$), the relative contribution to the prediction of resistance to change have found significant while the other two traits: extraversion and openness to experience were not ($p > .05$). By means of variance in change resistance, the traits of emotional stability, agreeableness and conscientiousness have explained approximately 10.3 percent, 5.8 percent and 5.0 percent. These results hereby supported a significant connection between personality traits and change resistance as intended to achieve in this research. The beta, R square and significant values for each variable can be observed in Table 4.8. Table 4.9 has shown the summarised hypotheses proposition results based on these findings.

Table 4.8
Standard Multiple Regression Analysis

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	R Square (R ²)
	B	Std. Error	Beta			
Personalities	-.142	.030	-.252	-4.722	.000	.063
Extraversion	-.031	.088	-.019	-0.352	.725	.000
Agreeableness	-.518	.115	-.241	-4.507	.000	.058
Conscientiousness	-.424	.102	-.223	-4.151	.000	.050
Emotional Stability	-.468	.076	-.322	-6.160	.000	.103
Openness to experience	.081	.124	.036	0.657	.512	.001

a. *N* = 331

b. *Dependent Variable: Resistance to Change*

Table 4.9
Summary of Hypotheses Results using Standard Multiple Regression Analysis

Hypotheses	Descriptions	Results
H ₁	Big five personality traits are negatively associated with resistance to change.	Supported
H _{1a}	Extraversion is negatively associated with resistance to change.	Rejected
H _{1b}	Agreeableness is negatively associated with resistance to change.	Supported
H _{1c}	Conscientiousness is negatively associated with resistance to change.	Supported
H _{1d}	Emotional stability is negatively associated with resistance to change.	Supported
H _{1e}	Openness to experience is negatively associated with resistance to change.	Rejected

CHAPTER 5

DISCUSSION, SUGGESTIONS AND CONCLUSION

5.0 Introduction

This research as a whole was recapped in this chapter and the results from previous chapter were discussed. This chapter also highlight the implications and limitations of current research. These subheadings led to recommendations for both academicians and practitioners in regarding to the issue of dispositional resistance to change. Hence, this chapter is believed to provide clear facts on the question of significant association between individual's traits and resistance.

5.1 Recapitulation

This research focused on change resistance that highlights individual personality traits as a crucial predictor. Different characteristics of people are having own judgement on change. The way of thinking and feeling towards change initiative will reflect a person's behaviour either receptive or resistant to change. Due to this reason, the current research aimed to verify a significant relationship between an individual traits and resistant behaviour towards organisational change. High tendency of trait assures for a positive attitude by means of, cooperative attitude such as following rules and procedures in line with change imposed instead of resisting it. For example, high open-minded of individuals are enthusiastic in seeking new knowledge and experience, prefer to obtain challengeable tasks and also competent in giving creative ideas. People with optimism characteristics would assist a successful change implementation in the organisations. The objective of research was accomplished via distribution of survey questionnaires to the

administrative staff in Universiti Utara Malaysia. With complete responses by 331 samples, the results from two main statistical techniques; correlation and multiple regression analyses were answered the research question that is: big five personality traits have a significant relationship with resistance to change. Of the five, only three hypotheses were supported: agreeableness, conscientiousness and emotional stability traits are negatively correlated with change resistance. The result of a set of independent variable which relatively gives impact on the dependent variable has verified that individual traits are uniquely contributes to the prediction of change resistance.

5.2 Discussion

The research objective is to analyse the association between traits of personality and change resistance. It is an expectation that possibility level of resistance will be predicted by individual's possession level of traits. Followed by statistical analyses, the result of significant and negative correlation has affirmed that individuals with high possession of traits would be disposed positively to change initiative instead of depict resistant attitudes. Individuals have a tendency to think and believe that change would helps to improve self ability for high profiling tasks management in the workplace and thus perceiving change in a positive way. The result highlighted administrative staff in UUM as the individuals who are certainly prefer challenging working environment. It seems they trust the changing policies and procedures would helps own self to be high transformed personnel in civil service as aspired by government: to produce each civil servant as change agent to achieve fiscal sustainability in the government sector organisations. The result also approved that a person's traits are an important factor to determine response to changes.

Proactive individuals would step forward while passive individuals would step behind when a change is to be implemented. The result of personality model and change resistance hereby supported the findings and arguments stated by previous scholars: Coghlan (1993), Greenberg and Baron (2002), Kotter (1995), Kumar, Kant and Amburgey (2007), Lazarus (1991), Metselaar and Cozijnsen (1997), Pierce and Gardner (2009) and Vakola, Tsaousis and Nikolaou (2004). Resisting organisational change is depend on individual's possession level of traits whereby was found contradicted with findings of researchers: Chen and Chen (2008), Rausch (2010) and Vos (2006). Though Chen and Chen (2008) and Vos (2006) indicated a single trait has significant link with resistance, the result is eventually scarce to strengthen the conclusion of association between the two variables. Difference findings might be due to research settings, sample involved and also instruments used to assess the variables.

