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PERSONALITY TRAITS, INTERNAL COMMUNICATION, LEADERSHIP STYLES, ORGANIZATIONAL CULTURE AND EMPLOYEES' COMMITMENT TO CHANGE IN MALAYSIAN LARGE COMPANIES

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PERSONALITY TRAITS, INTERNAL COMMUNICATION, LEADERSHIP STYLES, ORGANIZATIONAL CULTURE AND EMPLOYEES' COMMITMENT TO CHANGE IN MALAYSIAN LARGE COMPANIES

By

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Abstract

This study examined the influence of personality traits, internal communication and leadership styles on employees' commitment to change that are moderated by organizational culture. Employees' commitment to change is important for large companies to sustain in the global economy. Lewin's Three Step Model underpinned this study which believed the variables that affect the departure from the status quo to the current state. This study utilized the triangulation approach in order to get both broad and in-depth findings. Quantitative data were collected from 294 employees of large companies in various sectors that were listed in the Kuala Lumpur Stock Exchange (KLSE) Malaysia. The research used the simple random sampling and the cross-sectional survey. In order to understand the real situation of the concerns of the individuals on their commitment to change, six participants were interviewed. The key results revealed that personality traits and transformational leadership influence employees' commitment to change, moderated by the organizational culture. In addition, the real views of the employees' commitment to change showed that a strong leadership is necessary to enable the employees to undertake change. Interestingly, authentic personality and five senses (i.e. sense of belonging, sense of valuing, sense of believing, sense of urgency, and sense of improving) emerged from the study as natural concerns. This study successfully meets the objectives of discovering the factors that influence employees' commitment to change through a moderating effect (i.e. organizational culture). Hence, it is hoped that the study contributes to the change management and human resource literature. The originality of the study is the establishment of the instruments and the construction of the theory on employees' commitment to change, which highlights the importance of transformational leadership and personality traits. Likewise, this study implies that both practitioners and leaders need to review how they could increase employees' commitment to change based on various personalities, internal communication and leadership approaches.

Keywords: Personality traits, internal communication, leadership styles, organizational culture, employees' commitment to change, Malaysian large companies.

Abstrak

Kajian ini meneliti pengaruh sifat personaliti, komunikasi dalaman dan gaya kepimpinan terhadap komitmen pekerja untuk perubahan yang dimoderasikan oleh budaya organisasi. Komitmen pekerja untuk perubahan adalah penting bagi syarikat-syarikat besar untuk kekal di dalam ekonomi global. Kajian ini menggunakan teori Tiga Langkah Model Lewin yang dipercayai sebagai pemboleh ubah yang mempengaruhi perubahan daripada *status quo* kepada keadaan semasa. Kajian ini menggunakan pendekatan triangulasi untuk mendapatkan analisa data yang meluas dan mendalam. Data kuantitatif dikumpulkan daripada 294 orang pekerja di syarikat besar dalam pelbagai sektor yang tersenarai di Bursa Saham Kuala Lumpur (BSKL) Malaysia. Kajian ini menggunakan persampelan rawak mudah dan kaji selidik silang. Bagi memahami keadaan yang sebenar mengenai pertimbangan individu terhadap komitmennya untuk berubah, enam orang peserta telah ditemu bual. Hasil utama menunjukkan bahawa sifat personaliti dan kepimpinan transformasional mempengaruhi komitmen pekerja untuk perubahan, yang dimoderasikan oleh budaya organisasi. Di samping itu, pandangan sebenar komitmen pekerja terhadap perubahan menunjukkan bahawa kepimpinan yang kuat diperlukan untuk membolehkan pekerja melakukan perubahan. Menariknya, keaslian keperibadian dan lima pancaindera (iaitu rasa memiliki, rasa menghargai, rasa mempercayai, rasa keterdesakan, rasa untuk berubah) muncul daripada kajian sebagai pertimbangan naturalistik. Kajian ini telah memenuhi objektif dengan jayanya dengan menemui faktor-faktor yang mempengaruhi komitmen para pekerja untuk berubah melalui pengaruh moderasi (iaitu budaya organisasi) yang menyumbang kepada ulasan literatur pengurusan perubahan dan sumber manusia. Keaslian kajian ini adalah dengan menghasilkan instrumen-instrumen dan pembangunan teori mengenai komitmen pekerja untuk perubahan, yang menekankan pentingnya kepimpinan transformasional dan sifat-sifat personaliti. Begitu juga, kajian ini menunjukkan bahawa kedua-dua pengamal industri dan pemimpin perlu untuk menyemak semula cara mereka boleh meningkatkan komitmen pekerja untuk perubahan berdasarkan kepada pelbagai personaliti, komunikasi dalaman dan pendekatan kepimpinan.

Kata Kunci: Sifat personaliti, komunikasi dalaman, gaya kepimpinan, budaya organisasi, komitmen pekerja untuk perubahan, syarikat besar Malaysia

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List of Abbreviations

AVE	Average Variance Extracted
BFI	Big Five Inventory
CR	Composite Reliability
EC	Employees' Commitment to Change
ETP	Economic Transformation Program
FFM	Five Factor Model
FTSE	Financial Times Stock Exchange
GDP	Gross Domestic Product
GLCs	Government-Linked Companies
HR	Human Resource
HRD	Human Resource Department
IC	Internal Communication
IDC	International Data Corporation
KLCI	Kuala Lumpur Cited index
MLQ	Multifactor Leadership Questionnaire
MTDC	Malaysian Technology Development Corporation
NKEAs	National Key Economic Areas
OC	Organizational Culture
OCQ	Organizational Commitment Questionnaire

PLS	Partial Least Squares
PT	Personality Traits
SEM	Structural Equation Modelling
SMEs	Small-Medium Enterprises
SPSS	Statistical Package Social Science
TF	Transformational Leadership
TNB	Tenaga Nasional Berhad
TS	Transactional Leadership
UK	United Kingdom
USA	United State of America
VIF	Variance Inflated Factor

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

In order to the business entities to survive and to sustain in the marketplace, the companies need not to be stagnant, but it needs to be resilient. The current research interest arises in line with Burke (2017) as well as Hilman and Mohamed (2011) mentioned that in order to survive, the organization ought to survive in the highly dynamic and competitive environment. The dynamic environment that makes the change is necessary (Child, 2015; Walmsley & Lewis, 2014). The question arises on how change can be managed, since change occurs inevitably. Change occurs in the general environment as well as particularly in the organisational level. This change comes in many ways whether in a large or in a small scale (Chia, 2014; Ford, 2009; Gilpin-Jackson, 2017; Nyström, Höög, Garvare, Weinehall, & Ivarsson, 2013).

Even, other important studies in the area of change management and the strategic management also highlighted the importance of these two elements to the organisational performance (see for example; Allen & Helms, 2006; Buick, Blackman, O'Donnell, & O'Flynn, 2015; Lewis, 1994; Ramezan, Sanjaghi, & Baly, 2013; Vencato, Gomes, Schere, Kneipp, & Bichueti, 2014; Yonnedi, 2010). Few of many examples highlighted in this study are Facebook case in transforming its advertisement increases the purchasing intention (Dehghani & Tumer, 2015); Walmart case on the change of pricing strategy (Clifford, 2012); and even the success of Apple to be a leading smartphone through its

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open innovation (Yun, Won, & Park, 2016). Therefore, it is understood that change is vital for the improvement of organization's performance. In addition to that, the researcher awares that the success or failure of the change programme as reported in many studies (such as, Ahmad & Francis, 2006; Clifford, 2012; Vencato et al., 2014), had reached two-third lies on the people's commitment in the organization as one of the crucial factors. Moreover, it appears that the study of change in the large companies in Malaysia remains lacking in details, particularly in the employees' commitment to change.

Companies in any sectors ought to respond quickly towards global change in order to successfully fulfil the customer demands (Burke, Arkowitz, & Dunn, 2002; Kanter, 2011; Westover, 2010). This is why Facebook, Apple and Walmart were so fluid to change and implemented a strong way in order to buy in the entire organizational commitment. However, as mentioned earlier, most of companies did not succeed to respond due to the rapid and unpredictable change of customer demands regardless the size and advancement of technologies within the company itself (Haeckel, 2013). The large companies for example, could not easily change and they faced many competitors who are ready and more agile in making change. Thus, the reliable competitors that able to fulfil and delight the customer requirements by their rapid innovative ideas seems have made the large companies hardly survive in marketplace. It is obvious that the organisational change is not solely for the sake of change, but it is because of the pressure from the intense competitions that required it to deliver wealth to the stakeholders. In order to meet the desirable outcomes, they have to ensure the employees could embrace the change efforts. Cennamo, Berrone and Gomez-Mejia (2012), Susnienė and Purvinis (2015) and, Taghian, D'Souza and Polonsky (2015) discussed in their previous studies about the various

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stakeholders' interest in the company. In particular, the shareholders strive more on the return received (Andres, Betzer, & Weir, 2007), and the government is more interested in the company's tax revenue (Bell & Hindmoor, 2014). Interestingly, the employees of the company are more keen on the recognition and appreciation from their top management (Holtzhausen & Fouri, 2009; Robescu & Iancu, 2016). Understanding what employees want help the organization to embed the required change to the individuals, groups or organizations. This is to ensure the companies could be more competitive in the future and when face the turbulences that is to concur with previous studies (such as Cummings & Worley, 2014; Wooten & Hoffman, 2016).

Undoubtedly, the business change and competition would influence the potential of the companies to preserve or to improve the company's profit or wealth (Pressman, 2017; Robescu & Iancu, 2016). Hence, the business circumstances whether good or bad depend on how the large companies manage changes and people who embrace the change. The change influences the globalisation through the escalating of the advancement of the technology and business competition (Tuanmat & Smith, 2011). The global crisis falls under many large companies to the sectors that highly used in general consumption particularly in the automotive industries, banking, and consumer products (Bricongne, Fontagné, Gaulier, Taglioni, & Vicard, 2012).

The researcher highlights the debating factors on the business failures such as the leadership; lack of leaders' skills and competencies (Ahmad & Seet, 2009), frauds (Yap, Munuswamy, & Mohamed, 2012), financial management; the debt repayments (Reinhart & Rogoff, 2011), financial management; the debt repayments (Reinhart & Rogoff, 2011), and change management; the commitment to change (Burke, et al., 2002; Gelaidan &

Ahmad, 2013; Probst & Raisch, 2005). There are plentiful studies recommended the future research to find out about the commitment to change because it is actually becoming the unsolved phenomenon to the company in various countries, sectors, segments and levels (Abrell-Vogel & Rowold, 2014; Chen, Wang, Huang, & Spencer-Rodgers, 2012; Erkutlu & Chafra, 2016; Rogiest, Segers, & Witteloostuijn, 2015). Obviously, there is a slight evidence on the commitment to change in the large companies, there is also only still minor studies disclose the primary factors that augment to the commitment to change particularly on the individual levels of the company. In addition, to the researcher comprehension, most of the literatures have been revealed the change cases in the Small-Medium Enterprises (SMEs) particularly on the small scale change and innovations (e.g. Jaafar & Abdul-Aziz, 2005; Ahmad & Seet, 2009; Paulet, Parnaudeau, & Abdessemed, 2014), but very little concerned on the large companies, notably in Malaysia.

Apparent issues occurred among the large companies such as a more complex bureaucracy that can lead to the distortion of information, greater vagueness and lower the trust among employees (Alvesson, 2011; Jain, 2015) that can affect their commitment to that company's change programmes. Therefore, without employees embracing the change properly, most of large companies failed to respond quickly to the unpredictable and rapid change of customers' needs (Gelaidan & Ahmad, 2011; Haeckel, 2013). Other than that, the large companies have a crucial role in the business market such as controlling a large amount of public wealth, producing a wide number of jobs and employment, engaging in creative and innovative activities and investing in research in a huge capacity (Ali, & Frew, 2014), for instance, the automotive companies (Mousavi, Aziz, & Ismail, 2011). However, the global crisis predisposed the four regional economies in Asia such as Singapore,

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Malaysia, Indonesia and Thailand (Stubbs, 2017). For example, this is because the slow movement in the China's economy, as which it was one of Malaysia's largest business partners, has influenced the decadency of its Gross Domestic Product (GDP) growth. Hence, the turbulences in the economy encouraged Malaysia to change the way businesses are operated. Specifically, 30 largest listed companies in Bursa Malaysia somehow affected highly to the economy of Malaysia due to their contributions and active business sectors (Asean Up, 2016). They are qualified to be the indicator that can affect the economy in Malaysia that determine the investors' decisions (Salihu, Annuar & Obid, 2015; Yusoff, Salleh, Ahmad & Basnan, 2016). Therefore, in this study all sectors were classified in Financial Times Stock Exchange (FTSE) Bursa Malaysia Kuala Lumpur Composite Index or well known as FBM KLCI. Numerous studies have been discussed the effects and the causes of global crisis that affected the economy in Malaysia generally (Nambiar, 2012; Khoon & Lim, 2010; Ooi, 2010; Ong et al., 2011), at which it forced the large companies to change. It happened in various sectors such as construction and property sectors (Ying Lai, Aziz & Chan, 2014; Shahid, Pour, Wang, Shourav, Minhans & Ismail, 2017), banking sectors (Wahid, 2017), automotive sectors (Habidin & Yusof, 2013), manufacturing sectors (Abdul-Rashid, Sakundarini, Ghazilla & Thurasamy, 2017), palm and oil sectors (Abdullah, Mahmood, Fauadi, Rahman & Mohamed, 2017), and telecommunication sectors (Wahid & Mustamil, 2017).

It necessitates the change in operation and management in most of businesses in Malaysia (Tuanmat & Smith, 2011); the change is the business model (Demil & Lecocq, 2010; Johnson, Christensen, & Kagermann, 2008; Zot, Amit, & Massa, 2011), right sizing of the companies (Kedrosky, 2009; Schilling & Logan, 2008), procurement strategy (Hilman &

Mohamed, 2009), leadership change (Gilmore, 2003; Kotter, 1999; Schmid, 2008) and so forth. The turbulences in the environments affected oil and gas, banking, rubber and palm oil, property and construction sectors (Chander & Welsh, 2015; Hau & Lai, 2017). Hau and Lai (2017) stated that the global financial crisis has a direct effect on the profit in this sector by slightly causing the high increase in building materials and the fuel prices used in the business activities.

Likewise, as stated in Economic Transformation Program (ETP) 2017, those six major sectors: oil, gas and energy; palm oil and rubber; electronics and electricals; communication, properties and; wholesale and retail (automotive) are included in 12 National Key Economic Areas (NKEAs), in which it was one of components of ETP as formulation of Malaysia's National Transformation Programme that was targeted for 2020. Change initiatives are somehow the criterion for companies currently, regardless their sector, industry or size of their company (Bellou & Chatzinikou, 2015; Gelaidan & Ahmad, 2011). In responding the global crisis that arised, organizational change is required in any companies (Gelaidan & Ahmad, 2011), as well as the employees' commitment to change (e.g. Chen et al, 2012; Maheshwari & Vohra, 2015; Parish, Cadwallader & Busch, 2008; Shum, Bove & Auh, 2008).

It necessitates commitment in any organizations in order to implement change effectively. A commitment to change has been delineated as an adhesive tool that strengthens crucial bond between people and purpose of change itself (Baraldi, Kalyal, Berntson, Näswall, & Sverke, 2010). As stated by Armenakis and Harris (2009), an organization ought to grasp how to conduct the appropriate organizational changes that will be encompassed by the employees in order to either survive and be prosperous. Commitment to change has been

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proved to be a crucial part in psychological mechanism in connecting organizational efforts to conduct planned change and employees' behaviour (Jaros, 2010). The employees' talents and capabilities would be disclosed by most companies through their commitment (Senge, 2014). To survive in business competition and to adapt with change, employees' commitment seems to be critical in making decision for any organizations. Likewise, to improve their performance in organizations as well as organizational performance, the commitment among employees can be a pivotal tool.

Yet, the evidence regarding the importance of employees' commitment to the change have been discussed (Chen et al., 2012; Gelaidan & Ahmad, 2011; Nijhof, de Jong, & Beukhof, 1998). The importance of individual commitment has perceived as more practical in order to ensure the change happen effectively rather than the organizational commitment to support the change itself (Elias, 2009; Ford & Weissbein, 2003; Herscovitch & Meyer, 2002). Gelaidan (2012) revealed that leadership is a determinant factor to provide facilities to the employees to be committed to the change. Nevertheless, previous literatures only focused on the practical advice and suggestions but lack of ways to manage different insights in change efforts (Senge, 2014). Thus, this makes the current research investigates more in-depth about the factors that influence the employees' commitment to change. Leadership is not the only factor that influence the employees' commitment to change. Many studies also stated that the positive treatments that provided from companies to their employees led to employees' respond for a strong commitment for their company (Klein, Molloy, & Brinsfield, 2012; Pennaforte, 2016). These are the various ways of how these companies treat the employees and analyse their personalities and how well the companies

could communicate the change to their employees (Ahmad & Jalil, 2013; Klein, Cooper, Molloy, Swanson, 2014; Spagnoli & Caetano, 2012).

The researcher attempts to justify the missing foundation of change. This study used the theory from Kurt Lewin's Model Three Steps (1951). Lewin's theory is based on the premise of the three stage processes. Lewin believed that unfreezing stage whereby the first stage process is the crucial stage of the change process. Kotter (1995) further corresponded to the Lewin's unfreezing stage by identifying the three steps in the change process, which are: (a) establishing a sense of urgency; (b) forming a coalition of individuals who embrace and support the change; and (c) creating a vision of change success. Prior to that, Judson (1991) integrated three stages that correspond to unfreezing, called (a) analysing; (b) planning; and (c) communicating the change.

Likewise, Kotter (1995) included the sense of urgency in his eight steps leading change. But in fact, there is lack of studies on the sense of urgency in the change process. The researcher found there is a related gap between the commitment to change and the sense of urgency. Ahmad and Jalil (2013) supported Kotter's and Lewin's finding as they studied the importance of the sense of urgency in any organizational change. They stressed that personality traits of each individual would give different results to the sense of urgency. Past literatures included sense of urgency in the normative commitment to change whereby surprisingly, it was the least commitment type of changes (Bergman, 2006; Meyer & Allen, 1997; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Somers, 2009).

The sense of urgency is defined as the normative commitment based on the general theory of workplace commitment of Meyer and Herscovitch (2002). Normative commitment is considered as the sense of obligation to provide support for the change or it can be said as

well as the sense of urgency to change. The role of normative commitment seems less likely strong compare to the affective commitment (Meyer & Allen, 1997). This is one of the gaps that has been examined in this study.

Other than that, plentiful studies focused on a pivotal role of internal communication in the change management (Ahmad & Jalil, 2013; Walker, Armenakis, Berneth, Pitts, & Walker, 2007) but there are no studies that discussed its importance on employees' commitment to change. The researcher believes that internal communication is entailed to enhance awareness among employees on the call of change as well as conducting the sense of urgency to the change that aims to the commitment to change. There is also a scarcity of studies on examining the relationship between the personality traits and the organizational commitment to change (Erdheim, Wang, & Zickar, 2006; Spagnoli & Caetano, 2012; Tziner, Waismal-Manor, Brodman, & Vardi, 2008; Zettler Friedrich, & Hilbig, 2011). Hence, this relation on individual commitment to change could be novel in the current study.

 Still, minimum attention has been paid to the definition and measurement of employees' commitment within a change context, and there is virtually no empirical evidence to substantiate the claims made about its effects (Herscovitch & Meyer, 2002). Somehow there is still lack of research that can be added as a contribution of knowledge that claims the effects of employees' commitment to change. The study has shown that there is no comprehensive model yet and it was strongly recommended to include the personality traits and communication as antecedents of employee commitment to change aside from leadership and organizational culture. Therefore, the researcher attempts to examine the identified gaps related to the commitment to change on individual level.

1.2   Problem Statement

A company is a product of their people within it. The challenges to change that occurred should be faced by people in organizations. The participation of people through their job activities that comprises their thought, ideas, and actions in new ways leads to the increasing organizational capacity for change (Senge, 2014). This requires commitment that affects the organizational outcome. Consequently, to respond smoothly to this global force, organisations require several changes such as process reengineering (Davenport, 2013; Yu, 2011), centralization (Minas et al., 2012), restructuring (Sahoo et al., 2011), downsizing (Branine et al., 2011) and rightsizing (Hackworth, 2015; Lin et al., 2013), reform (Lull, 2013; McLoughlin, 2013), mergers and acquisitions (Cummings & Worley, 2014; Holburn & Vanderbergh, 2014).

However, the issues of organizational change have been appealing interested among practitioners and scholars (Armenakis & Bedeian, 1999; Pettigrew, Woodman, & Cameron, 2001; Burnes, 2004; Whitley, 2007). Organizational change is crucial in order to compete in globalisation world in developing countries. Major organizational change entailed companies to establish changes in their operations and businesses such as structures, culture, processes, vision and mission (Armenakis et al., 1993). To date, the organizational change issues are still being neglected in Asia generally, in spite of its relevancy in understanding change (Santhidran, Chandran, & Borromeo, 2013). There is still a lack and limited possible insight for practitioners in relying it as management practices based on empirical study on organizational change in Asian countries (Bruton & Lau, 2008).

Management scholars have produced an immense body of research that concerned with organizational change recipients' reaction to change (Caldwell, 2013; Holt & Vardaman, 2013). However, it was failed to see the relationship of the key factors that influence the employees' commitment to change. Recent evidence suggests that commitment to change is required from the whole organisations in order to achieve the desirable outcomes (Abrell-Vogel & Rowold, 2014; Adil, 2016). Commitment is required in order to be successful in sustaining the change. Due to the importance of commitment to change, as mentioned earlier, it has attracted scholarly attention and interest on what factors might influence it (Adil, 2016; Chen et al., 2012). In fact, in responding the change globalisation within the organization, only around 13% employees who put commitment to stay in their companies around the world (Whitter & Azzouzi, 2016). Factors that should be influencing commitment to change have been explored in several studies in both organizational and individual level (Abrell-Vogel & Rowold, 2014; Adil, 2016; Chen et al., 2012; Erkutlu & Chafra, 2016; Gelaidan, 2011; MacGregor & Hopfl, 1993; Shum, Bove, & Auh, 2008; Swailes, 2004; Yu, Leithwood, & Jantzi , 2002).

It is assured that organizational change is a defiance that is encountered in any organizations. Booth (2015) and Nielsen (2012) believed that change is only can happen by the consent of all groups that involved in the process. In addition, the implementation of change would not be effective and efficient without the involvement and participation of employees to change themselves. Thus, though the change can be organized externally, yet it was barely possible to implement it when the employees were not accepting and commit to the change itself internally (Booth, 2015; Howarth & Rafferty, 2009; Nielsen, 2012).

As mentioned in the previous section, the Lewin's Three Step Model (1951) summarised the vital role of employees' commitment to change. The readiness to change should be synchronize with their commitment to change for the effectiveness of the process itself. Those three steps stressed on the personality development, effective communication, the implementation of appropriate leadership, and also organizational culture (Al-Haddad & Kotnour, 2015; Burnes, 2004; Kaminski, 2011; Kritsonis, 2005). Likewise, Kotter's Change Model (1996) endorsed the importance of individuals (employees) in implementing a successful change. Many scholars also highlighted that the commitment to change was influenced by several factors such as the leadership styles (Gelaidan, 2011); involvement climate (Rogiest, Segers, Witteloostuijn, 2015); value congruence (Erkutlu & Chafra, 2016) and so forth. Awad and Alhashemi (2012) highlighted that the communication was associated with the employees' commitment. However, the degree of the relationship has not been revealed clearly. Likewise, little known on the relationship of personality traits and the organizational commitment as found by Spagnoli and Caetano (2012). Hence, the previous gaps triggered the current study to come out with the knowledge on the effect of the personality traits and the internal communication toward the commitment to change.

The previous researchers put on more attention to study about emotions as it was increasingly being crucial due to its role as in the workplace interactions and affect the variety of outcomes (Onwezen, Bartels, & Antonides, 2014). This current research believes this emotion is also need to be investigated along with the real practices. Big-five theory on personality traits believed that individual characters can affect ones' interpretations and reactions to their environment (Santos, 2016). According to Arnulf (2012), personality

traits can affect the ability of organization to adapt the changing environment. For instance, the traits in personality such as agreeableness and extraversion are enable the individuals to adapt to the new environment easily and react to the change quickly (Ahmad & Jalil, 2013; Wang, Yao, Liu, Yang, Wu, Wang, & Wang, 2014). More interestingly, personality is not solely being characterized as individual level, instead it could be upgraded into various levels of analysis for both improvement and decision making processes (Church, Rotolo, Margulies, Giudice, Ginther, Levine, Novakoske, & Tuller, 2014). Personality characteristics are highly considered as a strong recommendation while choosing change recipients to cope with organizational change (Oreg, Vakola, & Armenakis, 2011). There are literatures that studied the relationship between personality traits and attitudes towards organizational change that affect the readiness of employees to change (Vakola, Tsaousis, & Nikolaou, 2004; Caliskan & Isik, 2016). There are several literatures that studied the relationship between personality traits and organizational culture (Chuttipattana & Shamsudin, 2011; Migloire, 2011; Volkema & Fleck, 2012). However, it did not relate to the real change that companies faced nowadays. Moreover, the studies discussed on the relationship between personality traits and organizational commitment (Arora & Rangnekar, 2015; Spagnoli & Caetano, 2012), but limited to the extension of how it can relate to the individual commitment to change.

The researcher believes that the individuals who are affected by change processes need to consider the importance of communication in order to adapt (Allen, Jimmieson, Bordia, & Irmer, 2007; Bull & Brown, 2012; Hornik, 2002; Kotter, 1995; Olins, 2017). Change is impossible to be implemented without the effective communication among employees, yet most of the companies neglect it. Communication is apparently well known as an important

factor in engaging commitment by establishing change readiness through declining the uncertainty (Armenakis, Harris, & Mossholder, 1993; Klein, 1994). It can be said that employees would engage their commitment to their companies by mitigating their tendency to resist the change when the communication synchronize with the organizational change (Simoes & Esposito, 2014). Previous scholars have shown their interest on the link between communication and organizational on the last decades (Armenakis et al., 1993; Johansson & Heide, 2008; Klein, 1994). The importance of internal communication could be attempted by elevating the awareness among employees on the importance of change as well as raising the sense of belonging for sustaining the continuous efforts to change (Sundstro & Annika, 2009). Internal communication happens among all the members in the company that take place at all levels and units of the companies, through various channels such as social medias, emails, newsletters, and meetings. Jalil (2011) investigated that the commitment to change among employees in strengthening their sense of change has been hypothesized with internal communication directly. Moreover, culture could determine the effectiveness of organizational change communication though there is no universal approach regarding it (Daly, Teague, & Kitchen, 2003; Bull & Brown, 2012). It was shown that there is a relationship between internal communication and organizational culture. Likewise, the importance of the role of communication in the organizational change have been investigated by previous researchers (Ford & Ford, 1995; Kotler, 1996; Lewis & Seibold, 1996; Daly et al., 2003; Elving, 2005). Even Lewis (1999) clearly mentioned that between communications and organizational change, there is an inseparable linked process.

In spite of the importance of commitment as a primary key in the triumph of implementing organizational change, still, there is few empirical evidence that can prove it. Previous studies of commitment commonly pay attention on the outcome of company (Cunningham, 2006; Meyer & Allen, 1997; Parish et al., 2008), conversely, this study focused on the individual commitment that investigates the personality traits, internal communication, leadership styles as the elements that affect the employees' commitment to change whereby it was also moderated by the organizational culture.

Current study believes that the employees who espouse organizational change are important for its success. Consequently, the employees need a leader to direct them to implement the change itself. The effective leadership is an important element to the success of any organizational change (Ahmad & Francis, 2008; Bass, 1985; Bass & Riggio, 2006; Battilana, Gilmartin, Sengul, Pache, & Alexander, 2010; Fiedler, 1967; Herold, Fedor, Caldwell & Liu, 2008; Kotter, 1995). Holten and Brenner (2015) investigate the role of leadership and commitment to change in the process of improving the positive reactions towards change among the employees. The leader as an agent of change in all levels must be capable to indicate the need of change, yet must be able to make decisions that will assure change (Hayes, 2014). Leaders hold crucial roles thereby as a change stimulator and role model during organizational change (Kieselbach, Bagnara, Elo, Jefferys, Joling, Kuhn, Nielsen, Popma, Rogovsky, Sahler, Triomphe, & Widerszal-Bazyl, 2009).

Leadership has been studied from a variety of perspectives such as the traits theory (Stogdill, 1948), behavioural theory (Fleishman, 1953), contingency theory (Fiedler, 1967), situational theory (Hersey & Blanchard, 1977) and transformational and charismatic leadership (House, 1977). However, none of these authors discussed the influence of

change commitment by looking at individual levels. Therefore, there is a need to understand the style leadership in the change programmes in the large companies (Anderson & Anderson, 2010; Kotter, 2008; Kuratko, 2007; Sinclair & Agyeman, 2005). Thus, we attempt to fill this gap by investigating the connection between the leadership style and the employee commitment to change.

Leaders face a lot of adversities while dealing with change in their organization (Booth, 2015; Bridges & Bridges, 2017; Rao, 2015). The lack of confidence of leadership in decision-making can affect the change commitment as one of the forces of the global crisis (Chander & Welsh, 2015). Although there are many debates on the leadership styles, transformational leadership was known as a suitable leadership style that fits with the organizational change (Bass & Riggio, 2006; Eisenbach, 1999). This type of leadership supports the employee's commitment, self-efficacy and empowerment during change (Bommer et al., 2005; Judge & Piccolo, 2004; Lowe et al, 1996). In addition, transformational leadership generates compliance and consistency with commitment that was ensured by transactional leadership (Avolio, Bass & Jung, 1999; Nadler & Tushman, 2009; Gelaidan, 2012; Herold et al., 2008; Seo et al., 2012; Yu et al., 2002). Nevertheless, it still should be understood that there is no standard agreement on any leadership styles that would influence the employees' commitment to change, the current study views both transformational and transactional leadership style are complement each other.

Some studies have highlighted the impact of culture on change as an important factor along with leadership (Hofstede, 1980) but not equally important as culture influence was based on the context of the change efforts (Narine & Persaud, 2003). Furthermore, Yiing and

Ahmad (2009) stated that organisational culture plays an important role in the relationship between leadership style and organisational commitment.

A study by McKinsey and Company (2008) have found that two-thirds of organizational change processes faced failure in achieving outcome. It was supported by some studies that noticed the change failure occurred in organizational change such as Burnes (2009), Senturia, Flees, and Maceda (2008); and Rogers and Williams (2006). Culture in change is required among employees to significantly improve their service level in organizational change (Schneider, 2011), but none focused on their actual commitment to change. Culture in organization has been seen as a hereditary tradition that was brought within organization. It was assumed as the intangible organizational property that has life of its own (Wines & Hamilton, 2009), thereby it was not possible to be changed (Schein, 2011). However, some other previous studies have different views that stated organizational culture could be changed gradually in the organization (Jorritsma & Wilderom, 2012) and would affect the organizational performance (Gelaidan, 2012).

 Culture that significantly affected in major organizational change processes required a lot of skills from leaders in various levels that involved (Jorritsma & Wilderom, 2012). Organisational culture is another critical factor that enhancing the relation between leadership and employees' commitment to change (Gelaidan & Ahmad, 2011). However, despite analysing various factors of change, there is no conclusive research that focused on the interrelationship on organizational culture. Organizational culture moderates the relationship between leadership styles and employee commitment to change (Gelaidan, 2012). Hence, the researcher stands that the organizational culture is actually moderates the relationship of the key factors to the employees' commitment to change.

Nonetheless, there are still lack of literatures that empirically studied the relationship of those key factors towards the employees' commitment to change, whereby the organizational culture as moderator. Prior scholar has thus far appeared to favour broad macro-level considerations over in-depth micro-level explorations of the employees' commitment to change unfold inside of the large companies. Notably from the previous discussions, there is a scarce literature that concerns on the importance of personality traits, internal communication, leadership styles and organizational culture on employees' commitment to change., thus create an opportunity (gap) to researchers to investigate in this current study.

1.3 Research Questions

Based on the issues mentioned in this study, to further explore and elaborate the established knowledge-based regarding the key factors to the employees' commitment to change, this research addresses the following research questions:

1. What is the effect of personality traits on the employees' commitment to change?

2. What is the effect of internal communication on the employees' commitment to change?

3. What is the effect of leadership styles on the employees' commitment to change?

4. Does organizational culture moderate the effect between the personality traits and the employees' commitment to change?

5. Does organizational culture moderate the effect between the internal communication and the employees' commitment to change?

6. Does organizational culture moderate the effect between the leadership style and the employees' commitment to change?

7. Does organizational culture moderate the effect of the independent variables (personality traits, internal communication and leadership styles) on the employees' commitment to change?

8. What are the individual concerns regarding the employees' commitment to change?

1.4   Research Objectives

Related to the research questions above, this present study purposively attempts to achieve the objectives as follows:

1. To investigate the effect of the personality traits on the employees' commitment to change.

2. To examine the effect of the internal communication on the employees' commitment to change.

3. To examine the effect of the leadership style and the employees' commitment to change.

4. To investigate the moderating effect of the organizational culture on the influence between the personality traits and the employees' commitment to change.

5. To examine the moderating effect of the organizational culture on the influence the internal communication and the employees' commitment to change.

6. To examine the moderating effect of the organizational culture on the infuence between the leadership style and the employees' commitment to change.

7. To examine the moderating effect of the organizational culture on the influence between independent variables (personality traits, internal communication and leadership styles) on the employees' commitment to change?

8. To discover the individual concerns regarding the employees' commitment to change.

1.5 Scope of the Study

This study focused on issues related to the relationships between the personality traits, internal communication, leadership style and employees' commitment to change that moderated by the organizational culture. The present study was conducted among the large companies in Malaysia from various sectors such as banking, oil and gas, properties, automotive, telecommunication, manufacturing, rubber and palm oil, electrics and electrical and so forth. The large company is defined as company with more than RM25 million annual turnover and engaging more than 150 employees (MITI, 2017; MTDC, 2016). There were 30 Malaysian largest companies that listed in Kuala Lumpur Cited Index (Bursa Malaysia, 2015).

1. 6 Significance of Study

This research is significant to identify the factors that influence the commitment to change (i.e. the soft factors) that little understanding on the factors affected it. The commitment to change is highly relevant to the large companies that face a stiff competition in the turbulence environment that required them to change on how they operate their businesses. The findings of the research are hoped to contribute to the body of knowledge on the interrelated factors that influenced the employees' commitment to change. This research is to close the gaps on the previous studies in this change management as well as the strategic management area.

The importance of research on organizational change has been constantly emphasized by practitioners in the need to have a better understanding from individual perspectives particularly. Practically, this present research guides the employees in Malaysian large companies on how to respond to the organizational change. Similarly, it is hoped to facilitate the leaders on how they can stimulate a highly effective commitment to change among their employees.

1.7 Definition of Key Terms

To deduce, the present study aims to examine the influence of the personality traits, internal communication and leadership styles on the employees' commitment to change that moderated by the organizational culture. To assist in understanding the study, definitions of the main terms are elaborated as follows:

Employees' Commitment to Change. A dedicated willingness to embrace a change and engage with it within the organizations. The employees attached their identity to the organizations by giving their energy and loyalty the organizations. They believed that their actions attached to the organizations and sustained the change programmes. The employees' goals increasingly integrated to the organization's goals for change.

Personality Traits. The unforeseeable characteristics that differentiate a human to others and make them a unique creature through behaviour that they expressed. The personality traits could be influenced by their environment, beliefs/values, personal knowledge, common senses, life experiences and so forth. In this study used the big five personality traits that is known as Five Factor Model (FFM) by Louis Thurstone (1934), namely openness, conscientiousness, extraversion, agreeableness, and neuroticism.

Internal Communication. A transmission of information that the company used among members in the company that take place all levels and units of the company. It allows the leaders (employers) to cooperate with their subordinates (employees) through delivering the message they attempt to transfer to others so that they can achieve the targets.

