

RELATIONSHIP BETWEEN PERSONALITY WITH RESISTANCE TO TRAIN

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ABSTRAK

Personaliti merupakan aspek yang perlu difahami oleh pengurusan dalam menjamin kakitangan untuk memperbaiki kemahiran serta keupayaan diri dalam mencapai peluang kerjaya. Manakala latihan telah dikenalpasti dapat mengubah dan memperbaiki kebolehan pekerja dalam menjalankan tugas dan mempertingkatkan kerjaya masing-masing. Kajian ini dijalankan bagi mengenalpasti hubungan yang wujud antara perbezaan personaliti dari kalangan pekerja terhadap reaksi kepada latihan. Satu set soal selidik telah diedarkan kepada pekerja di bahagian pentadbiran Hospital Sultanah Bahiyah (HSB), Alor Setar, Kedah. Soal selidik ini adalah diadaptasikan dari soalan di dalam International Personality Item Pool (IPIP) daripada kajian oleh Bamber & Castka (2006) untuk personaliti dan penentangan terhadap latihan mengadaptasikan soalan daripada The Resistance to Change Scale di dalam kajian Oreg (2003). Hasil kajian mendapati terdapat hubungan yang signifikan antara dimensi personaliti terhadap dimensi penentangan terhadap latihan. Perbincangan serta cadangan hasil kajian diberikan di dalam bahagian akhir kajian ini.

Kata kunci : Personaliti, Latihan, Penentangan terhadap latihan

ABSTRACT

Personality is an aspect that needs to be understood by management to ensure the employees improving their skills and abilities to achieve high job performance. Therefore, training has been shown that can change and enhance the workers abilities in carrying out their duties and grab the job opportunities. This study was conducted to determine the relationship between differences personality towards training. A set of questionnaires were distributed to employees in the administration in Hospital Sultanah Bahiyah (HSB), Alor Setar, Kedah. The questionnaires were adapted from the questions in the International Personality Item Pool (IPIP) by Bamber & Castka study (2006) for personality and resistance to train is adapted from the Resistance to Change Scale questions in the study by Oreg (2003). Discussion from the findings and the recommendations are given in the end of this study.

Key terms: *Personality, Training, Resistance to train*

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LIST OF ABBREVIATIONS

EI – Emotional Intelligent

HSB – Hospital Sultanah Bahiyah

KMO – Kaiser-Meyer-Oiken

MSA – Measure of Sampling Adequacy

SPSS – Package for Science Social Program

TNA – Training Needs Analysis

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF STUDY

Human resource management is one of management arm in the developing company. It not only involves managing the workforce in terms of compensation and so on, but the organization also needs to have a method to preserve and ensure that human resources are able to contribute for the betterment of the organization. For example, employers will provide training programs to overcome subordinates weaknesses in work performing which they can enhance their skills in the use of machinery and equipment in workplace. Hence, the acquired skills can be applied in their jobs and in a long run these skills will become more efficient and it also can help in the organization growth.

According to Desimone, Werner, & Harris (2002), training and development are included in the human resource development activities, which they are more focused to transform or enhance the skill, knowledge and ability of an employee to the job requirements and to provide them more competitive in the job market. In addition, the training also will expose workers to the possibility of change scenario, for instance technological advancement; will occur in accordance with the requirements of technology and government policy. In line with the technological developments and government policies, training is needed to prepare and help to improve the workers ability to always be ready

and able to perform new tasks in line with the changes made. In addition, training also able to improve productivity and be more innovative in working.

Result of the technological advances and the existence of more modern equipment, employees must be willing to attend the training program so that it is in line with the technological changes in enhancing the skills, knowledge and abilities of employees to be more competitive in the job market. For example, with the implementation of Program 6P by government, Program 6P is an acronym for Comprehensive Settlement Program Foreign Workers and Illegal Immigrants. It is a package of programs as the latest approach by the government to strengthen the management of foreign nationals in Malaysia. The 6P program stands six stages of implementation to be deployed throughout the duration of the program, starting with Registration, Whitening, Amnesty, Monitoring, Enforcement and Deportation (Kementerian Dalam Negeri, 2011).

Employees in the department concerned are required to attend the training program to obtain methods of equipment usage required when implementing the program as well as the success of the government's new policy. These changes are can be realized through the training program in which it should always be carried out in accordance with the requirements of current job and also in line with the technological developments in the company's growth.

Therefore, to ensure the training program objectives has been reached, management needs to make an analysis to determine the needs of training program should be held to

identify the gaps and needs for each employee before they attend the respective training. In the future, this analysis is important to determine the gap between the skills and knowledge that employees have earned and also the skills and knowledge required by the organization in the future to achieve the objectives (Desimone, Werner, & Harris, 2002). Therefore, it should be done properly so that any deficiencies that exist can be improved with training. However, there is still a shortage of workers who attended the training program.

Employees in private and government sectors also are determine will refuse the program if the contents of the training program did not meet the needs of employees to enhance their knowledge and improve skills as required in the task (Kaeter, 1994). If this happens during the training program, the employee especially from blue-collar workers will likely refuse to attend the training program and at the same time they cannot meet the job requirements because of the training function are to enhance the skills and capabilities of employees so that it can meet the needs of the current job and for career development.

Kaeter (1994) in her article said; training needs analysis was not clear and doesn't meet the skills and knowledge needed by workers. This happens because there are lack of emphasizes from management during the evaluation of training needs and less explanation about training requirements. This training program will help to improve limitations and weaknesses in terms of knowledge and skills and to enhance the ability of workers. Training needs should also be seen to ensure employee career development in the future.

In addition, there are also factors that the employee may not accept change because they feel more comfortable and secure with the original situation and they also think change is an inconvenience. These also stated by Senior & Swailes (2010), lack of belief that there is a serious need for change. It can also be affected by uncontrolled emotional workers. This is supported by Bovey & Hede (2001) the changes in the role identity can lead to feelings of anger, sadness, anxiety, and low self-esteem and when individuals fail to adapt with emotions of change they will do resistance. Rusaw (2000) in her article also said that resistance appears as irrationally-based and protective of the status quo.

Resistance to change and training is also influenced by personality differences and this is one of factor reaction towards change and training. Personality differences exist within the worker and it is all natural and would influence employee behavior to change. For example, if an employee has a personality such as Big-Five Personality traits including openness to experience, agreeableness, extraversion or conscientiousness which is receptive to new things so they will be more tends to accept the changes and if otherwise, they will act negative towards change and so will resist changes; example neuroticism (Vakola, Tsaousis, & Nikolaou, 2004). This also was disclosed by Erwin & Garman (2010); states that the character of each individual personality differences will influence the behavior to change for example refuse to change.

Behaviors of resistance could manifest as endless questioning, non-compliance or disruption to plan of training (Senior & Swailes, 2010). These refusals make the employees whether did not attending the training programs with various excuses which

are not reasonable or attend but did not showed cooperation and interest in the training program. This resulted the training program does not achieve the objectives because training can not enhance and improve workers ability to accept change.

In line with the technological developments in the country, the government has implemented a program to improve the management and transformation of government services. Therefore, the Ministry of Health as one of the government departments strives to improve and develop the management and government hospitals in Malaysia (Jabatan Penerangan Malaysia, 2008). This includes the Hospital Sultanah Bahiyah (HSB), Alor Setar, Kedah who is also moving in this transformation. Thus, HSB required expertise in term of services among the staff not only from the medical group but also includes support services group. Therefore, employee at HSB also should able to attend training in enhancing their skills, knowledge and abilities to move together with the changes and developments in technology and management tasks.

Organized training programs not only focus on the quality of services but also skills in using modern and advanced equipment to improve and enhance the quality of services. For that reason, workers in the management group should also be noted that it is always in line with service to patients, whether directly or indirectly. Thus, as the HSB top management, they need to provide training programs with determining the training objective and it is clearly communicated and make sure all training needs are met and help employees to enhance themselves and also services.

In addition, the employers also need to emphasis on the personality differences and understand the needs of each employee personality so that it does not rule out the training and this would disrupt the organization planning to implement the changes. This refusal will not only cause employees do not able to increase their skills and knowledge but also have an impact on work productivity and influence the organization's services.

1.2 PROBLEM STATEMENT

Training is one part of the change activities because once people want to change in terms of skills, knowledge and abilities; they need to change and have to attend training session such as training program for workers to enhance their skills and knowledge (Kaeter, 1994). In training program, workers will expose about new knowledge and skills which that can able to implement in change activities. For example, with development of technology in management, top management should provide training for employees to make sure they can prepare themselves in new technology requirement which able them to give effective work performance. In addition, changes in work position also need training to prepare workers for new position environment.

In addition, training provided to enhance and strengthen the capacity of an employee in terms of knowledge and skills to be more competitive in the job market. The training provided should always take into account every aspect of the job requirements to achieve the training objectives. The aspect is focusing on worker's knowledge, skills and abilities that can fill the job requirement in implementing the task to be more productive.

However, while management providing training program, there is an issue which is resistance to training. The issue is about resistance to training which always happens among workers towards training, they didn't show their interesting to training which able to change in term of worker's knowledge and abilities. This was disclosed by Erwin & Garman (2010), states that the resistance to training is often mentioned as a reason for the existence of the problem and possible causes of failure to change because once resistance happened change implementation will not be able to run by management in proper. This is because every activity in organization needs support and teamwork from employees and also sustaining from management. From the conversation with staff in management team in HSB, there are also faces with the problem; resistance to train which some of workers is not able and doesn't show the interesting in training. Hence, this will affect the efficiency of their performance in doing job.

Resistance to training often associated with the behavior of employees in training and also changes made by the employer. Behavior is a matter closely related to the personality of an employee because this personality factor is a inside character which build naturally in human body and it will influence every aspect of behavior that show either they like or not towards changes. These two things are interrelated and influence each other (Helliriegel, Woodman, & Slocum, 2001). As example, when workers did not accept the change in organization, then they will refuse and did not show support to implement the change. This attitude is influence by personality which exists within workers.

However, there is still having negative behaviors when resistance to training exists among workers and this negative behavior will influence the changes activities and also affect the organization productivities. Negative behavior that often happened is less a sense of trust management, refuse to not support any plan changes and the end will result in decreased work motivation, job dissatisfaction and will affects productivity (Vakola, Tsaousis, & Nikolaou, 2004).

In this study, personality differences that exist among employees who often respond to change and training will be discussed. This is because the personality factor has always been the main focus in previous studies as well as the personality is seen as important elements to be explained to facilitate employers understand the differences that exist, and it will also influence the behavior of employees to change.

This relationship was described by Erwin & Garman (2010), which states that personality will influence the behavior of an employee to change. Vakola, Tsaousis, & Nikolaou (2004) also expressed the same opinion that there is a personality influence towards behavior in the implementation of change.

Hellriegel, Woodman, & Slocum (2001) states that personal characteristics that leads to consistent patterns of behaviors. It also defines the personality is a stable set of characteristics and tendencies that determine those commonalities and differences in the psychological behaviors which include thoughts, feelings, and actions of people that have

continuity in time and that may not be easily understood as the sole result of the social and biological pressure of the moment.