A significant negative correlation between agreeableness trait and change resistance indicates to higher tendency of trust, which means individuals are agree to follow change instead of oppose. Believing in the top management ideology, employees assures for positive response as like tolerance and willingness to take risk. UUM staff are willingly to confront change although aware on its difficulties. Tolerance among staff enabled them to recover and adjust with new surroundings such as team members, work method and additional responsibilities. Job engagement for an institution signifies staff as an altruistic person or in other words, to be a proactive individual by ways of helping and assisting others to achieve mission and vision. It seems staff perceiving organisational change imposed by UUM in a way of opportunity and instantly trusting on it. Therefore,

staff are less likely to resist change. More tolerance and concern for others assured for high disposition to coincide and follow change and this result was in accord with prior findings of researchers Culmer (2012), Jeswani and Dave (2012), Mount, Ilies and Johnson (2006) and Vakola et al. (2004).

As for conscientiousness trait, its significant negative correlation with change resistance emphasises to a goal oriented individual because adapting change is basically a part of self accomplishment. Conscientious individual prefers to adopt and adapt amendment of role and workplace in quite less duration because they are much persistent, responsible, discipline and intense to follow rules and procedures over time. Researchers Alkahtani, Abu-Jarad, Sulaiman and Nikbin (2011), Buchanan (1998), Chen and Chen (2008), Mount et al. (2006) and Vakola et al. (2004) have similarly quoted that conscientious individuals are motivated to meet both self and institution goals and subsequently would likely to respect and obey to all requirements as per demanded by top management. During replacement process throughout department in UUM, changing roles and responsibilities as well as assigned for additional tasks are inevitable. Staff maybe blocked change process via counterproductive work behaviour, however, it seems they are more inclined to adapt and cope with new key performance indicators. Possessing high self responsibility assures staff to support and cooperate with top management to carry out change efforts.

Of the five traits, only emotional stability trait has a moderate significant negative link with change resistance whereas previous two traits have weak coefficient. This result

revealed that UUM staff are quite able to control emotions though they had witnessed high change contexts, for examples, get hold of additional tasks and change of departments. Indeed, emotions highly affect an individual reaction. Negative emotions as like fear and stress would be certainly resulted to employees' obstruction towards change initiative. Neurotic people tend to perceiving change into a way of detrimental for own self to remain their status quo at the workplace or in other words, reluctance to give up current self priority. Stabilise emotion indicates to an ability of individual to control emotion instead of easily get tensed and anxious towards organisational change. Views and findings of past researchers (Bonigk & Steffgen, 2013; Jaramillo, Mulki, Onyemah & Pesquera, 2012; Kumar et al., 2007; Alkahtani et al., 2011; Nov & Ye, 2009; Thatcher & Perrewe, 2002; Vakola et al., 2004) had equally pointed out that neurotic individuals will blocks change if they begin to worry its' implications to themselves.

Unfortunately, two proposed hypotheses of extraversion and openness to experience traits were rejected because a non significant and negative relation with change resistance. It might be due to misinterpretation by participants on some items in the questionnaire that possibly affected the final result (Mohan & Mulla, 2013). The result was contradicted with findings of Alkahtani et al. (2011), Buchanan (1998), Hon, Bloom and Crant (2011), Jeswani and Dave (2012), Mohan and Mulla (2013), Vakola et al. (2004) and Van Dam, Oreg and Schyns (2008) whereby they have found a significant link. Proposition of hypothesis for openness to experience trait was negative correlation, however, statistical analysis revealed as positive correlation. This contrary direction of coefficient can be related with Mohan and Mulla (2013) argument: openness to experience has been the

most controversial trait compared to other four traits. Individuals are much aspires to expand, explore and gain new experience and it ensured deeper feeling and more vary emotions than a normal human being. As a result, it may difficult to determine such individual's inclination towards change. Nevertheless, the overall results in this research are believed to be significantly impact both management and scholars that perception of employees in regarding to the organisational change shall not be neglected. In fact, employees are the beginner or root cause for change resistance. With portrayal of counterproductive work behaviour in organisation, change efforts would be possibly met failure. Taking into consideration of characteristics, change resistance among employees is able to be predicted.

5.3 Implications

5.3.1 Theoretical Implication

The results in concerning to the topic of individual tendency of traits determining supportive or resistant behaviour towards change has mirrored the prior findings and arguments as it revealed a significantly negative link with change resistance. Change is constantly experienced in different ways. Diverse observation, thinking and feeling on the effects of change lead to depiction of particular response. A significant association between traits and resistant hereby benefits to scholars via expansion of literature on change management studies in specify to the area of resistance with focus in the level of individual. Scope and sample focused were notably added value to the literature which means: this research is believed to fill up the gap in existing literature due to Malaysian context by means of civil servants in the public higher education institution, UUM.

