

**RELATIONSHIP BETWEEN PERSONALITY WITH RESISTANCE TO TRAIN**

**By**  
**SITI RASIFAH BINTI AHMAD ROSHIDI**

**Thesis Submitted to**  
**Othman Yeop Abdullah Graduate School of Business,**  
**Universiti Utara Malaysia**  
**in Fulfillment of the Requirements for the**  
**Degree of Master Human Resource Management**

## **PERMISSION TO USE**

In presenting this dissertation/project paper in partial fulfilment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my project paper.

Request for permission to copy or to make other use of materials in this project paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

## **DISCLAIMER**

The author is responsible for the accuracy of all opinion, technical comment, factual report, data, figure, illustration and photographs in this dissertation. The author bears full responsibility for the checking whether material submitted is subject to copyright or ownership right. University Utara Malaysia (UUM) does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership rights claims.

The author declares that this dissertation is original and his own except those literatures, quotations, explanations and summarizes which are duly identified and organized. The author hereby granted the copyright of this dissertation to the Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia (UUM) for publishing if necessary.

Date: \_\_\_\_\_ Student Signature: \_\_\_\_\_

## **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*

## **ACKNOWLEDGEMENT**

I would like to convey my utmost gratitude to Allah S.W.T for giving me the opportunity, motivation and strength to complete this study.

I would like to express my sincere gratitude to my supervisor, Dr Zulkiflee Daud, for his continuous support, patience, motivation, enthusiasm and time in providing proper guidance, assistance and effortless support throughout the entire process of the project paper. I could not have imagined having a better supervisor for completing this project paper.

I would like to give a lot of thanks for my lovely parents for the unconditional support, both financial and emotionally throughout my study; my mother, Puan Fathmah and my father, Encik Ahmad Roshidi for supporting me spiritually throughout my life.

Finally, my sincere thanks also go to my colleagues and friends, for the moral support and encouraging environment throughout this project paper process. My appreciation also goes to all those who support and give cooperation in completing this project paper.

Ameen and thank you.

## TABLE OF CONTENTS

<b>PERMISSION TO USE</b>	<b>iii</b>
<b>DISCLAIMER</b>	<b>iv</b>
<b>ABSTRACT</b>	<b>v</b>
<b>ABSTRAK</b>	<b>vi</b>
<b>ACKNOWLEDGEMENTS</b>	<b>vii</b>
<b>TABLE OF CONTENTS</b>	<b>viii</b>
<b>LIST OF TABLES</b>	<b>xii</b>
<b>LIST OF FIGURES</b>	<b>xiii</b>
<b>LIST OF ABBREVIATIONS</b>	<b>xiv</b>

### **CHAPTER 1: INTRODUCTION**

1.1 Background of Study.....	1
1.2 Problem Statement.....	6
1.3 Research Objectives .....	12
1.4 Research Questions .....	13
1.5 Significance of Study.....	13
1.6 Scope Study.....	17
1.7 Conclusion.....	18

### **CHAPTER 2: LITERATURE REVIEW**

2.1 Introduction.....	20
2.2 Training.....	20
2.3 Training Process.....	21
2.4 Resistance to Train.....	23
2.5 Personality.....	27
2.6 Big-Five Personality Traits.....	27
2.7 Types of Big-Five Personality.....	29
2.7.1 Openness.....	29
2.7.2 Agreeableness.....	30
2.7.3 Conscientiousness.....	30

2.7.4 Extraversion.....	31
2.7.5 Neuroticism.....	31
2.8 Relationship between Personality with Resistance to Train.....	32
2.9 Hypothesis.....	36
2.10 Conclusion.....	36
<b>CHAPTER 3: RESEARCH METHODOLOGY</b>	
3.1 Introduction.....	37
3.2 Research Framework.....	37
3.3 Research Design.....	41
3.4 Population and Sampling.....	42
3.4.1 Population.....	42
3.4.2 Unit of Analysis.....	43
3.4.3 Sampling.....	43
3.5 Measurement.....	44
3.5.1 Personality Traits.....	44
3.5.2 Resistance to Train.....	45
3.5.3 Measurement of Construct in Questionnaire.....	46
3.6 Data Collection.....	47
3.7 Data Analysis.....	48
3.8 Pilot Study.....	48
3.8.1 Reliability Test.....	49
3.8.2 Validity Test.....	49
3.9 Data Screening.....	50
3.9.1 Linearity Test.....	50
3.9.2 Normality Test.....	50
3.9.3 Data Transformation.....	51
3.9.4 Homoscedasticity.....	51
3.10 Factor Analysis.....	51
3.10.1 Prerequisite for Factor Analysis.....	52
3.10.1.1 Anti-Image Correlation Matrix, Bartlett Test Sphericity and Measure of Sampling Adequacy (MSA).....	52