This shows that each individual has a distinct personality and it will also influence the behavior of employees in terms of changing the knowledge, skills, and abilities and also in attending training. Therefore, the resistance factor to training may be associated with the differences in personality in each individual available in organization. Based on research conducted as described by Erwin & Garman, (2010) in the article that there is a diversity of personalities in which it affects the individual to change. He also noted that the strengths and weaknesses of an individual to accept the change will be influenced by personality. These differences could lead to differences in behavior within the organization.

According to Vakola, Tsaousis, & Nikolaou (2004), each model of personality in Lewis R. Goldberg has distinct characteristics which personality extraversion, openness to experience, agreeableness and conscientiousness are more likely positively to change and training because more open to change and quickly accept other opinions. In addition, employees who have these types of personalities are more motivated and visionary. While neuroticism is more likely to act negative towards change, prejudiced and irritable. Employees who have this kind of personality do not want to accept the change and training and often cause problems in organizational change activities.

These personality differences refer to the Big-Five Personality Traits which they influencing the acts against training. Study using the Big-Five Personality because there is a taxonomy model for personality trait suggests that individual differences are best described by five broad factors. This approach is called Big Five model and includes five basic personality factors. It was developed on basic of the lexical approach in personality psychology; the fundamental idea was that people will try to verbalize individual differences that are important for personality in order to facilitate communication. Although there are have different personality approach, in this study has use personality trait from Goldberg's segmentation (Omazie, Vlahov, & Basic, 2011). There are five types of personality that has its own unique characteristics which it will be influence the employees to change and also the training program (Vakola, Tsaousis, & Nikolaou, 2004). Big-Five Personality Traits are consist openness to experiences, extraversion, agreeableness, conscientiousness and neuroticism (Bamber & Castka, 2006).

Therefore, the difference of each personality type will cause the diversity of employee behavior and attitudes to change and also training. These behavior and attitudes is such resistance to training which cause problems to the employer in implementing change. Therefore, the employer should be able to recognize and understand the personality characteristics of each employee and can also determine the type of personality that is often resistance to training.

Justification can be seen between personality and resistance to train is the personality factor is the element that exists within a range of features which can be classified into

five types according to the theory brought by Lewis R. Goldberg as stated in the article Omazie, Vlahov, & Basic (2011). Different characteristics will affect every employee behavior to change and also training either positive behavior that accept the changes or otherwise reject the changes and can be cause the resistance to training.

The issue that always raised by HSB is they confronted with the attitude of workers which they didn't show the interesting towards training provided. This is because some of employees are did not attend to training with unreasonable of excuses. In other hands, there also have full attendance in training but the issue is they don't show the interesting during the training and don't get involve effectively in every activity in the training. According to the statistic from HSB, throughout 2011, total 22 of training program were organized. However, the attendance of employees is about 60% - 75%. Somehow, in some training the attendance is full, but the workers sometime did not show the interest during training and do not show the afford in getting the knowledge presented during training to assist in enhancing the skills, knowledge and ability to perform duties. From the issues, management also face with the uneffectiveness in work performance among workers because of lack of skills, knowledge and capabilities.

Hence, the issue of resistance to train often seen to affect the quality of work, job dissatisfaction, lack of trust among employees and in turn affect the performance of the employees and also the organization. On the need to improve the quality of the administrative work of the Hospital Sultanah Bahiyah (HSB), author attempted to assess

whether there is resistance to training among the employees and the type of personality that trying to push for change and also training.

This is because HSB is one of the government hospitals involved in the government transformation program which involves changes in management as well as to support services to patients. These changes require employees to attend training programs and change in ways of working, thinking and self-improvement of skills and values.

1.3 RESEARCH OBJECTIVES

The objectives of this research are as below:

1. To determine the relationship between openness personality with resistance to train at Hospital Sultanah Bahiyah.
2. To determine the relationship between agreeableness personality with resistance to train at Hospital Sultanah Bahiyah.
3. To determine the relationship between conscientiousness personality with resistance to train at Hospital Sultanah Bahiyah.
4. To determine the relationship between extraversion personality with resistance to train at Hospital Sultanah Bahiyah.
5. To determine the relationship between neuroticism personality with resistance to train at Hospital Sultanah Bahiyah.

1.4 RESEARCH QUESTIONS

1. Does openness personality relate with resistance to train?
2. Does conscientiousness personality relate with resistance to train?
3. Does extraversion personality relate with resistance to train?
4. Does agreeableness personality relate with resistance to train?
5. Does neuroticism personality relate with resistance to train?

1.5 SIGNIFICANT OF STUDY

In a global world, organizations have to constantly move quickly to improve organizational performance and at the same time improving the capabilities of employees in terms of knowledge and skills to be more competitive (Senior & Swailes, 2010). Therefore, the employer should make changes in terms of improving the skills and knowledge of workers in order to increase their competitiveness in term of working capability, knowledge in order to apply during working and problem solving regarding tasking that had given that can make workers more capable and have ability to compete in working environment and also to fulfill the organization's requirement for long term. This change of skills and knowledge can be managed properly by conducting training for employees because in training program, which is one of the human resource management activities that plan to provide skills improvement, knowledge sharing and all this could be gain during attending the training program to make sure workers capable for work and new technologies development (Desimone, Werner, & Harris, 2002).

However, there were times when there was resist from the workers and they do not want to accept the changes and training. This situation happened when the training objective doesn't fulfill worker's needs in term of knowledge, skills and ability to achieve the organization objectives. This situation happened because employer does not have a picture about the actual needs of employees before designing training. Furthermore, this resistance also will happen when the training requirements are not clear which this happened when there is lack of communication between management and employees regarding training objectives (Kaeter, 1994).

There are several previous researches said that personality traits are related to the resistance to train. Vakola, Tsaousis, & Nikolaou (2004), in their study said, factors that always influence resistance to train are personality traits which it define in Big-Five Personality control the workers behaviour regarding change in term of skills, knowledge and their abilities to solve problem in doing job which it could be achieved when attending the training program and it will consequence in increasing the quality of job and employees performance. Bamber & Castka (2006) also defined that individual personality will influence the workers behaviour in order to improve the skills and knowledge. This will result to improve the quality of work and training is the medium to achieve this performance in doing job. Oreg (2003) also said that individual with the purpose of having positive personality, they always enclose with positive behavior in aspect to agree with training program that can increase and improve quality of workers regarding knowledge, skills and abilities. Therefore, this study aimed to determine types of employees' personalities that often refuse to training.

There are a variety of factors resistance to training is lack of communication between employees and employers and it will cause employees not getting clear information about training objectives, ultimately resulting in them reject training (Erwin & Garman, 2010). Meanwhile, emotional intelligent (EI) has also been identified as a factor to the resistance the training because of the IE inability to control the emotions against negative thoughts about need for training and eventually cause them to not be able to accept training program which aims to make the changes in terms of thinking and knowledge and skills of employees in order to be more competitive (Vakola, Tsaousis, & Nikolaou, 2004).

This study will apply the theory of personality traits that have been developed by Lewis R. Goldberg (1990) which containing five personality traits including; agreeableness, extraversion, openness, conscientiousness and neuroticism. Through the knowledge of every type of employee personality, Hospital Sultanah Bahiyah (HSB) management can determine the characteristics of each personality because each personality has a different character and it will influence the actions of an employee on training. For example, there are personalities who are more likely to training, which they can accept new situations and tend to learn something new and motivated, they will respond positively and receive training which is intended to ensure that workers can improve capability in performing their duties.

Thus, the HSB will determine the appropriate type of training and the approach to be taken to ensure that each employee can accept training program that aims to transform them to be more affective and meet the job requirements. From the perspective of human

resource management practitioners, employers can identify the type of personality that often resistance to also training. Managers should be more aware of personality differences that exist in every employee. This will help in determining the appropriate way to reach out and give them exposure and awareness about the importance of training and internal changes that change in the form of abilities to do the job and be able to complete the tasks being done well and improving job performance and will help to increase company profit.

The effect of the resistance to training, not only affect the performance of employee but also to the organization because this situation will affect the quality of management Hospital Sultanah Bahiyah (HSB) in providing services to their patients. This is because if there is technology development and new equipment application in management, the workers do not get exposure to the skills and knowledge required in the performance of their duties, this will impact the HSB management that using the latest equipment and services for patients. In addition, employees are also doesn't able to improve and enhance the skills and existing knowledge because it is help employees to increase their performance and become more competitive in future. In addition, this action will also lead to inefficiency among workers. Therefore, management must be wise in dealing with difference and this behavior.

Before conducting training programs, employers must provide an analysis about training needs to see about the gap between the existing skills and knowledge among workers with organization's needs in term to enhance the employee's ability and able to achieve

the organization goals in providing services. Training need analysis (TNA) can give the true picture to the employer before set up training programs for employees. Apart from doing TNA, employers should make an analysis of personality types that exist among the workers so that they can ensure that every program developed able to attract workers to participate in training.

This analysis can build trust to employees because employers show their efforts in ensuring the well-trained workers and produce a positive output results from training to help employees improving the quality of services. Positive relationship between employers and employees need to create a sense of trust so as to avoid resistance to training which aims to change employees in term of skills and knowledge in performing their task. This was disclosed by Erwin & Garman (2010), in which he stressed that level of trust from employee to management is an important key to build confidence from employee and this could prevent the rejection of the training.

1.6 SCOPE OF STUDY

Scope of this study will cover health industry in Malaysia which is the analysis of study is Hospital Sultanah Bahiyah (HSB) employees. Location of this hospital is at Alor Setar, Kedah. The study sample is a group of selected employees of HSB who will take the survey. Due to the limited time in doing of this study, data gathering is just in once.

Selection of Hospital Sultanah Bahiyah (HSB) is because this hospital is the main hospital in the state of Kedah and the reference for all district hospitals and district health centers. The management and administration of this hospital is using the system that developed special to facilitate the daily business in assisting the medical department in providing services to patients. This study will be conducted on the supported workers in administration department at HSB because they are the workers who were involved with the training program to meet the work requirement because of the development of technology in job application and also this portion is supported to the medical services in HSB.

This study will involve two variables which is independent variable where it involves personality traits and dependent variables involve resistance to train. Independent variables include personality traits where in this study would using on personality types that ideas by Lewis R. Golberg (1990); in his studies that involved five personality types, namely openness, extraversion, conscientiousness, agreeableness and neuroticism. Each personality type has different characteristics and each will influence the employee's behavior to training programs and if they act in the negative, it will cause resistance to train which is the dependent variable.

1.7 CONCLUSION

In conclusion, this chapter had highlighted about the introduction of the study that is examining the relationship between employee personality and resistance to training.

There also discussion about the problem statement, objectives of research, research question, significant and scope of study. Next chapter will discuss about literature review.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter will cover about personality traits as independent variable and resistance to train as dependent variable in this research. In this chapter also will draw the relationship between dependent variable and independent variable for this study. This chapter will discuss about the research frameworks and the hypothesis between variables for this research.

2.2 TRAINING

Training is activities that focus on changing or improving the knowledge, skills and attitudes of workers. This will involves provides the knowledge and skills that workers needs in completing for certain job or task. At the end of these training activities, it will result to develop the key competencies that enable employees to perform in current or future jobs (Desimone, Werner, & Harris, 2002).