Leadership Styles. The various kind of acts of leaders' traits that ones have influence to other employees within organizations. As in this study, the transformational leadership style tends to inspire and motivate the employees in revealing their best abilities of their performance through raising their confidence. On the other hand, the transactional leadership style tends to appeal the employees' interest through rewards and punishments of their works.

Organizational Culture. The beliefs, mind sets, values and habits that shared and accepted by all members in the organizations. Generally, it involves some culture components such as team works, climate morals, information flows, involvements, supervisions and meetings.

1.8 Organization of Thesis

This study compiles into six chapters. Chapter One discusses the background of the study by focusing on the theoretical issues of the employees' commitment to change. This chapter also highlights the gaps in the existing literatures on the role of personality traits, internal communication and leadership styles that affected the employees' commitment to change. It further elaborated the moderating role of the organizational culture that was steadily unknown in the context of the study. Identifying what we still do not know, that are the research gaps, research questions and problems are identified. Finally, this chapter discussed the significance of doing the research and to what extent the boundary of the research lies.

Chapter Two analyses the past of existing empirical studies in the area of organizational change. The section included both general or broad studies on the subject matter; and also the specific studies that related to employees' commitment to change. The chapter identified the particular gaps on the personality traits, internal communication and leadership styles on employees' commitment to change. Further highlighted is the moderating effect of organizational culture on the employees' commitment to change. Likewise, this chapter discusses the conceptualizations of the main constructs and the

Lewin's Three Steps Model as the main theory that underpins the present study. In addition, based on the review of the literatures, the pertinent hypotheses are then developed.

Chapter Three reviews the methods used in this present study that adopted the triangulation approach that consisted of the quantitative research as the major method and the qualitative research to support it. The researcher has considered this approach as the mixed methods as both play an important role to make the analyses of the findings are more meaningful. Particularly, the research design, population and sampling, unit of analysis, instrument development, data collection procedures and type of analysis and pilot study are discussed. The research framework is developed to further answers the research questions developed in the previous chapter.

Then, Chapter Four presents the findings from the data that have been analysed. The main procedure is applied and justified by using the Partial Least Square (PLS) path modelling as the quantitative approach. Data screening and the preliminary studies are used to check the validity of the questionnaires as well as the descriptive statistics. Meanwhile, the results of the semi-structured interviews from participants were presented from the output of NVivo 10 version in order to support the quantitative findings as a plausibility checked.

Chapter Five discusses the findings by relating them to previous literatures and connecting them to the relevant theoretical perspectives specifically the Lewin's Three Step Model. This chapter discussed further each of the hypotheses in the study and highlights the key findings. It shows the results of the relationships of all the key factors in the research framework.

Lastly, Chapter Six sums up the key findings of the study. It then discusses the contributions of the study in the body of knowledge, practical implications and also on the methodological contributions. Finally, how the researcher manages the limitations in the study and what are the future research directions could be explored further by other researchers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In the previous chapter, the existence of a theoretical gap in the current understanding about employees' commitment to change has been revealed. Employees' commitment to change needs to be reenergized to give the fullest outcome, not only to the company but also to the stakeholders whereby the company itself owes a duty to the various stakeholders. This chapter elaborates the literatures that significant to this study, which is related to the research problem addressed by this study, is being undertaken to justify the direction of the current study. The main subject of this study is employees' commitment to change. The chapter describes previous organisational change works and the related theories of the subject matter. It explains the Malaysian context of the large companies. It reviews the literature on employees' commitment to change; the third section discussed about the literatures on personality traits, internal communication, transformational and transactional leadership styles and organizational culture. The chapter leads to the theoretical framework and hypotheses development.

2.2 Organisational Change

The purpose of change within the organization could be in different terms namely acceleration, visionary, innovation, adaptation or transformation (Senge, 2014), as long as the objectives can be achieved for the long-term success. Nowadays, the attempts to change

have been considered as a crucial factor for companies in order to perform effectively and efficiently (Chen & Wang, 2007, Kotter, 2012; Vakola, 2013). Somehow, organizational change is assumed as a challenge that most of companies confront regardless their types of business and sizes. Thus, companies ought to change to be fit in rapid changes in the world and to be competent in an unstable business market (Erakovic & Powell, 2006).

Therefore, a scholar like Nadler (1995) has suggested several types of changes that can occur in the company, he recommended that some of changes should be implemented for the organizational development such as shifts in industry structure; products entering the maturation or decline phases of their life cycles; technological innovations; macroeconomic trends and crises; regulatory or legal changes; market or competitive forces; or growth. Likewise, he added that the organization should be proactive to implement the successful change such as improving the innovation, engaging employees, increasing the customer value and gaining the real competitive advantage. In order to survive and stay in the unstable business environment, the companies should react quickly (Lawler & Worley 2006). In addition, a successful organizational change need the collaboration of corporate objectives, performance, culture, leadership and corporate strategies (Sahadath, 2010). The support from the people who involved in during the change initiatives is fundamental in order to enhance the success of change implementation. Conversely, the change initiatives more likely failed if there is a resistance among the stakeholders no matter how good the company's strategy and plans.

Due to the challenging situation during the major organizational change, the change management should be planned meticulously and systematically. Despite the great attempts, the estimated rate of change success for major initiatives is constantly low in any

organizations (Beer & Nohria, 2000). Previous experts such as Kotter (1995), Litwin and Stringer (1968) and Senge (1990) have agreed that the essence of organizational change lies on the people circumstances with the terms of people's reaction and attitudes that involved in it. In fact, the lack of commitment to change among employees has been proved to be one of the crucial aspects in causing the failure during change process (Conner, 1998; Conner and Patterson, 1982; Herscovitch and Meyer, 2002).

A number of studies have proved that human aspects evidently have a significant role in the implementation of organizational change (Hoover & Harder, 2015). Interestingly, most of companies acknowledged the change success after the execution to their stakeholders and employees proudly, yet a success of any changes in any organizations lies on their employees due to their involvement and role to execute the change initiatives (Shah et al., 2017). The real challenge in most of any organizations is in how to manage the human aspects during the change process when the organizations plan to execute the change. Moreover, pertinent to the employees as the change executors, organizations should strengthen the commitment among the employees as well. An important and crucial resource for the performance and success of business organizations lies on the committed employees (Hakimian et al., 2016). There are many arguments regarding the organizational change approaches, yet there is a standardized agreement to the application of the two active approaches namely emergent and planned change approaches ((Burnes, 2004; Cummings and Worley, 2001; Dawson, 1994; Kanter et al., 1992; Pettigrew, 2000; Stace and Dunphy, 2001; Weick, 2000; Wilson, 1992). Hence, this study prevailed two main approaches that prominent for organizational change.

2.2.1 Emergent Change Approach

According to Hayes (2014), the logic for the emergent approach rooted from the faith that main decisions within organisations evolve over time and the result of intertwined political and cultural processes. If the organizations work consistently, the change happen slowly as it can be understood as the process of altering from one state to another more stable state relatively whereby it happened in emergent change. Strickland (1998) added that the system theory of the way of organizations activate their programs separately but somehow it connects to their environment. Hence, the successful change programs arguably tend to correspond closer to the Three Step Lewin's Model (1951) rather than using other theories (Grover, Seung Ryul, Kettinger & Teng, 1995; Alasadi & Askary, 2014).

Burnes (2004) asserted that emergent change occurred when the employees did not accomplish their job routines, deal with breakdowns, contingencies and opportunities in their daily job routinely. He then highlighted that the approach of emergent change approach comprises of the ongoing alterations, adaptations and accommodations that yield the significant change without any primary intentions to do so. Dawson (1994) believed that change must correlated to the organization's objectives, products and systems as well as the business market. He further highlighted that in the rapid and unstable business environment nowadays, if change interference is remaining, the companies tend to establish short-term results and enhance instant outcomes rather than reduce the issues. Hence, Hayes (2014) highlighted that "The key decisions about matching the organisation's resources with opportunities, constraints and demands in the environment evolve over time and are the outcome of cultural and political processes in organisations" (p.37).

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2.2.2 Planned Change Approach

This current study refers to the planned change due to its compatibility to this research background. In this context, Kotter (1996) recommended that in order to successfully implemented change, some prerequisite conditions should be demonstrated. For instance, the high level of commitment from both leaders and employees is necessary to execute change. In addition, he highlighted that more than 80 percent of successful change can be focused on the establishment of employees' commitment to organizational change, whereas the other 20 percent can be contributed to management of budgeting, planning, problem solving and organizing. According to Lewis (1951), planned change has been the most prominent change practice since 1950s. therefore, organizational change can be defined as the process of appropriate approach of change types that can be implemented from one stage to another stage based on the pre-planned steps that depends on the company's condition.

People who failed to implement the adaptive organizations continuously need to alter into planned change (Dunphy, 1996). This change approach could resolve the issues that faced by organizations that occurred from dissatisfaction into status quo. Argyris and Schon (1978) highlighted that planned change basically caused by minor surface change such as leaving the unsolved organizational values, beliefs and assumptions. Hence, this model of planned change has been applied by either numerous scholars and practitioners to execute change successfully. Planned change model can be divided into two types of change such as incremental and radical change. Argyris and Schon (1978) stressed that the incremental change focused on the improving the existed systems and continue within the present business model, whereas radical change will be applied when the cultural change is

necessary to change the organizational model. Both types of change tend to unfreeze the current behaviour, change and refreeze new behaviour that explained in Three Step Lewin's Model (1951).

Phases in Planned Change Approach

According to Lewin (1946), planned change approach is mainly focused in developing the effectiveness and operation of people' side of the companies through group, participative and team change programs (Burnes, 2004; French & Bell, 1999). This model was offered as the basic theoretical framework to simplify the divergence of management within the organizations. The model of planned change is focused on the reasons that the organizational change forces should conquer the factors that resisting the change for the effective change that occurred highly (Friday & Friday, 2003). The scope of organizational change was mainly dominated by planned approach by Lewin (1946) whereby consisted into four phases such as Field Theory, Group Dynamics, Action Research and Three-Step Model (Burnes, 2004).

Firstly, field theory referred to where the behaviour take place that attempt to describe the group behaviour (Back, 1992). Lewin (1946) defined field theory as a stable adaptation state of mutual interdependent correlation whereby the relative facets are constancy and change itself, life of a group is eventually change that divided into the types of change that existed and occurred. This is why Lewin decided to use the equilibrium quasi-stationary term as a process in a group and pattern of behaviour that they change based on the forces or situations where they are live in constantly (Burnes, 2004). Lewin believed that if we

could understand enough to identify and to determine the power of these forces, we surely would be able to grasp the reasons of human's behaviours as well as understanding the type of forces that eventually get stronger and more dominant over time to lead to the pivotal changes.

Secondly, the group dynamic stressed on group behaviour as the main actors to execute the change rather than the individuals (Bernstein, 1968; Dent & Goldberg, 1999). The group behaviour was described as a complex interaction set that is significant enough to affect the group structure and change individuals' behaviour (Lewin, 1947). Lewin asserted that it was pointless to only focused the change behaviour to the individuals due to the pressure and effects of group to the individuals. The essence of this approach lies on the interaction among members in a group then it will be easier and more effective to change the individuals (Bargal, Gold & Lewin, 1992; Allport & Lewin, 1948). Hence, the area of change should mainly focus at the group level and consider to aspects such as group interactions, roles, norms and processes to establish 'disequilibrium' to change (Schein, 1988). Lewin's theory on group dynamics are apparently not only stressed on the fundamental to grasp the groups (Cooke, 1999; Dent and Goldberg, 1999; French and Bell, 1984; Marrow, 1969; Schein, 1988), instead it was related extensively to the self-organizing theory and non-linear systems that examined by the researchers (Tschacher & Brunner, 1995). Interestingly, this approach cannot stand alone in understanding the change as a whole, Lewin was aware about the force to correlate or to extend this approach into the next level whereby the group members could undertake and committed to the change behaviour. Therefore, this approach led to the Action Research and Three Step Model.

Next, Lewin comprised two processes to assist the groups to engage and to achieve the desirable change. First process highlighted on the need that action in change is necessary, whereas the next process focused on the fundamental of successful action that can examine the possible alternative solutions and then decide the most apt to the current situation through the appropriate analysis. From there, the action research theory was found to consider a function of individual's attitude to their behaviour and related norms regarding their behaviour performance through behavioural intention. The individuals' attitude to the behaviour has been expressed as their positive and negative responds regarding the behaviour performance. This condition can be determined through the effective assessment of their belief towards the consequences of their behaviours.

Moreover, Lewin comprehended Action Research as intertwined process whereby it underlines that change requires action and guided to achieve the change. In addition, it was realized that the effective action was based on current situation analysis by identifying all the possible solutions and choose the best that fit the current situation (Bennett & Oliver, 1988). In order to implement change successfully, there must be a need feeling among individuals. This feeling comes from the individuals' insight that makes them realize that the change is necessary. Hence, action research resulted from Field theory that investigate the forces of group focus of individuals, yet it was drawn from Group dynamics as well to grasp the group behaviours reacted to the current situation to achieve change. It summed up the reason to create of Three- Step Change model.

In the last phase of planned change approach, Lewin develop Three-Step Change model that was believed as the key contribution to the organizational change. These four phases gathered to for as integrated approach in order to grasp, analyse and implement the change

in the societal, organizational or group levels. Lewin reflected that change in behaviour as a no quick process, yet in certain situations can immediately and significantly bring out the impacted change (e.g. personal crisis) (Kippenberger, 1998; Lewin, 1947), whereby in this situation, habitual routines, current behaviours and status quo could be replaced by new business model that can result a new equilibrium to the change. In his three-step change model (1951), he perceived behaviour as a dynamic balance of forces that moving in the conflicting directions. Boosting the forces alleviate change because they drive the employees to change in the targeted direction (Kritsonis, 2005). Therefore, he was led to introduce the three-step model of change that illustrated in Figure 2.1
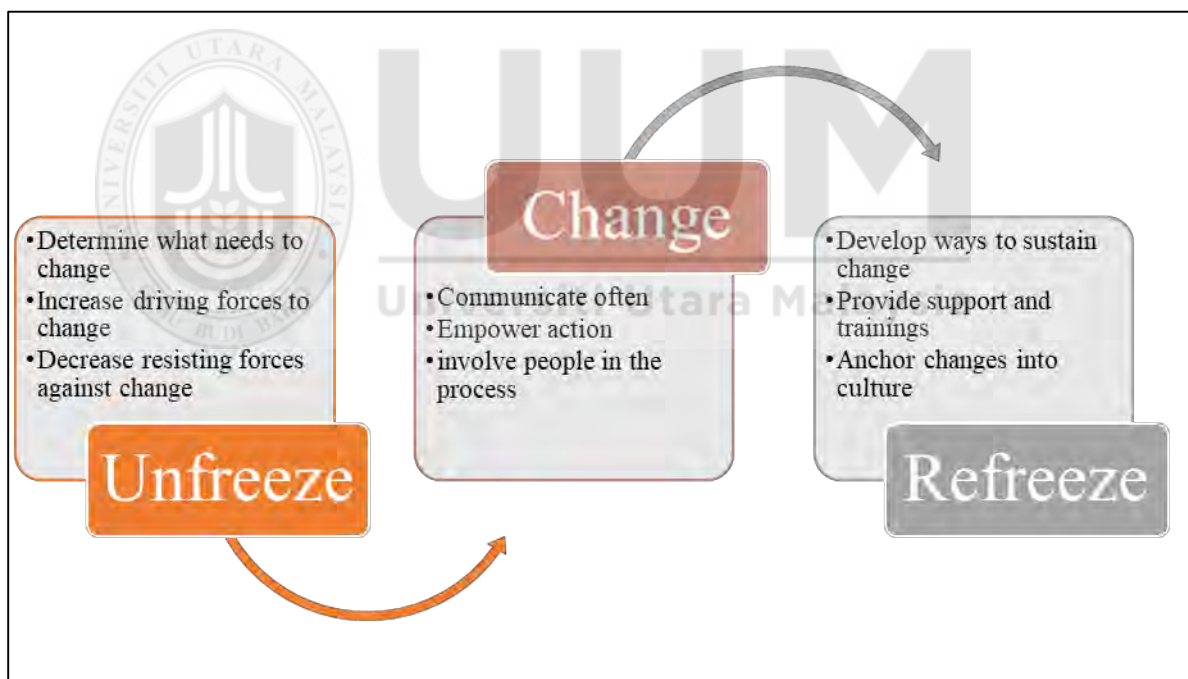
Figure 2.1
Lewin's Change Model (1951)

One of the most difficult decisions that people ought to make is the choices whereby it was not about merely what to do, instead it was about the fate of entire course of actions (Staw, 1981). An action cannot be executed effectively without commitment. An action to involve

in change creates a higher level of commitment among employees to change toward the proposed changes (Lines, 2004). They could enhance multiple work-related commitments whereby the commitment itself is a multidimensional concept. A study by Meyer and Herscovitch (2001) discussed about the commitment, its dimensionality, how it develops and how the commitment could influence behaviour. Commonly, this kind of commitment occurred in the workplace. Hence, the next section will elaborate the commitments within organizations.

2.3 Malaysian Context

Changes in Malaysia had arisen from market-oriented economy and government policies in business environment that offered businesses the opportunities to improve and gain profits (Tuanmat & Smith, 2011). Malaysia is highly affected by the global change due to it was one of the developing countries that adapt to the open economic strategy (Islam et al., 2010). The effect of global crisis that caused the corporate failure in 1997 likely forced Malaysia to change. Global crisis has arisen the attention among previous scholars in investigating its impact in Malaysia's economy (Nambiar, 2012; Goh &Lim, 2010; Ooi, 2010; Ong et al., 2011; Tuanmat & Smith, 2011) that force the large companies to change. It happened in various sectors such as construction and property sectors (Lai, Aziz & Chan, 2014; Shahid, Pour, Wang, Shourav, Minhans & Ismail, 2017), banking sectors (Wahid, 2017), automotive sectors (Habidin & Yusof, 2013), manufacturing sectors (Abdul-Rashid, Sakundarini, Ghazilla & Thurasamy, 2017), palm and oil sectors (Abdullah, Mahmood, Fauadi, Rahman & Mohamed, 2017), and telecommunication sectors (Wahid & Mustamil,

2017). Nevertheless, the highly impact crisis that again hit Malaysia cannot be underrated that it was likely affect the large companies as well, in a higher scale nature.

There are various sources to define the large companies in Malaysia. For instance, according to Malaysian Technology Development Corporation (MTDC), the large company in Malaysia is defined as a company with more than RM25 million annual turnover and engaging more than 150 employees (MTDC, 2016). Similarly, Ministry of International Trade and Industry (MITI) defined medium firms to have sales turnover between RM10 million to RM25 million with the total employees 51-150 employees (MITI, 2017). Thus, we can assumed that large firms or companies have more than those figures that lead to the same definition. There were 30 top Malaysian large companies that listed in Kuala Lumpur Cited Index (Bursa Malaysia, 2016).

These large companies indicated the "the performance of the top-capitalized companies, which pass the size, free float and liquidity screens" (FTSE, 2013, p. 15). It means that these companies are sufficient to market the company's performance for change (Salihu et al., 2015). In fact, the listed companies has shown the consistent change of regression for the past three years that caused the suspense among the investors towards global crisis (Yusoff et al., 2016). This is supported by Asean Up (2017) that stated these 30 largest listed companies as the influencers in Malaysia, Southeast Asia and even the world's economy, specifically of their business activities.Therefore, this study focused on the 30 listed largest companies that comprised those sectors which affected by the global crisis to change.

2.4 Organisational Commitment

Organizational commitment constantly has captured a great attention from scholars (Chughtai & Zafar, 2006; Mowday et al., 1982; Yahaya & Ebrahim, 2016). The factor that linked employees to their companies is commitment and determined the organization's success (Fornes et al., 2008; Meyer & Allen, 1997). Organizational commitment has always been recognized as a crucial factor that determines the employees' behaviour towards their work in organizations according to previous eminent literatures (Meyer et al., 2002; Meyer & Herscovitch, 2001; Mowday et al., 1979). Commitment has been proved to significantly related to organizational outcomes such as turnover (Angel & Perry, 1981; Meyer et al., 2002; Powell & Meyer, 2004), employees' satisfaction (Chughtai & Zafar, 2006; Meyer et al., 2002; Yousef, 2000) and job performance (Chen et al., 2006; Yousef, 2000).

The term of commitment has been interpreted in various ways. Yet, there is no consistency on the terminology of organizational commitment (Zin, 1998) that caused the adversity to grasp the meaning on the results of the study (Darolia et al., 2010). The terminology of organizational commitment by Potter et al. (1974) is the most common among researchers. They categorized organizational commitment by three psychological aspects: 1) a willingness to utilize the substantial effort toward organizational goals (involvement); 2) a faith to accept the organizational values and goals (identification); and 3) a strong devotion to stay in an organization (loyalty). Previous literatures concluded the definition of organizational culture as attitude and behaviour (Becker, 1960; Kanter, 1968; Hrebiniak & Alutto, 1972; Porter et al., 1974; Marsh & Mannari, 1977; Salancik, 1977; Meyer & Allen, 1991; Meyer & Herscovitch, 2001; Pool & Pool, 2007; Aydin et al., 2011). Mowday et al.

(1979) agreed that: "It is more useful to consider the two (commitment attitudes and behaviours) as reciprocally related over time. The important issue is not whether the commitment process begins with either attitudes or behaviours, rather what is important is to involve the subtle interplay of attitudes and behaviors". (p.47)

Organizational commitment was portrayed as the psychological attachment whereby the employees stick in towards the organizations (Porter et al., 1974). The specific factors of sickness absence, absenteeism, staff turnover, attitudinal surveys and development engagement are one of the emotional attachments to the organizations (Mowday et al., 1979).

2.4.1 Employees' Commitment to Change

There have been numbers of longitudinal studies stressed on the importance of commitment to change to be studied (Abrell-Vogel & Rowold, 2014; Chen et al., 2012; Davis, 2015; Erkutlu & Chafra, 2016; Rogiest et al., 2015) and what are the factors that influence employees' commitment to change. Case study in Australia has shown that the development in their career led to employees' commitment and engagement up to 51% from 297 HR specialists (Davis, 2015). The crucial implications regarding employees' commitment to adapt to change in their companies due to it was caused some negative impacts such as absenteeism and turnover (Durkin, 2000); low salaries (Lo et al., 2010); job stress (Singh & Gupta, 2015); loss of knowledge (Messner, 2013); and even lack of career development (Davis, 2015).

In Malaysian context, it is a challenging task to get the employees' commitment to change because of the resistance to change is very high due to they do not understand the new systems, new operations, and new procedures (Tang, 2009). It is also because of the uncomparable reward systems (Arifin, Aiyub, Awang, Jahi & Iteng, 2009; Palil, 2010). However, to the researcher understanding, there is none investigation to the key factors including the personality traits, communication, types of leadership and culture in the organizations .

The employees' approval and support to change strongly determine the success of organizational change initiatives (Armenakis & Harris, 2009; Fedor et al., 2006; Smollan, 2006). The popular model of organizational commitment from Herrscovitch and Meyer (2002) improved the three types of commitment to change, namely affective, normative and continuance. Although all facets likely seem to be distinctive from one to another (Hill et al., 2012; Hinduan et al., 2009) but this study focused on the antecedent of organizational commitment from Mowday et al. (1979). This study employed the organizational commitment from Mowday et al. (1979) as a unidimensional variable. Due to that reason, in this study we deal with component of commitment as individuals, which also can get clear insight about each factor and how can be affected by the leadership style.

Herscovitch and Meyer (2002, p.475) stated "a force that binds an individual to this course of action deemed necessary for the successful implementation of a change initiative", at which it can reflect (i) a desire to provide support for the change based on a belief in its inherent benefits (affective commitment to change), (ii) a recognition that there are costs associated with failure to provide support for the change (continuance commitment to change), and (iii) a sense of obligation to provide support for the change (normative

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commitment to change). This showed that the gist in the discussions is on the commitment that require the individual to support it regardless its nature. The change is something that they have to commit in order to achieve the targets, because of because they (want to), (have to), and/or (ought to) as in (Meyer & Herscovitch, 2002). The change commitment not only targeted to the individual employees but also the entire company such as the different levels in the organization, the unit and divisions, the occupations, the tasks, the union, the team and so on.

Commitment to change is somewhat distinctive from other type of commitment (e.g. toward the organization) in its built-in direction toward a proactive process of change initiative (Jaros, 2010). For instance, the affective commitment to change was defined as an emotional feeling to the change processes whereby it involves the personal of individuals and behavioural intention to endorse its objectives and intentions (Abrell-Vogel & Rowold, 2014). According to Cunningham (2006), commitment to change could decrease the percentage of turnover intentions through enhancing the employees' strengths to cope with the change programs effectively. Hence, commitment to change related to behavioural support to the change significantly (Herscovitch & Meyer, 2002; Meyer et al., 2007).

Individual employees have an important role to support the change, as to ensure the change could be succeeding and achieve the desirable outcomes (Herscovitch & Meyer, 2002; Wanberg & Banas, 2000; Oakland & Tanner, 2007). The factors related to the employees commitment to change still exist no standardisation and depends on the company itself on how it manage the change and bring in the commitment from the employees (Cunningham, 2006; Jalil 2011). The factors highlighted by them including the culture issues still not find

clearly the role of the culture because nowadays the culture are not portrayed clearly by most companies. Existing research recognised the critical role played by Staw (1981) (e.g., internal needs for competence and norms for consistency). Internal needs for competence refers to individual behaviours. Meanwhile, norms for consistency refer to the organizational culture. Apparently, Sidey (1978) supported that leadership involves total belief and commitment on the norms. In spite of that, there is still a lack of empirical study attempting to measure the major constructs that related to the employees' commitment to change (Cunningham, 2006; Jalil, 2011; Oakland & Tanner, 2007). Therefore, this study establishes the prominent model into theoretical model. The current researcher has

developed a figure to show the connections of the key factors on the commitment among employees as a course of action in Figure 2.2.
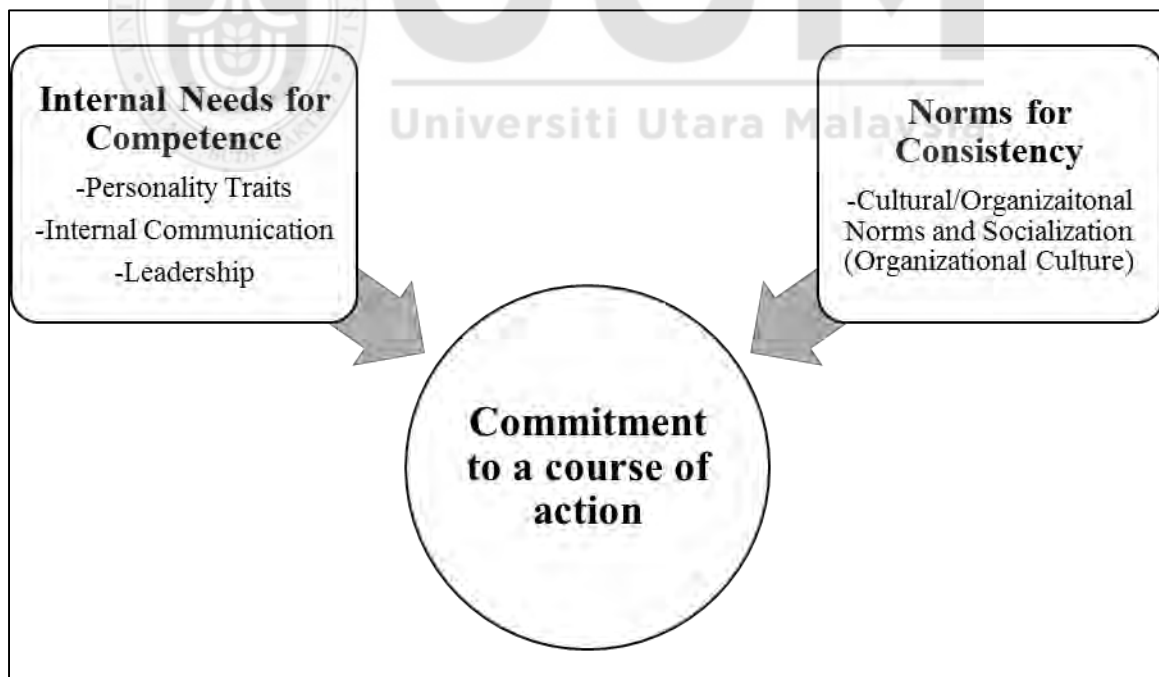
Figure 2.2
Key Factors on the Commitment among Employees (2017)

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The commitment to a course of actions showed that the individual employees would have the personality traits, internal communication and leadership styles, as well as the organizational culture as the norms for consistency to get a desired behaviour (Meyer & Allen, 1997; Meyer & Herscovitch, 2001). In addition to that, in a study by Herscovitch and Meyer (2002) stated the mindset is crucial to build the actions to embrace changes by the employees and they would implement the change initiatives if they force to do it from their inner spirit. The contributions from their study enable the current research to come on with the explanation of the measure of commitment to change referred to the three-component model, including the affective, continuance and normative commitment to change. This model is important to understand the employees' commitment to change as stated also in Gelaidan and Ahmad (2011). The researcher found that is important to really understand the commitment to a course of action, emotionally and physically as many studies lacking in the focus of both and at which stages.

2.4.2 Factors Associated to Employees' Commitment to Change

A study by Choi (2011) has discovered that from the organizational change literatures, the employees' commitment to change likely become the most attentive among the scholars (Armenakis et al., 1993; George & Jones, 2001; Lau & Woodman, 1995). Most of the scholars asserted that in achieving the desirable outcomes for the certain change initiatives in any organizations, the employees' attitudes and attempts play a significant role (Luo et al., 2016). The employees' commitment to change is about the behavioural intentions and lead to their actual action (Fedor, Caldwell & Herold, 2006; Herscovitch & Meyer, 2002), but less understood the actual factors drive to it. Some highlighted the importance of the transformational leadership compared to the transactional leadership (Bass & Riggio,

2006) Herscovitch & Meyer, 2002). Nevertheless, this current research investigates the other key factors that related to the employees' commitment to change.

Although most of the research found the transformational leadership important to enable the employee's commitment to change (e.g. (Bass & Riggio, 2006) Herold et al. (2008), there is still an argument and inconsistency in the findings of what the real leadership styles would enable the employees' commitment to change. The construct of leadership styles and organizational culture are not sufficient solely to affect the employees' commitment to change (Gelaidan, 2012). Yet, the factors of personality traits and internal communication as the insight factors are crucial on the commitment to change.

The present study emphasizes the factors that cause the employees to commit to change due to the effects of organizational commitment on employees and organizational change. It became more effective for organizations to execute the goals with high committed employees (Farrukh, Ying, & Mansori, 2017). Personal characteristics were one of the predictors proposed in studying organizational commitment (Joiner & Bakalis, 2006; Meyer et al., 2002). Previous scholars empirically proved that personality traits determine the level of employees' commitment (Erdheim et al., 2006; Kumar & Bakhshi, 2010; Panaccio & Vandenberghe, 2012; Spagnoli & Caetano, 2012; Syed et al., 2015).

Interestingly, as to develop the understanding of the gaps in the previous studies, the study by Cunningham (2006) showed the (a) the relationship between affective commitment to change and turnover intention was fully mediated by coping with change, (b) the relationship between continuance commitment to change and turnover intention was only partially mediated by coping with change and (c) normative commitment to change had a

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direct impact on turnover intention. But the study has neglected the courses for that commitment to change among the employees, which offer the researcher with the opportunity to study the factor that affected to it. He only stated the possible factors including the leadership, however did not came out with the results and recommended it to be explored further buy the future research. Only then Gelaidan (2011) found the significant findings on the leadership style to the employees' commitment to change, however in a smaller scope and context of study.

Other context of study such as in the health service organisation in Ireland, and focused on the health service organisation in Ireland (Conway & Monks, 2008). They found the transformational leadership create the positive perceptions of the employees to commit to change in terms of the fairness, trust, and job security. Since the focus is on the human resources practices, the current research found the study was not comprehensive to the entire organization's practices, such as the communication elements, values and norms. The researcher believes the styles of leadership play an important role to the commitment to change because many study still investigating the issues and in different situations such as by Gelaidan (2011), Jalil (2009) and (Kiffin-Petersen & Cordery, 2003). They also related to how to make the change successful, and again the researcher found the human factor is very important to be studied in sufficient detail to give the understanding and guide to the area of research.

As many identified about the human factors as the organisational level, there was also research investigated on the individual level such as by Parish et al. (2008) who found the vision alignment, the quality of employee and manager relationship, job motivation and role autonomy affect the commitment to change. They measured the three level in the

employees' commitment to change namely the affective, normative and continuance commitment and recommended for further research on the effects of the organisational culture and the leadership. Putting these into consideration, the researcher bridging the gaps in the current studies by including the necessary important key factors to the current research.

One of the key factors that can related to the employees' commitment to change is individuals' personality. Few studies examined the correlation between personality traits and organizational commitment (Spagnoli & Caetano, 2012; Tziner et al., 2008). Employees' attitudes and behaviours potentially affect the organizational commitment (Farrukh et al., 2016). Both Beer, Eisenstadt and Spector (1990) and Edmondson et al. (2003) believed that management teams that assessed personality traits are crucial to the organizational change. By investigating the factors of organizational commitment (Joiner & Bakalis, 2006; Meyer et al., 2002) and personal characteristics (John & Srivastava, 1999). Farrukh et al. (2017) believed that those elements cause the employees to be committed to the organizational change.

Moreover, this study examines the key factors that might influence employees' commitment to change thereby internal communication. Communication is crucial for the implementation of organizational change effectively (DiFonzo & Bordia, 1998; Schweiger and Denisi, 1991). Unfortunately, communication that managed poorly causes the rumours and resistance to change that it could stimulate other negative factors to change (Difonzo et al., 1994; Invernizzi et al., 2012; Kitchen and Daly, 2002). People who affected by change seek certainty and security through sincere and frequent information that related to change. Inappropriate or ineffective communications led to cynicism whereby the

employees hesitantly trust the leaders' messages, instructions and commands that cause to the change drawbacks (Gilley et al., 2009). An effective and excellent communication plan is considered to be a fundamental factor in the organizational change success whereby at the same time it plays an important role in decreasing uncertainty, conducting change readiness and in increasing employees' commitment (Armenakis and Harris, 2002).

As studied before, the leadership factors indeed affect the employees' commitment to change (Gelaidan, 2011; Lo et al., 2009; Walumbwa & Lawler, 2003). A number of studies has proved that there is a significant relationship between leadership styles and employees' commitment to the organizations (Bass & Riggio, 2006; Kark & Shamir, 2002; Koh, Steers & Terborg, 1995). Likewise, numerous studies had discovered the significant impact of leadership behaviour on the organizational commitment (Dale & Fox, 2008; Gelaidan, 2011; Lok & Crawford, 2004; Yiing & Ahmad, 2009; Yousef, 2000). Nevertheless, there is still a lack of evidence on the link of leadership styles and the employees' commitment to change to certain change initiatives (Herold et al., 2008). The role of leaders apparently influences the level of commitment among employees in organizations (Chen, 2004; Dale & Fox, 2008; Lok & Crawford, 1999; 2004; Rowden, 2000).

Furthermore, Xenikou and Simosi (2006) believed that organisational culture could utilize a considerable effect on the organizational performance and commitment. Organizational culture employed the significant impact on the organizational performance and commitment that resulted the organizational outcomes (Lok & Crawford, 2004). A number of studies examined the relationship between organizational culture and organizational commitment that have shown the significant correlation among them (Demir & Öztürk, 2011; Gülova & Demirsoy, 2012; Lok & Crawforld, 1999; Silverthorne, 2004; Yiing &

Ahmad, 2009; Yildirim, Acaray, & Candan, 2016). However, the impact of organisational culture on the individual factors and commitment to organizational change should be examined further.

2.5 Personality Traits

Numerous studies have been discussed the importance of personality traits. There are some pros and cons regarding it. The dynamic characteristic of personality traits somehow cannot be underestimated. Personality traits as human resource practices was associated to link with employees' attitude within organizations (Aryee, Budwhar & Chen, 2002; Kumar & Kamalanabhan, 2005). Some of the factors was the role of testing personality in employees' recruitment and practicing the various assessments in the organizations (Sear & Rowe, 2003). Apparently, although it is used for either organizational development or in making decision processes, it also can be applied in multiple levels analysis despite of its common perspective as only individual variable (Church et al., 2015).