5.3.2 Practical Implication

Individuals are the key contributor for change failure. Change resistance among employees is constantly challenging management professionals. Policy makers are aspiring for effective change management and as for Malaysian context, this research is a ‘cornerstone’. The collective results are the acknowledgment of minimal resistance level if employees possessing optimism characteristics. The solution is to strategise an action plan to convince and influence employees for positive outlook on the organisational change in support towards successful implementation. Literatures especially change management models benefits to practitioners by way of knowledge on ‘how’ to encourage and buy-in cooperative attitude from the members of organisation. This information is believed to provide awareness and understanding among practitioners to considerate and involve employees’ point of views prior to implementation of change in the workplace.

5.4 Limitations

Facing with confidentiality issue during collection of information is undeniable fact specifying to the prospect of government and it eventually resulted to restriction of certain data. Though this research explored the topic of change resistance, only the individual level has been emphasised. Accordingly, the predictor used to analyse individual’s change resistance was limited to one measurement, big five personality traits. Statistical analyses proved a significant negative relation between traits and resistance. However, the result only applicable to the population and organisation surveyed, administrative staff in UUM. Self administrative questionnaire assured researcher to

reach a large scale of people at once but the possibility of participants to misinterpret some of the questions and societal desirable way of responses are inevitable. Participants had been convinced on both confidentiality and anonymity prior to distribution of survey questionnaires. However, their reluctance to give response overtly might be due to some items in the questionnaire are concerned as too personal to be asked. Reluctance most probably caused the rejection of two proposed hypotheses. Bias is a tendency by means of individuals hold a sturdy perspective in some extent on particular subject or thing. Due to scope of research was on a single institution, the members possibly respond in favour to their institution since the research was surveyed a disposition towards organisational change which the focal point is resistance.

5.5 Suggestions

5.5.1 Future Research

There are three levels of change that resistance possibly occurred; individual, group and organisational (Mutihac, 2010). Future research could be extended into two or three predictors instead of one. More predictors might enrich the outputs of future research on the issue of resistance to change. Work settings of both academic and administration are dissimilar though employed in similar institution and so, the academicians could be scoped as target sample as well to obtain diverse responses. In Malaysia, there are 20 public higher education universities and it is optional to carry out this type of research in other institutions. The future research shall also attempts to explore or even compare the change resistance in both public and private universities. These target populations will much contribute value and generate consistent results.

5.5.2 Management Practitioners

Optimism characteristics of individuals are referred as receptive to change whereas the lower possession traits indicated to change resistance. To minimise misinterpretation on change, a strategic action plan is significantly needed. Effective change management is about convincing and influencing employees to agree and follow the requirement of change and also cooperate with top management for its successful sustainability. Also, the group of people with lower possession traits are believed to pull forward in the change process. Top management of UUM may consider the following suggestions to obtain a collective support from the administrative staff. The key for successful change management is communication. Staff must be informed with a concise and accurate fact about organisational change. The knowledge is important because it gives initial exposure and awareness on the opportunities and benefits of change.

Meeting is a common way used as platform to inform, discuss, exchange opinions and collects feedback from organisation members. The process of exchanging information shall be continued by supervisor. Superior officer is known as individual in-charge for particular group of staff in respective unit or department. These officers are the mediator for upper and lower management. In fact, they are the only person considerably knowing about his or her staff on whether capable to practising new ways of work, adaptability to the new setting of environment and ability to learn and carry out the additional roles and responsibilities. It means that officers could identify on 'which type' of staff is able to manage new tasks. The phrase of right person to the right job is suitable to be used in this

scenario. Information, participation and superior-subordinate relationship are important to influence and motivate employees' receptive to change.

5.6 Conclusion

The objective of research is to explore the relationship between traits of personality and change resistance. Scope of research is Universiti Utara Malaysia and therefore statistical results have represent UUM as significant contributor, added value and also 'cornerstone' for expansion of literature of change resistance. Of the 500 distribution of questionnaires to administrative staff, only 360 responses had received. By using SPSS version 20.0 software, a total of 331 complete responses were analysed. With main statistical analyses: correlation analysis and multiple regression analysis, the objective was achieved.

Correlation analysis revealed a weak though significant negative association between big five personality traits and resistance to change. Optimism individuals are likely to accept change instead of being pessimistic in resisting change. Three traits; agreeableness, conscientiousness and emotional stability have found significant and negative related with change resistance while other two traits; extraversion and openness to experience were not. Personality traits have found explained the variance of change resistance in total of 6.3 percent. This result highlights the significant impact of predictors on resistance. If policy makers are able to manage change, students, lecturers and also other citizens will be witnessed for effective staff by means of obtain a better quality of service in accord to Malaysia visionary prospect as to become a world class education centre.

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