Training is very important part in developing knowledge, skills and abilities for workers. From training activities, the gaps that exist can be improved and to ensure every worker can achieve the good performance in the organization. In addition, through out the

training, employer can encourage workers to enhance their value and abilities to ensure they enable to achieve best performance in future (Desimone, Werner, & Harris, 2002).

2.3 TRAINING PROCESS

The training implementation process needs more assessment from management. In the first phase for the training process, management has to identify the gap that existing among the organization needs and the workers values in guarantee to achieve the organization objective and excellent performance. The worker's value is skills, knowledge and abilities in performing their tasks and will compare with the needs required by organization in moving to achieve the objectives (Desimone, Werner, & Harris, 2002).

Training will be providing when there is a gap and it will make sure to meet the organization requirement and improving the workers abilities. For example, when organization is planning to expand in using the new technology, the employees need to attend the training which organized by management to ensure they can enhance and improve their skills, knowledge and abilities in conjunction the organization successful and at the same time can gain the high quality of services.

Next phase is to design the training program. In this phase, management have to determine the training objectives, developing the appropriate lesson plan that suitable for workers and their needs, management also have to acquires the appropriate materials,

determine the instructor in delivering the training and the method for deliver the training to make sure the workers happy and can achieve the training objectives. Designing phase is the main segment in the training implementation and it have make sure the training objectives are clear, understandable, achievable and also enable to improve and enhance the workers abilities (Desimone, Werner, & Harris, 2002).

Implementation phase is to make the assessment phase and design phase into reality and to translate from paper to accomplishment. Management will implement all the designing phase and deliver during the training session. During this phase, delivering program generally presents numerous challenges learning and resolving problems that may arise some conflict and others. In this section also can have resistance from workers which they cannot accept the training. Final phase is to evaluate the training process. This phase will examine the action and feedback information form workers. This message will evaluate and management will determine the improvement that should be taken to make the training more successful in future (Desimone, Werner, & Harris, 2002).

The effective training can increase performance, improve morale and boost an organizational potential. Poor, inappropriate or inadequate training can be a source of frustration for everyone involved especially to workers because their intention to join the training is to enhance and improve their skills, knowledge and abilities to enable they can perform well when doing the task (Gomez-Mejia, Balkin, & Cardy, 2004).

2.4 RESISTANCE TO TRAIN

Erwin & Garman (2010) defined resistance to train as an individual or workers who may have negative thought, feelings and behaviors regarding attending the training that planned objectively to change their abilities in doing task. These changes are including enhancing worker's knowledge, skills and abilities and proficient to compete for higher achievement in their career. According to Erwin & Garman (2010), people who are always resist to attend the training, will show the negative reactions and this people always be likely to show rigidity and doesn't support the training. They also said that people who are resist training programs often deny, separate, act out, blame others, avoid difficulties and have ridiculous thoughts about the training. In other words, people who accept training that purposely to change and improve the knowledge, skills and abilities are usual have high self-esteem, optimism, have high confident level and they will show their interest during training and be more willingness to take opportunity in joining the training and change their mind to enhance their skills and knowledge.

There some factors that led to the rejection of training and this situation will affect the smoothness to the planning of training program and also the program objectives. The factor that arises by Erwin & Garman (2010) is communication and understanding about training itself. This also has proved by Pihlak & Alas (2012), that failing to adequate about training information and objective will increase the resistance among workers. Management should prepare and give more information regarding training and its implementation to make sure workers understand and clear about the training. Clear

objectives and informations about training will make employees easy to accept the training and will feel comfortable to attend the training. It also can make workers feel secure and satisfaction with the training before them attending.

Moreover, according to Hellriegel, Woodman, & Slocum (2001), the factor that cause resistance to train among workers, which involve when they feel comfortable with current situation and their position in working place. This status quo make workers don't show their interest to the training because they feel training will make their comfort life in working place will be disturb when they attending the training. Another factor is refer to personality which also can cause resist to the training among workers. It is because employees is a human and according to Hellriegel, Woodman, & Slocum (2001), workers who are have dependency personality which defined as people who are highly dependent on others and often low self-esteem and they will likely to resist because this type of personality is closeminded.

When employees doesn't accept the training, they will show the negative behaviours. These behaviours have divide into two which include overt resistance and covert resistance (Hellriegel, Woodman, & Slocum, 2001). Overt resistance is the behaviours may be express by employees and this negative behaviours always shown by they reject the training, doesn't show the interesting and support to the training. Their behaviours are clear and everybody in the organization can see the resistance. While covert resistance is the workers doesn't show their resistance to train but it may be express through the decreasing of productivity, lack of performance and less of motivation.

All these manners are the negative behaviours that workers show when they resist to the training and this situation will give negative impact to organization because workers is the machine to organization to achieve the objective and put the name in good reputation. If the workers against the training and they do not show interesting in the training, the management will face with problems in an effort to improve and change the skills, knowledge and capabilities of employees in order to strengthen the organizational performance. Training is an offshoot to change and improve the employee's skills and abilities in workplace. In addition, training also can improve capacity of employees to achieve higher productivity and for better work performance. High level of skills, knowledge and abilities from workers will take a part to give assurance for organization in achieving its objectives while improving competitiveness in the market.

However, this study will focus on personality traits factor because it will influence worker's behaviors towards training and involve the accepted to the training from employees. Training will help to increase and enhance employee's qualities in performing and capabilities in doing job which it will be resulted to improve the organization performance and reputation.

According to Oreg (2006), there is a connection between personality and negative response to training. Oreg (2006) also classified the rejection to training divide into three groups, which namely the feelings of employees against training (anger, suspicion and fear), involve an element of thought in which the employee will ask many questions against training that will organized, as they would question whether the training was

beneficial or otherwise, and finally from components of behavior which led to negative or positive action to training. This can be translated that emotion will play a role in determining the behavior of a people against a decision to be taken. For example, if an employee does not show the stability of emotion, they will show a negative reaction to the training and vice versa.

According to Oreg (2003), there are four dimension in resistance to train which including routine seeking, emotional reaction, short-term thinking and cognitive rigidity. Routine seeking dimension is engage to individuals who are have high level on regular seeking on expression a need for low of encouragement and would accordingly be expressed to get low on impression seeking.

Oreg (2003) also determined that emotional reaction dimension reflect the hassle and unease the individual experiences when confront with the training. Oreg (2003) also explained that short-term thinking dimension is predict as a character of individuals are unfocused in the urgent difficulty and need immidiate solution which involved such that they avoid doing from choosing a rationally valued long-term benefit and also reflect an affective reaction to training. Cognitive rigidity dimension might predict as person who always and ease change their mood. They didn't have the flexibility and closed minded person and might not willing and not able for training and change their abilities in work (Oreg,2003).

2.5 PERSONALITY

Personality is the term which can define as a set of stability uniqueness and tendencies that determined those commonalities and differences in the people's psychological behavior that have connection in time and that does not simply to understand as the solitary result of the social and biological pressures of the moments (Hellriegel, Woodman, & Slocum, 2001). Liao & Lee (2009) determine the personality is the personal character generally explain and predict human behaviours and not behaviour changes or development. This term also indicates differences quality that can give to inferences about behavioral results (Liao & Lee, 2009).

2.6 BIG-FIVE PERSONALITY TRAITS

Personality can be described in five basic factor and always label as 'Big-Five' (Zee, Thijs, & Schakel, 2002). The Big-Five Personality trait was introduced by Lewis R. Goldberg. The big-five factors have been labeled as Extraversion or Surgency, Agreeableness, Conscientiousness or Dependability, Neuroticism and last as Openness (Goldberg, 1990).

Many researchers had been used the big-five personality trait in their study such as Barrick & Mount (1991), Zee, Thijs, & Schakel (2002), Vakola, Tsaousis, & Nikolaou (2004), Bamber & Castka (2006), Oreg (2006), Liao & Lee, (2009) and many others researchs. All these studies are using the big-five as the variable in their study.

Barrick & Mount (1991) was investigated the relation of the big-five personality trait and job performance among occupational groups. While in article by Zee, Thijs, & Schakel (2002), determined the relationship between personality and emotional intelligence. This also includes research by Vakola, Tsaousis, & Nikolaou (2004) states that a study of personality has been conducted almost two decades, and has been in existence five factor model of personality (FFM). Five factors were also identified as the big-five personality model consists of five elements. The elements are openness, extraversion, conscientiousness, agreeableness and neuroticism. In the study, Vakola et all explore the relationship between emotional intelligence and personality traits that can facilitate with organization change.

Bamber & Castka (2006), in study have finding which determined that two factors of personality; openness and agreeableness as predictors of training proficiency and proved from research performed that the impact of another factor of personality, conscientiousness on learning. Two further personality factors of emotional stability and extraversion to be equally important for outcomes in some occupations (Bamber & Castka, 2006). Bamber & Castka (2006) also investigates additional, but small, effects made by the interaction of personality traits extraversion and conscientiousness impacting on job performance. Oreg (2006) also investigated about personality and resistance to change. the relationship among big-five personality and resistance are the main components in the study. Liao & Lee,(2009) also use the personality as the main character in the study which examined an empirical study of employee job involvement and personality traits.

Many studies are involving personality that associated with the various elements that had closely linked with employee and organizational development. Therefore, this study will highlight the study on the relationship between personality and resistance to train where training is also one of the important elements in developing qualities of employees as well as being boosted to develop organizational abilities in management and to achieve the objectives.

2.7 TYPES OF BIG-FIVE PERSONALITY TRAITS

2.7.1 Openness

Vakola, Tsaousis & Nikolaou (2004) explained that the openness personality is can describe as people who very proactive and appreciate new experiences. This type of personality is very adjustable because they easy to adapt in new environment and situation. There is a positive relationship between openness to experience over the use of effective mechanisms for dealing with stress events in life because openness person is very flexible person, easy to get used to new situation and this will reduce their stress level. Therefore, openness is seen as a personality that relate positively to the training that will be change capabilities of workers, especially when they attending to training that organized by organization because training be able to gain new ideas, suggestions and give more motivation to workers (Vakola, Tsaousis, & Nikolaou, 2004).

This also proves in article by Liao & Lee (2009), openness personality also suggests as person that have attraction to new ideas, concepts, action or feeling. Workers who have high openness are likely to achieve greater efficiency in work because they are having

high level of practice opportunity to gain new knowledge and experiences in completing their work. People who are having openness personality are likely being imaginative, complicated, innovative, broad-minded and artistically sensitive (Barrick & Mount, 1991).

2.7.2 Agreeableness

In article by Liao & Lee (2009), said that agreeableness is the personality dimension that suggested as a well-mannered, flexible, innocent, friendly, soft-hearted and very tolerant person. This personality trait usually doesn't have conflict with any training because they have a tendency to improve their career achievement and personal value (Liao & Lee, 2009). Agreeableness trait is likely to follow rules and act considerately to get ahead, so it will make them give more cooperative especially when they had order for training. Thus, the agreeableness personality type that perceived as positive for any training that aimed to improve their skills, knowledge and capabilities of employees against the company (Vakola, Tsaousis, & Nikolaou, 2004). According to Zee *et al.*, agreeableness is tend to be friendly and warm, they also have high level of respect to others.