Although there are so many literatures discussed the various dimensions about personality traits (Aaker, 1996; Allport, 1937; Coon & Mitterer, 2010), but still the Five Factor Model (FFM) is believed become the most appropriate model to assess human's behavior in workplace in any places, cultures and times (Agyemang et al., 2016; Barrick & Mount, 1991; De Raad, 2000; Digman, 1990; Judge, Heller, and Mount, 2002; Peabody & Goldberg, 1989; Tang et al., 2016). FFM consists of five traits such as openness, extraversion, conscientiousness, agreeableness and neuroticism. FFM was proved to be one of the most FFM of personality traits were studied and conceptualized by Goldberg (1992)

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and McCrae and John (1992) but it actually was introduced by Thurstone (1934) firstly. FFM has been applied in various organizational programs such as emotional intelligence (Vakola, Tsaousis, & Nikolaou, 2004), selection (Moy & Lam, 2004), performance (Barrick & Mount, 1991) and also organizational change (Vakola et al., 2004).

Personality traits define as psychological systems of viable organization that develop people's characteristic pattern of feeling, thoughts and behavior (Allport, 1961; Kassin, 2003). Personality traits become one of the main factors that affect human behavior due to its impact in controlling how people react to change (Tommasel, Corbellini, Godoy, & Schiaffino, 2015). People's behavior, cognitive and affective responses to the organizational change were determined by their personalities (Smollan, et al., 2010; Weiss & Cropanzano, 1996). These characteristic patterns determine their feeling, thought and behavior to commit to change. Various models of personality were created to explore the tendency or repulsion for change (e.g., Bareil, Savoie, & Meunier, 2007; Digman, 1990; McCrae & Costa, 1987; Wanous, Reichers, & Austin, 2000).

In the last two decades, FFM has been evolved into one of the most established frameworks extensively that elaborate the most significant factors of individuals' personality (Digman, 1990; Judge et al., 2002). According to Judge et al. (1999), FFM facilitates all personality traits that can be concluded into five main factors such as agreeableness (cooperative vs competitive), extraversion (sociable vs introverted), neuroticism (emotional stability vs instability), openness to experience (intellectual curiosity vs preference for routine) and conscientiousness (organized vs careless). A study by Farruk, Ying and Mansori (2017) have reported that there is a correlation between personality traits and organizational commitment. FFM has been proved to have a significant link to job-related behaviors and

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attitudes (Barrick & Mount, 1991; Judge et al., 2002; Tett et al., 1991). Past studies found that the link between extraversion, neuroticism and conscientiousness to the organizational success that leads to the commitment to stay in the organizations (Judge, et al., 1999; Morrison, 1997). Moreover, personality traits have been found to have relationship on employees' job satisfaction significantly according to recent studies (Farrukh, et al., 2016; Kiarie, et al., 2017).

Personality traits are one of the significant factors that basically placed the affective, cognitive and behavioral actions of employees to the organizational change (Smollan et al., 2010). Openness to experience as one of facets from FFM portrays the adaptation to change virtually (McCrae, 1994). Next, the high extraversion employees tend to enhance the useful impact and ensure their opinion about change is known. On the other hand, employees with high neuroticism ten to be stressed over change and feel anxious about it. The agreeableness and conscientiousness employees tend to display positive intentions in accepting change and perform their best performance to make the change successful.

 A study by Vakola et al. (2004), positively found that there are relationships between support to change and agreeableness, conscientiousness, extraversion and openness to experience but there is a negative correlation with neuroticism. Moon, Kamdar, Mayer and Takeuchi (2008) have found that conscientiousness traits are linked to taking charge that indicates an initiative to execute the change. On the other hand, Brennan and Skarlicki (2004) reported that conscientiousness to be an influential factor of employees who involved in downsizing change to survive and to continuously perform their jobs.

2.5.1 Extraversion

Past literatures examined the relationship between extraversion with job performance and organizational commitment (Chu et al., 2013; Erdheim et al., 2006; Kumar & Bakhshi, 2010; Oentoro, Popaitoon, & Kongchan, 2016). The high extraversion employees are assertive, talkative, sociable and energetic (Barrick & Mount, 1991). These individual characteristics grasp the experience they have received to help them evaluate the jobs by establishing the cognitive bias (Naquin & Holton, 2002). Extravert employees could develop more social network rather than the introvert ones because they are socially more active (Erdheim et al., 2006; Zimmerman, 2010).

It was expected that the high extraversion individuals could construct more social network to other companies (Zimmerman, 2008). These personality traits are able to gain more alternative in terms of job employment vacancies rather than the introvert people (Watson & Clark, 1997), at which it causes them to find another jobs or companies once they feel it would be the better options for them. An empirical study found that the extravert individuals are more ambitious to pursue a higher level of networking activities (Eckhardt et al., 2016). Employees with the high extraversion traits constantly look for a better opportunity for their career as well as to get the recognition (Costa & McCrae, 1992). If they can grow themselves in their current company, they will be devoted and committed to their company. Instead, if they feel the opportunity from other companies would make their career to have a better future, they will agree to find another companies.

2.5.2 Agreeableness

Agreeableness employees tend to be compassionate to their peers (Greenberg & Baron, 2007; He, Wang, Zhu, & Harris, 2015). The agreeable individuals pay attention to the quality of their relationship with others through prioritizing the trust and cooperation (Judge et al., 1999). These kind of employees possess a strong tendency to be more cooperative, compliant and altruistic (Costa & McCrae, 1992; Organ, 1994). Agreeable employees tend to be loyal and perform to the desirable goals once they gain trust to their companies. Moreover, these individual characteristics significantly correlated to the high job satisfaction, good team performance as well as high job performance (Judge et al., 2002; O'Neill & Xiao, 2009; Strang & Kuhnert, 2009).

A study by Morrison (1997) has found that there is an association between agreeableness and organizational commitment. Likewise, a study by Choi et al. (2015) has stated that there is a positive relationship between agreeableness and affective commitment. Among the facets of high score of these characteristics are courteous, naturally forgiving, and flexible when dealing with people. These people are good in maintaining the existing job, yet cannot be in charge to undertook or to initiate the change programs (Antonioni, 1998; Jalil, 2011). These type of employees expect the companies to equally treat them as what they have given to their companies, at which it leads to the consistent support and benefits from their companies (Costa & McCrae, 1992) whereby it was somewhat difficult when there is a change in those companies.

2.5.3 Conscientiousness

Conscientiousness was known as one of the most stable predictors of personality traits that assess the employees' job performance (Barrick & Mount, 1991; Hurtz & Donovan, 2000). These personality traits tend to strive for achievement and competence as well as display the self-discipline to themselves (Greenberg & Baron, 2007). Raja et al. (2004) studied that the employees who have high conscientiousness tend to commit to their organizations because they concern to develop a long-term relationship with their companies. Conscientious employees are dependable and more persistent due to their extra efforts to work and they push themselves to give a better performance to their companies (Neal et al., 2012).

A study by Organ and Lingl (1995) has found that conscientiousness significantly related to a generalized job involvement tendency. Typically, conscientiousness employees tend to involve in and engage with their companies whereby they likely to be committed to the organizations affectively (Farrukh et al., 2017). Likewise, previous scholars also found that there is a positive association between conscientiousness and affective commitment (Choi et al., 2015; Matzler et al., 2011). Among various characteristics of conscientiousness people such as hard working, perseverance, and achievement-oriented (Ciavarella et al., 2004; Digman & Takemoto-Chock, 1981; Peabody & Goldberg, 1989). Therefore, most of conscientiousness employees tend to be more loyal and follow the change initiatives in their companies.

2.5.4 Neuroticism

According to previous personality antecedents by Costa and McCrae (1988), Judge et al. (1999), similar to extraversion traits, neuroticism is one of the significant traits among other traits in personality psychology. These traits tend to experience the negative emotions such as low-confidence, anxious, excessively worried, pessimism, depressed in nature (Bozionelos, 2004; Costa & McCrae, 1992). Due to their negative behaviors and attitudes in the work field, it was identified as core source of negative affections in the past studies (van den Berg & Feij, 2003; Wong et al., 2015). Costa and McCrae (1992) revealed that people high in neuroticism are agitated, anxious and naturally discouraged. Neurotic people frequently fill in as poor group entertainers, tend to be subversive and view the requirement for change adversely (Mowen et al., 2007; Vakola et al., 2004).

Regarding working results, neuroticism has been adversely identified with career path, job performance and inspiration (Judge and Ilies, 2002; Costa, 2002). As a general rule, their poor exhibitions are caused by low employment fulfillment (Judge, Heller and Mount, 2002). These personality characteristics might feel anxious to face the new environment that lead them to get the tough work experiences when negative moments occurred in their current jobs (Erdheim et al., 2006). In addition, these traits likely change their environment to find the security. Raja, Johns and Ntalianis (2004) proved that neurotic people tend to dislike tough situations that required long-term commitment, trust, initiative skills, social skills. It can be said that high neurotic employees likely regarded as low committed employees and would mind to participate in change programs.

2.5.5 Openness to Experience

Homan et al. (2008) assumed that the employees who display the openness traits influence their various team of performance. These kind of people possess for autonomy and tend to be adaptive, innovative and support to change as they likely excited to new experiences (Costa & McCrae, 1992). They tend to develop the good relationship interpersonally with their peers and actively participating in decision making process (Nikolaou, 2003; Mowen et al., 2007; O'Neill & Xiao, 2009; Strang & Kuhnert, 2009). Nevertheless, the openness employees unlikely committed to their current company due to their enthusiasm on the new experiences. Dragoni et al. (2011) discovered that openness employees only focused on the rewards from their new organizations without rethink the consequences when they leave their existed company.

Previous literatures have proved that openness to experience significantly associated to turnover, work drive and career discovery (Boudreau et al., 2001; Lounsbury et al., 2003; Mayende and Musenze, 2014; Salgado, 2002; Sarwar et al., 2013). They preferred challenges in their workplace that could triggered them. Openness personalities need participative leadership and correlated conflict management (Antonioni, 1998; Stevens & Ash, 2001). Although they are good in job performance (O'Neill & Xiao, 2009; Strang & Kuhnert, 2009) and excited about the new environment and autonomy (Costa & McCrae, 1992), yet they less likely commit to the change initiatives on their current job.

2.6 Internal Communication

The discussions related internal communication have been more appealed in the beginning of twentieth century. Communication is another dimension that related to the successful organizational change. Communication is required to adapt with the change processes by those that are affected (Bull & Brown, 2012). Without the effective employee communication, change is barely possible whereby it was ignored by most of companies. Communication is well known to establish change readiness, to decrease uncertainty and apparently as a crucial factor in obtaining commitment (Armenakis et al., 1993; Klein, 1994). According to Simoes and Esposito (2014), communication that aligns with the change gains commitment among employees by decreasing their tendency to resist the change. The relationship between communication and organizational change have been attracted the attention of previous researchers on the last decades (Johansson &Heide, 2008).

In raising awareness among employees on the necessity of change and creating a sense of belonging for sustainable and cohesive attempts to change are the importance of communication itself (Sundstro & Annika, 2009). Jalil (2011) studied that internal communication hypothesizes the direct relationship with commitment to change among employees in strengthen their sense effectively. Likewise, several previous studies have stressed on the importance of communication role in change processes (Ford & Ford, 1995; Kotter, 1996; Lewis & Seibold, 1996; van Vuuren & Elving, 2008). Even Lewis (1999) boldly stated that there is inseparably linked processes between communications and organizational change. The strong interest regarding internal communication due to the enhancement of a complex and modern organizations and the information technology used

by companies to communicate and to interact with their subordinates (Bélanger & Watson-Manheim, 2006; Byrne & LeMay, 2006; Turner et al., 2006). The sense of disequilibrium with the current status quo will be increased with an effective internal communication (Raineri, 2011). Instability of current performance mandates change, need to be communicated timely and transparently to stakeholders; particularly the employees. Without a proper and adequate communication, it might make harder or irresponsible to execute the change plan, such as through the policy plan (Lai & Ong, 2010).

Lai and Ong (2010) further stated that to increase employee consciousness, the organization should help the employees to understand that the status quo is undesirable. This can be done in formal or informal communication within departments or organizations (Raineri, 2011). Previous studies showed a good communication reduce employee's feelings of inertia, and provide them with the considerate that the change is imperative. Furthermore, it helps employees change their conceptual as well as the emotional viewpoints on their current status quo (Buchanan et al., 2005; Lai & Ong, 2010). In support of this, Holt et al. (2007) suggested a more comprehensive approach including structured communication process to staff on compelling reasons for the intended change, the enablers and intended outcome. When adequate communication is deployed to employees, they will be more likely to understand and will resonate the idea of the insecurity of the current status and further open their mind. Communication is necessary to provide salient information and to insist the employees on doing something better. Communication will also promote sense of belonging among employees which is crucial to foster commitment and cohesiveness among employees (Raineri, 2011).

Sundstro and Annika (2009) have stated that the employees tend to respond to the change when they correlate their involvement (e.g. a sense of belongings or commitment) for the sake of organization's future through the interaction within organizations that provided discussions on the need of change. a number of literatures have proved that the need to facilitate the communication during change process enables the employees to grasp the reasons further why the organizations should adapt to change (Dutton et al., 2001; Lewis et al., 2006). Communication is pivotal to the urgency of changing from the present state to the future state (Bordia et al., 2006; Kotter, 1996a; Martin et al., 2006; Meyer et al., 2006). For instance, open conversation as a part of internal communication triggered the awareness to the need of change as management effort to endorse the change program within organizations. Blanchard and Stoner (2004) stressed that internal communication ought to be continuously proceeding to enable the employees follow the desirable change. Communicating the commitment and urgency to support the change programs is significant scenarios in any organizations (Johnson, 2009). Therefore, it was believed that communication intensively enhances employees' awareness to embrace the change.

2.7 Leadership Styles

Studies in the past decades have proved that the phenomenon of leadership eventually determines the success in any organizations (Kumar & Kaptan, 2007; Lussier & Achua, 2007). Burns (1978) is one of the scholars who discovers about the leadership styles such as transformational leadership and transactional leadership. Weber (1947) supported that leaders applied two fundamental personalities such as transformational and transactional leadership. He believed that transformational leaders adjusted charismatic leadership and

transactional leaders adjusted bureaucratic leadership. Both leadership styles are proved to have correlation to the organizational change (Abrell-Vogel & Rowold, 2014; Afshari & Gibson, 2016; Holten & Brenner, 2015; Jabeen, Behery, & Elanain, 2015; Nguni, Sleegers and Denessen, 2006; Yahaya & Ebrahim, 2016). Although both leadership styles are different from one to another, but transactional leadership complement the basic transformational leadership (Avolio, 1999; Bass, 1985;1999). Hence, both leadership styles are apt to deal with the organizational change (Bass & Riggio, 2006; Eisenbach et al., 1999).

2.7.1 Transformational Leadership

A number of studies have proved the importance of transformational leadership as one of the prominent theoretical frameworks among leadership styles for its positive and significant impact on the employees' performance, motivation, satisfaction and commitment (e.g., Bycio et al., 1995; Ivey & Kline, 2010; Jung & Avolio, 2000; Kane & Tremble, 2000; Lowe et al., 1996). Its popularity as the most innovative leadership behaviour could altering or managing the employees' needs to the greater levels of consideration for the company's development (Avolio & Bass, 1988; Bass, 1985). Moreover, transformation leadership was well known as its flexibility that it can easily applied in any conditions of organizations (Judge & Piccolo, 2004) as well as its versatility on various cultures (Den Hartog et al., 1999).

As a result, transformational leadership was proved to be the most effective for certain aspects such as organizational commitment, extensive attempts, objective organizational

success, employees' satisfaction and effectiveness (Judge & Piccolo, 2004; Lowe et al., 1996; Rowold & Heinitz, 2007). In addition, Nguni, Sleegers and Denessen (2006) investigated the effect of transformational leadership among primary schools. They stated that transformational leadership has a significant impact on the teacher's organizational commitment. They asserted that the forms of transformational leadership should be the capacities and commitment of organizational stakeholders from its main concerns.

This type of leadership focused on the self-improvement and individual interests of the employees (Yahaya & Ebrahim, 2016). Transformational leaders assert the significant of valuing and appreciating the employees (Stone et al., 2004). According to Hawkins and Dulewicz (2009), transformational leadership is a crucial element in successful organizational change and increase the organizational performance. They investigated the correlation of leadership styles, emotional intelligence and organizational performance. Moreover, transformational leadership can be seen as well as a method to awaken the company's needs of change to a higher development and motivation (Bass, 1978). Likewise, he explained that this leadership style leader as an agent who empower the employees to create missions, achievements and collect goals in the process of change implementation. Transformational leadership highlighted how the leaders should behave through their charisma, concern on the employees' needs, and improve the employees' problem-solving skills to achieve beyond the desirable goals for the employees (Bass, 1985; Bass & Riggio, 2006). Transformational leaders stressed on the employees' behaviours that influence their behaviours to the organizations whereby it can alter the original values, attitudes, and beliefs of the employees (Bass, 1985;1990a).

According to Dartey-Baah (2015), transformational leadership personifies as the appropriate leadership style among others that was wanted by most of leaders in any organizations. This is due to the crucial effect on the organizational effectiveness such as organizational performance individually or group (Dvir et al., 2002; Garcia-Morales et al., 2012; Lai et al., 2011; Wang et al., 2011) as well as the job satisfaction among employees (Ngadiman et al., 2013; Voon et al., 2011). Likewise, Kavanagh and Ashkanasy (2006) have studied that there is a link between transformational leadership and supportive cultural change among employees whereby they perceived that leaders ought to be competent in order to achieve the strong commitment among employees to change. Furthermore, Warrilow (2012) defined transformational leadership as "creates positive change in the followers whereby they take care of each other's interests and act in the interest of the group as a whole" (p.356).

A study by Svendsen and Joensson (2016) asserted that transformational leadership defined as the significant antecedent of change that comprises into four characteristics such as inspirational motivation, idealized influence, individual consideration and intellectual stimulation (Bass & Riggio, 2006; Detert & Burris, 2007). Transformational leaders individually interact with the employees during change program and might expressed and encouraged moral behaviours by being a good listener (individual consideration). And then these leaders also push the employees to see the things from different perspectives and stimulate their critical thinking during change process (intellectual stimulation) so they can gain the innovative ideas from the employees. Lastly, the transformational leaders empower and encourage the employees to perform for the target of organizational change (idealized influence and inspirational motivation) and enhance the employees' motivation

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to push their ultimate potentials to achieve the goals (Bass, 1985; Detert & Burris, 2007; Liu et al., 2010).

2.7.1.1 Idealised Influence

Idealized influence behaviours put more attention to the employees' needs above the leaders' needs (Bass et al., 2003). Their charisma affects the employees' emotions, provides a clear vision, promotes success and risks with the employees. It has been elaborated by Bass (1990a) that these leaders share a sense of mission and a vision with the conviction and determination while at the same time provide the innovative solutions for radical and critical issues. Hence, the employees voluntarily admire and want to imitate their leaders as their role models (Bass et al., 2003). Leaders with the idealised influence are able to connect with the employees spiritually and to persuade others (Yahaya & Ebrahem, 2016).

Nevertheless, these leadership behaviours are more than a mere charisma whereby according to some scholars such as Avolio and Bass (1988), Howell and Avolio (1993), and McClelland (1975) assumed it as personal charisma that direct to the admiration, at which it was not similar with the transformational leadership. This is due to the personal charisma is not sufficient to encourage the employees or the others in improving themselves. These kind of behaviours are correlated to the leaders' ability to be an idol for their employees to sincerely lead the way (Bass, 1985; Bass et al., 2003) and the charisma (Bass, 1985; Gill, 2006). Idealised influence is only applicable when the leaders earn the

respects, commitment, faith and trust from their employees as well as when the leaders convinced the employees to execute the missions.

A study by Ismail et al. (2010) has proved that the charismatic leaders referred to behaviours that full of determination, persistence and goals-oriented. They believed that these leaders take responsibility personally and display moral behaviour and standards highly. It was supported by Kirkbride (2006) who also stated that the idealized influence leaders are the typical "role model" leaders who inspire and display moral values to their followers. The typical "role model" leaders disclose uncommon specific characteristics or "charisma" and also exhibit particular moral behaviours. For instance, this leadership behaviour allows leaders to sacrifice for their team and exhibit positive moral behaviours to their employees that make them being respected and admired by their team (Gardner & Avolio, 1998; Yammarino, et al., 1997). The strengths of this type are the ability to portray the strong vision and missions to their followers as the attempts to increase the employees' trust, respect, confidence and pride (Weber, 1947).

As role models, the idealized influence leaders reinforce the figure of competences, endorse shared values and vision, increase the enthusiasm among employees and arouse their feelings (Bass, 1985). He then added that these leaders have peculiar traits such as high self-esteem and self-confidence whereby these traits allow the employees to fully committed to their works and put the extra attempts to achieve the goals (Bass, 1985; Gill, 2006). Therefore, these positive traits of charismatic leaders would motivate the employees to be more loyal and committed to the organizations and devoted to any organizational change programs.

2.7.1.2 Inspirational Motivation

A study conducted by Ismail et al. (2010) stated that inspirational motivation correlated to leaders' persuasive future targets continuously of organizations that were defined as valuable and outdared towards employees' works and their personal goals. Inspirational motivation leaders encourage their employees to work intensively so that committed to their job and could fulfil the organizational goals. Yulk and Van Fleet (1982) expressed these leadership behaviours as "stimulate enthusiasm among subordinates for the work of the group and says things to build their confidence in their ability to successfully perform assignments and attain group objectives" (p.90). Inspirational leaders inspire and motivate the employees by involve in practical places in order to build the attractive vision statements, boost the employees' goals and inspire their needs and spirits (Bass & Avolio, 1994).

Moreover, these leadership behaviours display commitment in pursuing the goals and furnish a practical point of view in the future. Kirkbride (2006) indicated that the inspirational leaders amazingly able to motivate their followers to perform into the ultimate performance. He then added that these kind of leaders strive forwards to the future vision in a compelling and exciting manner articulately. These leaders are able to pamper their employees professionally and they also are emotionally stable to overcome the issues happened within the organizations due to their experiences (Dubinsky et al., 1995). Thus, these leaders are able to inspire and transform their employees beyond how things could happen in unpredictable ways. Influence motivation and inspiration are commonly assembled in groups to shape the inspirations of the charismatic leadership style (Bass, 1998). Hence, transformational leaders focused on the needs and factors that affect the

development of their employees, assist them to develop themselves in various ways and capable to inspire achieving the goals (Armandi, Oppedisano, & Sherman, 2003).

In addition, Bass (1990b, 1997) added that the motivation given by transformational leaders appear when the employees could have expressed and increased their enthusiasm and optimism. Likewise, these leaders stimulate the spirits among their employees by giving a meaningful inspiration to their work and encouraging the employees to chase the good opportunities in the future (Bass et al., 2003). The leaders enhance the group spirit among employees and encourage the employees to achieve the goals beyond their limits (Northouse, 2007). It was believed that the inspirational leaders linked to the ability of leaders to establish and to express the visions in how it can inspire the employees to increase their loyalty and commitment (Hoyt et al., 2006). Those kind of leaders motivate and inspire the employees by communication an understandable vision, managing either the personal or the organizational goals and regard the issues as the chances to learn (Gill, 2006). Most of these type of leaders was believed to place the exceeded expectations towards their employees. It can be said that when leaders face the unpredictable organizational change, they could rely on their employees due to their motivation to whatever change programs should be done for the sake of organization's survival.

2.7.1.3 Intellectual Stimulation

Intellectual stimulation has been referred to by Bass (1985) as a leader who triggers the employees to challenge their own mind set or faith and creatively to solve the problems. It is really possible to assist the employees in establishing their capacities and capabilities to change as well as their ability to conquer the continuous improvement and solve the issues

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as transformational leaders. According to Avolio and Bass (2004), through accentuate the utilisation of innovative ideas and intelligence, meticulous problem solving and logical mind set, transformational leaders could build the supportive working environment or situations while inciting the withstanding, rethinking and re-evaluating the assumptions. Hence, Bass (1999) believed that transformational leaders attempt to drive new methods in order to replace the old methods and exist problems by challenging the employees' personal beliefs and opinions.

These leaders' behaviour commonly has seen as the leaders' action to improve the employees' ideas and innovations in controlling their tasks and duties whereby the employees were being challenged to discover ways they doing things and to occupy the outdated practices and principles (Ismail et al., 2010). Intellectual stimulation type refers to the characteristics that endorse the participation among employees and this type also was considered as one of the significant characteristic of transformational leadership. Kirkbride (2006) explained that these leadership behaviours fundamentally involve stimulating activities of employees by leaders to think out of box to solve the issues for themselves and to improve their own skills. Interestingly, he also said that this transformational leadership behaviour is popular among the parental methods that is used by parents to their children but apparently less frequent among organizations, at which the leaders prefer to be direct to their employees. These transformational leaders focused more on the employees' ability to acknowledge and to respond to the various interests, issues, and motivations as well as the effort to solve it (Bass & Avolio, 1994).

These type of behaviour firmly triggered the employees' attempts to be more creative and innovative into digging the difficult issues and assumptions, overcoming problems and

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transforming the old-way situation into the new approach. Hence, these transformational leaders improve the ideas among the employees and provides an opportunity to them by contributing the issues that occurred in the companies (Stone, Robert, & Kathleen, 2004). Amazingly, these leadership behaviours push and encourage their employees to try new methods while asserting the logics, yet they try to encourage the employees to be more ready and more innovative to create new methods (Bass, 1990b).

2.7.1.4 Individualised Consideration

Bass (1985) stated that one of the most crucial factors regarding the relationship between leaders and followers is the characteristic to consider the followers. Kirkbride (2006) perceived the individualised consideration is the first behaviour of transformational leadership and one of the significant characteristics of it. The relationship among them is not solely strict to the work, instead it was beyond the exchange factor. The individual consideration behaviour aims to a higher level to undertake the leaders' goals and enhances the extra attempts and satisfaction (Avolio & Bass, 2002). This leader behaviour has an authentic attention to the employees' individual self-interests, personal development and employees' perspective (Bass & Avolio, 1994; Hot et al., 2006; Limsila & Ogunlana, 2008).

There is an exchange delegation in this individual consideration between leaders and employees. The works and efforts of employees were appreciated by the leaders and at the same time, the leaders trust their employees to execute their responsibilities by delegating them as a way to improve the employees' personal development (Yahaya & Ebrahim, 2016). This type of behaviour encompasses the leaders' teaching and mentoring skills to

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employees individually to the importance of their growth, achievement, performance and personal development. The leaders give the employees the worthwhile output and act as their coaches or trainers (Bass et al., 2003; Gill, 2006; Sadler, 2003).

According to Ismail et al. (2010), this leader's characteristic was perceived as an attention the employees' needs intensively as well as the personal development needs of employees to provide the training opportunities for the employees' development to grow and to change in the supportive environment. These transformational leaders acknowledge and apply the approval of the employees and individual distinctiveness in terms of their interests and desire (Stone et al., 2004, at which these leaders have shown attention to their employees, pampered them as individuals, have listened to their ideas and issues and get to know them better. Moreover, Bass (1990a, 1997) stated that these leaders facilitate them with particular concerns and then make them feel valued and appreciated. Many scholars have shown that the leaders who have revealed these behaviours are able to upgrade their employees' values and targets, to endorse both personal and organizational change and assist them to solve the early expectation of performance (Avolio Bass, 2004; Jung & Avolio, 2000).

2.7.2 Transactional Leadership

Transactional leadership ascertains that in exchange process of behaviour has shown, this type of leader provides punishment and reward in return as consequences of employees' performance and efforts (Burns,1978). Unfortunately, although transactional leaders focused on the company's goals and finished the tasks but they tend to unlikely pay attention to the need within their companies (Avolio, 1999). According to Bryant (2003)

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transactional leadership have three main types: 1) contingent reward whereby the leaders get the rewards after achieving the goals by working together with their team; 2) active management by exception whereby the leaders exchange the rewards to their employees and promise the rewards based on the efforts and performances of their employees, 3) passive management by exception whereby the leaders who passively challenged their employees but respond their employees by giving the rewards who have the immediate self-interests. The transactional leaders rely the efforts and performances on the management by exception and contingent rewards. it can be said that these leaders set up the company's expectations based on the rewards and purposes (Bryant, 2003). Moreover, these leaders included the basic aspect that connected the leaders and followers by transaction or exchange.

In addition, Bass (1985) asserted that the transactional leaders ensure the tasks are achieved on the expected time through providing material rewards as well as contingent personal rewards and monitoring employees' performance as their typical behaviours. In dealing with the employees, the charisma that was revealed in the transformational leadership is not sufficient to ensure the employees to achieve the specific goals (Nadler & Tushman, 1990). The facets of transactional leadership such as controlling the organizational performance, accounting the company's missions, and also adjusting the punishment and rewards are the ones to achieve the goals and to boost the effective organizational change. Burns (1978) surprisingly found the distinctive evidence regarding transformational leaders and transactional leaders. He stated that basically the relationship between the followers and leaders is conservatively transactional and formal. The transactional leaders approach their employees for the sake of interest that benefited for the companies and in

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exchange the employees achieve the desirable outcomes such as giving the jobs as an exchange for leaders' votes or employees' subsidies as an exchange for leaders' campaigns. On the other hand, transformational leaders lead through their employees' potentials. They notify and encourage the existing needs of their potential employees. They farther discover the latent motives and potential abilities of their employees in order to ultimately engaged with them and gain their commitment. As a result, the transformational leaders expand the mutual relationship among both of employees and leaders that can alter the employees into leaders and the leaders into the change agents.

Nevertheless, transactional leaders are significantly affect the companies during organizational change as well as transformational leaders (Nadler & Tushman, 1989). Although transactional leaders are defined as a more technical leadership style but these type of leaders could establish the reliable platform whereby the leaders could energetically cooperate with their employees in executing change program. The accelerating and rewarding nature of transactional leaders indeed strengthened the particular behaviours of their employees such as delivering information and elaborating personal effects (Holten & Brenner, 20115).

The particular facet of transactional leaders was placed on their specialty in providing the contingent reinforcement based on the employees' performance (Jabeen, Behery, & Elanain, 2015). They motivate their employees based on the technical economic transactions from revealing the employees'' personal needs (Men & Stacks, 2012). Generally, transactional leaders applied the power, authority, policy and bureaucracy to maintain their existence whereby this type also well known as authoritative leaders (Bennett, 2009). Vecchio, Justin and Pearce (2008) identified that in describing the

specific criterion variance, transactional leadership had a more powerful role rather than the contribution of transformational leadership. Likewise, the transactional leaders have the impact on both individual and organizational levels (Yukl, 2006).

Bass (1985, 1990) asserted transactional leaders to be low-key method to lead the change by recommending that this leadership style includes many aspects that are focused on the current situation and have their own interest to maintain their status quo as going against to transform the companies and to execute the change. These type of leaders deliver a practical and functional relationship between leader and follower that is crucial to simplify the trade of potential needs and valuable resources. Burns (1978) added that the relationship between transactional leaders and employees are based on the benefit and cost matters whereby the leaders consider on settling the transactions that encompassing the mutual rewards and promises. Commonly, the dimensions of the transactional leadership concern on the trade among one to another whereby an individual's interests are placed in the form of reward that only happen when the objectives of the company are provided by the leaders are accomplished successfully. The dimensions of the transactional leadership comprise on the contingent reward or reinforcement, active management by exception and passive avoidant behaviours or passive management by exception.

One of the leadership experts, Bass (1990) highlighted the differences of the three of the transactional leadership behaviours. Firstly, the behaviour of the leaders that prioritize the rewards and punishment as the accomplishment of employees' efforts and achievement to the specific desirable goals of the company was called the contingent rewards. Secondly, the behaviour of the leaders whereby the leaders observe the faults and flaws of their employees to perform and to achieve the goals then initiatively fix it and help the

employees to get the rewards was called active management by exception. Lastly, the passive management by exception behaviour was more possible to take action when the problems or issues occurred on the management, the rewards were given when the problems are solved. The more detail explanations are explained in the next section.

2.7.2.1 Contingent Reward

This type of transactional leadership focused on clarified job tasks the expectations from the subordinates (Bass, 1998). Contingent reward asserted a clear relationship between leader and follower with the obvious mutual outcomes (Densten, 2006). According to Kirkbride (2006), continent reward was defined as a classic transactional leadership style, at which the leaders determine the clear goals, targets, and objectives transparently or conclusive on how rewards could be expected for successful achievement. On the other hand, Bass (1985) perceived continent reward based on the contingent reinforcement that can be negative or positive whereby it can be conducted by providing rewards, compensations or bonuses among employees' salaries whenever the employees perform the targeted goals.

Previous scholars believed that contingent reward is related to organizational commitment (Meyer & Herscovitch, 2001; Walumbwa, et al., 2008). The reason behind employees' commitment in organisations is because the existence of contingent reward that provided in exchange for their works. It can be said that the employees were obliged to show their dedication to perform well to achieve the desirable outcomes in order to return the favour (Afshari & Gibson, 2016). The commitment among employees were increased when they are required to stay in their companies as resulted from their contingent reward

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transactional leaders. Hence, as a consequence of contingent reward, the employees are likely attached to their companies through organizational commitment (Meyer & Allen, 1991). In addition, Zagorsek et al. (2009) specified that the active leaders concerned more to the job duties by providing the employees with psychological or material contingent rewards to fulfil the contractual duties.

However, the touch of transformational leadership is also needed to motivate the employees perform better than the expected so that they can get the contingent reward (Kirkbride, 2006). It was supported by Avolio & Bass, 1988) who agreed that the effective contingent reinforcement coild be applied by mixing the transformational leadership behaviour. The terms of contingent reward are not necessary money or monetary bonuses because not all leaders are able to grant the financial rewards. Instead, the leaders could offer non-financial rewards to their employees either the tangible rewards such as extra-holiday, time-off, extra maternity leaves, etc. or intangible rewards such as recognition, appreciation, compliments, etc. If the target was fulfilled successfully, the active leaders provide the contingent rewards at the required level as well as monitoring the employees' performance and granting the rewards or recognitions if the goals are met or beyond it. As a result, the employees would feel obliged to commit to the companies if they see the merits from the companies so that they can smoothly perform based on the objectives and goals that are required (Herscovitch & Meyer, 2002).

2.7.2.2 Active Management by Exception

This type of transactional leadership behaviour allows the active leaders to monitor their employees and to correct their actions when needed in order to ensure that the works are

done effectively (Bycio et al., 1995; Walumbwa et al., 2005). This type of characteristic occurs when a system of monitoring errors and gaps actively employed by leaders in accepted performance and leaders take corrective actions (Bass & Avolio, 1990). This active management by exception only tends to execute performance of a moderate standard even when it was done well (Kirkbride, 2006).

This type of leadership behaviour was considered negative transactional leadership because the leaders only provides the corrective actions and monitors the deviations from norms. Kirkbride (2006) stated that this characteristic has the precise and comprehensive monitoring and control systems to supply the early warning system for those issues. He then asserted that the employees who followed this kind of behaviour are tend to prevent mistakes by conceal it. According to Zagorsěk et al. (2009), this leadership behaviour requires leaders with meticulous observation actively that ensuring the fulfilment of the standards as their goals. Nevertheless, these active leaders negatively related to creativity and innovation within companies.

2.7.2.3 Passive Management by Exception

Conversely, passive management by exception only wait until the problems occur before intervening. It means the leaders only pay attention to their employees when the corrective actions were determined importantly. Hence, when the leaders monitor or evaluate the employees' performance, there are no preventive efforts or attempts taken (Bass & Avolio, 1990). Zagorsěk et al. (2009) asserted that this leadership behaviour happens when leaders only wait until the mistakes or problems occurred to initiate the actions that have taken

their attention whereby the leaders were failed to interfere until the problems become worse. This type of behaviour tends to have a poor performance monitoring systems and overall wide performance acceptance range (Kirkbride, 2006).