3.10.1.2 Rotation, Eigenvalue, Cumulative Eigenvalue, Factor Loading and Cross Loading.....	53
3.11 Correlation Analysis.....	54
3.12 Conclusion.....	54
<b>CHAPTER 4: FINDINGS</b>	
4.1 Introduction.....	56
4.2 Respondent's Profile.....	56
4.3 Pilot Study.....	58
4.3.1 Personality.....	58
4.3.2 Resistance to Train.....	59
4.4 Data Screening.....	59
4.4.1 Linearity Test.....	60
4.4.2 Normality Test.....	61
4.5 Outliers.....	61
4.6 Factor Analysis.....	63
4.6.1 Prerequisite for Factor Analysis.....	63
4.6.1.1 KMO, Bartlett Test, Anti-Image correlation and MSA Test.....	63
4.6.1.1.1 Personality.....	63
4.6.1.1.2 Resistance to Train.....	65
4.6.2 Factor Loading.....	66
4.6.2.1 Personality.....	66
4.6.2.2 Resistance to Train.....	68
4.7 Reliability Test after Factor Analysis.....	70
4.8 Restatement of Hypothesis.....	71
4.9 Correlation.....	72
4.9.1 Relationship between Agreeableness and Neuroticism with Emotional Reaction and Short-Term Thinking.....	72
4.10 Conclusion.....	73
<b>CHAPTER 5: DISCUSSION AND CONCLUSION</b>	
5.1 Introduction.....	74
5.2 Summary of Findings.....	74

5.3 Discussions.....	76
5.4 Limitations of Study.....	78
5.5 Future Study.....	78
5.6 Conclusion.....	79
<b>REFERENCES.....</b>	<b>81</b>
 Appendix A: Questionnaire.....	 84

## LIST OF TABLES

Table 3.1	Relationship between variables and hypothesis.....	38
Table 3.2	Proportionate Stratified Simple Random Sampling.....	44
Table 3.3	Instrument used for Personality and Resistance to Train.....	47
Table 4.1	Total of collected questionnaires.....	57
Table 4.2	Respondent's Profile.....	57
Table 4.3	Reliability Test for Personality.....	58
Table 4.4	Reliability Test for Resistance to Train.....	59
Table 4.5	Skewness and Kurtosis values.....	61
Table 4.6	Boxplot Outliers.....	62
Table 4.7	KMO and Bartlett Test for Personality.....	63
Table 4.8	Anti-Image Correlation values for Personality.....	64
Table 4.9	KMO and Bartlett Test for Resistance for Train.....	65
Table 4.10	Anti-Image Correlation values for Resistance to Train.....	65
Table 4.11	Eigenvalues for Personality.....	66
Table 4.12	Rotated Component Matrix for Personality.....	67
Table 4.13	Eigenvalues for Resistance to Train.....	68
Table 4.14	Rotated Component Matrix for Resistance to Train.....	69
Table 4.15	Reliability Test for Personality after factor analysis.....	70
Table 4.16	Reliability Test for Resistance to Train after factor analysis.....	70
Table 4.17	Correlation Coefficient Agreeableness and Neuroticism with Emotional Reaction and Short-Term Thinking.....	72

## LIST OF FIGURES

Figure 4.1	Scatter plot pattern between personality traits and resistance to	
	train .....	60