2.7.3 Conscientiousness

A dimension of conscientiousness, which reflects the employee have a highly disciplined, ambitious, and have the competence and is expected to relate positively to a positive attitude towards change (Vakola, Tsaousis, & Nikolaou, 2004). Conscientiousness trait is referring to individual's tendency towards planning and organizing, high work ethic, self-regulation and persistence (Gholipour, Kalali, Anvari, & Yazdani, 2011). Bamber &

Castka (2006) said that conscientiousness have high achieving approach to learning. Therefore, it could be translated as person who have high discipline in planning and organizing in emphasize their goal achievement. This also supported by Liao & Lee (2009) which this personality dimension is vey competence and achievement striving. Conscientiousness personality is tending to work towards their goals in job (Liao & Lee, 2009). This also can be defined that the personality has high intention to get high achievement towards their job.

2.7.4 Extraversion

This personality trait is likely as sociability person, high confident self-expression (Bamber & Castka, 2006). High extraversion workers always use their constant, cool-headed, confident and agrressive manner to react towards training and their job (Liao & Lee, 2009). Barrick & Mount (1991) also explain extraversion as sociable, gregious, assertive, talkative and active person. Therefore, employee who have this type of personality will always like to accept training because they are sociable, assertive and active person because according to Zee *et al.* (2002), extraversion person are open to others and tend to be unreserved and respect to others. These dimension also knows as “interpersonal intelligent” (Zee, Thijs, & Schakel, 2002).

2.7.5 Neuroticism

Vakola, Tsaousis & Nikolaou (2004) stated that this type of personality is have negative attitudes towards training that objectively in changing and enhancing the knowledge, skills and capabilities of workers in doing their job. Barrick & Mount (1991) also claim

the same characters for this personality in their study. These types of employees will always worry, nervous and anxious regarding new things around them such as training because if they doesn't get enough information about training, they will feel worry, nervous and would adjust less to new situation (Otto & Dalbert, 2012). Thus, personality is seen as a personality who resist to any training implemented by management.

Thus it can be concluded that employees who have the character as agreeableness, openness, extraversion and conscientiousness personality will accept the training as item that able to help in changing their knowledge and skills whereas workers who have character as neuroticism personality will reject and not accept the training.

2.8 RELATIONSHIP BETWEEN PERSONALITY WITH RESISTANCE TO TRAIN

Training is one part of the change activities in organization which is like to change workers in term of their skills, knowledge and abilities when doing the jobs. The changes will result the improvement the quality of services and provide good reputation to the organization in the industry.

The behaviors towards training are always influenced by differences personality factors. Hence, influences the big-five personality traits can be described as one of the factors that contributed to the rejection of training which the organization's activities is in developing and achieving good changes especially changes in skills, knowledge and abilities to their

workers in doing the jobs. This was stated by Vakola, Tsaousis & Nikolaou (2004) in the article that focused on the relationship that exists between big-five personality trait that have relationship to organizational changes and the relationship between employee behaviors to changes that are controlled by emotions.

Statement from Vakola, Tsaousis & Nikolaou (2004) is also supported by Oreg (2006) on the article that aims to measure the tendency of the changes that are affected by worker's personality. In the studies, stressed that there is a relationship between resistances to train and big-five personality which every element in the personality have role in influencing the reaction from employees towards training.

Oreg (2006) also said that employees who have strong emotions and have a positive mind will not refuse to change their abilities in term of the skills, knowledge and abilities which it beneficial to increase the quality of work and able to guarantee for better performance. Workers who are not able control their emotions and often give negative thinking will resist and oppose the training. According to Oreg, people are differ from one to another in their internal leaning to resist or adapt the training. Workers who are high dispositional resistance to train is characterized as a stable personality traits, that will show less enjoyable for training.

At the same time as article by Liao & Lee (2009) was investigated the relationship between personality trait with job involvement. The findings from this study was emphasized that openness, extraversion, agreeableness and conscientiousness are predict

positively towards job involvement and have high motivation to improve their abilities in doing job and competent to accept the training. While, neuroticism is negatively relation with the job involvement which they don't show the intention to improve their self quality and don't show the intention to accept the training.

Futhermore, Bamber & Castka (2006) identified the connection between personality and individual learning outcomes. This article present the five element in personality traits which including extraversion, openness, conscientiousness, agreeableness and neuroticism. Learning approaches being a set of learning styles. Learning can be determine as a process to get new ideas, gain knowledge and improve the skill and abilities in doing job. Hence, training is the element to make all the improvement can be reached. This was emphasized by Bamber & Castka (2006); the personality of individuals have been proposed to transmit with various job performance outcomes including training.

Bamber *et al.* (2006) considers that there is a spread over the surface from learning styles onto the big-five personality traits and the learning styles. This article emphasize that conscientiousness, openness dimensions are contribute most in deep move toward to learning styles. Neuroticism is float up for approach to learning and extraversion didn't show the association with any learning styles. From this statement, can be identified that openness, agreeableness and conscientiousness are accepted the training because they very in deep in learning styles while neuroticism and extraversion are didn't show the intention in learning and improving their abilities.

While in article by Barrick & Mount (1991) determined the relation between big-five personality and job performance which one of the element is training proficiency. The finding shows that conscientiousness personality is positively for training proficiency because this type of personality is hardworking, careful and responsible towards their job. This will show they will not resist to the training because they tend to give high job performance. In the same time, openness personality also give positive relationship towards training proficiency because this trait is curious, forward-thinking and intelligent; this compose they to contribute for training (Barrick & Mount, 1991).

Consequently, according to Vakola *et al.* (2004), extraversion personality will show the high level interpersonal interaction and activities because this personality is tended very outgoing, and assertive. Hence, openness employees personality prefer to have a proactive seeking and appreciation of new experiences because person with this personality like to expose in new environment and gain new knowledge for higher achievement in their life (Liao & Lee, 2009). Workers with agreeableness personality rather compassionate attitude than animosity because they very courteous, soft-hearted. Finally, conscientiousness showed their dedication to the organization and motivation in goal-directed behavior because they are very discipline and goal oriented person when doing job. This personality is always like to enhance their abilities in doing job (Liao & Lee, 2009).

2.9 HYPOTHESIS

Thus, the hypotheses for this study are as follow:

- H1: Openness is positively associated with resistance to train.
- H2: Conscientiousness is positively associated with resistance to train.
- H3: Extraversion is positively associated with resistance to train.
- H4: Agreeableness is positively associated with resistance to train.
- H5: Neuroticism is negatively associated with resistance to train.

2.10 CONCLUSION

Throughout this chapter, it was highlight the definition of personality and resistance to train which the variable for this study. Research framework also shows the relationship between the independent variable and dependent variable for this study and also the hypothesis. Next coming chapter will discuss about the methodology of this research including population, number of sample sizes, and the way to get the data and how to interpret data into information.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter will discuss about the research methodology that will be used throughout the study. It also deliberated on research framework in which it reflects the relationship between the dependent variable and independent variable for this study. In addition, it also rises up about the population and also sample size that will use in this research. It also explain about the data collection, data analysis which including all the statistical method for this study.

3.2 RESEARCH FRAMEWORK

Research framework is the association among all variables in the study. In addition, this framework also shows the relationship between each variable and the hypothesis shows the true picture of the study trip.

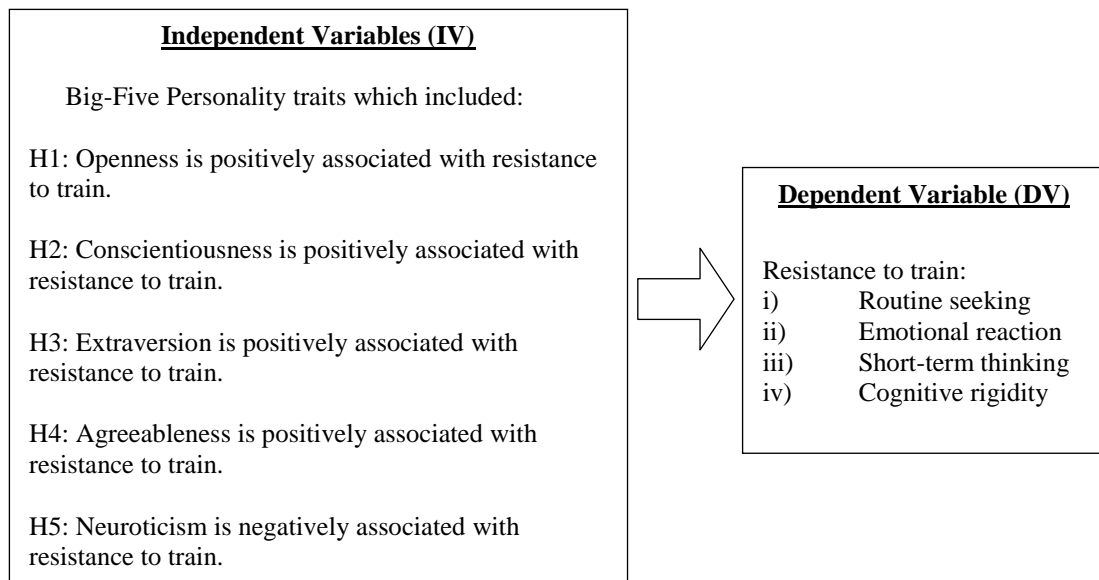
There are two variables involve in this study which are big-five personality traits and resistance to train. The big-five personality traits include (1) openness, (2) conscientiousness, (3) extraversion, (4) agreeableness and (5) neuroticism.

Resistance to train is dependent variable also including the dimension known as (1) routine seeking, (2) emotional reaction, (3) short-term thinking and (4) cognitive rigidity.

The relation between these two variables is shown in the framework below:

Table 3.1

Relationship between variables and hypothesis



From the framework, we can see there are five types of personalities that can be list as openness, agreeableness, extraversion, consciousness and neuroticism and they are from Big-Five Personality dimensions (Goldberg, 1990). Personality is a complex and varied and each person may display behaviors across several of these dimensions. This framework represents personality traits as independent variables in the framework hence they are extraversion, agreeableness, openness, consciousness and neuroticism while resistance to train is dependent variable.

Wagner & Campbell (1994) said that extraversion; which one of the personality traits is having two central characteristics which including interpersonal engagement and impulsivity. Interpersonal engagement includes the characteristics of association and agency which means they always enjoying, being receptive others and easy to make friend and agency means seeking social dominance, leadership roles and being motivated to achieve goals. They also link extraversion with positive affect which includes general feelings and motivation. This personality also have characteristic such as excitability, sociability, talkativeness, assertiveness and high amounts of emotional expressiveness, extraversion also refer to tendencies towards sociability.

Therefore, this personality type can be linked positively to be trained because it requires employees to interact and communication between employees and have thoughtful insights and to change and improve themselves to achieve an outstanding career.

Agreeableness is refer the dispositional to trust to others, friendly, sensitive and unselfish. Agreeableness also dispositional to express kindness, sympathy and caring (Goldberg, 1990). From this statement, it can be said that agreeableness is a personality trait that have positive characteristic towards training because they easy to trust with people that show their cooperative in term of to help others to improve their abilities in doing job. For example, management must show their effort to bring employess into high quality performance during doing their job. This can be apply when management form the training program and the objective is to make workers more knowledgeable, have high level of skill and ability.