This type of transactional leadership behaviour allows the employees to carry out their works by giving them the supervisory space whereby when there are issues of unfulfilled performance standards then demand the interventions (Dartey-Baah, 2015; Dumdum et al., 2002). The contingent punishments and other corrective actions to respond to the real deviations from acceptable performance standards are used by the passive leaders (Yammarino et al., 1997).in addition, Kirkbride (2006) believed passive management by exception defines the actions or attentions were taken to the exceptional cases rather than the normal circumstances. Generally, this type of leaders relatively become somewhat laissez-faire in abnormal circumstances that take actions when mistakes are made, problems occurred and deviations from standard are noticeable.

2.8 Organisational Culture

The success in a firm has been determined by organizational culture. It has been defined by numerous studies that a strong organizational culture determined the firm success in many forms (Denison, 1990; Hofstede et al., 1990; Keesing, 1974; Kotter & Heskett, 1992; Ott, 1989; Sackman, 1991; Schein, 1990, 1981) likewise commitment to change. Organizational culture could affect the employees' attitude to commit to change. The greater effect on their attitude and behaviour will be created in a stronger organizational culture (Jain, 2015). Previous researchers found that a successful organizational change is correlated with a strong organisational culture (Denison, 1990; Gordon & Ditomaso, 1992;

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Hansen, 2007). However, there is little evidence that focused on the relationship between commitment to change and organisational culture.

Carlström and Ekman (2012) indicated that certain organizational cultures have been contributed in change processes through employees' intention to participate. Past researchers proved that there is a recognition of the influence of organizational culture towards the success of change implementation (Jones et al., 2005; Baird, et al., 2011). A dynamic entity in change processes indicates the interaction among different levels of cultures (Erez & Gati, 2004). Martin (1992) argued that in supporting change as a learning process in daily life within organizations, there are three different perspectives of organizational culture: 1) integration perspective can be defined as the traditional view of promoting conservative norms and maintaining social structures; 2) differentiation perspective and 3) fragmentation perspective depicted culture as a group of contradiction and ambiguity subcultures whereby it recalled that organizations contain stakeholders who come from different ethnic and social background. Those diverse cultures contribute to contraventions and play a primary role in change processes (Hatch, 1993).

Organizational culture was used as a driver or even an obstacle to the implementation of new change practices (Rashid et al., 2004; Hernández-Mogollon et al., 2010; Baird et al., 2011). It was able to strengthen or weaken the performance within organization in initiating change. On the other hand, Harris and Ogbonna (1998) debated that the effect of culture was associated with a low willingness to change. The complexity of cultural dimensions caused the employees' resistance to change and affected their leadership commitment (Davenport & Prusak, 1998; Islam et al., 2015). However, to consistently manage the successful organizational culture in change is a common challenge. In fact, mostly, the

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organizational culture was failed in initiating change either quickly or cannot sustain it in long term (Johnson et al., 2016; Smith, 2003). Therefore, in this study, organizational culture was examined to measure the level of strength of organizational culture towards employees' commitment to change.

In Malaysian context, organizational culture seemed to be an interesting study among researchers. Previous researchers have shown that organizational culture affects the aspects within organizations such as knowledge sharing (Islam et al., 2015), innovation (Asmawi & Mohan, 2010), attitude towards organizational change (Rashid et al., 2004), financial performance (Rashid et al., 2003; Yusoff, 2011), degree of integration and value creation in strategic alliances (Sambasivan &Yen, 2010) and many more (Naqshbandi et al., 2015; Ramachandran et al., 2011; Wang & Abdul-Rahman, 2010; Yiing & Ahmad, 2009). Yet, there seems to be a scarcity of research that investigating the phenomena of general culture in Malaysian large companies, specifically that related to employees' commitment to change.

Vestal et al. (1997) stated that organizational culture is correlated directly to employees' attitude and behaviour. Organizational culture has a powerful mechanism in controlling and handling employees' behaviour (Naqshbandi et al., 2015). In addition, organizational culture sticks the employees and the organization's system together that stimulate the performance and commitment of its employees (Schein, 2010). In this study, organizational culture gives impact on employees' behaviour on commitment to change. As supported by Yan (2005), organizational culture is noteworthy in intensifying the commitment to change and fulfilling the successful change. Hence, employees are expectedly concern about the

needs of their organizations in order to smoothen the change activities in giving more commitment to the new changes within the organization.

As mentioned before, there was a crucial attention of grasping organizational culture due to its deal with individuals, actions, activities, change and for working towards general goals (Schein, 2010; Schrodt, 2002; Yang, 2005). It was obvious that the importance of organizational culture has been widely studied by many researchers (e.g. Hofstede et al., 1990; Lok & Crawford, 2001; Schein, 2010). The noteworthy studies have been undertaking on the nature of organisational culture (e.g. Gamble & Gibson, 1999; Glaser, Zamanou & Hacker, 1987; Hofstede et al., 1990; Lindbo & Shultz, 1998; Rousseau, 1990; Schein, 2010). Even though an approval regarding the existence of 'culture' in any organizations has been reached unanimously by scholars, yet, "the term 'culture' implies a certain degree of imprecision and it is difficult to find a measure of agreement about its meaning even in anthropology, whence it originates" (Gamble & Gibson, 1999, p. 219).

Previous studies had expressed their notions regarding organizational culture. Hofstede at al. (1990) and Schein (2004) defined organizational culture as the fundamental assumptions, values, practices, artefacts, beliefs, rituals and types of behaviours. On the other hand, according to Hartog and Verburg (2004), organizational culture is a powerful instrument to affect employees' behaviour and attitude. Hence, this study has found that it is compulsory to grasp how to deal with people, especially the commitment to change of employees whereby this was in line with Schraeder et al. (2005) and Barbosa et al. (2007). Another scholar such as Gabriel (1999) described few different kinds of organizational culture such as aggressive/defensive, passive/defensive and constructive. It was supported by Cooke and Szumal (2000) that perceived aggressive/defensive culture encompasses

power, competitive and perfectionist norms whereby the culture incites members to approach tasks forcefully in order to protect their security and status. Passive/defensive culture are characterised by convention, dependence, approval and avoidance norms whereby it reflects how employees socialize with others in ways that it will not harm their own personal security. Whereas constructive cultures are characterised by norms of humanistic-encouraging, accomplishment, self-actualising and affiliative behaviours.

Previous literatures on organisational culture mostly have depended on critical and/or interpretive approaches (e.g. Lindbo & Shultz, 1998; Witmer, 1997) although some researchers (Glaser, Zamanou & Hacker, 1987) have operationalised and measured the construct. These specific scholars went through both management and communication study and distinguished six components of organisational culture that are vital to any constructions of organisational culture: information flow, teamwork, climate-morale, supervision, involvement and meetings. Moreover, Glaser et al. (1987) revealed questions regarding the management of organisational cultures and discover the role of these cultures in enhancing organisational success.

One of the effective strategies to affect the employee behaviour is establishing a strong culture (Hartog & Verburg, 2004). For instance, the leaders make an effort through culture about the value of change and the importance of it to their employees. As a result, the commitment towards change among employees will be built automatically. In addition, the strong effects of organizational culture influence the employees' perception on how the behave (Martin, 2002) values and operating beliefs of certain events (Lau et al., 2002). It proves the different perspectives on how the scholars defined organizational culture. Moreover, organizational culture is a wide and comprehensive subject that is compound,

correlated, extensive and ambiguous set of concepts (Quinn & Cameron, 1999). According to Taylor (2003), organizational culture is referred to the principal of values and beliefs that were perceived by employees and it was defined as a complex system of norms that existed within companies. The researcher assumed that the notions mostly defined it as shared assumptions, values, beliefs, faiths patterns of behaviours and relationships.

Numerous studies have found the relationships between organizational culture and other dimensions such as employee retention (e.g. Sheridan, 1992), person-organisation fit (O'Reilly, Chatman & Caldwell, 1991), productivity (Kopelman, Brief, Guzzo & Schneider, 1990) and executive decision-making (Gamble & Gibson, 1999). Hence, it was consequential to say that organizational culture comprises many aspects in organizations. Flamholtz (1995) suggested that the development of a suitable organizational culture was located at the essence of strategic organizational development whereby the management controlled the organization, yet somehow there are few people who could see its link with employee commitment to change. Notwithstanding, Mayer et al (2007) focused on its importance that is related to organisational commitment and indirectly the study works on the employees' commitment to change. Therefore, the artefacts, values and beliefs in organisational culture may indirectly lead into employee behaviour.

Organizational culture encourages social exchange through socialization that creates organizational commitment (Pakdil & Leonard, 2015). Likewise, Athena and Maria (2006) assumed that organizational culture may have a reasonable impact within organizations in certain areas such as commitment. In spite of its immeasurable effect within organizations, organizational culture indeed has played the important role, specifically as a moderating role. Organizational culture occurred when the top management and their subordinates had

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worked together (Schein, 1985). Hence, personality traits, internal communication, leadership and organisational culture are vital to grasp the organisational change within organizations.

2.9 Organisational Culture and Commitment to Change

The concept of organizational culture seems to be a very captivating topic, yet an abstruse one as well among researchers (Harris & Ogbonna, 2002) due to social nature that can be in many facets such as organization, group, or even individual behaviours (Hartnell et al., 2011). The organizational outcomes were resulted from studying the organizational culture through the effect they employed on organizational commitment and performance (Lok & Crawford, 2004). For instance, the vital role on organizational culture in making a set of core values, understanding and an effective working environment, at which it was contributed positively by employees to give their commitment for the company's well-being (Appiah-Adu & Blankson, 1998; Goodman et al., 2001). Moreover, socialization as one of dimensions in organizational culture encouraged social exchange that creates the organizational commitment (Pakdil & Leonard, 2015).

Numerous literatures have proved the correlation between organizational culture and organizational commitment whereby organizational culture positively affects organizational commitment (Demir & Öztürk, 2011; Gülova & Demirsoy, 2012; Lok & Crawfold, 1999; Silverthorne, 2004; Yiing & Ahmad, 2009; Yildirim, Acaray, & Candan, 2016). It shown that the previous studies indeed support the link between organizational commitment and organizational culture. The correlation between human resource practices and organizational culture entices the attention of researchers. Ortega-Parra and Sastre-

Castillo (2013) studied on the potential differences on culture dimension that perceived by employees whereby it analysed the values and the impacts on organizational commitment. Employees play a critical role in affecting the organizational performance to change. The higher the employees' commitment, the higher the organizational performance (Pinho, Rodrigues, &Dibb, 2014). Likewise, Akyürek et al. (2013) stated that a higher employees' commitment is resulted from a strong organizational culture.

The culture within organization strengthens the employees' commitment to change (Detert et al., 2000; Lau et al., 2002). The implementation and ultimate success of organizational change will be determined by employees' commitment to change critically (Choi, 2011). Eventually, the employees will not merely have committed to change due to the ability to defy status quo and create the uncertainty (Allen et al., 2007). Therefore, the factors related to or affected to employees' commitment to change are needed to implement the effective organizational change.

In order to implement the successful change, there should be a connection between the leaders who direct change and their subordinates who adapt the change that congruent with the organizational culture (Narine & Persaud, 2003). There is a scant study regarding the moderating role of organizational culture on leadership styles and employees' commitment to change. Shim, Jo and Hoover (2015) found the mediating role of organizational culture on the relationship of transformational leadership and organizational commitment. On the other hand, previous studies located the role of organizational culture as a moderator on the effect of leadership style and organizational culture (Gelaidan & Ahmad, 2013; Yiing & Ahmad, 2009). Likewise, the individual responses and communication a clear vision are crucial to reshape the change processes (Narine & Persaud, 2003). For instance, an Indian

study found that cultural characteristics bring potential effect towards management practices and systems on measuring the relationship between personality traits and organizational commitment (Arora & Rangnekar, 2016). In terms of communication, its powerful instruments built a strong connection between employees and their companies that create commitment (Awad & Alhashemi, 2012). Numerous studies identified the effect of internal communication that can yield trust to strengthen commitment (Bolognini, 2003; Hess & Story, 2005; Kwon & Suh, 2005; Kwon & Suh, 2006; MacMillan et al., 2000; Togna, 2014; Whitener, 2001; Zeffane et al., 2011; Wong & Sohal, 2002). According to Tilley, Fredricks and Hornett (2012), the organization needs to stimulate the internal communication to improve the ethical organizational culture. Yet, there is still a scant literature that discussed the role of organizational culture to affect both personality traits and internal communication towards the employees' commitment to change. The ability to grasp the existing culture is crucial to alleviate the change, regardless the numerous elements of organizational culture. Hence, this study ought to tie up the gaps on the commitment to change.

2.10 Theoretical Underpinning

2.10.1. Lewin's Three-Step Change Model (1951)

A number of theories have been applied to elaborate the change management field. The study of change management is required in facing the crisis in globalisation. In addition, the companies eventually should change their strategies in order to be able to survive and exist the marketplace. The theories used in discussing the phenomena of change management are derived from organizational perspective and individual perspective. Due

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to this study focused on the individual perspective; however, the main theory that is occupied in this study is Lewin's Three-Step Change Model by Kurt Lewin (1951): unfreezing, changing/moving, and refreezing. Likewise, this model often cited as his key contribution to organizational change that embodies well for the nature of relationship work between employees and employers.

The first step is unfreezing. This step is the most important one in order for another steps to implement the successful change. In this stage Lewin believes that human behaviour determined the actions implemented in the future to change. It involves motivation to the employees for their readiness to change. This steps necessarily ensures the barriers and adversities that can restrain them to change should be recognized. The personality development is necessary to implement the effective change by decreasing the resistance to change and increasing the commitment to change among employees. Kaminski (2011) suggested that the personality development trainings to the employees such as personal development, team building, brainstorming should be given in order to create the awareness towards change itself as well as giving the incentives to the employees (Al-Haddad & Kotnour, 2015). To sum up, unfreezing step can be fulfilled by three methods: (a) increase the driving forces that lead behaviour away from status quo; (b) decrease the restraining forces that wrongly affect the movement from existing situation; and (c) find the combinations of the previous two methods by motivate the employees to prepare to change, build the trust and recognition for the importance of change, involve actively in brainstorming activities to solve the problems that occurred (Kritsonis, 2005). Concisely, a notion that has been found clearly related to unfreezing is the readiness to change. Readiness to change as an unfreezing concept is a cognitive predecessor of behaviours to

the attempt of change of either support or resist it (Armenakis et al., 1993). Likewise, few previous studies explore the importance of individual of readiness to change (Armenakis et al., 1993; Cunningham et al., 2002) that has a vital role to commitment to change (Anthis & Lavoie, 2008; Kwahk & Lee, 2008).

Next, the second step is moving or changing. This step involves the process occurred during change the includes their thoughts, feelings, and behaviours. People in this stage are convinced that the new systems are better than the previous ones. The new mechanisms are being chose to achieve the targeted outcomes. This is the most productive stage that cost time and money as well as the results come (Kaminski, 2011). The company encourages their employees to participate and have an open communication in creating the change. Three methods used in this step are: 1) persuading the employees the status quo is not beneficial for them; 2) encouraging them to see the issues or problems from a new perspective in order to work together on a pursuit for a new information and; 3) connecting them to the eminent leaders that endorse the change (Kritsonis, 2005). The employees will likely more support the implementation of change successfully if they personally committed and actively involved in the projects. Choosing the appropriate leadership styles to implement the targeted change then when the targeted organizational change has been achieved, finish it in refreezing level (Al-Haddad & Kotnour, 2015).

Lastly, the third step is refreezing. The new change process has been implemented in this step in order to become status quo. Assistance is provided continuously to maintain the change and to support the employees to use the new systems. The successful change will be achieved mainly among group norms and habits or it can also be named as organizational culture in organizational level (Burnes, 2004). It requires the commitment

(eg. Employees' commitment to change) to constantly involved until the new behaviours have replaced the previous ones prior to the change (Levasseur, 2001). It will be a senseless attempt to the individual changes if a change was not considered as a group activity whereby the group norms and programs remain steady. The vital point of refreezing is the new behaviour should be suited with the rest of behaviour or personality of the employees. Despite the fact that there are some critics over this theory (such as Burnes, 2004; Fitzgerald, 2002), particularly on the less suitable to the complexity of the environment; however, the steps used in this theory are still relevant as a common understanding on the change phenomenon in the environment that would affect the industry.

In a nutshell, Lewin's Three-Step Change Model is a tested changed model that can be applied either in individual or group level for organizational change. In spite of the ancient yet contemporary theory and has got diminished over two decades (Dawson, 1994; Hatch & Cunliffe, 1997; Kanter & Jick, 1992); recently, this model starts to emerge again that it was used in few studies (Jalil, 2011; Gelaidan, 2012). Due to there is connection in this current study that related to the variables used, the theory is believed as the most applicable one for this study.

2.10.2 Kotter's Change Model (1996)

Some theories are acquired from an organizational development perspective while others are derived from the individual behaviour perceptive. Thus, this section reviewed the related theory that complemented to the contribution of current research. It was however concluded that the Kotter's Change Model (1996) related to this study. This theory is one

of the eminent change management models that was invented by John P. Kotter. There are eight (8) components of this model: 1) establishing a sense of urgency about the need to achieve change; 2) creating a guiding coalition; 3) developing a vision and strategy; 4) communicating the change vision; 5) empowering broad-based action; 6) generating short-term wins; 7) consolidating gains and producing more change and; 8) anchoring new approaches in the corporate culture.

First component is establishing a sense of urgency. Pursuant to Kotter (1995), the effort of successful change must start with individuals and groups that assessing a company's market position, technological trends, competitive situation and financial performance. A good leadership is resulted from the bold or brave actions that commonly required to create a strong sense of urgency. He stressed on the essential first step that required aggressive cooperation of many individuals to start the organizational change (Appelbaum, Habashy, Malo, & Shafiq, 2012). Second component is creating a guiding coalition. To lead a change initiative is important to its success because nearly no one is able of single-handedly leading and managing change process in a company and assembling the right "guiding coalition of people to lead a change. The following characteristics such as position power, expertise, credibility and leadership are the traits to guide the coalition (Kotter, 1996). The third component is developing a vision and strategy. The change purposes can easily evaporate into a list of confusing and incompatible programs that can bring the company in a wrong direction or even nowhere without a vision. The fourth component is communicating the change vision. A critical factor in organizational change process is communication whereby it can decrease uncertainty (Bordia et al., 2004). Organizational change that shown the positive responses in terms of the high quality of management

communication determined employees' feeling towards company's survival (Netissen & van Selm, 2008). It was supported by Frahm and Brown (2007) who studied that communication was related to employees' receptivity to change during organizational change.

Despite of communication, employees also need assistance to overcome the obstacles to the change vision (Kotter, 1995). Commonly, there are four major obstacles in empowering employees: systems, skills, structures and supervisors (Kotter, 1996). Therefore, the fifth component is empowering broad-based action. A study by Ellinger et al. (2010) found that communication, training and coaching are the mechanism, in which the companies improve empowered employees on the influence of communication and training on third-party logistics providers. Next, the sixth component is generating short-term wins. It demonstrates that the change effort is being paid off (Kotter, 1996). He stated that it can provide the opportunities to celebrate and to reward the employees who work for change. Short-term wins aid to remove the obstacles to change by strengthening the change vision in employees' mind (Drtina et al., 1996). The seventh component is consolidating gains and producing more change. It was crucial for leaders to use the short-term gains to solve other issues that are not related with the recent implemented changes because new processes can regress (Kotter, 1995). He stated that when the first signs of performance improvement are visible, the leaders were tempted to declare victory. Meanwhile, according to Pfeifer et al. (2005), the main purpose for gathering first successes is verifying the credibility of vision and strategy through the use of measureable results. And the last component is anchoring new approaches in the corporate culture. Kotter (1995) believes that new behaviours are subject to reduction of those are not rooted in social norms and

shared values once the pressure for change is decreased. There are two factors that are critical to the implementation of change in corporate culture: 1) showing employees "how the new approaches, behaviours and attitudes have helped improve performance"; and 2) ensuring that "the next generation of management personifies the new approaches" (Kotter, 1996, p.67).

2.11 Hypotheses Development

Hypotheses have been developed to test the theoretical link between personality traits, internal communication, leadership styles, organizational culture and employee commitment to change. Hypotheses give the details information rather than research questions do. One of the differences is the ability of hypothesis that could determine the directions of a relationship of the variables (Zikmund et al., 2010). Hypotheses will be constructed after the propositions were formulated for empirical testing (Cooper & Schindler, 2014). In this study, the allegation of how personality traits, internal communication, and leadership styles could influence the organizational culture, at which it leads to employee commitment to change, and likewise whether the particular direction of the variable's relationship could be confirmed. Hence, the underpinning of Lewin's Three-Steps Change Model and previous literatures will be engaged. The following sections elaborate the theoretical arguments why and how those variables could affect employee commitment to change.

2.11.1 Personality Traits and Commitment to Change

Since the study is about investigating the employees' commitment to change and how personality traits play a role in contributing to influence that change phenomenon within companies, then personality traits as a general construct are postulated to link with employees' commitment to change. It is also possible to conjecture the effect of specific type of traits (i.e. neuroticism, extraversion, openness, agreeableness, conscientiousness) on employees' commitment to change. Although the literatures regarding the effect of personality traits on employees' commitment to change is barely exist, it is possible to postulate the link by invoking studies on the impact of personality traits upon commitment to change even despite the limited numbers.

One study worth mentioning is the one conducted by Spagnoli and Caetano (2012) who found empirical evidence of the relationship between personality traits and organizational level of commitment. Their study involved 190 new police officers. The study aims to test the mediating role of work satisfaction aspects such as satisfaction with the work itself and satisfaction with human resource practices in the relationship between Big Five personality traits and organizational commitment. Particularly, the predictive effect of personality traits on both job satisfaction and organizational commitment has some practical utility with regard to selection practices. A longitudinal study was conducted to extend the literature in investigating the relationship between personality traits and organizational commitment. Distinctive components of organizational commitment were associated to different traits of personality. They found that extraversion was positively associated with affective, normative and continuance commitment; neuroticism, conscientiousness and openness were significantly associated with continuance commitment; agreeableness was

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positively associated with normative commitment. Likewise, Tziner et al. (2008) studied that agreeableness, openness and conscientiousness were positively associated with general measure of organizational commitment.

In India context, Arora and Rangnekar (2015) studied a cross-sectional survey-based research from 121 employees of public and private sector organizations in North India. The study suggested for fostering an occupationally committed workforce. It is critical for supervisory mentors to understand how to deal with employees of different personality traits. Hence, the following main hypothesis and sub-hypotheses are offered:

H1: There is a significant effect between personality traits and employee commitment to change.

2.11.2 Internal Communication and Commitment to Change

Communication is believed as a crucial tool in the successful change implementation due to it used as transmitter to announce, to explain, to inform and to prepare people for change for the positive and negative impacts of implementing the change itself. It enhances the understanding of commitment to change in order to prevent confusion and resistance to change (Kitchen & Daly, 2002; Spike & Lesser, 1995). Internal communication theory linked employees to their organization as it extends its scope to include linkages between internal communication and organizational commitment (Ruck & Welch, 2012). A case study of 32 senior HR managers through in-depth interviews expected that managers to be more effective in interpersonal communication that focus mainly on the clarity and frequency of the messages, their ability to actively listen and the ability to lead in

collaborative way. The way of messages was sent and a leadership style that engendered trust was the most important when HR managers wanted to enhance employee commitment to the organization (Bambacas & Patrickson, 2008). It highlights that the interpersonal communication skills that enhance organizational commitment and are most valued by organizations are those that are most lacking in managers. Commonly, previous literatures argued that there are two areas in the relationship between communication and commitment. Firstly, the focus is on general facets of communication such as communication climate (Guzley, 1992; Van den Hooff & de Ridder, 2004), communication satisfaction (Varona, 1996), quality of communication (Thornill et al., 1996), communication systems (Jacobs, 2006) and their correlations to affective commitment. Secondly, the focus is on particular facets of communication such as relationship with upper level management (Putti et al., 1990), organizational information provision (Ng et al., 2006) and their relationship to affective commitment has been considered as well.

In addition, Awad and Alhashemi (2012) conducted a survey on 104 full-time employees. Their investigation regarding the communicating motives among employees with their leaders and their colleagues, their commitment and satisfaction towards their company. The importance of this study is to reflect on how the purposes of employees can connect to their satisfaction and commitment with leaders, jobs and the company where they worked. It paid attention on relationships at work, job satisfaction, commitment and effective ways of improving up the somewhat relationship with the leader, colleagues and organization in general. Moreover, this study also discussed other related topics including obstacles to interpersonal and organizational communication. The main objective is to

conduct a correlation between job satisfaction, relationships at work and commitment within organizations. Hence, the following hypothesis is offered:

H2: There is a significant effect between internal communication and employee commitment to change.

2.11.3 Leadership Styles and Commitment to Change

Leadership styles have been considered as an important variable for organizational success and organizational performance in the management field (Bass et al., 2003; Kumar & Kaptan, 2007; Lussier & Achua, 2007; Yahaya & Ebrahim, 2016). It affects the subordinates' role in their company. Dulewicz and Higgs (2005) stated that the leaders' behaviour should be able to direct their subordinates in achieving company's goals, involve them in making decisions and engage their subordinates by improving their capabilities that useful for the company. They concerned on that the affective factors including subordinates' attachment, involvement and loyalty lead to the organizational commitment to change.

Previous literatures proved that leadership behaviours have significant relationship with organizational commitment (Dale & Fox, 2008; Gelaidan, 2011; Lok & Crawford, 2004; Yiing & Ahmad, 2009; Yousef, 2000). Moreover, the leaders need to persuade their subordinates in order to have the same vision for the company. In order to grasp the work behaviour among employees in organizations, commitment is importantly identified as one of the factors (Meyer et al., 2002; Meyer & Herscovitch, 2001; Mowday et al., 1979). Committed employees tend to be more flexible that beneficial for organizational change.

It was proved by their higher motivation to work as well as their job performance (Abdul Rashid et al. 2003; Chen et al., 2006; Riketta, 2002; Samad, 2005; Yousef, 2000). Consequently, the role of leaders affects the commitment level of employees that have been studied previously (Chen, 2004; Dale & Fox, 2008; Lok & Crawford, 1999; 2004; Rowden, 2000).

The most prominent leadership styles that were applied within organizations is Bass' Leadership theory (1985) that was operationalised by Bass and Avolio (1995), namely transformational leadership, transactional leadership and laissez-faire leadership. Yet, laissez-faire rarely used due to its non-leadership character that makes this study only used transformational leadership and transactional leadership. It was supported by Dulewicz and Higgs (2005) and Kaipiainen (2004) that have shown both transformational and transactional leadership have significant effect on organizational commitment. Originally, transformational leadership in bass' theory included three types behaviour: idealized influence; intellectual stimulation and individual consideration. Meanwhile, transactional leadership included two types of behaviour: contingent reward and passive management by exception (Bass, 1985). Therefore, this current study used both transformational and transactional leadership because both are predicted to have impact on the employees' commitment to change.

Leaders with transformational leadership concerned about the development of employees and values that successfully create the sense of trust, loyalty, respect and admiration (Yulk, 2010). They establish commitment, increase motivation and empower their employees to achieve the company's goals. Notably, these leaders focused on the employees' commitment that merit their organizations' future. It was proved by transformational

leadership components such as idealized influence that convince and connect to the employees with charisma by which it unconsciously makes the employees committed to leaders' vision (Bass et al., 2003). The power of charismatic trait in transformational leaders gains more effort and sincere commitment among employees.

Meanwhile, transactional leadership also contribute to the employees' commitment within organization. The element of continent reward as its trait could motivate the employees to achieve a higher performance (Avolio & Bass, 2002). Transactional leaders resulted give the negative relationship to the employees' commitment to change (Erkutlu, 2008; Sosik & Dionne, 1997). They believed that on employees' response to change initiatives, management by exception unlikely result a good corporation to take risks that associated with change efforts among employees. On the other hand, a study by Lo et al. (2009) have proved that transactional leadership significantly positive relationship with organizational commitment as well as transformational leadership. The self-interest among employees effectively motivate them to commit to their organizations.

Another study by Lo et al. (2010) among employees in manufacturing companies in East Malaysia found that transformational leadership significantly related to organizational commitment. The elements of idealized influence, inspirational motivation and intellectual stimulation directly affected affective and normative commitment, whereas individualized consideration directly affected continuance commitment. Likewise, a study by Ismail et al. (2011) among employees in US subsidiary firm in Sarawak found that transformational leadership positively has significant relationship with organizational commitment. Respondents believed that transformational leadership increased the level of commitment among employees. Therefore, leadership styles indeed affect the level of commitment

among employees especially regarding change activities. Based on the above discussion, the following hypotheses are developed:

H3: There is a significant effect between transformational leadership and employee commitment to change.

H4: There is a significant effect between transactional leadership and employee commitment to change.

2.11.4 Relationship between Personality Traits and Organisational Culture

The present study considers organizational culture as possible moderating variable in enhancing a theoretical understanding of the effects of personality traits on employees' commitment to change. Hofstede illustrates culture as collective programming of the mind that differentiates the members of one group of people from another (Hofstede & Hofstede, 2005, p.400). the classic theory of personality structures was supported by it and it will internalize group-like characteristics with premise members of a specific culture. The culture improves a corresponding personality structure whereby the theory predicted that cultures shape personality, and it varies personality as well as in individuals (McCrae, 2000). However, there is a resolution in differentiating the levels of culture in organizational level and national level whereby the personality was at the individual level as well (Hofstede et al., 2010). Behaviours in a specific culture might have a different psychological significance to another culture. For instance, the extraversion in personality traits is being aligned by the assertive behaviour. Study has shown the dominant trait predicts the perspective group of outspoken people (Anderson & Kilduff, 2009). For

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instance, group members tend to assume that the individuals who expressed assertive behaviour have a higher competency level rather than the individuals who expressed the less assertive behaviour, although the results of the study have shown that there is no connection between personality traits and competency as an indicator of cultural values. Meanwhile, culture in US tends to interpret assertive behaviour as a facet of leadership and it reasserts a general faith that those who talk a lot have more to offer to people and they are more competent who do not talk a lot (Migliore, 2011). Whereas, from the Dutch cultural perspective, they tend to express assertive behaviour as snobbish and more in perceived as a boaster or people who cannot make keep they promised (Hofstede & Hofstede, 2005).

On the other hand, a survey is conducted by Chuttipattana and Shamsudin (2011) on 358 rural primary care managers in Southern Thailand. The study aims to examine the role of organizational culture in moderating the relationship between personality and managerial competencies of primary care managers in Thailand. They mentioned that certain personality traits have an impact on managerial competencies within certain organizational cultures. An altruistic and leadership culture should be nurtured in primary health care units. The study that focused on improving conscientiousness in managers should not be neglected. Hence, the following hypothesis is offered:

H5: Organizational culture moderates the effect between personality traits and employee commitment to change.

2.11.5   Relationship between Internal Communication and Organisational Culture

It is possible to conjecture the internal communication-organizational culture-employee commitment to change link since separate or disparate studies can be identified from the literature on internal communication-organizational culture relationship, and on organizational culture-employee commitment to change link. For instance, a study on international survey by Tilley et al. (2012) between USA and New Zealand that investigated the effect on the relationship of ethical behaviour. The study discussed how the internal communication approaches could affect to stimulate the behaviours and ethical attitudes. The positive impact of internal communication is on how people choosing the ethic-related decisions of a perceived relationship with those who are influenced by the decision and cultural differences. The role of providing the open exchange ideas about ethics commonly falls to either human resources, internal communication or even some combination. It relies on the measurement of approaches deemed necessary for certain organizations and its organizational culture (Smith & Mounter, 2008).

Moreover, a study by Linke and Zerfass (2011) focused on the importance of internal communication that makes a change management concept for conducting an innovation culture among employees. The various instruments aid to inform the organizational stakeholders, to communicate with them, to convince them of situation or to be loyal and to enhance their job satisfaction. However, the fact that the internal communication can also create ideas is another aspect that has been widely neglected. An organization would need the active employees if they desired an innovative company (Friedrich von den Eichen et al., 2008). The fundamental purpose is to assembly the employees' potential and effectively use it. Hence, internal communication plays a vital role in an innovative and

creative business because in formal business motivated individuals are required by intentional innovation. The stakeholders in organization ought to will to sacrifice their time and effort to the establishment of innovative ideas by encouraging creative organizational culture. The study gains a new perspective to this matter by combining the existing knowledge in the area of internal communication with aspects of organizational culture (Schein, 2004), innovative communication (Hauschildt, 1997; Huck-Sandhu & Kupczyk, 2008; Prahalad & Ramaswamy, 2003; von Hippel, 2005), and change theory (Kotter, 1996). Hence, the following hypothesis is offered:

H6:   Organizational culture moderates the effect between internal communication and employee commitment to change.

2.11.6 Relationship between Leadership Styles and Organisational Culture

There is an inevitable relationship between leadership styles, organizational culture and organizational commitment. Previous studies have found that leadership and organizational culture were antecedents of organizational commitment (Lok & Crawford, 1999; 2000; Trice & Beyer, 1993). In fact, Lok and Crawford (2004) examined the leaders' perception of their level of commitment whereby leadership and organizational culture were the determinants. They believed that leaders should have a higher understanding of the importance of leadership styles and organizational culture in this globalisation that determine the commitment levels.

Recent studies have proved the relationship between leadership and organizational culture (Meng, 2014; Schein, 2010; Shao et al., 2012; Tseng, 2017). Ortiz and Arnborg (2005) as

well as Awan and Mahmood (2010) believed that the leadership styles applied within organizations were being affected by behaviour of organizational culture. Organizational culture determines the leaders' behaviours and attitudes that reveal their leadership styles. Conversely, Davis (1984) argued that a strong leadership creates and establishes the organizational culture. Leaders guide the employees through the organizational processes by defining the roles of employees, assigning their tasks and building the relationships in order to build a strong organizational culture (Porter & Nohria, 2010; Tsui et al., 2006).

Previous researchers such as Hart and Quinn (1993) and Schein (1985) believed that leaders who understand the cultures within their organizations as well as their leadership styles play important roles for organization's performance. Hart and Quinn (1993) believed that complex cultures improve the effectiveness of leadership styles among leaders. In order to overcome the culture issues, they are required to have advanced skills or abilities and adapt to it automatically. On the other hand, Schein (1985) stated that the leaders instructed the organizational culture to their subordinates. Hence, the bond between leadership and organizational culture are likely unseparated that are so close and important for the organization's effectiveness.

The role of leaders controls the situation and growth pattern of employees through assessing the level of competence and commitment (Awan & Mahmood, 2010). Leaders used organizational culture to create the situation and to grow the patterns. Their role is not solely influence the organizational culture, instead, it designs the organizational culture and maintain it consistently (Kouzes & Posner, 2002). Obviously, the leaders and their leadership indeed placed a vital role in transmitting the organizational culture and its values to their employees within the organizations. The adaptive outcomes of leadership provide

the conditions and pattern that make the organization able to engage in problem solving creatively whereby the development of change was being created (Burns et al., 2014).

Both transactional leadership and transformational leadership affect the organizational culture. According to Hartnell and Walumbwa (2011), the normative bounds that were provided by organizational culture are useful for transactional leaders, whereas the strategic decisions that were provided by organizational culture are useful for transformational leaders. In organizations, transactional leaders maintain the stability of their organizations by creating culture of goal orientations and job tasks such as giving the employees' rewards or satisfy their needs (Chang & Lee, 2007; Robbins, 2003). Meanwhile, transformational leaders encourage their subordinates by inspiring them about company's goals, creating culture through establishing organizational collectivity (Tseng, 2017). These leaders are versatile on focusing to fulfil the goals and adapt to change when necessary that easily convinced the employees to commit to change.

In order to commit to their companies, a study must consider about what values that people need to improve their strengths on leaders' role in the establishment of organizational culture supportive of innovation (Jaskyte, 2004). In fact, the tendency of employees to be more committed if the leaders' vision is more likely based on the values and moral justifications as the employees (Lok & Crawford, 2004). Consequently, if the employees did not approve the leaders' view, the conflicting subcultures might occur in the organizations (Jaskyte, 2004) that lead the employees less likely committed to change. Hence, Jaskyte and Dressler (2005) suggested a further research that examine the link between leadership and organizational culture and grasp the importance of leadership towards employee's commitment to change.