## **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

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Bamber, D., & Castka, P. (2006). Personality, organizational orientations and self-reported learning outcomes. *Journal of Workplace Learning*, 73-92. doi:10.1108/1366562061064779
- Barrick, M. R., & Mount, M. K. (1991). The Big-Five Personality Dimensions and Job Performance : A Meta-Analysis. *Personel Psychology*, 1-26.
- Big Dog & Little Dog's Performance Juxtaposition. (2000, May 29). *Big Dog & Little Dog's Performance Juxtaposition*. Retrieved Mar 4, 2012, from Big Dog & Little Dog's Performance Juxtaposition Web Site: [http://www.nwlink.com/~donclark/hrd/learning/theories/self\\_system.html](http://www.nwlink.com/~donclark/hrd/learning/theories/self_system.html)
- Bovey, W. H., & Hede, A. (2001). Resistance to organizational change: the role of cognitive and affective process. *Leadership & Organizational Development Journal*, 372-382.
- Carol, O. C. (1993). Managing Resistance to Change. *Management Development Review*, 25.
- Desimone, R. L., Werner, J. M., & Harris, D. M. (2002). *Human Resource Development*. United State: Harcourt College.
- Erwin, D. G., & Garman, A. N. (2010). Resistance to organizational change : linking research and practices. *Leadership & Organization Development Journal*, 39-56. doi:10.1108/0143773101101037
- Gholipour, A., Kalali, N. S., Anvari, M. R., & Yazdani, H. R. (2011). Investigation of the Effects of the Big-Five Personality Model on Job Burnout. *International Conference on Economic and Finance Research*, 171-178.
- Goldberg, L. R. (1990). An Alternative "Description of Personality": The Big-Five Factor Structure. *Journal of Personality and Social Psychology*, 1216-1229.



- Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2004). *Managing Human Resources*. New Jersey: Pearson Prentice Hall.
- Hair, J. J., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis-A Global Perspective 7th Edition*. New Jersey: Pearson.
- Hair, J., Money, A., Page, M., & Samouel, P. (2007). *Research Method For Business*. United State of America: Wiley.com.
- Hellriegel, D., Woodman, R. W., & Slocum, J. J. (2001). *Organizational Behavior*. United State of America: South-Western College Publishing.
- Jabatan Penerangan Malaysia. (2008, November 14). *Jabatan Penerangan Malaysia*. Retrieved October 14, 2012, from Pusat Maklumat Rakyat: <http://pmr.penerangan.gov.my/index.php/component/content/article/110-ekonomi/8873-9-lagi-projek-baru-di-bawah-program-transformasi-kerajaan.html>
- Kaeter, M. (1994). Coping with Resistant Trainees. *Training*, 110-114.
- Kementerian Dalam Negeri. (2011, June 23). *Kementerian Dalam Negeri*. Retrieved October 13, 2012, from Portal Berita iKDN: <http://portal.ikdn.gov.my/2011/06/soalan-soalan-lazim-program-6p/>
- Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size For Research Activities. *Educational and Psychological Measurement*, 607-610.
- Liao, C.-S., & Lee, C.-W. (2009). An Empirical Study of Employee Job Involvement and Personality Traits: The Case of Taiwan. *International Journal of Economics and Management*, 22-36.
- Omazie, D. M., Vlahov, R. D., & Basic, M. (2011). Relationship Between Personality Traits And Readiness for Organizational Change: A Case From Croatia. *The Business Review*, 156-162.
- Oreg, S. (2003). Resistance to Change : Developing an Individual Differences Measure. *Journal of Applied Psychology*, 680-693. doi:10.1037/0021

- Oreg, S. (2006). Personality, context and resistance to organizational change. *European Journal of Work and Organizational Psychology*, 73-101. doi:10.1080/13594320500451247
- Otto, K., & Dalbert, C. (2012). Individual differences in job-related recolonation readiness. *Career Development International*, 168-186. doi:10.1108/13620431211225340
- Pihlak, U., & Alas, R. (2012). Resistance to change in India, Chinese and Estonian organizations. *Journal of Indian Business Research*, 224-243. doi:10.1108/17554191211274767
- Senior, B., & Swailes, S. (2010). *Organization Change*. United Kindom: Pearson.
- Vakola, M., Tsaousis, I., & Nikolaou, I. (2004). The role of emotional intelligence and personality variables on attitude toward organizational change. *Journal of Managerial Psychology*, 88-110. doi:10.1108/02683940410526082
- Wagner, R. J., & Campbell, J. (1994). Outdoor-based Experiential Training: Improving Transfer. *Journal of Management Development*, 4-11.
- Zee, K. V., Thijs, M., & Schakel, L. (2002). The Relationship of Emotional Intelligence with Academic Intelligence and the Big Five. *European Journal of Personality*, 103-125. doi:10.1002/434
- Zikmund, W. G. (2000). *Business Research Methods Sixth Edition*. United State of America: Mike Roche.