Conscientiousness is referring to how people consider to others when making decision. This trait is also very careful, hard-working and organized. This dimension also include high levels of thoughtfulness with good impulse control and goal-directed. Those high in conscientiousness tend to be organized and mindful of details (Wagner & Campbell, 1994). Therefore, employees who have this type of personality is more likely to accept training because they have plans for their future that related to career development and this requires them to attend training programs that can help to increase the level of skills and knowledge in performing tasks to be more effectively.

Openness is the aspect of people with a sense of cognitive style which distinguishes imaginative, creative people from down-to-earth and their straight forwardness. This personality trait is very conventional and often live with style of knowledge and highly intellectual. Therefore, this personality will try to get the knowledge and skills especially in the implementation of work and they will show a positive attitude towards training because it tends to be conversational and cognitive styles.

Meanwhile, Goldberg (1990) stated that neuroticism is a negative personality types and often have unstable emotions, jealousy, intrusiveness and fear and easy to panic. Vakola, Tsaousis, & Nikolaou (2004) also said that people in neuroticism is described as worrying, nervous and worried which is expected to be linked positively with negative attitudes towards training since the introduction of training program seem to increased stress level and insecurity in the middle of employees.

Finally, this can show that the relationship between personality openness, extraversion, conscientiousness and agreeableness are positive towards to attend training while neuroticism is more likely to show a negative relationship to the training. This can be seen in hypothesis stated in the above diagram.

3.3 RESEARCH DESIGN

From the conceptual framework which it is a method that will be used to obtain relevant data and research findings will be analyzed to determine the validity of which exist in the relationship between variables.

This study will use the hypothesis testing which that formed as a guide to state the relationship between variables. This will use the causal research study because this method of research will identify cause-and-effect relationships among variables where the research problem has already been narrowly defined (Zikmund, 2000). Regarding to this definition, Hospital Sultanah Bahiyah (HSB) will become the population for this study. This study also used the field study approach because this study explore the raises issues and will define the relationship between variables (Hair, Money, Page, & Samouel, 2007).

This study will use the disproportionate stratified random sampling; stratified sample in which the sample size for each section is allocated according to analytical considerations

(Zikmund, 2000). In other words, this study will select randomly sample from different unit of admin department in Hospital Sultanah Bahiyah (HSB).

Author choose only subordinates in the administration group because they need to attend training programs to enhance their skills and the ability to help organization to achieve objective and high quality in services. The probability for this study is very high because majority of workers in the administration have the opportunity to answer the questionnaire and the questions will be distributed to them equally. This is because the personality and the resistance to training program can be measured in full if involving all employees.

3.4 POPULATION AND SAMPLING

3.4.1 Population

Target population is employees from administration department which involve supported unit in Hospital Sultanah Bahiyah, Alor Setar, Kedah. Total of 3500 workers is involved administrative department and medical department which including nurses and doctors. However, the majority of workers are from medical department totaling 3200 people while the balance is only involving 300 workers. For this study, researcher will focus on the supported workers which in administration department for grad from 17 until 32. This is because this group of workers are the main group in Hospital Sultanah Bahiyah (HSB) and this group also are determine by HSB management that always show negative reaction towards training. Thus, from this research, author will examine whether there have relationship between personality and resistance to train among workers in HSB.

3.4.2 Unit of Analysis

Units of analysis are individuals who are involved in the study to be undertaken. So, unit of analysis in this study is workers from administration department that involve staff from grad 17 until 32 because there are supported department in Hospital Sultanah Bahiyah which workers in this department also need to attend training and change their mindset and also could gain knowledge to support medical department in give high quality of services to patients and keep good name for this public hospital. So, they always need to attend for training which can improve and enhance their skills, knowledge and also ability to achieve the company objective and upgrade their competitive.

3.4.3 Sampling

Based on Krejcie & Morgan (1970) table for determined sample size, given population for this study is about 170 workers so from the table, the sample size is about 118 workers would be needed to represent a cross section of the population.

Researches will use disproportionate stratified simple random sampling because the sample for this study are relatively small and target respondents are attached in different unit from administration department in the organization.

Proportionate formula:

$$\text{Total number of respondents} = \frac{\text{Multiply the group number of sample size}}{\text{Total number of respondents}} / \frac{\text{Total of Population}}$$

Table3.2

Proportionate Stratified Simple Random Sampling

Group	Number of workers	Proportionate (%)	Total of respondent
N17 – N32	120	$120/170 \times 100 = 70\%$	$70\% \times 118 = 83$
W17 – W32	40	$40/170 \times 100 = 24\%$	$24\% \times 118 = 28$
F17 – F32	10	$10/170 \times 100 = 6\%$	$6\% \times 118 = 7$
Total of population	170		

3.5 MEASUREMENT

3.5.1 Personality traits

Bamber & Castka (2006) stated that using International Personality Item Pool (IPIP) which is rated by research psychologists as the benchmark survey against which other personality surveys is measured. The five factor model gives psychologists a clear picture of the core dimensions of personality as author's references to make measurement to concepts of study.

Attitudes towards training program can be measured with a scale, with using model developed for the purposes of the study in the present. IPIP provides a structure from which a simple scale was developed to measure the five factors of personality, including extraversion, agreeableness, conscientiousness, openness, and neuroticism.

This measurement is very stable because it have reliable Cronbach's alpha because in Hair, Money, Page, & Samouel (2007) stated that alpha coefficient range between 0.6 to

< 0.7 is moderate and alpha coefficient range between 0.7 to < 0.8 is good and stable. So, refer to this measurement which it shows have Cronbach alpha for six dimension in personality traits including extraversion have 0.86, neuroticism have 0.85, conscientiousness have 0.77, agreeableness have 0.74 and openness have 0.61.

This measurement also used by past researcher such as Zhang in year 2003 was investigated the relationship between aspect individual's personality and their approach towards learning. Busato et al in 1999 had determined relationship between accomplishment motivation and the Big-Five personality traits. In 1992, Furnhman did his research to investigated relationship between personality and learning styles and again exposed relationship among the two constructs in 1996.

In this research, this measurement will be adopted to determine which personality resist to the training. Liked scales were adopted for the respondents to rate the measurement items which started from 1 = strongly disagree and 5 = strongly agree.

3.5.2 Resistance to train

The Resistance to Change Scale was designed to measure an individual's dispositional inclination to resistance change. Most modern industrial societies value the person who is willing and able to initiate and respond to positively to change and yet organizations that attempt to initiate such changes are often stymied by individuals or groups within the organization who resist the change. Nevertheless, some individuals seem to resist even changes that are consonant with their interests (Oreg, 2003).

This approach is used because training is one of the aspects in the change activities because each employee who wants to change their level of knowledge and skills need to attend through training programs and it will result employees increase their knowledge and can improve their skills and will end up with a good quality of work and be more competitive.

In this measurement, there stated that it have establish Cronbach's Alpha which including every dimension. Oreg (2003) stated that routine seeking have 0.74, emotional reaction have 0.75, short-term focus have 0.74 and cognitive rigidity have 0.84. This shows that the measurement have stable alpha coefficient. There many of researcher also used this measurement in their studies. Hannan and Freeman in 1984 used to determined of resistance to change. George and Jones in 2001 used the measurement to bring individual differences to the main area to change and its interaction with other variables.

In this research, this measurement will be adopted to determine the resistance towards training. Liked scales were adopted for the respondents to rate the measurement items which started from 1 = strongly disagree and 5 = strongly agree. There are 18 questions will adopt to define the resistance to training in this study.

3.5.3 Measurement of Construct in Questionnaire

The survey questionnaire used in this study consist of three sections which are Section A will asked about respondent's demographic data including gender, age, education level

and years of services in organization. While Section B consists of the measurement items for Personality Traits and Section C contains is about Resistance to Train.

The adopted questionnaire will use in this study to determined the personality that always resist towards training. All the questionnaires have been translated into Malay which is used the back-to-back translation method to make sure the questions are understandable and able to meet the original structure even after the translated.

The literature review has helped to provide the measurement items to determine the personality traits and resistance to train. Survey respondents were asked to answer the questionnaire regarding all variables in this study. The questionnaire has adopted the Linked scale which ranges from 1 = strongly disagree to 5 = strongly agree as shown below.

Table 3.3

Instrument used in Personality Traits and Resistance to Train

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

3.6 DATA COLLECTION

Concept of this study is quantitative research as it would distribution questionnaires to get respondent's perception on understudied variables. The result from information

obtained through questionnaires, will be able to determine the personalities that often refuse to follow the training program in which it is intended to enhance and change the skills, knowledge and capabilities of employees in their jobs. The questionnaire will distribute to all staff in administration department including supported team between grad 17 to 32 in the Hospital Sultanah Bahiyah (HSB).

3.7 DATA ANALYSIS

The questionnaire adopted is to measure the variables of study and extent of any employee who is selected at random. This question is in the form of structures, containing every aspect of measuring personality type and resistance to train. Questionnaire is in the form of liked scale and respondent will choose the answer based on their own character. The data obtained through the questionnaire will be analyzed using the Statistic Package for Social Science Program (SPSS) to get the finding of the study.

3.8 PILOT STUDY

Pilot study also a collective used in small scale exploratory research technique that uses sampling but does not apply accurate standards (Zikmund, 2000). Pilot study is for retest the sample understandable to the questionnaire. After the data is collected then the actual survey will be done after making improvements, if any. The pilot study for this study was conducted on 20 respondents at Hospital Sultanah Bahiyah.

From the pilot study findings, some improvement and changes are done to make sure the actual result for this study is clear and also to ensure the respondents clear with the questions.

3.8.1 Reliability Test

Reliability is an assessment of the degree of consistency between multiple measurements of variables in the study and also to ensure which the observed variable measure whether it stable or not (Hair, Black, Babin, & Anderson, 2010). It is concerned about the consistency of the research findings (Hair, Money, Page, & Samouel, 2007). Reliability test is to test the consistence of the questionnaire of study with Cronbach's Alpha or coefficient alpha which range from 0 to 1. Hair, Money, Page, & Samouel, (2007) said that range coefficient alpha is from 0.7 to < 0.8 is good.

3.8.2 Validity Test

Validity is the extent to which a construct measures what it is theoretical to measure (Hair, Money, Page, & Samouel, 2007). While in Hair, Black, Babin, & Anderson, (2010) said that validity is the degree to which a scale or set of measures precisely represents the concepts of interest. This mean, the validity is to identify whether the variables in the study are valid and represent the research concept and it will measurement by validity test.

Validity test will use two approaches to measure the validity which including content validity or known as face validity, it is to ensure that the variety of scale items extends

past just empirical issues which also include theoretical and practical considerations. Another validity test approach is construct validity, it measure empirically by the correlation between theoretically defines sets of variables (Hair, Black, Babin, & Anderson, 2010).

3.9 DATA SCREENING

The process to ensure all data from questionnaires is clear and ready for further statistical analysis. The processes are including linearity test and normality test.

3.9.1 Linearity Test

This test will shows the relationship between dependent and independent variables in study that represent the degree and change in the dependent variables is connected with the independent variables (Hair, Black, Babin, & Anderson, 2010). Scatterplot will use to show the relationship between dependent variables and independent variables portraying the joint values (Hair, Black, Babin, & Anderson, 2010).