Recently, a study by Ahmad and Gelaidan (2013) examined the moderating effect of organizational culture between leadership style and affective commitment to change among public organizations in Yemen. They found that both transformational and transactional leadership were positively moderated by organizational culture to the affective commitment to change. From the Malaysian context, a study by Yiing and Ahmad (2009) also shown the similar findings. They discussed the effect of leadership behaviour on organizational commitment that moderated by organizational culture among postgraduate students and researchers' peers. From the results, they found that leadership behaviour was significantly associated to organizational commitment and how important the organizational culture to moderate this relationship. Nevertheless, there are still limited number of studies that proved the relation between leadership and culture and how it affects the employees' commitment to change. Therefore, it is valuable to know how organisational culture can moderate the relationship between leadership style and employee commitment to change; hence, the following hypotheses were developed:

H7:   Organisational culture moderates the effect between transformational leadership and employee commitment to change.

H8:   Organisational culture moderates the effect between transactional leadership and employee commitment to change.

H9:   Organizational culture moderates the effect between independent variables (personality traits, internal communication and leadership styles) on the employees' commitment to change.

2.12 Research Framework

Based on the literature review, Figure 2.3 depicts the research framework that shows personality traits (neuroticism, extraversion, openness, agreeableness, conscientiousness), internal communication and leadership styles (transformational and transactional leadership) as independent variables. Transformational leadership has four dimensions (idealise influence, inspirational motivation, intellectual stimulation and individual consideration) and transactional leadership has three dimensions (contingency reward, active management by expectation, passive management by expectation). The dependent variable is employee commitment to change, which is unidimensional variable. Finally, the moderating variable is organisational culture.
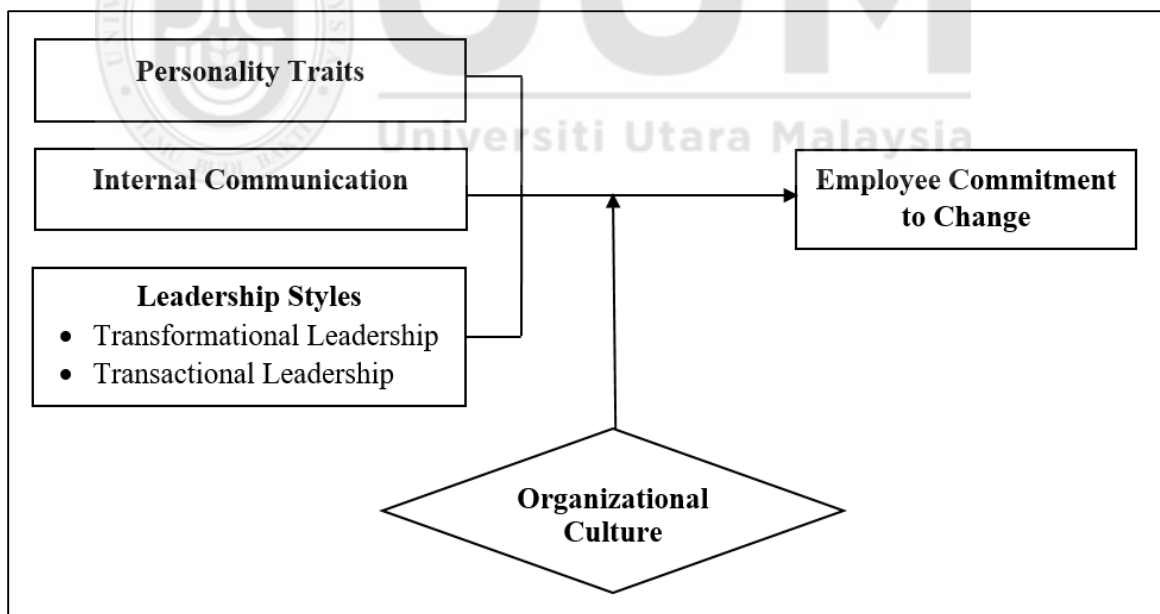
Figure 2.3
Framework of The Study

2.13 Chapter Summary

This chapter has elaborated and analyzed the current literatures on the study of commitment to change. Firstly, it discussed the main notions used in this present study i.e. personality traits, internal communication, leadership styles, organizational culture towards employee commitment to change. This current research on employee commitment to change focused on related factors such as human behaviors, communication, leadership styles and organizational culture that have been considered among employees. The literatures on general organizational change concepts are appropriate as an antecedent of employee commitment to change, at which it revealed the resistance to change among employees. In the context of Lewin's Three-Steps Change Theory, the three stages process discussed the stability in human behavior that bring the successful change by improving the commitment to change (unfreezing); revealed changes in commitment to change (changing); and sustained change by institutionalizing adjustment of organizational culture that important to lead the commitment to change (refreezing). The moderating effect of organizational culture highlighted the relationship of personality traits, internal communication, leadership styles and employee commitment to change although there is recommendation on further investigation on it.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the present study elaborates the research design to answer the research questions. The population and sampling show clearly the question of the research. The unit of analysis, case study, instrument development, data collection and type of analysis are discussed accordingly. The study employs the quantitative analysis by using the PLS path to clearly see the connections of all the constructs. In addition to the quantitative, a semi-structured qualitative method is also used on a specific objective. Thus, the chapter describes the importance of the triangulation approach in order to understand how do the personality traits, internal communication and leadership styles influence the employees' commitment to change among employees in the organization.

3.2 Research Design

Due to this research required the understanding in order to examine the employee commitment to change, the research design used somewhat the uncommon in some researches. This study applied the quantitative and qualitative research. The terminology of mixed methods research is used as an effective research method that integrates quantitative and qualitative research within a project (Bryman & Bell, 2011). The advantage of the application of mixed methods research is it will give the enlightenment about a phenomenon that required the deep understanding collaboratively (Bryman & Bell, 2011).

The debates regarding the necessity to employ the mixed methods in a study were phenomenon (Hesse-Biber, 2010; Johnson & Onwuegbuzie, 2004; Niaz, 2008; Clark, 2010). Interestingly, the application of using the mixed methods was not merely try to find the issues or distinctions in both qualitative and quantitative data, instead it was about to synthesize the two main point of views (i.e. quantitative and qualitative) about the phenomena of the study (Fielding, 2012). The use of mixed methods have been investigated broadly to explore the methodology strategies and issues that surrounded the data collection such as observations, questionnaires and interviews (Johnson, Onwuegbuzie & Turner, 2007). This study employed the combination of survey questionnaires and data interview that was supported by Fielding (2012) as the most common mixed methods approach.
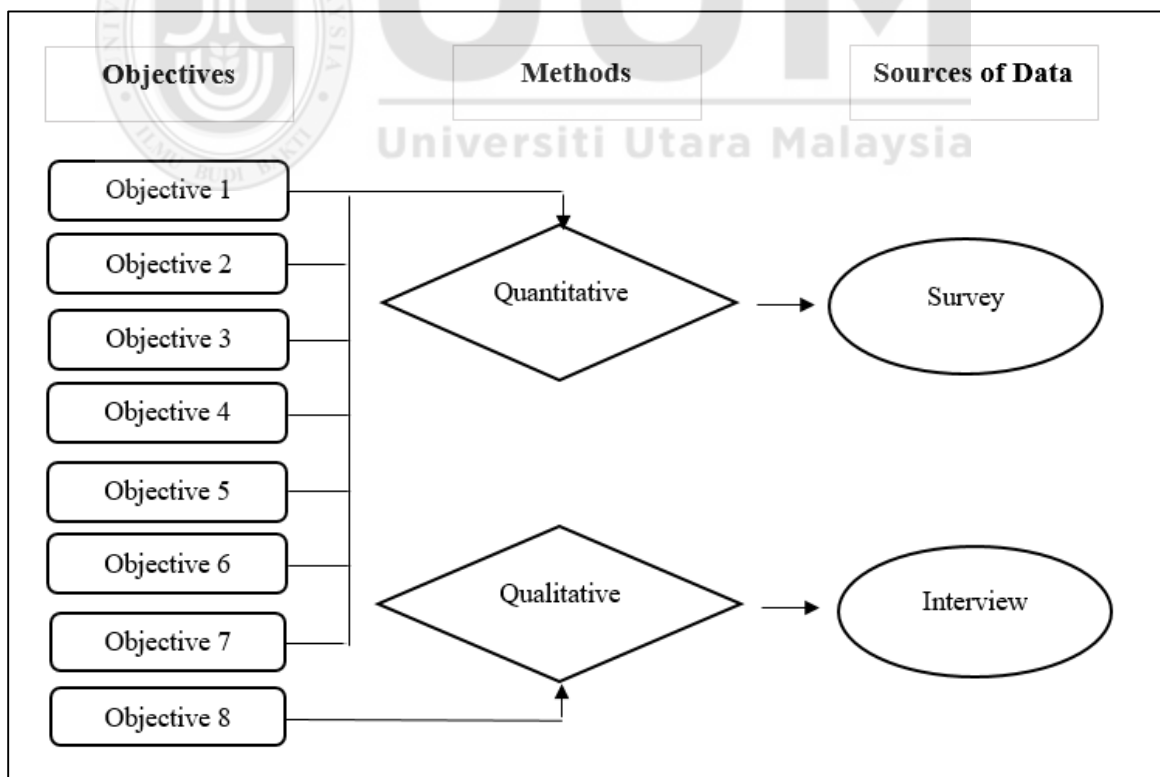
Figure 3.1
Research Design (2017)

The approach to mixed methods research is the logic of triangulation as shown in Figure 3.1 above. The current study used the triangulation in which the combination of quantitative and qualitative methods is used (Blumberg, Cooper & Schindler, 2014; Olsen, 2004). As defined by Denzin (1978), triangulation meant "the combination of methodologies in the study of the same phenomenon" (p.291). The triangulation was the main reason in mixing the methods in order to get the convergent validation. The validity of the findings revealed from the similar agreement of both different methods. Hence, this current study used a triangulation in terms of the "method", that was a mixed method (i.e. quantitative and qualitative). For instance, Stiles (2001) used a multi-method research design that involved: in depth semi-interviews with 51 main board directors of UK public companies; a questionnaire survey of 121 company secretaries; four case studies of UK plcs whereby some board members were interviewed and secondary, archival data were collected. His main findings showed that the multiple perspectives are required to understand more the nature of board activity. Through this triangulation, the researcher used the qualitative research to facilitate the quantitative research. In this study, the quantitative research becomes the main method that used to obtain the answers the research questions. Whereas, the qualitative method used to answer the last question of this study.

According to Sekaran and Bougie (2016), a study can be implemented for the aims of either exploring the phenomenon (exploratory study), describing a phenomenon (descriptive study) or testing some hypotheses (explanatory study). This present study attempts to test the hypotheses in order to prove relationships between and among variables of interest that considered as the explanatory study. This method is in line with Ivankova, Creswell, and Stick (2006) stated that the mixed methods in sequential explanatory design is highly

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common among researchers, in which it employs collecting and analysing quantitative at first, then qualitative data in two consecutive phases in one study. The fundamental of this approach is the quantitative data and its subsequent analysis presents the general understanding of the research problem (Creswell, 2013; Yin, 2013). Thereafter, qualitative data and its analysis distil and explain those empirical results by exploring the deeper views from the interviewees. The strengths of this mixed methods are the straightforward results, the opportunities to explore in more details the quantitative results, and this method is very useful when the unexpected results emerge from quantitative study especially. In this term, this study particularly intends to look how personality traits, internal communication and leadership are connected with employees' commitment to change through the moderating effect of organizational culture, yet whether the theoretical linkages are valid.

3.3. Quantitative Approach

3.3.1 Population and Sampling

The study population is precisely defined by the objectives of this research. It was from the targeted sampling that comes from the element of the study, in which it was the Malaysian-owned large companies. The population consisted of a group of employees in the large companies which implemented change in Malaysia for the last three (3) years. This population was selected due to the significant contributions that they could delivered to fulfil the objectives of this current study. The process of selecting the correct and accurate sample was based on the sampling frame as recommended by many authors such as Guest (2013), Sekaran and Bougie (2016); and Zikmund, Babin, Carr, and Griffin (2013).

The sampling frame was based on the Financial Times Stock Exchange (FTSE), Bursa Malaysia Kuala Lumpur Composite Index (FBM KLCI) Malaysia. It means all sectors in these companies were classified by FTSE. There were thirty (30) large companies (as shown in Table 3.1) that were composed in Bursa Malaysia by its market capitalization whereby they meet two main requirements for the minimum free float of 15% and surpassed the liquidity screen (Bursa Malaysia, 2016). As mentioned before, the sampling was fulfilled the requirements as large companies that verified by MITI and MTDC. Due to this study aims to examine the effect of global change in large companies, the 30 largest listed companies were chosen to narrow this study in order to meet the objectives. This is supported by Asean Up (2017) that stated these 30 largest listed companies as the influencers in Malaysia, Southeast Asia and even the world's economy, specifically of their business activities. The researcher has grouped the companies by their respective sectors based on FBM KLCI.

The data of 30 largest listed companies of this study was retrieved on that year in order to see the employees' commitment to change on many change projects undertook by the company. These companies have shown the degression in terms of their growth rate as the effect of global crisis for the past three years (Salihu et al., 2015; Yusoff et al., 2016). Thus, these 30 largest listed companies somehow affected highly to the economy of Malaysia due to their contributions and rapid business activities (Asean Up, 2016). Therefore, in this study all sectors were classified in FTSE Bursa Malaysia.

Table 3.1
30 Largest Companies FTSE Bursa Malaysia Kuala Lumpur Composite Index (BM KLCI) Malaysia

No	Name of Company	Sector	Total Employees
1	AMMB Holding Berhad	Finance	12,000
2	CIMB Group Holding Berhad	Finance	40,545
3	Hong Leong Bank Berhad	Finance	5,000
4	Hong Leong Financial Berhad	Finance	12,700
5	Malayan Banking Berhad	Finance	45,000
6	Public Bank Berhad	Finance	18,373
7	RHB Capital Berhad	Finance	16,089
8	Astro Malaysia Holding Berhad	Media and Publishing	4,454
9	Axiata Group Berhad	Telecommunication	25,000
10	Digi.com Berhad	Telecommunication	2,077
11	Maxis Berhad	Telecommunication	2,901
12	Telekom Malaysia Berhad	Telecommunication	28,047
13	British American Tobacco Berhad	Tobacco	1,627
14	Felda Global Ventures Holdings Berhad	Palm and Oil	19,000
15	PPB Group Berhad	Palm and Oil	3,940
16	Kuala Lumpur Kepong Berhad	Palm and Oil	38,000
17	Sime Darby Berhad	Palm and Oil	100,000
18	IOI Berhad	Conglomerate	32,000
19	SapuraKencana Petroleum Berhad	Conglomerate	12,000
20	Genting Berhad	Conglomerate	19,700
21	UMW Holdings Berhad	Conglomerate	13,000

22	YTL Corporation Berhad	Conglomerate	5,632
23	Genting Malaysia Berhad	Real Estate	13,700
24	IOI Properties Group Berhad	Real Estate	1,820
25	MISC Berhad	Shipping	10,000
26	IHH Healthcare Berhad	Healthcare	25,000
27	Petronas Chemicals Group Berhad	Petrochemicals	39,236
28	Petronas Gas Berhad	Energy and Utilities	5,000
29	Petronas Dagangan Berhad	Energy and Utilities	1,772
30	Tenaga Nasional Berhad	Energy and Utilities	34,900
		Total employees	**588,513**

Source: Asean Up (2016)

Based on the sample size as recommended by Sekaran and Bougie (2016), this research identified 30 largest companies that listed in FTSE Bursa Malaysia Kuala Lumpur Composite Index (FBM KLCI) Malaysia or 30 largest Public Listed Companies (PLC) based on their capitalization-weighted index that highly approved as the reference index in Malaysia. It helps the researcher to determine the samples and to give the better impact in the future. The samples are the employees in various sectors and all positions and levels from the 30 listed companies in order to assess the change within the company itself. This study used as quantitative approaches through the survey in questionnaires.

3.3.2 Unit of Analysis

In order to consistently follow the objective of this study that focused on the individual factors that influence the employees' commitment to change, hence this study targeted the individuals or the employees in middle levels who are involved in change programs in their company. Therefore, the employees from 30 KLCI largest companies were the unit of analysis for this study.

3.3.3 Sampling Techniques

Sampling techniques or design is one of most important parts in designing the population sampling (Singleton, Straits & Straits, 2005). Guest (2013) stated that it is how we do the sampling of the units on our study population, in which have three general sampling approaches from, namely census, non-probability sampling, and probability sampling. In the present study, the researcher used the probability sampling as the approach of this study, that was a simple random sampling.

Commonly, all probabilistic approaches are based on chance selection procedure (Zikmund et al., 2013). Probability sampling presents the element of true randomness, at which it refers to the procedure for selecting the sample but it does not describe the data in the sample. The type of probability sampling used in this study is simple random sampling. Firstly, the researcher chose the sample based on the listed largest companies in Malaysia. Then it was classified into 30 largest companies as listed in KLCI (Kuala Lumpur Composite Index in 2016) based on its capitalisation-weighted stock market index. One of the reasons for taking this sampling is to acquire the more efficient sample represented in

all sectors then it would be possible with simple random sampling. In other words, this method ensured the sample would precisely have reflected the population on the basis of criteria that used for simple random sampling (Blumberg, Cooper, & Schindler, 2014). The researcher concerns on every sector in the large companies that implemented the change for the last three years of data collection period.

From the population size of 588,513 total employees from the 30 largest companies in Malaysia, a minimum sample size of 384 elements is sufficient for a population that exceeds 100,000 elements (Krejcie & Morgan, 1970). Hence, the following formula is used to determine the size of each sector:

$$nz = (Nz / N) \times n$$
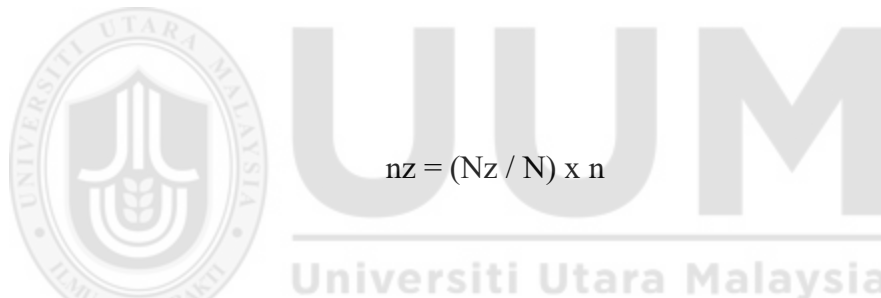
Whereby nz is the sample size for sector z, Nz is the population size for sector z, N is the total population size, and n is total sample size. A number of 384 questionnaires were prepared and administered to the respondents based on the proportion of each respective sector as shown in Table 3.2.

No.	Sector (z)	Company	Number of Elements (Nz)	(Nz/N) x n	Proportionate sample (nz)
1	Finance	AMMB	12,000		
		CIMB	40,545		
		Hong Leong Bank	5,000		
		Hong Leong Financial	12,700		
		Maybank	45,000		
		Public Bank	18,373		
		RHB	16,089		
		Total	**149,707**	**97.536**	**98**
2	Media and Publishing	Astro	4,454		
		Total	**4,454**	**3.072**	**3**
3	Telecommunication	Axiata	25,000		
		Digi	2,077		
		Maxis	2,901		
		Telekom	28,047		
		Total	**58,025**	**38.016**	**38**
4	Manufacturing	British American Tobacco	1,627		
		Total	**1,627**	**1.152**	**1**
5	Palm and Oil	PPB	3,940		
		Felda	19,000		
		KL Kepong	38,000		
		Sime Darby	100,000		
		Total	**160,940**	**104.832**	**105**
6	Petrochemical	Petronas	39,236		
		Total	**39,236**	**25.344**	**25**
7	Construction and Properties	MISC	10,000		
		Genting Malaysia Berhad	13,700		
		IOI Properties	1,820		
		Total	**25,520**	**16.512**	**16**
8	Conglomerate (Manufacturing, Real Estate, Automotive)	YTL	5,632		
		UMW	13,000		
		IOI Berhad	32,000		
		Genting Berhad	19,700		
		Total	**70,332**	**46.080**	**46**
9	Healthcare	IHH Healthcare	25,000		
		Total	**25,000**	**16.128**	**16**
10	Energy and Utilities	TNB	34,900		
		Sapura Kencana	12,000		
		Petronas Dagangan	1,772		
		Petronas Gas	5,000		
		Total	**53,672**	**34.944**	**35**
	Total	**30**	**588,513**		**n = 384**

Table 3.2 *Proportionate Sample Size Computation*

3.4 Instrument Development

This present study developed the questionnaire based on the previous instrument (DeVellis, 2016; Gillham, 2008). A number of 63 items were identified in the questionnaires. The adaptation of the items is necessary to meet the local context of Malaysian environment. The items were orderly arranged in seven (7) different sections: 1) Section A asked about the profile of the companies; 2) Section B provided the statement to reflect the personality traits of the respondents; 3) Section C assessed the internal communication practiced in the company; 4) Section D assessed the respondents' superior leadership styles; 5) Section E analysed the organizational culture in the company; 6) Section F asked respondents about their commitment to change for their companies; 7) and finally, Section G asked respondents about their detail information.

The researcher prepared a cover letter that comprised of the introduction, the purpose of the study and the confidentiality of the survey. The researcher emphasized the importance to do the survey and persuasively attempts to convince the respondents to answer the questionnaires by concealing their data information.

Table 3.3
Summary of Variables, Sources and Total of Items

Variables	Sources	Total Items
Employee commitment to change	Mowday, Steers and Porter (1979)	9
Personality Traits	Rammstedt and John (2007)	10
Internal Communication	Hoyle (2010), Herold et al. (2008), Paton et al. (2008)	9
Leadership Styles	Avolio and Bass (1991)	15
Organizational Culture	Glaser et al. (1987)	20

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3.4.1 Employees' Commitment to Change Questionnaire

The general theory of workplace commitment from organizational commitment of Mowday, Steers and Porter (1979) was a suitable instrument to measure the employees' commitment to work in any organizations The items of employees' commitment to change is based on the organizational commitment questionnaire (OCQ) that was adapted for this study. Somehow, this study used the nine administered items that used only positively worded items from fifteen items originally whereby it was applied in several studies before. Commitment is as one of the most pivotal factors that involved employees to support the change processes phenomenally as firmly being stressed by Meyer and Allen (1997). This study assessed the level of commitment of respondents (employees) in their companies and how strong the level of their commitment towards it. They notified the scale of internal consistency of employees' commitment to change ranged highly from .82 to .93. The items for Employees' Commitment to Change were shown in Table 3.4.

Table 3.4
Items of Employees' Commitment to Change

Items	
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organizational be successful to change.
2	I talk up this organization to my friends as a great organization to work for change.
3	I would accept almost any type of changes in order to keep working for this organization.
4	I find that my values and this company's values are very similar for change.
5	I am proud to tell others that I am part of this organization that works for change.
6	This organization really inspires the very best in me in the way of job performance to change.

7	I an extremely glad that I shoes this organization to work for change over others I was considering at the time I joined.
8	I really care about the fate of this organization for change.
9	For me this is best of all possible organizations for which to work for change.

Source: Mowday et al. (1979)

3.4.2 Personality Traits Questionnaire

Personality traits items used to examine the effect of attitude and personality of the employees that would affect the way they committed to the company's change. This variable is the combinations of foreseeable characteristics of human's behaviour, at which it explains the difference individual actions in similar situation (Matzler et al., 2008; Mowen et al., 2007; Vakola et al., 2004). The measurement of personality traits was adapted from Rammstedt and John (2007) to fit the workplace in this context of study. A number of 10 items were constructed to give the efficient assessment on the personality traits dimensions, namely Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness (Benet-Martinez & John, 1998; Salgado, 2003; Vakola, 2004). The reliability of the five dimensions that used BFI scales were .89, .74, .82, .86, .79 respectively for Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness referred to Cronbach's itemized alpha coefficient as recommended by Rammstedt and John (2007). The items for Personality Traits were shown in Table 3.5.

Table 3.5
Items of Personality Traits

	Items
1	I like to be outgoing and sociable.
2	I prefer to stay reserved at my workplace.
3	I generally trust my colleagues.
4	I tend to find fault in others.*
5	I prefer to do a thorough job.
6	I tend to be lazy.*
7	I get nervous easily.
8	I am relaxed and can handle stress well.
9	I have an active imagination.
10	I value artistic and aesthetic experiences.

Source: Rammstedt and John (2007)
Note: * Negatively worded statements were reversed

3.4.3 Internal Communication Questionnaire

In order to establish bonding among employees in organization, communication is crucial

to create and maintain the relationship whereby it can engage them into commitment to

their companies (Awad & Alhashemi, 2012; Dutton et al., 2001; Lewis, 1980). Hoyle

(2010), Fedor et al. (2008) and Paton et al. (2008) constructed nine (9) items for internal

communication as an adaptation of this variable. In order to indicate that the items have

the acceptable internal consistency, the reliability test is measured. Generally, the internal

consistency for variable internal communication was 0.683 and the reliability for all items

were acceptable in the minimum 0.60 (Bagozzi & Yi, 1988). Each item was measured by

a five-point of Likert scale that raging from '1' "Strongly Disagree" to '5' "Strongly Agree".

The items for Internal Communication were shown in Table 3.6.

Table 3.6
Items of Internal Communication

	My company…
1	Ensures the employees understand the objectives for the need of change.
2	Gives the employees the change awareness/information on a regular basis.
3	Gives the change awareness/information to the right people, in the right format, at the right time and in the right quantity.
4	Has an effective system to communicate change awareness/information internally.
5	Communicates with clarity to individual and work unit objectives and challenges.
6	Clearly states the change program objectives.
7	Ensures the action plans to pursue the change program are well known.
8	Makes an effort to understand how employees understood its messages.
9	Makes frequent communication efforts to ensure understanding and to support the intended change.

Source: Hoyle (2010), Fedor et al. (2008), Paton et al. (2008)

3.4.4 Leadership Styles Questionnaire

Multifactor Leadership Questionnaires (MLQ) is the instrument that developed by Bass (1985) to measure the transformational and transactional leadership styles. Initially, MLQ include five dimensions that measure the transformational leadership that consist of charisma (idealized influence), intellectual stimulation, individualized attention, contingent reward, and management-by-exception. Later, Bass and his colleagues reinvented the additional factor namely inspirational motivation that related to transformational leadership. This additional factor is based on the four I's of transformational leadership as proposed by Bass and Avolio (1995), and Avolio, Waldman, and Yammarino (1991). According to Avolio and Bass (1991), the measurement of leadership styles were adapted, i.e. transformational leadership and transactional leadership

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were measured by 15 items whereby transformational leadership were measured by 1-10 items while transactional leadership were measured by 11-15 items. Ismail et al. (2009) reported the scale of internal consistency of transformational leadership style at .950 and transactional leadership style at .844. The respondents were asked to describe the possible outcome of their superiors' behaviour in companies. The items for Leadership Styles were shown in Table 3.7.

Table 3.7
Items of Leadership Styles

My leader…	
1	Instills pride in me.
2	Spends time for teaching and coaching.
3	Considers moral and ethical consequences.
4	Views me as having different needs, abilities, and aspirations.
5	Listens to my concerns.
6	Encourages me to perform.
7	Increases my motivation.
8	Encourages me to think more creatively.
9	Sets challenging standards.
10	Gets me to rethink never-questioned ideas.
11	Makes clear expectations.
12	Takes action before problems become chronic.
13	Tells us standards to carry out work.
14	Works out agreements with me.
15	Monitors my performance and keeps track of my mistakes.

Source: Avolio and Bass (1991)

3.4.5 Organizational Culture Questionnaire

The employees' commitment to change was strengthened by the organizational culture within company (Detert et al., 2000; Lau et al., 2002). Organizational culture instrument was adapted from Glaser (1987) to suit to the context of the current study. There were 20 items use the Likert scale that included in questionnaire. On the previous study, this instrument is created to measure organizational culture in order to develop an empirical measurement that based on six components such as teamwork, climate moral, information flow, involvement, supervision and meeting. Instead, this study improvised the components into four topics: teamwork, climate moral, information flow and involvement; due to the similarity of meaning from other instruments based on Pearson, Bahmanziari, Crosby and Conrad (2003). Internal reliability was demonstrated with Cronbach Alpha and Split-half Reliability Coefficient that was scored .886. The items for Organizational Culture were shown in Table 3.8.

Table 3.8
Items of Organizational Culture

Items	
1	In this company, people I work with are direct and honest with each other.
2	In this company, people I work with accept criticism without becoming defensive.
3	In this company, people I work with resolve disagreements cooperatively.
4	In this company, people I work with function as a team
5	In this company, people I work with are cooperative and considerate.
6	In this company, people I work with constructively confront problems.
7	In this company, people I work with are good listeners.
8	In this company, people I work with are concerned about each other.

9	In this company, labour and management have a productive working relationship.
10	This company motivates me to put out my best efforts.
11	This company respects its workers.
12	This company treats people in a consistent and fair manner.
13	Working with this company makes me feel like being part of a family.
14	In this company there is an atmosphere of trust.
15	This company motives people to be efficient and productive.
16	I get enough information to understand the big picture here.
17	I know what is happening in work sections outside my own.
18	I have a say in decisions that affect my work.
19	I am asked to make suggestion about how to do my job better.
20	This company values the ideas of worker at every level.

Source: Glaser et al. (1987)

3.5 Data Collection Procedure

Data collection processes are crucial, particularly in collecting the extensive data from multiple source information with multiple cases (Corbin & Strauss, 2008). Data collection procedure is a collaborated part of research methodology whereby the researcher used the mixed methods of both quantitative and qualitative approaches. In quantitative method, the measurement of scales was analysed by the Partial Least Square (PLS) version 3.0. Likewise, a pilot study that is conducted to check the stability of questionnaires was being tested by Smart PLS 3.0 software. It has been elaborated further in the next section.

The process of actual data collection in this study took place for three (3) months (February 2016-May 2016). The cross-sectional study used a self-administered questionnaire. In the

initial stage of the data collection, an official data collection letter was collected from Othman Yeop Abdullah Graduate School of Business (OYAGSB) as the procedure of dissemination of questionnaires to the respondents in order to get the permission in conducting surveys to the companies, to which it introduces the researcher and the purpose of the study. Finally, the distribution of the questionnaires to the respondents were done. The researcher firstly sent the email to the Human Resource Department (HRD) to develop a rapport and to seek the permission to allow the survey to be carried out to the employees in the respective company. At the same time, the researcher developed the network in order to engage with the employees. Both of these approaches made the data collections more convenient and efficient. To convince the respondents, researcher had given the clear instruction and adequate questionnaires. The researcher also assured the respondents that the data that being given by them is strictly for the academic purpose only and would remain anonymous (see Appendix A: Questionnaire). Hence, they felt secure to fill the questionnaire and support this survey process.

Approximately 90 days after sending out the survey questionnaire, a number of 294 questionnaires were completed and all of them were usable to be analysed by the researcher. Fortunately, the researcher managed to get the representatives in each company who responsible to collect the questionnaires from the respondents. The follow up process was taken to remind those respondents to complete and to return the questionnaires. The SMS, WhatsApp and phone call are the tools to do the follow up. The representative came from the acquaintances that the researcher knew and even from the person that the researcher met once the researcher came to the company. This method was effectively more realistic by convincing them the hardcopy of permission letter to conduct the survey rather

than sending the email method that mostly got rejected or no-reply from the companies. Most of companies likely were underestimated the purpose of the research that could waste their time.

3.6 Pilot Study

In the previous literature, the instruments that used to measure personality traits, internal communication, leadership styles, organizational culture and employees' commitment to change have been validated. Then, the researcher used the reliability test to assess the stability of the scale and revising the content of questionnaires. To assure the reliability and validity of the measurement in the research data, a pilot study had been implemented by the researcher as the suggested in Flyn et al. (1990). The importance of re-validated the instruments is due to the different environments, contexts, respondents and characteristics from the original studies earlier (Sekaran & Bougie, 2016). Moreover, the researcher used a pilot study to improve the questionnaire itself based on Trochim and Donnelly (2006). Hence, this effort is to enhance the understanding among respondents and to assess whether the questions are appropriate or not. A total number of 42 questionnaires were distributed to 80 respondents (employees) from one of the large companies in the property sector in the Northern region of Malaysia.

To note, the 42 respondents were not being considered in the actual study. This study used a PLS path modelling (Wold, 1974; 1985) through Smart PLS 3.0 software (Ringle et al., 2005) that was employed to assure the internal consistency reliability and discriminant validity of the construct in this pilot study. The participation of 42 respondents was

considered an appropriate number since generally the size of pilot study ranges from 25 to 100 subjects (Blumberg et al., 2014; Cooper & Schindler, 2009). Hence, this sample size in analysis that use PLS-SEM technique is tolerated (Chin & Newsted, 1999; Chiu et al., 2009; Ngai & Gunasekaran, 2004). Moreover, Lackey, Wingate, Brink and Wood (1998) recommended that 10% sample size from full study can be used as pilot study. PLS Algorithm was formulated to obtain the average variance extracted and composite reliability coefficients (Geladi & Kowalski, 1986). Formell and Larcker (1981) suggested that the Average Variance Exracted (AVE) value should be at .50 or more. Even, Bagozzi and Yi (1988); and Hair et al. (2011) stated that the composite reliability coefficient should obtain at least 0.70 or more. Moreover, they further coincided that to achieve an adequate discriminant validity, the square root of AVE should be higher than the correlations among latent constructs. The average variance extracted and composite reliability coefficients of six latent constructs are shown at Table 3.9 below.

Table 3.9
Reliability and Validity of Constructs (n=42)

Latent Variables	Number of Indicators	Average Variance Extracted (AVE)	Composite Reliability
Employee Commitment to Change	9	0.668	0.923
Personality Traits	10	0.746	0.946
Internal Communication	9	0.517	0.932
Transformational Leadership	10	0.503	0.861
Transactional Leadership	5	0.599	0.937
Organizational Culture	20	0.535	0.846

Source: The Researcher

The table above illustrated that the composite reliability coefficient of each latent construct is ranged from .846 to .946 whereby each score is exceeded the minimum acceptable level of .70. It stated the adequate internal consistency reliability of the measures that used in this pilot study (Bagozzi & Yi, 1988; Hair et al., 2011). At the same time, the scores of the average variance extracted are ranged between .503 to .694, whereby it also confirmed the acceptable values of minimum .50.

Table 3.10
Discriminant Analysis Result

	Latent Variables	1	2	3	4	5	6
1	Employee Commitment to Change	**0.817**					
2	Personality Traits	0.719	**0.798**				
3	Internal Communication	0.312	0.312	**0.804**			
4	Transformational Leadership	0.581	0.610	0.335	**0.792**		
5	Transactional Leadership	0.712	0.741	0.541	0.747	**0.753**	
6	Organizational Culture	0.498	0.521	0.718	0.502	0.208	**0.821**

Note: The values in the diagonals cells **(bold)** are the square foot of the AVE while the un-bolded values are the correlations

On the other hand, the table 3.10 as shown above compared the correlations among the latent constructs with the square root of AVE that illustrated in the diagonals cells (in **bold** face). The table illustrated that the square root of the average variance extracted scores were all greater than the correlations among latent constructs, at which it suggested the adequate discriminant validity (Fornell & Larcker, 1981).

3.7 Data Analysis

The present study applied PLS SEM path modelling by using Smart PLS 3.0 software (Ringle et al., 2005) to test the theoretical model. The simultaneous test of multiple variables for predictive models is allowed in PLS SEM as an analysis technique (Wold, 1974; 1985). Chin (1998) stated that PLS SEM can be used in both development and confirmation of theory. According to Ringle, Wende, and Will (2005), the validity of PLS SEM allows a test of several relationships simultaneously whereby it creates an enhanced, valid and reliable conclusion that are better than covariance based analysis technique. Likewise, PLS SEM path modelling was considered as the most accurate technique in this study for some factors.

