# WORK STRESSORS, TECHNOSTRESS AND EMPLOYEE COMMITMENT TO CHANGE: THE MODERATING EFFECT OF INTERNAL COMMUNICATION

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### December 2015

# WORK STRESSORS, TECHNOSTRESS AND EMPLOYEE COMMITMENT TO CHANGE: THE MODERATING EFFECT OF INTERNAL COMMUNICATION

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**A Project Paper Submitted to**
**School of Business Management**
**Universiti Utara Malaysia**
**In Partial Fulfillment of the Requirement for the**
**Master in Human Resource Management**

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# ABSTRACT

The purpose of this study is to examine the relationship of work stessors (role overload, role conflict, role ambiguity, organizational constraints and interpersonal conflict) and technostress (techno-overload, techno-invasion, techno-complexity, techno-insecurity and techno-uncertainty) on employee commitment to change. This study also examined whether internal communication as a moderator give an impact to work stressors and technostress on the relationship with employee commitment to change among non-academic staff in three universities located in northern region of Malaysia which are UUM, UNiMAP and UiTM Perlis. Regression analysis results showed techno-invasion and techno-insecurity have significant and negative relationship with employee's normative commitment to change. The result also indicated internal communication as a moderator has a significant relationship between techno-uncertainty and employee's affective commitment to change. Finally, result also indicated internal communication as a moderator has a significant relationship between techno-uncertainty and employee's normative commitment to change.


**Keywords:** Work Stressors, Technostress, Affective Commitment, Continuance Commitment, Normative Commitment, Internal Communication
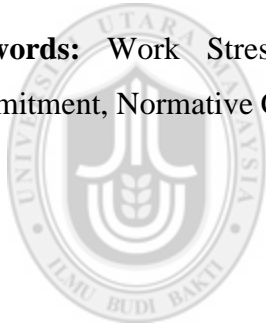
# ABSTRAK

Tujuan kajian ini adalah untuk mengenalpasti hubungan antara tekanan kerja (bebanan peranan, konflik peranan, kekaburan peranan, kekangan organisasi dan konflik antara perseorangan) dan tekno tekanan (tekno-beban, tekno-serangan, tekno-kerumitan, tekno-ketidakselamatan dan tekno-ketidakpastian) terhadap komitment pekerja kepada perubahan. Kajian ini juga mengenalpasti sama ada komunikasi dalaman sebagai moderator memberi impak kepada tekanan kerja dan tekno tekanan terhadap hubungan komitmen pekerja kepada perubahan dalam kalangan kakitangan bukan akademik di tiga universiti yang terletak di kawasan utara Semenanjung Malaysia iaitu UUM, UNiMAP dan UiTM Perlis. Keputusan analisis regresi menunjukkan bahawa tekno-pencerobohan dan tekno-ketidakselamatan mempunyai hubungan yang signifikan dan negatif dengan komitmen normatif pekerja terhadap perubahan. Keputusan juga menunjukkan komunikasi dalaman sebagai moderator yang mempunyai hubungan signifikan antara tekno-ketidakpastian dan komitmen afektif pekerja kepada perubahan. Akhir sekali, keputusan juga menunjukkan bahawa komunikasi dalaman sebagai moderator yang mempunyai hubungan signifikan antara tekno-ketidakpastiaan dan komitmen normatif pekerja kepada perubahan.

**Kata Kunci:** Tekanan Kerja, Tekno Tekanan, Komitmen Afektif, Komitmen Penerusan, Komitmen Normatif, Komunikasi Dalaman.

# ACKNOWLEDGEMENTS

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# LIST OF ABBREVIATIONS

MoHE                    Ministry of Higher Education

MEB                     Malaysian Education Bluprint

HE                      Higher Education

HLIs                    Higher Learning Institutions

UUM                     Universiti Utara Malaysia

UNiMAP                  Universiti Malaysia Perlis

UiTM                    Universiti Teknologi Mara

USM                     Universiti Sains Malaysia

ICT                     Information Communication Technology

SET                     Social Exchange Theory

ICTs                    Information Communication Technologies

# CHAPTER ONE

# INTRODUCTION

## 1.1    Background of the study

Change is a common matter of business life. In line with today's globalization most of the organizations faced with new development in their business operation. As stated by Nafei (2014) change is a natural phenomenon which cannot be controlled by people. The word of change, renovation, restructuring, innovation or transformation is the situation where organizations experienced from time to time. According to Dordevic (2004) organizations must adapt to new business transformation if they want to be successful and sustainable in the long run, for instance, the pace of change in the organization continuously occurs to enhance and upgrade the facilities, administration, productivity and development of the organizations in line with its vision and mission.

However, in order to implement change in the organization, it needs a total commitment from employees to commit to change and the organization also should take serious attention on this issue because it may cause difficulties to the organization to implement change when employees are not ready for it. As stated by the researchers, the success of change is not only based on the decrease of resistance, but it commonly depends on how individuals support and put their commitment to change (Kalyal, 2009; Piderit, 2000). Basically, employees will be interested to commit to restructuring when they have been

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