3.9.2 Normality Test

Normality test is referring to the shape of the data distribution for an individual metric variables and its correspondence to the normal distribution which is the benchmark for statistical analysis. Kurtosis and Skewness will be use to measure the shape on any distribution (Hair, Black, Babin, & Anderson, 2010).

3.9.3 Data Transformation

Data transformation is done to improve the relationship between variables. It may be based on reasons that are either *theoretical* which mean transformations whose correctness is based on the nature of the data or *data derived*; where the transformations are recommended strictly by an examination of the data.

3.9.4 Homoscedasticity

Homoscedasticity is a description of data for which the variance of the error terms appears continuous over the range of values of independent variables. The hypothesis of equal variance of the population error is critical to the proper application of linear regression. When the error terms have increasing or modulating variance, the data are said to be *heteroscedastic* (Hair, Black, Babin, & Anderson, 2010).

3.10 FACTOR ANALYSIS

Factor analysis can be defined as its primary purpose is to define the original structure among the variables in the study (Hair, Black, Babin, & Anderson, 2010). Factor analysis also provides the tools for analyzing the structure of the correlations among a big number of variables by defining sets of variables that are highly interrelated and also known as factors. These groups of factors which are by explanation highly interconnected are assumed to be a symbol of dimensions within the data (Hair, Black, Babin, & Anderson, 2010).

Zikmund (2000) also said that the factor analysis is general purpose is to summarize the information contained in a large number of variables a smaller number of factors.

3.10.1 Prerequisite for Factor Analysis

Researcher has to ensure that the data matrix has sufficient correlations to justify the application of factor analysis. Anti-image correlation matrix, Bartlett test of sphericity and Measurement of Sampling Adequacy (MSA) is the tools that be used to ensure the data matrix is sufficient correlation to factor analysis (Hair, Black, Babin, & Anderson, 2010).

3.10.1.1 Anti-image correlation matrix, Bartlett Test of Sphericity and Measure of Sampling Adequacy (MSA)

A strong conceptual foundation needs to support the hypothesis that a structure does exist before the factor analysis is performed. A statistically significant Bartlett test of sphericity is significant when equal to < 0.05 , indicates that adequate correlations exist among the variables to proceed (Hair, Black, Babin, & Anderson, 2010).

Measure of Sampling Adequacy (MSA) values must exceed 0.50 should be for both the overall test and each individual variable; variables with values less than 0.50 should be omitted from the factor analysis one at time, with the smallest one being omitted each time (Hair, Black, Babin, & Anderson, 2010).

Anti-image correlation matrix is high partial correlation is one with practical and statistical significant and should consider partial correlation above .07 as high (Hair, Black, Babin, & Anderson, 2010).

3.10.1.2 Rotation, Eigenvalue, Cumulative Eigenvalue, Factor Loading and Cross Loading

Rotation which in factor analysis, the altering of the geometric axes that represents each factor to study a new problem solution having fewer of more factors (Zikmund, 2000). To identify total of factors, researcher refer to eigenvalue and cumulative eigenvalue. Eigenvalue greater than 1 are considering significant and cumulative eigenvalue should meet 60% or higher is reflect on satisfaction (Hair, Black, Babin, & Anderson, 2010).

Factor loading can be defined as a measurement of the importance a variables in measuring a factor which that means for interpreting and labeling a factor (Zikmund, 2000). There are three criteria to access the factor loading which are factor loading in range ± 0.30 to ± 0.40 are considered to meet the minimal level for interpretation of structure. Loadings ± 0.50 or greater are consider practically significant and loadings exceeding 1.70 are considering indicative of well defined structure and are the goal of any factor analysis (Hair, Black, Babin, & Anderson, 2010). According to Hair, Black, Babin, & Anderson (2010), the factor loading for this study is 0.50.

Cross loading when a variable is found more than one significant loading. The process of analysis would be greatly simplified if each variable had only one significant variable.

However, study may find that one or more variables each has moderate size loading on several factors, all of which are significant and the job interpreting the factors is much more difficult (Hair, Black, Babin, & Anderson, 2010).

3.11 CORRELATION ANALYSIS

Correlation analysis is measurement to show the relation between variables in study which that independent variables and dependent variables (Hair, Money, Page, & Samouel, 2007). Pearson correlation is referred to as a correlation coefficient that indicates the strength of the associate between two variables in study.

The symbol of correlation coefficient is r . The range of correlation coefficient is from $- 0.10$ to $+ 0.10$, with $+1$ representing a perfect positive relationship, 0 representing no relationship and -1 representing a perfect no relationship or reverse relationship (Hair, Black, Babin, & Anderson, 2010).

3.12 CONCLUSION

This chapter has accessible the research framework which shows the hypothesis and the relationship between independent variable and dependent variable for this study. It also presented the methodology used in this research such as the method of data collection, tools of measurement, the statistical test and analysis that will used to measure the

associate between independent variable and dependent variable. For next chapter, researcher will discuss about the finding for this study.

CHAPTER 4

FINDINGS

4.1 INTRODUCTION

This chapter discusses the analysis of the data findings in this study by using the Statistic Package for Social Science Program (SPSS). Frequency and percentage were utilized in analyze the respondent's demographic characteristics which included gender, age, length of services and education background.

The statistical method of Pearson correlation was used to determine the continuation of any relationship between independent and dependent variables in this study and to analyze the collected data from surveys using commitment and satisfaction survey's questionnaires as mentioned in Chapter 3.

4.2 RESPONDENT'S PROFILE

This study employed 118 respondents from management team in Hospital Sultanah Bahiyah (HSB), Alor Setar, Kedah. There are 100% returnable questionnaires because all the respondents are answered in the same time. After outliers test, there are three extreme values where it has been removed from the actual number of respondents for this study. Therefore, the new quantity is 115 respondents.

Table 4.1

Total of collected questionnaires

Total population	170
Total sample size	118
Total questionnaires distributed	118
Total questionnaires collected	118
Percentage (%)	100 %

Table 4.2

Respondent's Profile

		Frequency	Percentage (%)
Gender	Male	86	74.8
	Female	29	25.2
Age	18 – 25 years	12	10.4
	26 – 35 years	64	55.7
	36 – 45 years	22	19.1
	46 – 55 years	17	14.8
	56 – 60 years	0	0
Length of services	Less than 6 months	3	2.6
	6 – 12 years	3	2.6
	1 – 3 years	7	6.1
	4 – 6 years	51	44.3
	7 – 10 years	21	18.3
	More than 10 years	30	26.1
Academic background	SPM/STPM	62	53.9
	Certificate	12	10.4
	Diploma	24	20.9
	Degree	13	11.3
	Others	4	3.5

From table 4.2 above, it show the respondent's profile. The demographic in this study are included gender, age, length of services and academic background. Total of respondents after data screening, there are 115 respondents. From this table, there is 86 male respondent and only 29 respondents are female. This bring there is 74.8% is male and female is 25.2%. Respondent age between 26 – 35 years old is the majority which is about 55.7%, while 18 – 25 years old is 10.4%, 36 – 45 years old is about 19.1% from the

respondents and 14.8% is from age 46 – 55 years. For the length of services, the smallest group is from 6 to 12 months and less than six months which both group is about 2.6%. This followed by 1 to 3 years services is show 6.1% and 7 to 10 years of working is 18.3%. Respondents who are working more than ten years are 26.1% and the biggest group is from 4 to 6 years show 44.6%. For academic background, the table shows that SPM/STPM is the majority which contributes 53.9% of respondents. 20.9% from diploma holder, 11.3% is for degree holder, 10.4% for certificates and the smallest group is 3.5% for others.

4.3 PILOT STUDY

Pilot study is a step that uses to determine the reliability of variables in the study. Cronbach-Alpha value 0.6 to < 0.7 is considered as moderate and reliable (Hair, Money, Page, & Samouel, 2007). Hair *et all* also determined that value less than 0.6 is considered as poor.

4.3.1 Personality

Table 4.3

Reliability test for Personality

Personality Dimension	Reliability value(α)
Extraversion	0.663
Conscientiousness	0.530
Agreeableness	0.669
Openness	0.399
Neuroticism	0.815

Based on Table 4.3; reliability test, values of extraversion, agreeableness and neuroticism personality dimensions are 0.663, 0.669 and 0.815 respectively. These values are considered as moderate and good but for conscientiousness and openness is 0.533 and 0.399, these values are measured as poor. Thus, only extraversion, agreeableness and neuroticism dimensions are reliable and further analysis can be performed.

4.3.2 Resistance to Train

Table 4.4

Reliability test for Resistance to Train

Resistance to train Dimension	Reliability value (α)
Routine Seeking	0.543
Emotional Reaction	0.822
Short-term Thinking	0.780
Cognitive Rigidity	0.299

Table 4.4 shows the reliability test for resistance to train. The Cronbach-Alpha for emotional reaction, short-term thinking is 0.822 and 0.780 respectively but the value for routine seeking and cognitive rigidity is only 0.543 and 0.299 in that order. Thus, this value is considered as poor and only emotional reaction and short-term thinking is well thought-out as moderate and good, so these dimensions can be performed in further analysis.

4.4 DATA SCREENING

Data screening is the process to ensure all data from questionnaires is clear and ready for further statistical analysis. The processes are including linearity test and normality test.

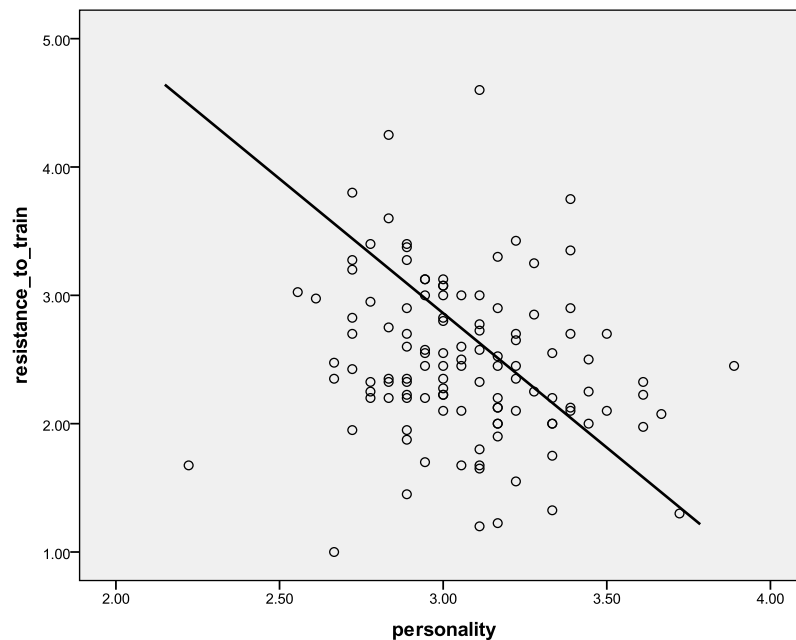
Researcher has performed scatter plot to test the linearity. Normality was tested by measure the values of skewness and kurtosis.