Firstly, despite of its similarity to conventional regression technique, it has other specialty in estimating the relationships between indicators and its corresponding latent constructs (measurement model) and relationships between constructs (structural model) simultaneously (Chin et al., 2003; Duarte & Raposo, 2010; Gerlach et al., 1979; Lohmöller, 1989). Secondly, as elaborated at the previous section of this study, in spite of the existent research regarding the role of personality, communication and leadership in affecting the employees' commitment to change, the previous literatures indicate that the moderating effect of organizational culture on the personality, communication and leadership on commitment to change has not been explored yet. Thirdly, the aim of this present study is to identify the role of personality, communication, leadership and organizational culture in affecting the likelihood of employees' commitment to change. This present study is an explorative in nature by applying the Lewin's three step model theory and Kotter's theory of change. This proved to use a path modelling approach to be conducted because it has

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been advised to apply PLS SEM if a study is prediction-oriented or an extension of an existing theory (Hair et al., 2011; Henseler, Ringle, & Sinkovics, 2009; Hulland, 1999). Lastly, in terms of appearance, Smart PLS software has a friendlier graphical user interface compare to other path modelling software. It helps users to create a moderating effect for path models with interaction effects (Temme, Kreis, & Hildebrandt, 2006, 2010).

The data analysis in PLS SEM were following several steps conducted by the researcher: 1) The collected data was screened by using SPSS to ensure that it was apt for PLS analysis; 2) PLS SEM then also calculated individual item reliabilities, internal consistency reliabilities, convergent validity and discriminant validity to ascertain the measurement model (Hair et al., 2011; Henseler, et al., 2009); 3) the standard bootstrapping procedure with a number of 5,000 bootstrap samples and 265 cases was conducted to evaluate the structural model (Hair et al., 2011; Hair, Sarstedt, Ringle, & Mena, 2012; Henseler et al., 2009). Precisely, the significance of the path coefficients, level of R-squared values, effect size and predictive relevance of the model were evaluated (e.g., Hair, Hult, Ringle, & Sarstedt, 2014) and; 4) after the analyses of the main PLS path model, a supplementary PLS SEM analysis was conducted (i.e., moderator analysis). Thus, following Henseler and Chin's (2010b) as well as Henseler and Fassott's (2010) approaches to the analysis of moderating effects in PLS path models, a two-stage approach was applied to test the moderating effect of organizational culture on the relationship between personality traits, internal communication, leadership styles and employees' commitment to change. At last, the next step requires to ensure the strength of the moderating effects by using Cohen's (1988) effect size formula.

3.8 Qualitative Approach

The triangulation had been implemented in this research as mentioned in the earlier part of this section in order to gauge the in-depth understanding on the current situation as well as was discussed in Stile (2001). Through this triangulation we can choose whether qualitative research that facilitates quantitative research or quantitative research that facilitates qualitative research. In this study, the qualitative research has facilitated quantitative research by: 1) providing hypotheses, it is because the tendency towards an unstructured, open-ended approach to data collection, qualitative research is often very helpful as source of hypotheses that can be subsequently tested using the quantitative research method; 2) aiding measurement, the in-depth knowledge of social contexts acquired through qualitative research can be used to inform the design of survey questions for structures interview and self-completion questionnaires. (Bryman & Bell, 2011).

3.8.1 The Participants

The large companies were being elected as the sample of this present research because these types of companies actually bring out the highest economic development within the country, Malaysia precisely. Then, if we can see it through the farther period of time, it can be the starting point for the economic development in Malaysia for pursuing the business sustainability. From 30 largest companies that listed in KLCI Bursa Malaysia, those were selected in order to meet the objectives of this research. There are six sectors whereby major change occurred in Malaysia such as Alfie Amir, Research Manager of Telekom Malaysia stated that telecom market is undertake changes in user requirements, new

technologies and revenue drivers that drive a major revolution (IDC, 2015) whereby these new changes were expected to give a high impact on the market and particularly to the economic in Malaysia (Santa Fe Relocation Services, 2015). Both deductive and inductive approaches were chosen to utilize the selected case study. The researcher chose the case to study based on to their effect in helping to widen on or to screen the concepts and theory that have already been established (Yin, 2015; Taylor & Bogdan, 1998). How a developed theory is being supported by a case of 70 study was concerned by the analytical generalization, thus this study is hoped to give impact in developing the frameworks and concepts (Yin, 2015; Strauss & Corbin, 1998).

Researcher met six participants from six different sectors that being chose from 30 large companies, researcher chose 6 companies because of those are affected by the recent changes. During the global crisis sectors that mostly affected are oil and gas, plantation, automotive (Bricongne et al., 2012; Chander & Welsh, 2015; Lai & Ong, 2010). Moreover, it also based on researcher observation on the current situation. For instance, as stated in Malaysian Economic Transformation Program (ETP) 2015, those six sectors: oil and gas, plantation, energy and electrics, communication, automotive, and manufacturing are included in 12 National Key Economic Area (NKEAs) as one of components of ETP as formulation of Malaysia's National Transformation Programme.

The development of the semi-structured interview questions was done based on the previous research question asking about the individual concerns on their commitment to change. This is considered a triangulation approach, in terms of using both quantitative and qualitative methods as explained by Yin (2003) particularly to get real insights on the

subject matter and to explore in-depth on certain phenomenon of interest. The choices of the individual as the case studies based on the triangulation approach (Strauss & Corbin, 1998; Yin, 2013), to verify data in different techniques and to investigate the multiple sources in more credibility (Lichtman, 2010; Yin, 2013). This case study helped to find the answer of the research questions and objectives stated earlier in a deeper understanding of the phenomenon under investigation.Moreover, it helps to give a fundamental idea of how the views of the participants are connected with the theoretical notions and what are the emerging concepts resulted from the interviews.

Mainly, the semi-structured interview focused on the employee commitment to change. Three main semi-structured interview questions were constructed as follows: 1). What type of changes that undertook by your company in the past three years?; 2). Based on your experience, how did you react towards the change in your company? And; 3). What factors are crucial to the employees' commitment to change? (based on your experience)? Hence, all questions were adjusted based on the individual roles in the company (i.e. superior-subordinate) roles.

Each interview session took approximately twenty (20) minutes to forty (40) minutes. The interviews were conducted with the middle managers and employees in the case studies organization, which is also considered the recommendations by Yin (2003), where the participants for the interviews were identified based on their roles and referring the hierarchical level structure. As a result, the participants were categorized as in Table 3.11 below:

Table 3.11 *Participants of Interview Sessions*

No	Sector	Position	Number
1	Manufacturing	Operation Manager	1
2	Energy and utilities	Assistant General Manager	1
3	Telecommunication	Head of Performance and Development	1
4	Automotive	Manager of Customer Relations	1
5	Palm and Oil	Middle Manager	1
6	Oil and Gas	Head of Sales	1
		Total	6

Source: Researcher

For qualitative approach, the interview is conducted among middle levels in large companies. The role of leaders within company was expected to be an agent to overcome these change issues in order to analyze their leadership which affects their employees' commitment. As the leaders are the ones who really understand about whatsoever programs that are being implemented in their companies, they were deeply interviewed to come out about the phenomena of change that occurred within their companies. Through qualitative research, later on, the leaders indeed will gain the best outcomes to improve their companies and highly increase their knowledge about the change through their employees' commitment. Afterwards, they will be able to drive their own companies to be the one that precisely implemented their vision and mission that immune to the global change.

3.8.2 Qualitative Analysis

The qualitative data that was collected through the semi structured interviews during the site visits to the companies has been identified. The qualitative measurement was being analyzed by NVivo version 10.0 software programs. This software helped to manage the complexity of qualitative research by linking, coding, shaping and modelling the data (Richards, 1999). The researcher used the software to code the concepts and themes based on the identified nodes. The processes helped the researcher to get the real insight on how the commitment were given by the employees on the specific change projects the embarked by the company. Sidani and Sechrest (1996) were highly recommended the flexibility in research design in terms of in data collection and analysis of research in order to gain *'deep'* understanding and valid representation of the participants' point of view.

This research used a multiple case studies of a transformation programs embarked by the 30 largest listed companies in Malaysia. It draws upon two-rounds of personal in-depth interviews with six participants from six sectors in middle levels in the companies. The in-depth knowledge of social contexts acquired through qualitative research can be used to inform the design of survey questions for structures interview and self-completion questionnaires. (Bryman & Bell, 2011). The researcher exploring the phenomenon in terms of understanding the individual concerns on their commitment to change, which is in line with the ideas by Sekaran and Bougie (2016). Hence, based on Creswell (2013), the qualitative data and its analysis distil and explain those empirical results by exploring the deeper views from the participants.

The researcher selected the case study in order to understand the employees' commitment to change from both side of the employee's role including superior-subordinate perspectives. This is an inductive approach that helping the researcher to expand or to refine the concepts that have already been developed as stated by Yin (2015). Therefore, the use of multiple case studies would offer the analytical generalization in a natural setting based on the real experiences of the members in the organization.

The interviews were conducted among the managerial and operational levels in the large companies from the various sectors. The role of leaders within the company was expected to be an agent to overcome these change issues in order to analyze their leadership which affects their employees' commitment. As the leaders are the ones who understand about the change programs that had been implemented by the company. They had been interviewed about the employees' commitment to change as they are also the change agent and the superior of their subordinates, and at the same time they are also the subordinates that have to undertake the change that occurred within their companies. The researcher had provided the interview protocols in order to meet the objectives of the study.

The participants of the research came from six sectors whereby major change programs occurred in their company. As stated in the Malaysian Economic Transformation Program (ETP) 2015, the six sectors were affected and do the transformation were the oil and gas, plantation, energy and electrics, communication, automotive, and manufacturing. The types of changes in the chosen companies including the redesign of the processes that related to the user requirements, and the use of new technologies as a revolution in the

company. The choices are also based on the previous studies (such as reported in IDC, 2015; Santa Fe Relocation Services, 2015).

3.8.3 Semi-Structured Interview Development

The interview procedure had been carried out using the consent form and the interview protocol that is given to the interviewees. The documents consisted of the consent letter with a brief interviewee's profile, and the main questions for the interviews. The researcher also acknowledged the interviewees contributions and stated that the information given during the interview sessions are strictly for the purpose of the study only, which to convince them that their information is safe and will not be disclosed without their permission.

The researcher referred to the diary as attached here:

Table 3.12
Interviewees' Diary

No	Company	Sector	Date / Time	Venue
1	Maxis	Telecommunication	5 April 2016/8.00 pm	Maxis HQ Office
2	UMW Automotive	Automotive	8 April 2016/ 3.00 pm	UMW HQ Office
3	UMW Manufacturing	Manufacturing	8 April 2016/4.00 pm	UMW HQ Office
4	TNB	Energy and Electric	13 April 2016 / 3.00 pm	TNB HQ Office
5	Petronas	Oil and Gas	16 April 2016/ 3.00 pm	KLCC
6	Sime Darby	Plantation	18 April 2016/ 4.00 pm	Sime Darby HQ Office

Source: Researcher

Interviewee 1: Mr. Monir Azzouzi is the head of performance and development of Maxis in telecommunication sector. He works in Maxis for less than 5 years. So he witnessed the change happened for the last three years in Maxis. Next, interviewee 2: Mr. Ahmad Asri is the marketing manager in UMW manufacturing that focused on lubricant products. He

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works there for more than 5 years. The third interviewee is Mr. Tony Liew. He is the customer relations manager in automotive industry. He works for more than 5 years. Interviewee 4: Mr. Mohamed Noh Seth who works in energy and electric sectors, TNB, as assistant general manager. He works there in his lifetime for more than 20 years. Indeed, he really understand the development that occurred in TNB. Interviewee 5: Mr. Yanuar Maulana who works in Petronas as Head of Sales for more than 10 years. And lastly, the interviewee 6 is Mr. Ismail Azman who works in Sime Darby for more than 5 years as middle manager in operations.

Most of them are met during lunch meeting to get the information on the change happen in the company for the last three years. They are asked about how the change affect the organizational culture and how the reaction of their subordinates based on their observation. The interview aims to grasp the phenomenon of organizational culture and personality traits on the employees' commitment to change. Only two interviewees that can be settled during off work due to their busy schedules but luckily they are flexible enough to assist the researcher for interview. The important thing is the prominent information that they can share for this study.

Researcher needs to crosscheck the interview questions through the two key informants from top levels in order to synchronize the data regarding the individual concerns between the employees and the leader's perspective on the commitment to change in terms of the effect of personality traits and organizational culture on employees' commitment to change especially the traits that embrace the change and resist the change. Based on the quantitative result, personality traits significantly have relationship with employees'

commitment to change as well as the significant relationship of organizational culture that moderates the personality traits and employees' commitment to change. In the qualitative approach, the researcher found the most significant traits that affect the employees' commitment to change and the least ones. In addition, the effect of organizational culture also was discussed to measure its role towards the employees' commitment to change. At the end, this qualitative results answered the last objective in this study.

The development of the semi-structured interview questions was done through the discussions with the different level of respondents as in the survey questionnaire. Interviews were conducted with middle managers and front-line managers from top levels in each studied organization to verify and to get the deeper explanation on the survey questionnaire findings. This triangulation approach of mixed methods is suggested by Yin (2003) particularly to decrease bias. Moreover, it helps to give a fundamental idea of how the views of the participants are connected with the theoretical notions. Mainly, the semi-structured interview focused on the employee commitment to change. Three main semi-structured interview questions were constructed as follows:

1. What type of changes that undertook by your company in the past three years?

2. Based on your experience, how did you react towards the change in your company?

3. What factors are crucial to the employees' commitment to change? (based on your experience)

Each interview session took approximately twenty (20) minutes to forty (40) minutes. The author had utilized the categorical approach (Yin, 2003), where the participants for the

interviews were identified based on their level in the hierarchical structure or based on the hierarchical position. The participants were categorized as in Table 3.12.

It should be highlighted here that the case study could be studied by either quantitative or qualitative method, or in multiple or mixed methods (Yin, 2015). Hence, this study used 'triangulation approach (Strauss & Corbin, 1998; Yin, 2015). Triangulation is used to verify data in different techniques (McMurray et al., 2004) and to investigate the multiple sources in more credibility (Lichtman, 2010). It collected the data upon the same phenomenon of the same study at different times and places (Jonker & Pennink, 2010). Researcher will be helped to find the answer of questions and objectives in a broader and deeper understanding of investigating the phenomenon as a contribution to the body knowledge.

3.9 Chapter Summary

This chapter explained the importance of the triangulation method used in this study, in order to answer the research questions and research objectives. It helps to examine the employees' commitment to change in the large companies in Malaysia through understanding the real issues in the employees' commitment to change. Moreover, the right procedure in the PLS path model is highlighted for understanding on this actual research process that related to the qualitative approach that justifies the results in the next section.

CHAPTER FOUR

FINDINGS

4.1 Introduction

This chapter elaborates the main procedure that researcher applied to analyse the data and come out with the findings. The data screening and premilinary analysis were presented and identified the missing values, outliers, normality and multicolinearity effects. The descriptive statistics are presented to elaborate the composition of companies and respondents in this research. This chapter shows the measurement model that was assessed to determine the convergent validity, discriminant validity, composite reliability and Average Variance Extracted (AVE) criteria. In addition, the structural model was assessed to determine the significance of the path coefficient of determination (R^2), effect sizes (f^2), predictive relevance (Q^2) and effect sizes (q^2) criteria. Lastly, the hypotheses result of complementary PLS-SEM analysis were tested in direct and moderating paths by using the bootstrapping procedures.

4.2 Response Rate

This study disseminated the questionnaires to the employees in the 30 listed large companies in Malaysia who are based in headquarters. It started on February 2016 until May 2016 for three (3) months' phase of data collection in distributing the questionnaire. Out of 384 questionnaires distributed around Kuala Lumpur and surroundings, 311 were returned, yielding a response rate of 81%. The text message and phone call to the respondents as the direct contact of the distribution of questionnaires resulted a high response rate (Manfreda et al., 2008; Fan & Yan, 2010). Following the recommendation of

Sekaran and Bougie (2016), 17 questionnaires ought to be discarded somehow due to the uncompleted questionnaires that were filled by participants in most sections. Literally, the remaining 294 usable questionnaires were valid for further analysis that clarified 76% response rate. Sekaran and Bougie (2016) suggested that a response rate of 30% is adequate for surveys. Hence, a valid 76% response rate were qualified for the analysis in this study. Table 4.1 shows the summary of the overall response rate of this study.

Table 4.1
Summary of Response rate

Response	Frequency/Rate
Number of distributed questionnaires	384
Returned questionnaires	311
Returned and usable questionnaires	294
Returned and unused questionnaires	17
Questionnaires not returned	73
Response rate	81%
Valid response rate	76%

Source: Researcher (2017)

4.3 Data Screening and Preliminary Analysis

Initial data screening is very important in any multivariate analysis due to accessible identification in any possible violations of the key assumptions regarding the application of multivariate techniques of the data analysis that could help researchers (Hair et al.,

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2016). In addition, initial data screening helps researchers to have a better understanding towards the collected data for further analysis.

All 294 returned and usable questionnaires were coded and entered into SPSS version 22 for initial data screening. Subsequently, the following preliminary data analyses were performed for data coding and entry: 1) analysis of missing values; 2) analysis of outliers; 3) test of normality and; 4) test of multicollinearity (Hair et al., 2011; Tabachnick & Fidell, 2007).

4.3.1 Analysis of Missing Values

Missing values cannot be tolerated for a number of analysis technique (Hair et al., 2016). Similarly, according to Cohen, Cohen, West, and Aiken (1983), missing values can be a major issue if the total of missing values is higher than 10%. Nevertheless, the researchers agreed that missing rate of 5% or less is non-significant though there is no acceptable percentage of missing values in a data set for making a valid statistical inference (Schafer, 1999; Tabachnick & Fidell, 2007). In the original SPSS 22 data set of this study, out of the 23, 649 data points, 52 were missed irregularly whereby it formulated for .24% as shown in Table 4.2. As we can see on that table, the personality traits detected three (3) missing values, internal communication detected four (4) missing values, leadership styles detected 7 missing values, organizational culture detected 4 missing values, and employee commitment to change detected six (6) missing values.

Surprisingly, the demographic variables on the company and respondents detected four (4) and thirteen (13) missing values as the highest among all variables. However, demographic information is associated with the personal information about the respondents (e.g. gender,

age, ethnic, religion, and so forth) that can be considered as sensitive issues, at which it made them hesitate to give their information. Hence, due to the total of missing values is less than five (5) percent (see Table 4.2), it was recommended to use a mean substitution as an easiest way for replacing the missing values (Little & Rubin, 1989; Kumar, Talib, & Ramayah, 2013; Raymond, 1986; Tabachnick & Fidell, 2007).

Table 4.2
Missing Values Analysis

Items	Number of Missing Values
Particular of Companies	4
Personality Traits	3
Internal Communication	4
Leadership Styles	7
Organizational Culture	4
Employee Commitment to Change	6
Particular of Respondents	13
Total	52 out of 23, 649 data points
Percentage	.24%

Note: Percentage of missing values is obtained by dividing the total number of randomly missing values for the entire data set by total number of data points multiplied by 100.

4.3.2 Analysis of Outliers

When there are peculiar scores for some cases that basically different from other respondents, outliers occurred. Outliers are described "as observations or subsets of observations which appear to be inconsistent with the remainder of the data" (Barnett & Lewis, 1994, p.7). Meanwhile, according to Hair et al. (2014) outliers was described as "an extreme response to a particular question or extreme responses to all questions" (p.71). Apparently, the existence of outliers in one's dataset is not a major issue in PLS since it handles an abnormal data (Hair et al., 2011). The existence of outliers in the data set may

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distort the estimation and invariably lead undependable results in any regression-based analysis (Mooi & Sarstedt, 2011).

Yet, it is similarly important to examine data for such cases and provide a treatment if they exist. It was determined the importance the conclusion and outcome of an empirical research by also reporting how outliers are defined, handled and identified (Aguinis et al., 2013). Firstly, frequency tables were tabulated for all variables using the minimum and maximum statistics to check if there is wrong data entry to detect outliers in the data set until the statistical table indicates that there were no any values found outside the expected range. Next, the data set were examined for univariate outliers on each single variable by using the standardized values with a cut-off of ±3.29 (p < .001) as recommended by Tabachnick and Fidell (2007). There was none of the case was identified using standardized values as potential univariate outliers by following their criterion for detecting outliers. Nevertheless, multivariate outliers were also can be detected by using Mahalanobis distance (D^2) besides using standardized values to detect univariate outliers.

The Mahalanobis Distance D^2 approach was applied among several approaches of detecting univariate and multivariate outliers (Pallant, 2011; Tabachnick & Fidell, 2007) due to its ability to evaluate the position of each observation compared with the center of all observations on a group of variables (Hair et al., 2007). in IBM SPSS 22, the linear regression was applied to compute the Mahal distance. SPSS establishes a new column in the dataset called 'MAH_1' for each case, at which it was compared with Chi square value. Any case whose D^2 is higher than Chi square value is an outlier whereby it become the rule of thumb for detecting multivariate outlier (Pallant, 2011). Based on 63 observed variables of the study, the recommended threshold of chi-square is 9.49 (p=0.05). Mahalanobis

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values that exceeded this threshold were deleted. Following this criterion, there were fourteen (14) multivariate outliers were detected and subsequently deleted from the data set because they could affect the accuracy of the data analysis technique. Hence, after deleting fourteen multivariate outliers the data set in this study becomes 294 from 308.

4.3.3 Test of Normality

Generally, statistical test demand that data distributed normally, especially in covariance based structural equation modelling (Chin et al., 2003; Hair et al., 2007). Hair et al. (2007) argued that it is crucial to assess and to ascertain the distribution of the data prior to inferential statistics though PLS SEM does not require the data to be normally distributed (Lohmöller, 1989). Previous researchers recently were advised that the researchers should conduct a normality on the data (Hair, Sarstedt, Ringle & Mena, 2012). Its distribution of the data can be inspected by several ways such as visual inspection of data plots, skewness, kurtosis and P-P plots, while Kolmogorov-Smirnov tests present inferential statistics on normality (Osborne & Waters, 2002). Variables have normal distributions, yet the non-normal distributed variables are highly skewed, either to the left or to the right, in which it can reverse relationships and significance tests. The bootstrapped standard error estimates can be inflated by highly skewed or kurtotic data (Chernick, 2008) whereby it in turn underestimate the statistical significance of the path coefficients (Dijkstra, 1983; Ringle, Sarstedt, & Straub, 2012a).

Towards this background, this present study applied a visual graphical method to examine the normality of data collected (Tabachnick & Fidell, 2007). It was supported by Field (2009) that in a large sample size of 200 or above, it is more important to check at the shape

of the distribution graphically rather than to check it at the value of the skewness and kurtosis statistics. He stated that a larger sample decreases the standard errors that it can inflate the value of the skewness and kurtosis statistics. Thus, it was convincing the justification of to use the visual graphical method of normality test rather than the statistical methods.

This present study examines the histogram and normal probability plots to ensure that the normality assumptions were not conflicted as suggested by Field (2009). The collected data for this present study follows normal pattern since all the bars on the histogram were closed to a normal curve as we can see in Figure 4.1. To sum, this table concludes that the normality assumptions were not violated in this present study.
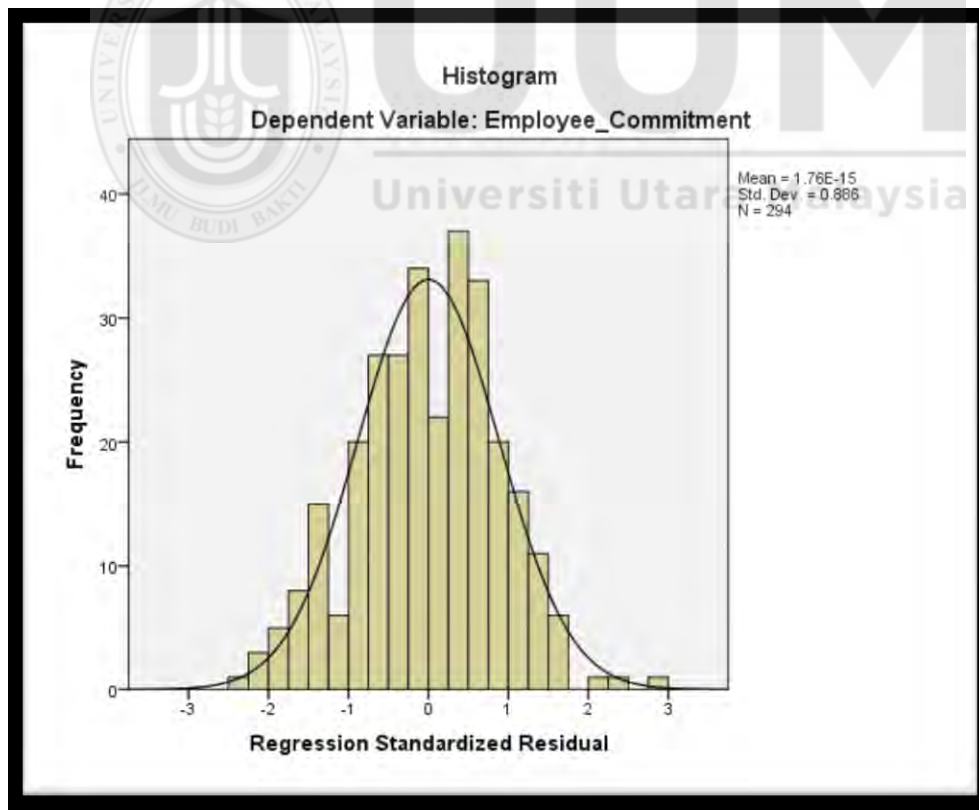
Figure 4.1
Histogram for Test of Normality

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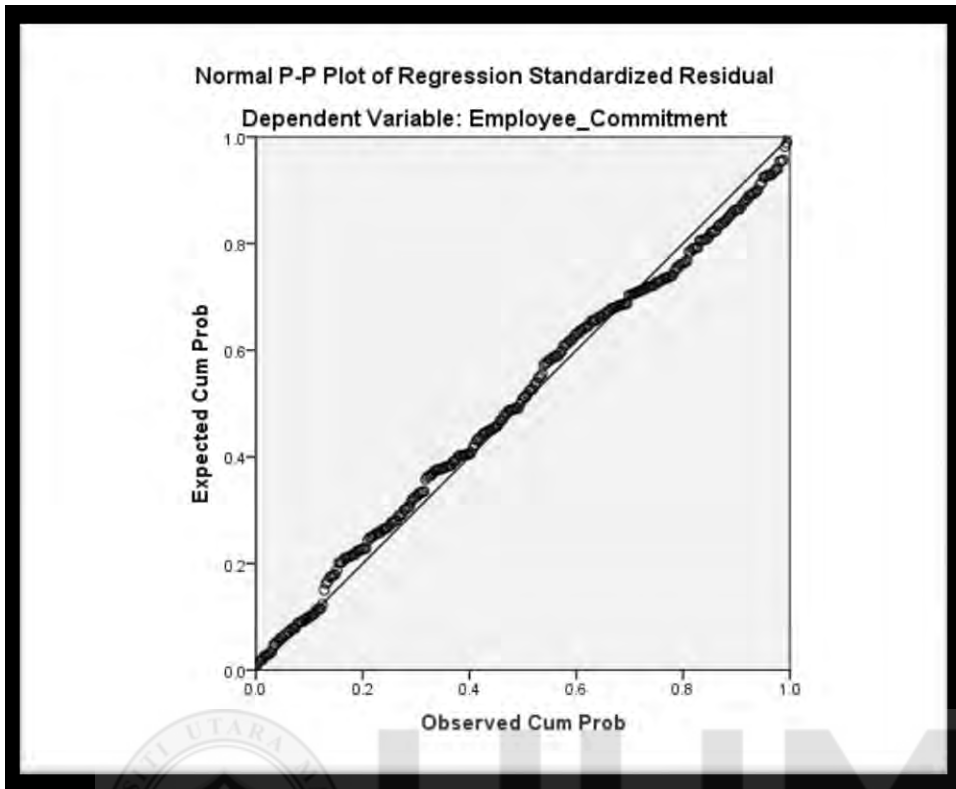
Figure 4.2
Normal P-P Plot

Next, skewness and kurtosis were also can be conducted to test the normality of the distributions (Hair et al., 2007; Pallant, 2011; Tabachnick & Fidell, 2007). Skewness in the extent to which the distribution of a variable is symmetrical. The distribution is assumed to be skewed when the distribution of the observed scores of the variable clustered to the left at the low values or to the right-hand side (high values) of graph. On the other hand, the peakness of the distribution is measured by kurtosis. The distribution is peaked with most cases clustered at the center when kurtosis is positive. Conversely, with many cases in the extreme, the distribution is flat when the kurtosis is negative. The distribution of the observations is considered to be normal when both skewness and kurtosis are close to zero (0). Generally, the range for skewness and kurtosis should not exceeded -/+1, if the data exceeded those values then it is not normally distributed. The distribution is considered too

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peaked if kurtosis greater than +1, whereas the distribution is too flat if kurtosis less than -1 (Hair et al., 2014; Pallant, 2011). As shown in Table 4.3, the kurtosis and skewness values of the variables in this study are exceeded ±1 that indicates the non-normal distribution. Hence, this study use smartPLS that suitable for non-normal distributed data (PLS, 2017).

Table 4.3
Skewness and Kurtosis Analysis

Variables	Mean	S.D	Skewness	Kurtosis
Personality Traits	3.23	654	-.516	-.861
Internal Communication	3.53	.953	-.700	-.337
Transformational Leadership	3.27	1.020	-.388	-1.379
Transactional Leadership	3.31	.995	-.476	-.899
Organizational Culture	2.83	.893	-.136	-1.293
Employees Commitment to Change	3.35	1.043	-.619	-1.222

4.3.4 Test of Multicollinearity

Multicolinearity indicates the condition whereby an exogenous latent construct or more become highly correlated. It defines the relationship among multiple independent variables particularly (Hair et al., 2011). The existence of multicollinearity among the exogenous latent constructs can distort the estimates of regression coefficients and their statistical significance tests substantially (Chatterjee & Yilmaz, 1992; Hair, Black, Babin, Anderson, & Tatham, 2006). Precisely, the standard errors of the coefficients are increased by

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multicollinearity, in which it provides successively the coefficients non-significant statistically (Tabachnick & Fidell, 2007).

To obtain multicollinearity, this present study used two methods thereby correlation matrix of the exogenous latent constructs and variance inflated factor (VIF), tolerance value, and condition index (Chatterjee & Yilmaz, 1992; Peng & Lai, 2012). Firstly, the correlation matrix of the exogenous latent construct was examined that 0.90 correlation coefficient and above indicates multicollinearity among exogenous latent constructs. Table 4.4 below has shown the correlation matrix of all exogenous latent constructs.

The table 4.4 indicates that the correlations among exogenous latent constructs were sufficiently below the suggested threshold values of 0.90 or more. It means that the exogenous latent constructs were not dependent and not highly correlated.

Table 4.4
Correlation matrix of the exogenous latent constructs

No	Latent Constructs	1	2	3	4
1	Personality Traits	1			
2	Internal Communication	.151**	1		
3	Transformational Leadership	.376**	.470**	1	
4	Transactional Leadership	.141*	.696**	.342**	1

Note: ** Correlation is significant at the 0.01 level (2-tailed).
 *Correlation is significant at the 0.05 level (2-tailed).

On the other hand, variance inflated factor (VIF), tolerance value and condition index then were examined to detect multicollinearity issue. Multicollinearity will be an issue if VIF score is higher than 5, tolerance score is less than .20, and condition index score is higher than 30. Table 4.5 below shows the VIF values, tolerance values and condition index values for the exogenous latent constructs. As we can see, the multicollinearity seemed not exist as all values did not exceed the requirements as suggested by Hair et al. (2011). Therefore, multicollinearity is not an issue in this present study.

Table 4.5
Tolerance and Variance Inflation Factors (VIF)

Latent Constructs	Collinearity Statistics		Condition Index
	Tolerance	VIF	1.000
Personality Traits	.855	1.169	6.539
Internal Communication	.453	2.207	9.282
Transformational Leadership	.670	1.493	12.213
Transactional Leadership	.511	1.957	16.521

Source: Researcher

4.3.5 Common Method Variance

This present study was yielded single sources data for both dependent and independent variables. It might cause a common method bias as a result. Some researchers agreed that common method variance is a major issue for studies that were used self-report surveys (Lindell & Whitney, 2001; Podsakoff et al., 2003; Spector, 2006). A number of procedural remedies to minimize the effects of CMV were adopted in this study (MacKenzie & Podsakoff, 2012; Podsakoff et al., 2003; Podsakoff, MacKenzie, & Podsakoff, 2012;

Podsakoff & Organ, 1986); Viswanathan & Kayande, 2012). First, the respondents were informed that the items are measured by Likert scale to help them in answering the questionnaires to reduce the evaluation apprehension and there is no right and wrong answer for it. Likewise, the respondents were briefed that their answers were confidential throughout the research process for an assurance.

Next, another alternative to examine common method variance is by adopting scale reordering measure, correlation procedure and Harman's single-factor test that proposed by Podsakoff and Organ (1986). From the questionnaire design, the order of which variables appeared is independent variables were appeared in front, while dependent variable was appeared at the end of the questionnaire. Similarly, previous researchers argued that a common method bias also can be caused by a very high inter-construct correlation of 0.90 (Bagozzi, Yi, & Phillips, 1991). Surprisingly, the correlation matrix that has been shown in Table 4.5 indicated that there is no evidence of any two constructs is being highly correlated. It shows that the highest correlation is 0.78 among the construct of transformational leadership and transactional leadership. Lastly, the Harman's single-factor test was also conducted in SPSS 22 by loading all indicators as single factor. All the measurement items were subjected to un-rotated principle component factor analysis. In this case, the common method bias might become problematic if one factor distinctively explained the majority of variance (Podsakoff & Organ, 1986). Hence, there is no evidence of method bias as all the factors extracted have the eigenvalues more than 1.0, while the smallest factor accounts for 15.33 percent and the largest one is 82.68 percent.

4.4 Descriptive Statistical Analysis

This study divided the descriptive statistical analysis into two sections: 1) the demographic profile of the companies; and 2) the demographic profile of the respondents.

4.4.1 Demographic Profile of Companies

The justification that the respondents are from large companies lied in the category of revenue that company raised annually, it was more than RM 25,000 million, while the minimum total of the employees in that company is 150 employees and above (MTDC, 2016). In this analysis, the types of change and the sector of company were examined. In this analysis, it was discovered the types of change that happened for the past three years in Malaysian large companies, thereby restructuring (50.7%); new Information Technology (16.3%) and; centralization (10.5%) from three major results. Meanwhile, from sectors of company, there are quite number for each sector. As we can see in Table 4.6 below, there are finance and banking (30.3%); automotive (10.2%); oil and gas (10.5%); manufacturing (10.2%); telecommunication (10.5%); construction (9.9%); electrics (8.8%) and; rubber and palm (6.8%).

Table 4.6
Demographic Profile of Companies

Items	Category	Frequency	Percentage	Cumulative Percentage
Type of Change *may have multiple answers	Restructuring	149	50.7	50.7
	Downsizing	24	8.2	58.9
	Reengineering	6	2.0	60.9
	New machine	15	5.1	66.0

	Decentralization	3	1.0	67.0
	New Information Technology/Technology System	48	16.3	83.3
	Centralization	31	10.5	93.8
	Reform	20	6.6	100.4
	Rightsizing	18	6.1	106.5
	Merger and Acquisition	5	1.7	108.2
	Other	1	0.3	108.5
	Total	**302**	**108.5**	
Sector of Company	Rubber and Palm	20	6.8	6.8
	Oil and Gas	31	10.5	17.3
	Healthcare	3	1.0	18.4
	Advertising	5	1.7	20.1
	Automotive	30	10.2	30.3
	Finance and Banking	89	30.3	60.5
	Manufacturing	30	10.2	70.7
	Telecommunication	31	10.5	81.3
	Electrical and Electrics	26	8.8	90.1
	Construction and Real Estate	29	9.9	100
	Total	**294**	**100**	

4.4.2 Demographic Profile of Respondents

The demographic profile of respondents examined in this study include gender, age, race, religion, the highest academic qualification, working experience, department, current position, and tenureship (see Table 4.7).