4.4.1 Linearity Test

Linearity test is performed to show the relation between dependent and independent variables in the research. Scatter plot will use to show the relationship between dependent variables and independent variables portraying the joint values (Hair, Black, Babin, & Anderson, 2010). In figure 4.1 shows the scatter plot which showing the linearity pattern between personality traits and resistance to train.

Figure 4.1

Scatter plot pattern between personality traits and resistance to train



4.4.2 Normality Test

Normality test is used to perceive the error in questionnaire distribution. Kurtosis and Skewness will be use to measure the shape on any distribution (Hair, Black, Babin, & Anderson, 2010). Both kurtosis and skewness values must be in range of ± 1.96 (Hair, Money, Page, & Samouel, 2007) and if the test has been satisfied, the data is considered as normal distributed and no any skewed distribution.

Table 4.5

Skewness and kurtosis values

		Statistics	
		personality	resistance_to_train
N	Valid	118	118
	Missing	0	0
Skewness		.287	.414
Std. Error of Skewness		.223	.223
Kurtosis		.590	.891
Std. Error of Kurtosis		.442	.442

Table above has showed the normality test for skewness and kurtosis values. As a consequence, skewness and kurtosis values for both variables are satisfaction and commitment was drop within the acceptable value range, the data are distributed normally.

4.5 OUTLIERS

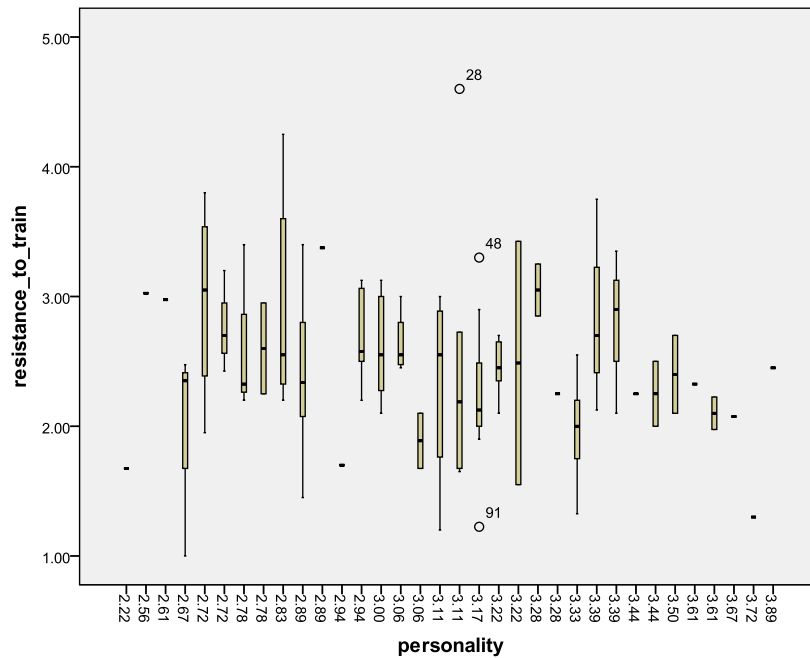
Outliers are respondents or observation that have one or more values that are distinctly different from the values of other respondents. Outliers also can impact the validity of the

researcher's findings and therefore must be identified and dealt with as well (Hair, Money, Page, & Samouel, 2007). Outliers also can define as simple approach that identified extreme points for each group is the use of boxplots (Hair, Black, Babin, & Anderson, 2010).

In this study, three respondents had identified that contribute to the extreme points and already discharge from the list of respondents and new total of respondent is 115. Table 4.6 below shows the boxplots that included the outliers.

Table 4.6

Boxplots outliers



4.6 FACTOR ANALYSIS

Factor analysis can be defined as an activity to define the original structure among the variables in the study. Factor analysis also supply to the tools for analyzing the structure of the correlations among a big number of variables by defining sets of variables that are highly interrelated and also known as factors. Before implement factor analysis, prerequisite tests must be performed in order to authorize the factor analysis process. These test including Kaiser-Meyer-Oikin (KMO), Bartlett, Anti-Image correlation and Measure of Sampling Adequacy (MSA) test.

4.6.1 Prerequisite for Factor Analysis

4.6.1.1 KMO, Bartlett, Anti-Image correlation and MSA test

A statistically significant Bartlett test is significant when equal to < 0.05 , indicates that adequate correlations exist among the variables to proceed. The KMO measures the sampling adequacy which should be greater than 0.50 for a satisfactory factor analysis.

4.6.1.1.1 Personality

Table 4.7

KMO and Bartlett Test for Personality

Kaiser-Meyer-Olkin Adequacy.	Measure of Sampling	.708
Bartlett's Test of Sphericity	Approx. Chi-Square	622.266
	Df	136
	Sig.	.000

Table 4.7 above shows the value of KMO and Bartlett test for the personality which including extraversion, agreeableness and neuroticism. From the table, KMO values for extraversion, agreeableness and neuroticism dimension is 0.708 and it acceptable for factor analysis. In addition, the Bartlett test also has shown significant. Thus, factor analysis is acceptable to be performed.

Table 4.8

Anti-Image Correlation values for Personality

I feel comfortable around people.	.633 ^a
I always start conversations.	.633 ^a
I always talk a lot of different people at parties.	.609 ^a
I don't like to talk a lot.	.574 ^a
I always keep in the background.	.702 ^a
I have little to say.	.627 ^a
I feel concern for others.	.721 ^a
I am interested in others.	.729 ^a
I rarely insult to another people.	.408^a
I very sympathize with others' feeling.	.621 ^a
I am interested in other people's problems.	.723 ^a
I always take time out for others.	.680 ^a
I worry about things.	.711 ^a
I always get upset easily.	.797 ^a
I always change my mood a lot.	.772 ^a
I always have frequent mood swings.	.656 ^a
I always get irritated easily.	.786 ^a
I always feel blue.	.702 ^a

a - Measure of Sampling Adequacy (MSA)

Table 4.8 shows the anti-image correlation values for personality including extraversion, agreeableness and neuroticism dimension. From the table, it has shown that there is one item with value below 0.5 and this item had discarded from the list.

4.6.1.1.2 Resistance to Train

Table 4.9

KMO and Bartlett Test for Resistance to Train

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.880
Bartlett's Test of Approx. Chi-Square	522.248
Sphericity Df	28
Sig.	.000

Table 4.10 above shows the value of KMO and Bartlett test for the resistance to train. From the table, KMO value is 0.880 and it acceptable for factor analysis. In addition, the Bartlett test also has shown significant. Thus, factor analysis is up to standard which is above 0.5 and can be performed.

Table 4.10

Anti-Image Correlation value for Resistance to Train

If I were to be informed than there's going to be a significant training regarding the way thing is done at work, I would probably feel stressed.	.902 ^a
When I am informed of training plan, I tense up a bit.	.837 ^a
When thing don't go according to plan, it stressed me out.	.857 ^a
If my boss asked to attend training, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work.	.904 ^a
Attending training seems like a real hassle to me.	.919 ^a
Often, I feel a bit uncomfortable even about training that may potentially improve my life.	.892 ^a
When someone pressures me to attend training, I tend to resist it even if I think the training may ultimately benefit me.	.842 ^a
I sometimes find myself avoiding training that I know be good for me.	.841 ^a
Once I've made plans, I'm not likely changing my mind for training.	.386^a

a - Measure of Sampling Adequacy (MSA)

In table 4.10 above shows the anti-image correlation values for resistance to train. From the table, it has shown that have one item have value below 0.5 and this item had discarded from the list.

4.6.2 Factor Loading

Factor loading can be defined as a measurement of the importance a variables in measuring a factor which that means for interpreting and labeling a factor (Zikmund, 2000). Factor loading is referring to the total number of the sample in the study. Factors must have eigenvalues more or equal with 1.0 and have enough factors to meet a specified percentage of variance, usually 60% or more than that. Refer to Hair, Black, Babin, & Anderson (2010), to indicate items that meet in particular factor, this study will use 0.5 as factor loading value. Items score above or equal will be converge in same factor. No single item can be measured any understudied factor.

4.6.2.1 Personality

Table 4.11

Eigenvalues for Personality

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.705	21.793	21.793	3.705	21.793	21.793	3.235	19.029	19.029
2	2.780	16.355	38.148	2.780	16.355	38.148	2.652	15.602	34.631
3	1.982	11.658	49.806	1.982	11.658	49.806	1.902	11.186	45.817
4	1.331	7.827	57.633	1.331	7.827	57.633	1.823	10.721	56.537
5	1.009	5.938	63.571	1.009	5.938	63.571	1.196	7.033	63.571

6	.915	5.385	68.955					
7	.814	4.787	73.743					
8	.748	4.403	78.145					
9	.654	3.844	81.990					
10	.642	3.777	85.766					
11	.480	2.823	88.589					
12	.443	2.607	91.196					
13	.375	2.206	93.402					
14	.324	1.904	95.306					
15	.302	1.774	97.080					
16	.265	1.558	98.638					
17	.232	1.362	100.000					

The eigenvalues to accuse factor analysis is ≥ 1.0 . Table 4.11 shows there are five factors that have eigenvalues more than 1.0 with cumulative eigenvalue percentage above 60%. Hence, this study will include both factors for convergent test.

Table 4.12

Rotated Component Matrix for Personality

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
I change my mood a lot	.836	-.009	.031	-.060	-.159
I always get upset easily	.781	-.226	-.040	.001	.265
I always get irritated easily	.747	.079	-.035	.075	.017
I always have frequent mood swings	.737	-.079	-.032	-.159	-.302
I always feel blue	.721	-.155	-.079	.006	.260
I very interest in other people's problems	-.039	.767	-.112	.068	-.070
I always take time out for others	.197	.733	-.176	-.073	.006
I am interest in others	-.285	.597	-.026	.094	.054
I very worry about things	.254	-.583	-.138	-.046	.218
I very sympathize with others' feeling	-.102	.577	.162	-.009	.528
I feel concern for others	.030	.554	-.028	-.430	.280
I have little to say	.025	-.107	.824	.258	-.089
I always talk a lot of different people at parties	.008	-.145	.807	.149	.094

I always keep in the background	-.320	.236	.588	-.244	-.316
I don't like to talk a lot	-.034	.043	.026	.840	.092
I always start conversation	-.015	.006	.230	.715	-.191
I feel comfortable around people	-.060	.111	.266	.466	-.606

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

The rotation component matrix table above has shown five discriminate factors. Based on loading factor 0.5, for factor 1 named as F1 which have five items, factor 2 named as F2; consists 5 items, factor 3 named as F3 which contain 3 items and factor 4 named as F4; consist 2 items. So, the total is four factors including F1, F2, F3 and F4.

4.6.2.2 Resistance to Train

Table 4.13

Eigenvalues for Resistance to Train

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.661	58.260	58.260	4.661	58.260	58.260	3.317	41.463	41.463
2	1.016	12.696	70.957	1.016	12.696	70.957	2.360	29.494	70.957
3	.691	8.642	79.598						
4	.517	6.459	86.057						
5	.368	4.604	90.661						
6	.316	3.949	94.610						
7	.254	3.171	97.782						
8	.177	2.218	100.000						

Extraction Method: Principal Component Analysis.