Table 4.7
Demographic Profile of Respondents

Items	Category	Frequency	Percentage	Cumulative Percentage
Gender	Male	148	50.3	50.3
	Female	146	49.7	100
	Total	**294**	**100**	
Age	< 21	1	0.3	0.3
	21-25	55	18.7	19.0
	26-30	99	33.7	52.7
	31-35	58	19.7	72.4
	36-40	40	13.6	86.1
	41-45	27	9.2	95.2
	46-50	10	3.4	98.6
	51-55	4	1.4	100
	Total	**294**	**100**	
Race	Malay	247	84.0	84.0
	Chinese	38	12.9	96.9
	Indian	8	2.7	99.7
	Others	1	0.3	100

	Total	**294**	**100**	
Religion	Islam	247	83.3	83.3
	Buddhism	21	7.1	90.5
	Christianity	17	6..5	96.9
	Hinduism	6	1.9	99.7
	Others	1	0.3	100
	Total	**294**	**100**	
Highest Academic Qualification	SPM/STPM	12	4.1	4.1
	Diploma	48	16.3	20.4
	Bachelor	205	69.7	90.1
	Master	26	8.8	99.0
	PhD	1	0.3	99.3
	Others	2	0.7	100
	Total	**294**	**100**	
Working Experience	< 1 year	23	7.8	7.8
	1-5 years	99	33.7	41.5
	5-10 years	91	31.0	72.4
	11-15 years	38	12.9	85.4
	16-20 years	24	8.2	93.5
	21-25 years	15	5.1	98.6
	26-30 years	2	0.7	99.3
	>30 years	2	0.7	100
	Total	**294**	**100**	
Department	Marketing and sales	46	15.6	15.6

	Administration	39	13.3	28.9
	Information Technology	23	7.8	36.7
	Research and development	7	2.4	39.1
	Logistics	4	1.4	40.5
	Finance	35	11.9	52.4
	Human resources	15	5.1	57.5
	Accounting	13	4.4	61.9
	Procurement	9	3.1	65.0
	Public Relations	27	8.7	73.7
	Operations	8	2.7	76.4
	Customer Service	34	12	88.4
	Supply Chain	12	4.3	92.7
	Production and Quality	20	6.6	99.3
	Others	2	0.7	100
	Total	**294**	**100**	
Current Position	Entry level employees	66	22.4	22.4
	Supervisors/senior assistants	64	21.8	44.2
	Frontline managers/junior managers	44	15.0	59.2
		44	15.0	74.1
	Middle managers			
		71	24.1	98.3
	Executives/top managers			
		5	1.7	100
	Others			
		294	**100**	
	Total			
Tenureship	< 6 months	0	0	0
	6 months - 1 year	38	12.9	12.9

1-5 years	131	44.6	57.5
6-10 years	91	31.0	88.4
11-15 years	19	6.5	94.9
16-20 years	6	2.0	96.9
21-25 years	8	2.7	99.7
26-30 years	1	0.3	100
Total	**294**	**100**	

Table 4.7 above shown that the majority of gender of respondents 148 or 50.3% for males, while 146 or 49.7% represents females. Regarding the age category, 33.7% of 99 participants were in the age group of 26-30 years at highest. This is followed by those in the age group of 31-35 years with 58 respondents that accounted for 19.7% of the sample. In the age group of 21-25 years, there were 55 respondents who represent 18.7% of the sample. The smallest age group ranged below 21 years that accounted for only 0.3% or 1 respondents. Next, in terms of race, it shows that 84% of 247 participants were Malaysian mostly, followed by Chinese at 38 participants (12.9%), it was 8 Indian respondents (2.7%) and only 1 other ethnic of respondent (0.3%). In religion category, there are (83.3%) 247 respondents who are Muslims, 17 respondents (6.5%) who are Christians, 21 respondents (7.1%) who are Buddhists, 6 respondents (1.9%) who are Hindus, and 3 respondents (1%) who have other religions. In terms of their academic qualification, the majority holds bachelor degree at 69.7% for 205 respondents, followed by diploma for 48 respondents (16.3%), 26 respondents (8.8%) for master degree, 12 respondents (4.1%) for SPM/STPM, followed by 2 respondents (0.7%) for other qualification, and only 1 respondent (1.3%) who has doctorate degree. In terms of working experience, they are 23 respondents (7.8%)

who work less than 1 year, 99 respondents (33.7%) who work on period 1 year to five years, 91 respondents (31%) who work for 6-10 years, 38 respondents (12.9%) who work for 11-15 years, 24 respondents (8.2%) who work for 16-20 years, 15 respondents (5.1%) who work for 21-25 years and 2 respondents (0.7%) who work for 26-30 years and 2 respondents who work for more than 30 years (0.7%). There are various departments in large companies, based on survey, the highest amount for employees worked for is in marketing and sales for 46 respondents (15.6%), 39 respondents (13.3%) who work in administration department, 35 respondents (11.9%) who work in finance department, 23 respondents (7.8%) who work in IT department, 13 respondents (4.4%) who work in accounting department, 9 respondents (3.1%) who work in procurement department, 27 respondents (8.7%) who work in public relations, 8 respondents (2.7%) who work in operations, 34 respondents (12%) who work in customer service, 12 respondents (4.3%) who work in supply chain, 20 respondents (6.6%) who work in production and quality, 7 respondents (2.4%) who work in research and development department, 4 respondents (1.4%) who work in logistic department, and 2 respondents (0.7%) who work in other departments. Most of them are executives /top managers that added up 71 respondents (24.1%), work as entry level employees that added up 66 respondents (22.4%), at the 3rd place is work as supervisors or senior assistants that added up 64 respondents (21.8%), work as frontline managers or junior managers that added up 44 respondents (15%), work as middle manager that added up 44 respondents (15%) and other positions that added up 5 respondents (1.7%). The length of their work in current company added up 1-5 years for 131 respondents (44.6%) as the longest one, 91 respondents (31%) that work within 5-10 years, 38 respondents (12.9%) that work less than 1 year, 19 respondents (6.5%) that work

within 11-15 years, 8 respondents (2.7%) who work within 21-25 years, 6 respondents (2%) who work within 16-20 years, and 1 respondent (0.3%) only who work within 26-30 years.

4.5 Assessment of PLS-SEM Path Model Results

Henseler and Sarstedt (2013) argued that Goodness-of –Fit (GoF) index is not apt for model validation (see also Hair et al., 2014). The reason why GoF index is not suitable for model validation is due to its inability to separate valid model from invalid model through PLS path models (Hair et al., 2012). Yet, in order to anticipate this issue, this present study adopted a two-step process to evaluate and report the results of PLS-SEM path as suggested by Henseler, Ringle and Sinkovic (2009). The two-step process that adopted in this study comprehends: 1) the assessment of measurement model and; 2) the assessment of structural model (Hair et al., 2014; Hair et al., 2012; Henseler et al., 2009). See Figure 4.3 below.
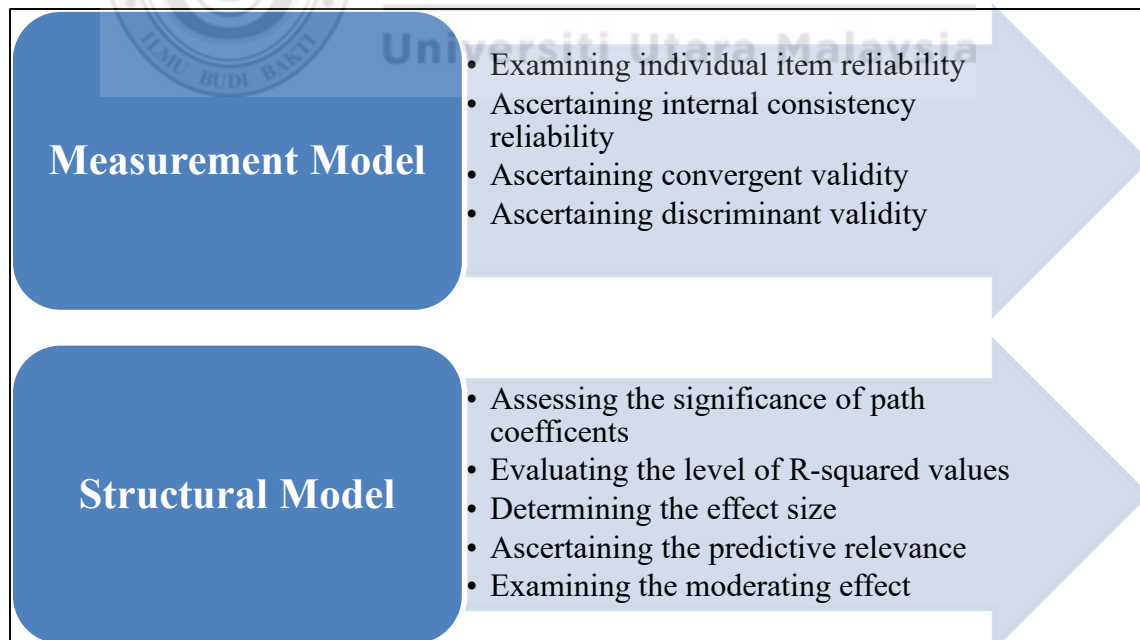
Figure 4.3
A Two-Step Process of PLS Path Model Assessment
Source: Henseler et al. (2009)

4.6 Assessment of Measurement Model

Measurement model or also known as outer model is defined as a structural relationship between latent constructs and its indicators (Anderson & Gerbing, 1988; Tabachnick & Fidell, 2007). The assessment of measurement model should be applied based on individual item reliability, internal consistency reliability, content validity, convergent validity and discriminant validity (Hair et al., 2014; Hair et al., 2011; Henseler et al., 2009).
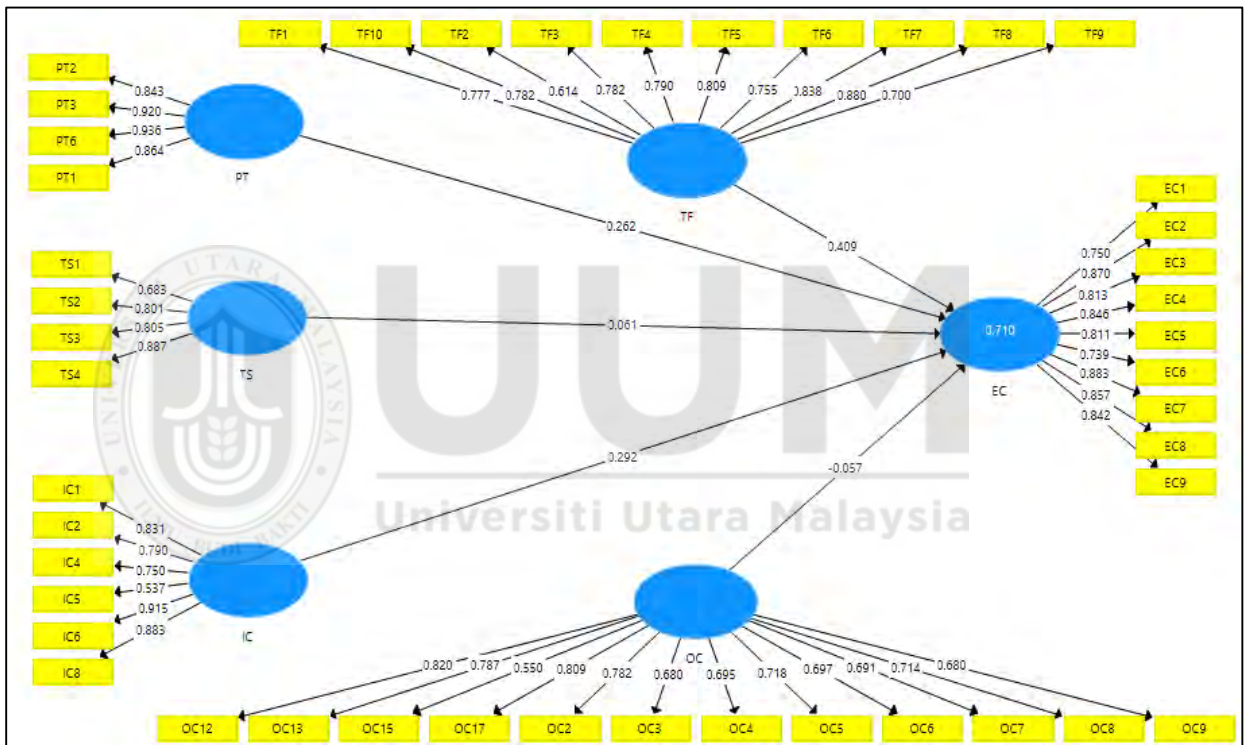
Figure 4.4
Measurement Model

4.6.1 Individual Item Reliability

By examining the outer loadings of each construct's measure, the individual item reliability was assessed (Duarte & Raposo, 2010; Hair et al., 2014; Hair et al., 2012; Hulland, 1999). It was discovered that out of 63 items, 18 were deleted because they revealed loadings below the threshold of 0.40 by following the rule of thumb of retaining items with loadings between .40 and .70 (Hair et al., 2014). Hence, in the overall model, only 45 items were remained as they had loadings between 0.501 and 0.951 (See Table 4.8 and Appendix B).

4.6.2 Internal Consistency Reliability

Internal consistency reliability was referred as a condition where all items on a particular subscale or scale are measuring the same concept (Bijttebier et al., 2000; Sun et al., 2007). The most common used estimators of the internal consistency reliability of an instrument in organizational research are Cronbach's alpha coefficient and composite reliability coefficient (e.g., Bacon, Sauer, & Young, 1995; McCrae, Kurtz, Yamagata, & Terracciano, 2011; Peterson & Kim, 2013). That estimation is based on the indicators of manifest variables inter-correlations whereby all indicators are assumed to have the same loadings (Hair et al., 2014). This present study was choosing composite reliability coefficient to ascertain the internal consistency reliability of measures that were adapted.

However, the main issue in PLS-SEM is indicator's individual reliability. Thus, a more robust measure of assessing internal consistency reliability or known as composite reliability is proposed due to the drawbacks of Cronbach's alpha as discussed in Starkweather (2012). Based on the requirement for assessing the internal consistency reliability that used composite reliability, Nunnally and Bernstein (1994) suggested that

the composite reliability value should be greater than .70 though they have provided a slack

of .60 to .70 as acceptable value in exploratory research (Hair et al., 2011). If the values of

composite reliability are less than .60, internal consistency reliability is regarded deficient.

However, the values above .90 might suggests an invalid measure due to the indication of

measuring the same concept (Hair et al., 2014). This study was calculated the composite

reliability for all latent constructs in SmartPLS standard algorism and the result indicated

that all the latent constructs were qualified and exceeded the minimum threshold value of

.70 (Hair et al., 2011; Henseler et al., 2009).

Table 4.8
Loadings, Cronbach's Alpha, Composite Reliability, Average Variance Extracted

Latent Constructs and Indicators	Standardized Loadings	Cronbach's Alpha	Composite Reliability (ρc)	Average Variance Extracted (AVE)
Employee Commitment to Change		0.945	0.950	0.680
EC1	0.750			
EC2	0.870			
EC3	0.813			
EC4	0.846			
EC5	0.811			
EC6	0.739			
EC7	0.883			
EC8	0.857			
EC9	0.842			
Personality Traits		0.928	0.939	0.795
PT1	0.864			
PT2	0.843			
PT3	0.920			
PT6	0.936			
Internal Communication		0.916	0.909	0.630
IC1	0.831			
IC2	0.790			
IC4	0.750			
IC5	0.537			

IC6	0.915			
IC8	0.883			
Transformational Leadership		0.930	0.937	0.602
TF1	0.777			
TF2	0.614			
TF3	0.782			
TF4	0.790			
TF5	0.809			
TF6	0.755			
TF7	0.838			
TF8	0.880			
TF9	0.700			
TF10	0.782			
Transactional Leadership		0.880	0.874	0.636
TS1	0.683			
TS2	0.801			
TS3	0.805			
TS4	0.887			
Organizational Culture		0.929	0.928	0.521
OC2	0.782			
OC3	0.680			
OC4	0.695			
OC5	0.718			
OC6	0.697			
OC7	0.691			
OC8	0.714			
OC9	0.680			
OC12	0.820			
OC13	0.787			
OC15	0.550			
OC17	0.809			

Table 4.8 as shown above stated that the composite reliability coefficient of each latent constructs were ranged from .874 to .950, while each construct exceeded the minimum acceptable level of .70. It suggests an adequate internal consistency reliability of the measures that used in this study (Bagozzi & Yi, 1988; Hair et al., 2011).

4.6.3 Convergent Validity

Convergent validity can be defined as to the extent to which items truly represent the intended latent construct and indeed correlate with other measures of the same latent construct (Hair et al., 2014). Fornell and Larcker (1981) suggested Average Variance Extracted (AVE) of each latent construct to evaluate the convergent validity. AVE of each latent construct should be.50 or more as suggested by Chin (1998). According to Hair et al. (2014), latent construct should at least explain a half of variance of the indicators whereby the factor loading should be above .708 because its square root is equal to .50. The result of PLS algorism proved that AVE values for all constructs were valid and exceeded the minimum threshold value as discussed in the next sections accordingly.

4.6.4 Discriminant Validity

Discriminant validity can be defined as the extent to which of one particular latent construct is different from other latent constructs and how actually indicators actually represent it (Duarte & Raposo, 2010; Hair et al., 2014). As suggested by Fornell and Larcker (1981), the discriminant validity in this study was assessed to demonstrate that the square root of average variance extracted for a particular construct should be higher than the correlation of the subject construct with other construct in the model. In addition, the square root of AVE value for each construct should be greater than the value of correlations with other construct (Venkatesh & Morris, 2000). Additionally, in accordance with Chin's criteria (1998), the value of latent variable indicator loadings and cross loading likewise evaluate the discriminant validity whereby the loading for a particular indicator should be in its own construct above its shared loading with other constructs. As a rule of thumb for assessing

discriminant validity, it was suggested that the use of AVE should be scored .50 or higher (Fornell & Larcker, 1981).

As measured in Table 4.8 above, the scores of the average variance extracted were ranged from .521 to .795 whereby it suggested the adequate scores. Meanwhile, in Table 4.9 below, the correlations among the latent variables were compared with the square root of the average variance extracted (scores in bold face). Likewise, we can see in the Table 4.9 that the square roots of AVE were all higher than the correlations among latent variables, in which it proved the adequate discriminant validity (Fornell & Larcker, 1981).

Table 4.9
Discriminant Validity

	Latent Variables	1	2	3	4	5	6
1	Employee Commitment to Change	**.825**					
2	Personality Traits	.665	**.794**				
3	Internal Communication	-.310	-.217	**.722**			
4	Transformational Leadership	.613	.350	-.271	**.892**		
5	Transactional Leadership	.745	.553	-.255	.520	**.776**	
6	Organizational Culture	.531	.703	-.238	.345	.394	**.797**

Note: The values in the diagonal cells (**bold**) are the square root of AVE while the un-bolded values are the correlations

Moreover, as mentioned before, the comparison in indicator loadings with cross-loadings can also ascertain the discriminant validity (Chin, 1998). Chin (1998) suggested that all indicator loadings should be higher than the cross-loadings in order to achieve an adequate discriminant validity. The comparison between the indicator loadings and other reflective

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indicators is represented in Table 4.10 below. It was suggested an adequate discriminant validity for further analysis as all indicators were higher than the cross-loadings.

Table 4.10
Cross Loadings

	EC	PT	IC	TF	TS	OC
EC1	0.750	0.416	0.475	0.523	0.381	-0.322
EC2	0.870	0.512	0.593	0.653	0.474	-0.238
EC3	0.813	0.490	0.498	0.564	0.404	-0.233
EC4	0.846	0.499	0.569	0.628	0.482	-0.323
EC5	0.811	0.545	0.494	0.608	0.402	-0.256
EC6	0.739	0.421	0.479	0.531	0.347	-0.213
EC7	0.883	0.493	0.643	0.687	0.444	-0.180
EC8	0.857	0.565	0.594	0.639	0.506	-0.288
EC9	0.842	0.590	0.567	0.672	0.477	-0.261
PT1	0.440	0.864	0.217	0.394	0.201	-0.177
PT2	0.642	0.843	0.352	0.516	0.340	-0.271
PT3	0.562	0.920	0.345	0.481	0.347	-0.258
PT6	0.494	0.936	0.305	0.432	0.311	-0.241
IC1	0.539	0.273	0.831	0.478	0.555	-0.191
IC2	0.436	0.172	0.790	0.356	0.505	-0.116
IC4	0.426	0.222	0.750	0.400	0.474	-0.153
IC5	0.344	0.193	0.537	0.292	0.502	-0.170
IC6	0.664	0.360	0.915	0.531	0.663	-0.193
IC8	0.656	0.377	0.883	0.514	0.627	-0.205
TF1	0.604	0.402	0.505	0.777	0.305	-0.176
TF2	0.419	0.386	0.288	0.614	0.231	-0.117
TF3	0.699	0.503	0.483	0.782	0.381	-0.286
TF4	0.567	0.417	0.435	0.790	0.315	-0.217
TF5	0.569	0.356	0.437	0.809	0.279	-0.171
TF6	0.564	0.367	0.415	0.755	0.254	-0.150
TF7	0.592	0.434	0.484	0.838	0.361	-0.224
TF8	0.601	0.437	0.443	0.880	0.319	-0.201
TF9	0.540	0.346	0.342	0.700	0.244	-0.198
TF10	0.569	0.363	0.413	0.782	0.335	-0.202
TS1	0.263	0.317	0.329	0.178	0.683	-0.167
TS2	0.422	0.209	0.544	0.392	0.801	-0.124
TS3	0.342	0.272	0.489	0.209	0.805	-0.234
TS4	0.571	0.322	0.754	0.401	0.887	-0.234
0C2	-0.236	-0.205	-0.154	-0.131	-0.160	0.782
0C3	-0.112	-0.214	-0.048	-0.141	-0.056	0.680
OC4	-0.204	-0.232	-0.120	-0.196	-0.151	0.695
OC5	-0.217	-0.209	-0.153	-0.202	-0.181	0.718
OC6	-0.113	-0.136	-0.049	-0.148	-0.083	0.697
OC7	-0.224	-0.261	-0.200	-0.214	-0.189	0.691

OC8	-0.170	-0.144	-0.084	-0.159	-0.112	0.714
OC9	-0.124	-0.182	-0.054	-0.116	-0.100	0.680
OC12	-0.311	-0.204	-0.233	-0.239	-0.234	0.820
OC13	-0.249	-0.199	-0.129	-0.150	-0.159	0.787
OC15	-0.240	-0.156	-0.258	-0.230	-0.253	0.550
OC17	-0.285	-0.193	-0.198	-0.204	-0.215	0.809

4.7 Assessment of Structural Model

After ascertained the measurement model, then the present study also measured the structural model. Yet, this present study applied the standard bootstrapping procedure with a number of 5000 bootstrap samples and 354 cases to assess the significance of path coefficient (Hair et al., 2014; Hair et al., 2011; Hair et al., 2012; Henseler et al., 2009). Hence, the estimates for the full structural model that include moderator variable (organizational culture) were shown in Figure 4.4 And Table 4.11.
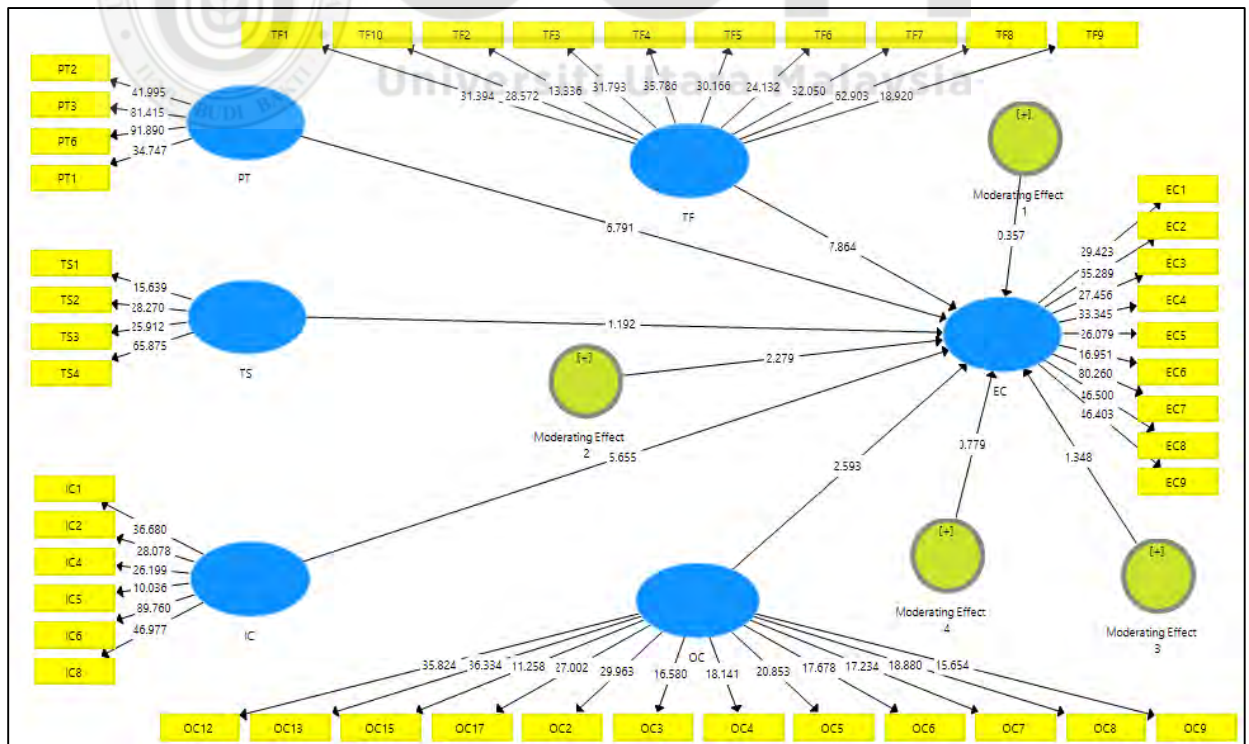
Figure 4.5
Structural Model for Moderating Variable (Full Model)

Table 4.11
Structural Model Assessment for Moderator (Full Model)

Hypothesis	Relationship	Std Beta	Std Error	T-Value	Decision
H_1	Personality Traits -> Employee Commitment to Change	0.260	0.038	6.791	Accepted
H_2	Internal Communication -> Employee Commitment to Change	0.273	0.048	5.655	Accepted
H_3	Transformational Leadership ->Employee Commitment to Change	0.406	0.052	7.864	Accepted
H_4	Transactional Leadership -> Employee Commitment to Change	0.053	0.044	1.192	Rejected
H_5	Personality Traits*Organizational Culture -> Employee Commitment to Change	0.063	0.028	2.279	Accepted
H_6	Internal Communication*Organizational Culture -> Employee Commitment to Change	-0.010	0.028	0.357	Rejected
H_7	Transformational Leadership*Organizational Culture -> Employee Commitment to Change	0.035	0.026	1.348	Accepted
H_8	Transactional Leadership*Organizational Culture -> Employee Commitment to Change	0.026	0.033	0.779	Rejected

Note: ***Significant at 0.01 (1-tailed), **significant at 0.05 (1-tailed), *significant at 0.1(1-tailed)

On the previous chapter, Hypothesis 1 predicted that personality traits are positively related to Employees' Commitment to Change and the results (as shown in Table 4.11 and Figure 4.4) revealed a significant positive effect between PT and EC (β=0.260, t=6.791, p<0.01) that means it supported Hypothesis 1. Hypothesis 2 predicted that internal communication is positively related to Employees' Commitment to Change and the result shown a significant positive effect between IC and EC (β=0.273, t=5.655, p<0.01) that means it

supported Hypothesis 2. Hypothesis 3 predicted that transformational leadership is positively related to Employees' Commitment to Change and the result also revealed a significant positive effect between TF and EC (β=0.406, t=7.864, p<0.01), it supports Hypothesis 3. Unlikely, hypothesis 4 on the influence of transactional leadership on Employees' Commitment to Change, results (Table 4.11) shown no significant positive effect between TS and EC (β=0.053, t=1.192, p<0.01), hence this hypothesis was not supported.

4.7.1 Assessment of Variance Explained in The Endogenous Latent Variables (R²)

Coefficient of determination or R-squared value (R^2) is an alternate means of assessing structural model quality in variance-based structural equation model (Götz, Liehr-Gobbers, & Krafft, 2010). The proportion of variation in the dependent variable(s) that can be explained by one or more predictor variable is represented by R-squared value (Elliot & Woodward, 2007; Hair et al., 2010; Hair et al., 2006). Falk and Miller (1992) suggested R-squared value of 0.10 as a minimum acceptable level even though the acceptable level of R^2 value depends on the research context (Hair et al., 2010). Meanwhile, another study by Chin (1992) proposed that R^2 value of 0.67, 0.33, 0.19 in PLS can be determined as substantial, moderate, and weak respectively. The R-squared values of an endogenous latent variable was presented in Table 4.12.

Table 4.12
Variance Explained in the Endogenous Latent Variables

Latent Variables	Variance Explained (R²)
Employee Commitment to Change	71%

As indicated in Table 4.12, the research model explained 71% of the total variance in employees' commitment to change. It means that the five sets of exogenous latent variables (i.e., personality traits, internal communication, transformational leadership, transactional leadership and organizational culture) collectively explain 71% of employees' commitment to change respectively. Thus, the three endogenous latent variables showed the very acceptable levels of *R*-squared values whereby they were considered substantial.

4.7.2 Assessment of Effect Size (f²)

Effect size specified the relative effect of a particular exogenous latent variable on endogenous latent variable (s) by means of changes in R-squared (Chin, 1998). It is formulated as the increase in R-squared of the latent variable to which the path is connected, relative to the latent variable's proportion of unexplained variance (Chin, 1998). Thus, the effect size could be described by using the following formula (Cohen, 1988; Selya, Rose, Dierker, Hedeker, & Mermelstein, 2012; Wilson, Callaghan, Ringle, & Henseler, 2007):

$$\text{Effect size: } f^2 = \frac{R^2\text{included} - R^2\text{excluded}}{1 - R^2\text{included}}$$

According to Cohen (1988), *f²* values of 0.02, 0.15 and 0.35 were described as weak, moderate and strong effects respectively. Table 4.13 showed the respective f²of the latent variables of structural model.

Table 4.13
Effect sizes of the Latent Variables on Cohen's (1988) Recommendation

	EC
Personality Traits	0.163
Internal Communication	0.122
Transformational Leadership	0.326
Transactional Leadership	0.006

Source: Researcher

As mentioned in Table 4.13, the results shown that transformational leadership has the biggest (strong) effect size among all exogenous constructs in this study with effect size value 0.326. Then, it followed by personality traits, internal communication, transformational leadership and lastly transactional leadership with the effect size values: 0.163, 0.122, 0.326 and 0.006 respectively.

4.7.3 Assessment of Predictive Relevance (Q^2)

There is a condition for predictive accuracy whereby the model explained (R^2) variance in dependent variable is examined. Hair et al. (2014) suggested the Stone-Geisser test to examine the predictive relevance of a model by using blindfolding procedures (Geisser, 1974; Stone, 1974). This procedure in SmartPLS allows re-estimation of the model as every score of that data is being ignored (Chin, 1981; Henseler et al., 2009). The Stone-Geisser test in predictive relevance is commonly used in PLS SEM as supplementary assessment of Goodness-of-fit (Duarte & Raposo, 2010). In spite of the use of blindfolding to ensure the predictive relevance of the research model., it should be known that the blindfolding procedure is only applicable to endogenous latent variables that a reflective measurement model operationalization (Sattler, Vokhner, Riediger and Ringle, 2010). A latent or

unobservable concept causes variation in a set of observable indicators that specified by reflective measurement model (McMilan & Conner, 2003). Thus, a blindfolding procedure was applied mainly to these endogenous latent variables because all endogenous latent variables in this study were reflective in nature.

This procedure is applied for only endogenous reflective latent variable in the model as the predictive relevance is being applied and if the predictive relevance (Q^2) value for the endogenous latent construct is higher than "0" (Hair et al., 2014). In assessing the predictive relevance of the research model, a cross-validated redundancy measure was applied (Chin, 2010; Geisser, 1974; Hair et al., 2014; Ringle, Sarstedt & Straub, 2012b; Stone, 1974). In addition, a more predictive relevance in a research model is determined by a higher positive Q^2 values. The results of the cross-validated redundancy Q^2 test is shown in Table 4.14 below.

Table 4.14
Construct Cross-Validated Redundancy

Total	SSO	SSE	1-SSE/SSO
Employee Commitment to Change	2,772.00	1,501.80	0.458

As in Table 4.14 above, the cross-validation redundancy measure of Q^2 for all endogenous latent variables were above zero (0). Hence, this study proved the existence of predictive relevance that in line with Chin (1998) and Henseler et al. (2009).

4.7.4 Testing Moderating Effect

This present study aims to define the quantification and identification of moderating effects in compound casual structures by PLS path modeling (Henseler & Fassot, 2010). Hence, it employed the product indicator approach or product term approach by using PLS-SEM

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to detect and to estimate the strength of moderating effect of organizational culture on the relationship between personality traits, internal communication, leadership styles and employees' commitment to change (e.g., Chin et al., 2003; Helm, Eggert, & Garnefeld, 2010; Henseler & Chin, 2010a; Henseler & Fassott, 2010b). Due to the moderating variable is continuous in this study, the product term approach is then considered appropriate (Rigdon, Schumacker, & Wothke, 1998). This initial approach firstly was introduced by Busemeyer and Jones (1984) and Kenny and Judd (1984) by using SEM methodology to learn about the interaction effects among latent variables. Henseler and Fassott (2010a) stated that "Given that the results of the product term approach are usually equal or superior to those of the group comparison approach, we recommend always using the product term approach" (p.721).

The product term between indicator of the latent independent variables and the indicator of the latent moderator variable need to be created in order to apply the product indicator approach in testing the moderating effects of organizational culture on the relationship between personality traits, internal communication, leadership styles and employees' commitment to change. Thus, these product terms were used as indicators of the interaction term in the structural model (Kenny & Judd, 1984). This present study applied Cohen's (1988) guidelines to determine the effect size in order to ensure the strength of moderating effects. Figure 4.6 and 4.7 below have shown the estimation after applying a product indicator approach in order to examine the moderating effect of organizational culture on the relationship between exogenous and endogenous latent variables.

Henseler and Fassott (2010) argued that the idea of moderating effect depends on the level of moderator linearly, it was no longer constant on the slope of the independent variable.