The eigenvalues to indicate factor analysis is ≥ 1.0 . Table 4.13 shows there are 2 factors that have eigenvalues more than 1.0 with cumulative eigenvalue percentage above 60%. Hence, this study will include both factors for convergent test.

Table 4.14

Rotated Component Matrix for Resistance to Train

	Component	
	1	2
When someone pressures me to attend training, I tend to resist it even if I think the training may ultimately benefit me	.889	.091
I sometimes find myself avoiding training that I know be good for me	.801	.089
Often, I feel a bit uncomfortable even about training that may potentially improve my life	.764	.405
Attending training seems like a real hassle to me	.652	.529
When thing don't go according to plan, it stressed me out	-.072	.835
When I am informed of training plan, I tense up a bit	.593	.666
If I were to be informed than there's going to be a significant training regarding the way thing is done at work, I would probably feel stressed	.431	.642
If my boss asked to attend training, it would probably it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work	.578	.590

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

The rotation component matrix table above has shown two discriminate factors. Based on loading factor 0.5, for factor 1 named as R1 which have four items, factor 2 named as R2 which consists 4 items. So, the total is five factors including R1 and R2.

4.7 REALIBILITY TEST AFTER FACTOR ANALYSIS

Table 4.15

Reliability test for personality dimensions after factor analysis

Dimensions	Items	α value
F1	I change my mood a lot	0.831
	I always get upset easily	
	I always get irritated easily	
	I always have frequent mood swings	
	I always feel blue	
F2	I very interest in other people's problems	0.716
	I always take time out for others	
	I am interest in others	
	I very sympathize with others' feeling	
	I feel concern for others	
F3	I have little to say	0.358
	I always talk a lot of different people at parties	
	I always keep in the background	
F4	I don't like to talk a lot	0.581
	I always start conversation	

According to Hair, Money, Page, & Samouel, (2007), reliable Cronbach-Alpha value is above 0.6 and it is moderate. Refer to table 4.15, there F1 and F2 factor are reliable and the dimensions are reliable for further analysis. F1 will namely as Neuroticism and F2 namely as Agreeableness.

Table 4.16

Reliability test for resistance to train dimensions after factor analysis

Dimensions	Items	α value
R1	When someone pressures me to attend training, I tend to resist it even if I think the training may ultimately benefit me	0.849
	I sometimes find myself avoiding training that I know be good for me	

	Often, I feel a bit uncomfortable even about training that may potentially improve my life	
	Attending training seems like a real hassle to me	
R2	When thing don't go according to plan, it stressed me out	0.797
	When I am informed of training plan, I tense up a bit	
	If I were to be informed than there's going to be a significant training regarding the way thing is done at work, I would probably feel stressed	
	If my boss asked to attend training, it would probably it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work	

Table 4.16 shows the reliability test after factor analysis for the variable involve in this study. The tables indicate Cronbach-Alpha values have shown that all items are reliable for further analysis. For factor R1 will named as Short-term Thinking and R2 as Emotional Reaction.

4.8 RESTATEMENT OF HYPOTHESIS

After analysis all the variables in this study, researcher found that extraversion, openness and conscientiousness dimension are not applicable for further study. However, agreeableness and neuroticism dimensions are reliable and applicable for further study. Beside that resistance to train has been divided into two dimension named as emotional reaction and short-term thinking. Consequently, researcher restated the hypothesis which stated in Chapter 2 with new hypothesis below:

- H1: Agreeableness is significant with emotional reaction.
- H2: Agreeableness is significant with short-term thinking.
- H3: Neuroticism is significant with emotional reaction.

H4: Neuroticism is significant with short-term thinking.

4.9 CORRELATION

Correlation analysis is performed to examine relationship between independent and dependent variables in this study.

4.9.1 Relationship between Agreeableness and Neuroticism with Emotional Reaction and Short-term Thinking

Table 4.17

Correlation values

		Correlations			
		agreeableness _afterFA	neuroticsim _afterFA	emotional_reaction _afterFA	short_term_ thinking _afterFA
agreeableness_afte rFA	Pearson Correlation	1	-.143	-.094	-.154
	Sig. (2-tailed)		.127	.320	.100
	N	115	115	115	115
neuroticsim_after FA	Pearson Correlation	-.143	1	-.485**	-.420**
	Sig. (2-tailed)	.127		.000	.000
	N	115	115	115	115
emotional_reactio n_afterFA	Pearson Correlation	-.094	-.485**	1	.717**
	Sig. (2-tailed)	.320	.000		.000
	N	115	115	115	115
short_term_thinki ng_afterFA	Pearson Correlation	-.154	-.420**	.717**	1
	Sig. (2-tailed)	.100	.000	.000	
	N	115	115	115	115

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

Table above shows the correlation values between agreeableness and neuroticism with emotional reaction and short-term thinking. Neuroticism has a significant relationship with emotional reaction which has negative correlation coefficient -0.485, which is show the moderate relationship. Short-term thinking with neuroticism has significant relationship and the table show the negative correlation coefficient value, -0.420 which is moderate.

4.10 CONCLUSION

This chapter is highlighted the result from data analysis process. In the first process, researcher implemented descriptive analysis to explain about the demographic factors then followed with data screening that employed linearity and normality. The researcher examines the values of Cronbach-Alpha to ensure the variables are reliable for this study. Before executing correlation analysis, researcher has performed factor analysis which results to restatement of the hypothesis for the study.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 INTRODUCTION

This chapter will summarized and discussed about the research objectives and findings on this study with the relationship between independent and dependent variables understudied which is personality and resistance to train. At the end of this chapter, recommendations as well as directions for further research are presented.

5.2 SUMMARY OF FINDINGS

The main purpose of this study is to determine the influence personality towards training among workers in Hospital Sultanah Bahiyah (HSB), Alor Setar, Kedah. Training is one of element that can change the value of employees in working environment. This is because through training, workers will improve their knowledge, skills and abilities in doing their job. Therefore, differences personalities among workers are influence their behavior towards training. This also was claimed by Erwin & Garman (2010) that the characters of each individual personality differences will influence the behavior to change for example resistance to train.

In this study, personality as independent variable and resistance to train is dependent variable have been analyses. In personality there have five dimensions that are

agreeableness, openness, conscientiousness, extraversion and neuroticism. Resistance to train also include four dimensions; short-term thinking, routine seeking, emotional reaction and cognitive rigidity.

Correlation is performing to examine the relationship between independent variable and dependent variable for study. The correlation analysis is shown that agreeableness is not significant with short-term thinking and emotional reaction which is dimension in resistance to train. At the same time, neuroticism is measured had significant relationship and negative correlation coefficient with emotional reaction and short-term thinking.

Value for correlation analysis for administration workers in Hospital Sultanah Bahiyah (HSB) regarding training showed that neuroticism personality is significant towards resistance to train with negative correlation coefficient value; -0.485 with emotional reaction dimension. Neuroticism personality also showed the significant relationship towards short-term thinking dimension with negative correlation coefficient value; -0.420.

Both correlation coefficient values bring up neuroticism is considered as moderate relationship with emotional reaction and short-term thinking; dimensions resistance to train. In other hand, agreeableness personality is showed not significant with short-term thinking and emotional reaction dimensions.

5.3 DISCUSSION

From the analysis in Chapter 4, researcher finds that there has significant relationship between neuroticism with emotional reaction and short-term thinking. The correlation coefficient values are -0.485 and -0.420 respectively. This shows that neuroticism personality will influence the workers reaction and behaviors in Hospital Sultanah Bahiyah(HSB) towards training. Even though the correlation coefficient values is show the negative but there still have influences from neuroticism towards this two resistance to train dimensions.

Neuroticism is a personality that has tendencies to give negative support towards training because training is an activity that can change the employee's ability and capability in doing their job. This personality always doesn't show the positive feedback towards work and may lack of self-assured and optimism which should result in less ambition and less focus on career goal (Liao & Lee, 2009). From the sentence before, can be says that neuroticism is the personality that always has negative reaction to the work and doesn't like to improve their capabilities. Vakola, Tsaousis, & Nikolaou (2004) also approve in their study that the findings prove that there negative relationship with neuroticism towards change.

From hypothesis stated in Chapter 2 there have negative relationship between neuroticism with resistance to train, this had been approved through the analyzed in Chapter 4. This give a picture that employees who are enclose with neuroticism

personality will let somebody see their negative reaction towards training because this personality is not give the target to improve their abilities in doing job. According to Otto & Dalbert (2012), they also more tending to feel worry, nervous and would adjust less to new situation such as training. Neuroticism also doesn't have intention to improve and enhance their abilities for future career path.

The findings give a indication to management to know and understand their workers reactions and characters towards training and change their capabilities. From this, management should present more information about the training on the way to make sure the employees are more realize, understand and accept the training. In other hand, management should give further encourage to build neuroticism employees with positive thoughts on training and have desire to improve and self-development their knowledge, skills and abilities in performing job to guarantee better career opportunities.

Correlation analysis in Chapter 4 shows that relationship between agreeableness and resistance to train is not significant in correlation analysis. This show that employess with agreeableness personality is likely to accept and let somebody see the positive behaviours to the training. Agreeableness personality is a person who are well-mannered, tolerant, always follow the rules and have positive thinking in improvement their career and personal values (Liao & Lee, 2009). From this statement, agreeableness will show the positive reaction towards training and enhance their personal quality for future career opportunities. Consequently, these make agreeableness workers are willing to go to training and improve their self quality for betterment. Simultaneously, employers should

provide more training that may possible afford accommodate the needs required by employees and make sure they could self-development and improve the quality of job. Encouragement from management as well as adequate enough information about training is important aspect to build confident level, acceptance and attendance towards training that could help change and improve the quality of work as well as enhance the worker's ability in the industry.

5.4 LIMITATIONS OF STUDY

The researcher only studied one of the aspects that influence the resistance to train which is personality. There are many aspects such as job satisfaction and leadership styles that influence the workers acceptance towards training.

Besides that, the study only involve small population is workers from administration department from Hospital Sultanah Bahiyah (HSB), Alor Setar, Kedah. This is because of limitation of time and geographic factor. The findings are not representing all the employees in HSB because they are randomly selected from administration department.

5.5 FUTURE STUDY

The findings can be expanded in the future in highlight other aspects that will influence the employee's reaction towards training such as job satisfaction and leadership styles. Therefore, the analysis result also expected could guide interested parties in conducting

future research and it is also be able to reference for management in identifying workers behaviors towards training for improvement the management quality to ensure employees accept the training.

Besides that, future research in resistance to train could be a good manner in determine the aspect that always influence the workers resist in training. This can give guidance for management in providing training for staff's betterment. In addition, this study also could be extended the total of population which involve administration staff form all government hospital in Kedah.

5.6 CONCLUSION

This research is highlights the relationship between employees personality with resistance to train in HSB. It shows the influences of the differences personality among workers affecting the behaviors to training. The result shows that neuroticism personality affecting on training which this personality more likely to act and think negatively to training and change their ability and capability.

Therefore, an employer who acts as an agent in changing and improving the worker's potential and ability, should take steps to increase the interest and the acceptance from this type of personality and from the training, they may perhaps improve their self quality for better job opportunities.

Finally, employers are recommended to provide enough information and give encouragement that is able to shape the positive thought in improving self values for more opportunities in developing their career.

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