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In addition, Hayes (2013) argued that one of the excellent ways to interpret an interaction of moderating effect is by visual presentation. Hence, to fulfill those visuals, he recommended the use of any available graphic program. The common program by Lowry and Gaskin (2014) adapted template for visualizing moderation effect. The template from Microsoft Excel uses path coefficient values of independent, predictor and moderating variables. From the figures, organizational culture apparently strengthened the positive relationship between personality traits and employees' commitment to change and transformational leadership and employees' commitment to change respectively.
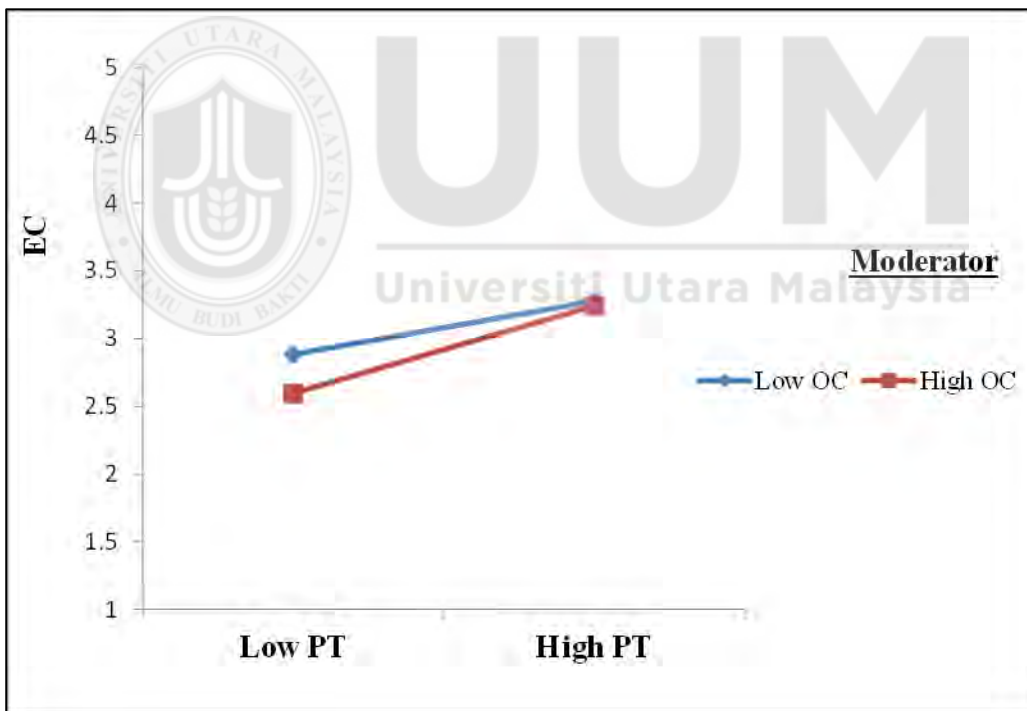
Figure 4.6
Interaction Effect of Personality Traits and Organizational Culture on Employees' Commitment to Change
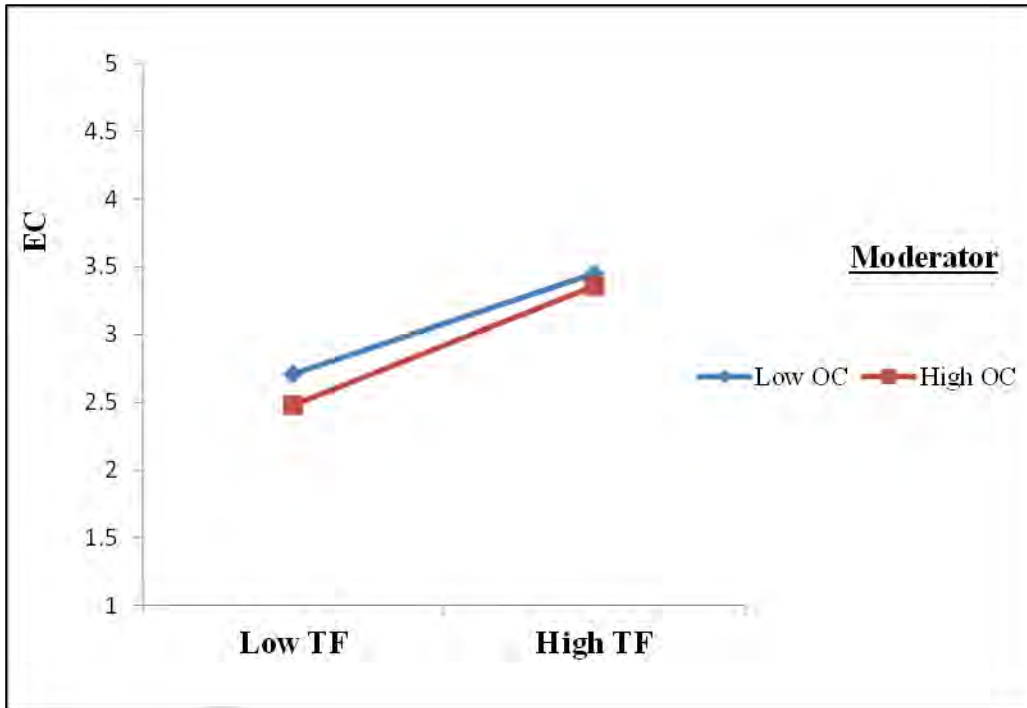
Figure 4.7
Interaction Effect of Transformational Leadership and Organizational Culture on Employees' Commitment to Change

As we recalled, it could be said in H$_5$ stated that organizational culture moderates the effect between personality traits and employees' commitment to change. Specifically, this relationship is stronger for individuals with a high organizational culture than for individuals with low organizational culture. As expected, the results shown in Table 4.11, Figure 4.6 indicated that the interaction terms representing personality traits x organizational culture (β=0.063, t=2.279, p<0.01) was statistically significant. Hence, hypothesis was fully supported. Information from the path coefficients was used to plot the moderating effect of organizational culture on the relationship between personality traits and affective commitment following the procedures that recommended by Aiken and West (1993), Dawson and Ritcher (2002), Marcus et al. (2002).

On the other hand, the results shown in Table 4.11, the result did not support H_6, at which it posited that organizational culture moderates the effect between internal communication and employees' commitment to change. Specifically, this relationship is stronger (i.e. more negative) for individuals with high organizational culture than it is for individuals with low organizational culture (β=-0.010, t=2.279, p>0.10).

Similar with hypothesis 5 the results shown in Table 4.11, the result supports H_7, at which it stated that organizational culture moderates the effect between transformational leadership and employees' commitment to change, such that the relationship is stronger for individuals with high organizational culture than it is for individuals with low organizational culture (β=0.035, t=1.348, p<0.01). the moderating effect of organizational culture is depicted in Figure 4.7, at which it shown a stronger positive relationship between personality traits and employees' commitment to change for individuals with high organizational culture than it is for individuals with low organizational culture.

Next, H_8 posited that organizational culture moderates the effect between transactional leadership and employees' commitment to change. Specifically, this relationship is weaker for individuals with high organizational culture than it is for individuals with low organizational culture. This hypothesis was also not supported because the interaction between transactional leadership and organizational culture in predicting EC was not significant (β=0.00, t=1.0, p< 0.05).

4.7.5 Determining The Strength of The Moderating Effects

Cohen's (1988) effect sizes were calculated in order to determine the strength of moderating effect of organizational culture on the relationship between personality traits,

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internal communication, leadership styles and employees' commitment to change. In addition, by comparing the coefficient of determination (R-squared value) of the main effect model with the R-squared value of the full model that incorporates both exogenous latent variables and moderating variables, the strength of moderating effects can be evaluated (Henseler & Fassott, 2010a; Wilden, Gudergan, Nielsen, & Lings, 2013). Hence, the following formula shows the strength of the moderating effects that can be assessed:

$$\text{Effect size: } (f^2) = \frac{R^2 \text{ model with moderator} - R^2 \text{ model without moderator}}{1 - R^2 \text{ model with moderator}}$$

According to Cohen (1988), Henseler and Fassott (2010a), there are some consideration of moderating effect sizes values. The effect sizes (f^2) values of 0.02 can be considered as weak, the effect sizes of 0.15 is considered as moderate and the effect sizes above 0.35 is considered as strong. However, a low effect size does not necessarily mean that the result of moderating effect is insignificant (Chin et al., 2003). He said that "Even a small interaction effect can be meaningful under extreme moderating conditions, if the resulting beta changes are meaningful, then it is important to take these conditions into account" (p.211). The results of the strength of moderating effects on organizational culture is shown in Table 4.15.

Following the rule of thumb by Henseler and Fassott (2010b) and Cohen's (1998) in determining the strength of moderating effects, Table 4.15 shown that the effect size for transformational leadership was the highest at 0.326, continued by personality traits at 0.163, for internal communication was 0.122 as moderate and the weak one is transactional leadership at 0.006.

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Table 4.15
Strength of Moderating Effects Based on Cohen's (1988) and Henseler and Fassott's (2010) Guidelines

Endogenous Latent Variables	f-squared	Effect Size
Employee Commitment to Change:		
Personality Traits	0.163	Large
Internal Communication	0.122	Moderate
Transformational Leadership	0.326	Large
Transactional Leadership	0.006	Small

Finally, H_9 postulated the influence of the organizational culture on the effect of the independent variables (i.e. personality traits, internal communication, transformational leadership and transactional leadership) to the employees' commitment to change. This hypothesis was supported because the interaction between the independent variables and the organizational culture in predicting employees' commitment to change was significant. It was shown by the results of coefficient relevance (R^2) valued 71% and the predictive relevance (Q^2) valued .458. It means that the overall model was fit at which it explained all exogenous lantent variables (i.e. personality traits, internal communication, transformational leadership, transactional leadership and organizational culture) confirmed 71% of the total variance to the employees' commitment to change. In addition, a cross-validated redundancy measured the predictive relevance of the research model that valued more than zero (0.458). Hence, the largest effect is the transformational leadership that need to be concerned by the organizations to ensure the employees' commitment to change. Therefore, it needs to be clearly understood in this research context that brings together the triangulation approach.

4.8 Qualitative Results

The data was transcribed and the researcher identified the main points and put them as a node and did the coding using the NVivo. The researcher then identified them into the themes. This is based on the scholars in the qualitative research methods (such as Strauss & Corbin, 1998; Yin, 2013). The researcher was aware on the best data for the best results to be understood in this current research. The interviews were done with the six (6) participants as stated earlier that guide the researchers to interpret the meanings of the outcomes of the interviews. It directs the researcher to develop a model based on the themes that were developed through a rigorous process. Then after the researcher constructs the model, it had been validated with the 2 participants who held the senior position in the company. The interviews were done to get the final check on the model of the relationships that was developed for this research.

This section reveals the results of the interviews with 6 (six) participants in six sectors in the large companies. Table 4.16 explains the employees concerns on the change in the organization and how they share the real insights on their commitment to change.

Table 4.16
Description Table of Employees' Commitment to Change

Theme	Descriptions
1.Strong Leadership	-Leadership likely is the unquestionable factor needed in any organizations, particularly if a change is needed in that organization because there should be a person who lead, control and manage the unpredictable situation. -"Strong leadership" is the main essence to the employees' commitment to change as the employees stated how the leaders should not be too involve in the office politic that shows their weaknesses and incompetence that lead to disrespectful among employees. Thus, this will make the change objectives tough to be achieved.

	-In implementing change within the organizations, company should not preserve the status quo. Hence, the appropriate leadership style that constantly fit with the change is transformational leadership. This style inspires their subordinates and encourages them to do their work beyond the expectation. They regard their leaders as their role models. Their loyalty towards their leader is somewhat unconditional one without any forces - On the contrary, the application of transactional leadership is not appropriate enough for long term changes, especially if they expect to get a committed employee. -Weak leaders also would jeopardize the motivation of the employees.
2. Authentic personality	- Personality and characteristics indeed affect respond towards change that makes it different to react. Employees agree that not only them, but the leader should be authentic too. This kind of leader is the one who actually being himself or herself and show his/her true colors and proud to share his/her objectives on change. Hence, they need an authenticity style of a leader to guide, facilitate and mentoring them for change efforts to be done during the hard and easy time. - Personality traits determine their reactions towards change as well as their commitment. The importance of individuals revealed from the personality traits on how they could manage the change implementation in the company whether they would accept or resist to it. - Employees with authentic personality seem easy to manage the change crisis. They are aware about the possible outcomes that might not as expected though their awareness towards dangers are fascinating. - Although change can be quite difficult for most people, some of employees are also can be excited and positive about it. The traits that support change and even participate in change usually open-minded, versatile, flexible, and creative.
3. Sincerity & Respect	- Employee who is sincere to participate and involve in the change project and strive to achieve the targets set by the top management - Employees shows the same pace reciprocal of change in the organization by working hard - Each employee monitored each other performance in order to ensure that it will boost them to the expected change level at ease.

		- The sincerity comes from feeling respectful to the top management and their leaders (direct and indirect leaders), and a mutual respect.
4.	Teamwork	- The leader, who could treat the employees fair enough and acknowledge their contribution, will make them good team players and support the teamwork. - Employee felt important to work as a team, and be a good team player in order to achieve the desirable outcomes in the change programs - Each individual must play an important role as a change agent in the company - Teamwork will becoming more effective and efficient by helping each other, and this considered as a learning curve.
5.	Trust and Energy	- Employees who has each individual has their own characteristics, goals, values, thoughts that different to another. Most of the employees tend to underrate the importance of change itself and more comfortable in the common ground rules. - The employees cannot follow the new system implemented in their company. They lost their trust towards the company by feeling insecure, uncomfortable and unsatisfied. Consequently, the high turn-over happened because they react to resign from the company and look for another company that they are familiar with and at least will make them feel secure about the job tasks. - The trust resulted from the leaders who could express their mission and vision clearly, what they want from the employees, and what the employees could get from the company's change effort. The leaders need to convince the employees on the benefits that they might receive when implemented change. - The energy on the change commitment is also because of the prediction of a long term company health and wealth. Therefore, the employee would support and commit no matter what to achieve the desirable results.
6.	Company Engagement	- Company engagement of multiple levels is likely contribute to the change process. It might not be seen obviously, but it really affects the change effectiveness through the employees' commitment to change. - Particularly, engagement between the leader-follower would build trust among the employees to embrace the change. - The engagement happens whether formal and informal that instill the change agenda to the employees.

	- Engagement is indeed an element to prevent and to anticipate the resistance among employees that against change. The lesser the resistance, the more committed the persons and the more effective the change implementation will be. Consequently, it gains more trust and avoid the hesitation among employees that lead to resistance and makes the employees deeply understand the reasons why the company should change. Again, the trust that built increases their commitment to change.
7. Sense of Belongings	- Employee sense of belongings to the company particularly because the leaders inspired them. The passionate in leaders to make things better urge them to do the change, the "sense of urgency" on the change to be happened drive them to commit to change.
	- The tendency of a company to change will be determined by their values and norms, or could be stated as a culture. The stronger the culture, the harder a company is able to change. A strong organizational culture is good to handle and to direct a company's vision and mission but it causes a problem when a company needs to change.
	- The employees also stressed on the sense of believing and sense of improving by doing the changes as intended by the company.
	- Organic style of leadership is important where they bring the employees together to achieve the targets, hence the employees will have the sense of belongings to the company.

All six participants agreed that change is needed in all of organizations to keep their existence in global business. The rapid change of technology and the external force from their competitors compelled them to eventually change, no matter how steady a company is. Organizational change is mandatory in this current business as well as the employees' commitment to execute the change.

4.8.1 Strong Leadership

The change can be difficult that forced to control and manage the situation based on the participants stated. Leaders have power to influence and control people. In order to ask the employees to commit to change, the certain thing is by influence them to change. This thing can be done by leadership skills. Leadership likely is the unquestionable factor needed in any organizations, particularly if a change is needed in that organization because there should be a person who lead, control and manage the unpredictable situation.

In implementing change within the organizations, company should not preserve the status quo. Hence, the appropriate leadership style that constantly fit with the change is transformational leadership. This style inspires their subordinates and encourages them to do their work beyond the expectation. They regard their leaders as their role models. Their loyalty towards their leader is somewhat unconditional one without any forces. Hence, they will commit to any implementation of change where they are work at. As long as their leaders are there to inspire and motivate them, they will commit sincerely.

As quoted by Head of Sales of oil and gas sector as below:

"One of the best things a leader can do to his team is by giving the inspiration to their work that can affect their life. It's a rare thing to get an employee who found themselves to work passionately and has self-belongings towards their companies. It's my job to make sure that I gain their trust and respect so that they will work heartily. I'd realized that it's good to find a good employee who did their job but it's even greater to find them who did it beyond our expectation exceeding their work. That's only can be found through inspiration."

On the contrary, the application of transactional leadership is not appropriate enough for long term changes, especially if they expect to get a committed employee. Transactional

leadership only works for the rewards based on what the employees give to the companies.

To get a truly committed employee for a change, we must firstly get their heart.

Commitment requires trust, sincerity, and loyalty. In a long term changes, any

circumstances can be happening and might not run smoothly.

Hence, we need employees who stay still in our company no matter what. Nevertheless,

this style can work in a short term changes. As highlighted by Assistant Manager of energy

and utilities sector as follow:

*"I don't really believe that 'old-fashioned' leadership style (transactional) is still
applicable nowadays. We can't be too formal and distant with our team (employees). We
need to be close to them to make sure they did what we want. Transactional style only
creates a "pushover". For change implementation, we ain't only need a team who just
listen and follow our instructions, instead, we need them to give their ideas and
aspiration for a better change."*

Other interesting points given by The Operation Manager from manufacturing sector

highlighted on the strong leadership:

*"Strong leadership is different from being too nice or Mr. Right all the times. You should
have your own stand and you should not involve yourself in the office politic that would
jeopardize the whole systems. Once you are so involved in the internal politics it showed
how incompetence you are and employees would notice that and would not support your
change projects…. Because they are not with you and not trusted you anymore…"*

Strong leadership is the main essence to the employees' commitment to change as the

employees stated how the leaders should not be too involved in the office politic that shows

their weaknesses and incompetence which lead to disrespectful among employees. Thus

this will make the change objectives tough to be achieved (also supported by Herold

(2007), and Yu et al. (2002). Furthermore, Lo et al., (2010) examined the influence of

transformational leadership on employee commitment to change in the Malaysian higher

education context. They found that two dimensions of transformational leadership style,

namely idealised influence and intellectual stimulation, had a significant impact on three dimensions of commitment to change, namely personal goals, capacity belief and context belief. Their research indicated that although leadership style is an essential requirement for effective and efficient commitment, there have been very few empirical studies on leadership style and organizational commitment to change, which seize the opportunity for the current researcher to investigate.

4.8.2 Authentic Personality

The individual issues likely are being underestimated. The implementation of change affects the personality of individuals. The importance of individuals revealed from the personality traits. According to participants, personality traits determine their reactions towards change as well as their commitment. Some traits are positive about change and vice versa. Hence, it is important to be authentic so that it will make a crystal clear on the individuals' true colors.

Personality and characteristics indeed affect respond towards change that makes it different to react. Employees agree that not only them, but the leaders should be authentic too. This kind of leader is the one who actually being himself or herself and show his/her true colors and proud to share his/her objectives on change. Hence, they need an authenticity style of a leader to guide, facilitate and mentor them for change efforts to be done during the hard and easy time. Personality traits determine their reactions towards change as well as their commitment. The importance of individuals revealed from the personality traits on how they could manage the change implementation in the company whether they would accept or resist to it.

The Manager of Customer Relations in automotive sector remarked his point of view as stated below:

"The types of characters and personality determine their acceptance towards change. Some people are resistance to change, some people are excited about the change."

It was indicated from five traits in personality that each trait has their own character to react to change. Therefore, it is important to be the real you when embracing change so that it is helpful to the superior-subordinate relationship to commit to change. From the reactions we can determine their commitment towards the change. Surprisingly, not all personality traits show the excitement towards change. For instance, the agreeableness people who like to help others and easily follow others. They like peace and tend to avoid conflicts. As we know, change is about reforming and moving. Change is somehow uncomfortable journey through a difficult path. They seem agree to follow the change, instead they tried to manipulate the system by only giving the good news and avoid to solve the problems as it indicated that the system will change.

Likewise, the neuroticism faced the same problem in terms of committed to change. They are the worriers about the possible outcomes that might not as expected though their awareness towards dangers are fascinating. Most of neuroticisms like consistency, they will get stressed if they are forced to do change. Hence, most of companies dealt with quite serious issues if they have employees who have this typical trait. As quoted from The Head of Sales from Oil and Gas sector remarked:

"We faced serious issues related the anxious employees who cannot work under pressure. To work in this industry, you must be able to adapt quickly due to how fluctuate this sector."

In addition, The Operation Manager from Manufacturing sector remarked an interesting point regarding the negative traits among employees:

"*I found it difficult to handle the rigid (neuroticism) type of employees. Particularly, we need the employees who have the innovative ideas to present new products. The same case happened with the employees who only agree (agreeableness) what we instruct them to. Sometimes, we need an employee who has different ideas and opinions so that we have a new perspective.*"

Although change can be quite difficult for most people, some of employees are also can be excited and positive about it. The traits that support change and even participate in change usually open-minded, versatile, flexible, creative. These traits reveal in personality traits such as extraversion, openness and conscientiousness. These three personality traits were found that they positively support and committed to change. Firstly, the extraversion trait relates with sociability and adventurous skill that makes them easily adapt with change. They always seek for new things and would take a risk for it. Meanwhile, the openness trait relates with intelligence, interest in new things, innovativeness and open to new experience. It makes them committed strongly to change due to they take it as a challenge. For conscientiousness, they are discipline, dependable, have a strong will, responsible and ambitious. Hence, due to their dedication towards their job, they will commit to change for betterment of their company. The Assistant General Manager of energy and utilities sector gives his remarks about conscientiousness trait as follow:

"*I'm so surprised by my employees who seemed rigid and conventional. I thought they will hardly follow the change in this company. Instead, they show their commitment for whatever it takes of their works. We shouldn't underestimate and easily judged people then. Anyone can surprise you!*"

Moreover, The Manager of Human Resource remarked the following comment on personality that support change as below:

"Some of our employees are versatile to follow the change. These types of employees (openness and extraversion) are the ones we expected to join in our company. Their energy and vibes can stimulate and transmit to others so that we gonna have a solid team to move forward."

This is new findings and none of the previous research included the authenticity in the personality factors on the employees' commitment to change. For example, Herold et al. (2007) investigated the influence of the contextual and personal factors of employee commitment to change in the United States. They found that a positive relationship between self-efficacy and commitment to change was stronger as the amount of simultaneous and overlapping change in the surroundings increased. They suggested for further research to be conducted by including other contextual variables, particularly in this study the unique nature of the settings study. There is a need to understand the unique personality and characteristics of the employees and the organizational commitment to change (Spagnoli & Caetano, 2012; Zettler Friedrich, & Hilbig, 2011).

4.8.3 Sincerity and Respect

Sincerity is important in the change efforts. By having a sincere commitment to change, the change will happen easily and smoothly. The sincerity is important in order to achieve the end results. For the participants who are also the leader, by doing the monitoring on the commitment among employees that they devoted to the company, it will boost them to the change at ease. This is stated by The Operation Manager of the Manufacturing company that:

"I would definitely support the change in the company if it is for benefits of us all. My points, well, I am confident and sincere of doing that…."

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His statement is further supported by The Assistant Manager of the Energy and Utilities, stressed that:

"We do changes and we commit to change because we know that is necessary. Not only myself, my colleagues that I have known also have to do what we have to do in order to save our 'periuk nasi' (source of income)"

The discussions with the Assistant Manager during the tea break, he further stated that the sincerity builds when he admires the way his superior works to overcome the obstacles, hence it makes him respects the leader and trying hard to fulfill the company objectives. Not only that, the mutual respect that showed by the leaders increase the sincerity among the employees to commit to the changes in the company. This shows the importance of leadership towards developing the employees' sincerity, as Alimo-Metcalfe, Alban-Metcalfe, Bradley, Mariathasan and Samele, (2008) stated that transformational leadership encourages and motivates the development of their employees based on integrity, openness, transparency and the genuine valuing of others and their contributions. These beliefs add a significant impact to the current study when the organizations embarking on change.

4.8.4 Teamwork

Most of the participants agreed that being a team player is very important and feeling of being a team player lead them to a good teamwork that commit to change. They commit to change in order to achieve the desirable outcomes in the change programs. The leader is playing an important role, in the sense that they should treat the employees with the fairness and unbiased. Moreover, the employees felt that they should be acknowledged and

recognized of their contributions to the change initiatives and programs in the company. Hence, this will make them feel good and will be a good team player and support the teamwork.

The Head of Development and Performance from Telecommunication sector remarked his opinion:

"*I always believe that a good change comes from a good team player. My job is to make sure that all of my team can adapt and follow to whatever change implemented in this company. I can see that the team who can follow it easily, they really commit to follow the new agenda. Of course, they need time to adapt with it but eventually they get used to it. For me, the most important thing is how they can attach to the new change. Then I must acknowledge how commit they are.*"

Furthermore, the employees believe that each individual must play an important role as a change agent in the company. This is related to what The Manager of Customer Relations from the Automotive sector claimed that:

"*We are the change agent. That's what I am doing currently, being the change agent of my own company. It is not an easy task, but I have to bring all my followers to commit to change. It is a good lesson for all of us…*"

"*…from my experiences our team will be more effective if we take care each other. I have to know what their concerns …. And I presume this will help us to achieve our mission successfully, in the change projects.*"

The Operation Manager from the Manufacturing sector stressed that:

"*…people management, is about working together with people and understand them. It is not about individual achievements but the teamwork. Hence the teamwork achievement is a sustainable commitment among the employees.*"

Obviously, the teamwork motivates the employees to commit change. The employees also perceived the change programs in the company as something useful in their learning curve, which is in line with Hawkins and Dulewicz (2009) that examined the relationships among leadership style, emotional intelligence, context and performance. He found that leadership was a crucial factor for the commitment of the followers However, he did not discover how this style enhance the teamwork among the employees to commit to change.

4.8.5 Trust and Energy

Generally, the participants assumed that the failure in employees' commitment to change were from the individual itself. It means that the employees as the individuals have a crucial part in the change process. The challenge that lead to the failure is each individual has their own characteristics, goals, values, thoughts that different to another. Most of them tend to underrate the importance of change itself and more comfortable in the common ground rules. The Operation Manager from Manufacturing sector highlighted about the failure in change:

"I think most of change failure happen because there's no commitment. I would like to say that to stay committed is a tough job. Especially, if it's related the paradox thingy whereby you should be consistent to commit to something and at the same time, you gotta commit towards change. Change itself is dynamic, unpredictable, moving. Commitment to change is likely a mission impossible."

The employees cannot follow the new system that is implemented in their company. They lost their trust towards the company by feeling insecure, uncomfortable and unsatisfied. Consequently, the high turn-over happened because they react to resign from the company

and look for another company that they are familiar with and at least will make them feel secure about the job tasks.

The Head of Sales from Oil and Gas sector put some interesting points about commitment as stated below:

"*In my opinion, being committed isn't only about loyalty to work in your current company but beyond that! You put trust, energy, and idea to contribute to this company. Even, you sacrifice to go out from your comfort zone to follow the change. No one like change, especially if your current situation makes you on. Commitment makes you still excited about the work even if it's already changed! Can you imagine what kind of work you gonna make if your team are ready and excited about change?*"

The participants mostly would trust the change programs would benefit them all if they have a clear vision from the leaders. The employees seek for the leaders who could express their mission and vision clearly, and what they want from the employees. The end game should be clearly justified by the leaders and deliberate clearly to be achieved by the employees. Furthermore, the leaders need to convince the employees on the benefits that they might receive when implemented change. The energy on the change commitment is also because of the prediction of a long term company health and wealth. The energy comes from the trust to accept the change and to commit to change. Therefore, the employee would support and commit no matter what to achieve the desirable results. Limsila and Ogunlana (2008) indicated that leaders could produce outcomes with effective and great work outcomes from followers which are always desirable, but they do not always happen and people normally respond well only to appropriate styles of leadership.

4.8.6 Company Engagement

Participants opined that company engagement of multiple levels is likely an intangible factor that contributes to the change process. It might not be seen obviously, but it really affects the change effectiveness through the employees' commitment to change. Particularly, engagement between the leader-follower would build trust among the employees to embrace the change.

The participants admitted that the role of communication determines how good they convince the team to participate and to commit to change. Engagement is beyond the communication, is indeed an element to prevent and to anticipate the resistance among employees that against change. The lesser the resistance, the more committed the persons and the more effective the change implementation will be. Consequently, it gains more trust and avoid the hesitation among employees that lead to resistance and makes the employees deeply understand the reasons why the company should change. Again, the trust that built increases their commitment to change.

On the other hand, sometimes, the nature of engagement also related to the personality of individuals. For instance, the way we dealt with people cannot be standardized generally. Every single person has different personality and characters. Some people can get motivation by challenges and some people get the motivation by supports. Those matters are really contrast and opposite each other. If we communicate it with the wrong people, it will just turn them down. As quoted by The Head of Development and Performance from telecommunication sector, he highlighted his experience dealt with his employees as below:

"I realized that sometimes the employees cannot take an offensive comment from me. I feel that they want to be understood emotionally. When it comes to work professionally, I need to lead rationally and prioritize our goals. In order to get what I want, I need to compromise with their feelings and that's how good I communicate with them. It's easy to just telling them what I want the way I want. Yet, the challenging part is how can we communicate the information to them and know they understand it without patronize them. Well, some people get offended easily."

The effective internal communication may affect the significant result among employees. If they were being engaged in the company, they will believe that the company can give them a better benefit in terms of their job, they will automatically commit to the company for change. The interesting evidence was found in Palm and Oil sector, as The Manager of Human Resource mentioned:

"In our company, an ineffective communication caused the distrust among employees. For example, lately we adapt our system with technology that used to help our workers. But then, they have their own thought that the machines replaced their jobs. We need to give them understanding through an effective communication, and not only that, they engagement is very important. We should convince them that the machines help increase the productions that actually can increase their salary at the end."

Moreover, The Manager of Human Resource remarked the following comments below:

"The engagement is understanding them, be with them formally or informally, listen to them... I also want my boss to listen to me empathically and to mingle with me in many occasions, like the high tea, lunch, meetings, and discussions and so on. Hence, it is easy to do "kauntim" (negotiation) how he would like the change to be taken."

Kavanagh and Ashkanasy (2006) found leadership is essential in enhancing commitment to change among employees. Others also look at the communications that to increase the understanding on the change hence to get the employees' commitment (Ahmad & Jalil, 2013; Erdheim, Wang, & Zickar, 2006). Nevertheless, further specific study on the different styles of leadership need to be explored and how they react to buy in the employees to commit to change.

4.8.7 Sense of Belongings

The tendency of a company to change will be determined by their values and norms. The stronger the positive values and norms, the easier a company to align to the directions set by the top management and enable them to commit change. Participants who felt sense of belongings to the company and also loyal to their professions particularly would assist the company's vision and mission and to commit to change. Most of participants stated that employees have the sense of belongings to the company particularly because the leaders inspired them. The passionate leaders tend to make things better, urge them to do the change, and the "sense of urgency" on the change to be happened drive them to commit to change.

The Assistant Manager pointed out his remarkable point regarding organizational values and norms as mentioned below:

"We need to change certain culture in order to survive in this market. Our company tried to monitor our employees' attitude (personality) so that they are able to adapt with the new changes. We want our culture to be "constantly change" so that we are able to adapt with any challenges. We want to be a versatile company in this technology-savvy era. "

In addition, the Manager of Customer Relation from automotive sector highlighted the importance of values in organizational culture among employees as stated below:

"I, personally as a leader in this company, believe that if I (leader) able to show my values as well as this company's value towards the employees, they will feel genuinely that this company as their part so that they will commit to something that belong to them."

The Head of Development and Performance from telecommunication sector, he highlighted his commitment to change as below:

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"I admired so much my boss. He shows how important for us to depart from our current state to betterment. He told me if I couldn't change he will send me to get a proper training. But, before he even sends me to get a proper training, I learnt myself on how to use the technology so that I can understand better my new tasks. It was a feeling of the sense of belongings, therefore I could spare my own time and spend my own money in order to learn new things to support my company."

The Operation Manager from Manufacturing sector remarked an interesting point regarding the sense of belongings and the leadership as below:

"*I like to give my perspective of change in the company. I am willing to come out with the new ideas because my superior allows me to do so. He is not an armchair type but he is more on the people management."*

Organic style of leadership that deal with people and focus on the soft factors, is important whereby they bring the employees together to achieve the targets. Hence, the employees will have the sense of belongings to the company. This is what Senge (2014) stressed in his findings in the importance of the company to understand the employees and how to increase their commitment to the organizational agenda. The sense of belongings is very important in the change efforts (Ahmad & Jalil, 2013), but there are no literatures that discussed its role in employees' commitment to change and the sense of belonging in deep.

4.9 Chapter Summary

In this chapter, the procedure and the results of the data analysis techniques were demonstrated by PLS-SEM, and showed clearly the processes such as the data screened, whereby a few entry errors were detected and corrected, and the missing values data were checked. The data were checked for outliers, normality and multicollinearity using

Mahalanobis distance, skewness and kurtosis z-scores and Variance Inflated Factor (VIF) accordingly whereby it demonstrated a non-normal distribution. Two folds were assessed the model that used PLS SEM: measurement model and structural model. The measurement model was assessed by the reliability of constructs indicators, internal consistency reliability, convergent validity and discriminant validity. In addition, the model was assessed by the value of coefficient of determination (R^2) with the endogenous variable scored 0.71 and it was satisfactory based on Falk and Miller (1992). The moderate hypotheses are precisely a substantial (Cohen, 1988; Chin, 1998a). Lastly, the effect sizes (f^2) and predictive relevance (Q^2) were also resulted satisfactory (Chin, 1998a; Chin et al., 2003, Cohen, 1988). The qualitative results reveal the real insights of the employees' commitment to change. The model exploration shows the relationship of the themes emerging from the study. Interestingly, the gist of the findings lies on the "strong leadership" and the "five senses" highlighted in the results. Hence, further discussion on the implications, future research directions and conclusion will be elaborated in the next chapter.

CHAPTER FIVE

DISCUSSIONS OF THE FINDINGS

5.1 Introduction

This chapter relates the findings to the theoretical perspectives and previous studies on the employees' commitment to change. The findings of the study have been recapitulated in order to recap the research questions as stated earlier, the chapter also highlights the discussions on the hypotheses and followed by the discussions on the real insight as in the qualitative findings. Finally, the sections highlights the major findings in both quantitative and qualitative approach as a summary of this chapter.

5.2 Recapitulation of the Study's Findings

As stated in the earlier chapter, the main objective of the study is to examine the moderating effect of organizational culture on the relationship between personality traits, internal communication, leadership styles and employees' commitment to change. This study investigated the employees in Malaysian large companies on their commitment to change. Generally, this study has succeeded in advancing the current understanding of the key determinants of employees' commitment to change by providing answers to the following research questions:

1.   What is the relationship between the personality traits and the employees' commitment to change?

2.   What is the relationship between the internal communication and the employees' commitment to change?

3.   What is the relationship between the leadership style and the employees' commitment to change?

4.   Does organizational culture moderate the relationship between the personality traits and the employees' commitment to change?

5.   Does organizational culture moderate the relationship between the internal communication and the employees' commitment to change?

6.   Does organizational culture moderate the relationship between the leadership style and the employees' commitment to change?

7.   What are the individual concerns regarding the employees' commitment to change?

According to the direct relationship between exogenous latent variable and endogenous latent variables, the findings of this study indicated that out of four (4) hypotheses, three (3) were supported. The results of PLS path model has shown that personality traits were significantly and positively related to employees' commitment to change. Likewise, finding further revealed that internal communication was significantly and positively related to employees' commitment to change. In addition, the positive and significant relationship also being found between transformational leadership and employees' commitment to change. In contrast, transactional leadership was not found to be significantly and positively related to employees' commitment to change.

Results provided the empirical support for two (2) hypotheses from four (4) moderating hypotheses of organizational culture as a moderator on the relationship between exogenous latent variable and endogenous latent variables. Specifically, organizational culture was found to moderate the relationship between personality traits and employees' commitment to change. Conversely, the results revealed that organizational culture insignificantly moderates the relationship between internal communication and employees' commitment to change. In addition, the role or moderating variable on organizational culture significantly related transformational leadership and employees' commitment to change. Apparently, organizational culture was not found to moderate transactional leadership and employees' commitment to change.

In order to answer question 7, the researcher discussed the qualitative findings from Chapter 4 regarding the individual concerns on the employees' commitment to change. On the qualitative parts, the real insight of the employees' commitment to change showed that a strong leadership is necessary to enable the employees to undertake change. Interestingly, the authentic personality and five senses that emerged from the study as naturalistic concerns.

5.3 Discussion of Findings of Direct Hypotheses

This section discussed the findings direct hypothesis of this study in the view of relevant theories and findings of previous research. There are four direct hypotheses that discussed three (3) research questions. The subheadings of discussion section are structured based on the research questions.

5.3.1 Influence of Personality Traits on Employees' Commitment to Change

The first research question was whether the dimension of personality traits explain the employees' commitment to change. In line with the research question, the first objective of this study was to investigate the influence of personality traits on employee commitment to change. This present study focused on the role of personality traits (PT) as the individual factor that is purportedly able to explain its impact on employees' commitment to change. Previous researchers highlighted the importance of personality traits towards the organizational commitment (Erdheim, et al., 2006; Spagnoli & Caetano, 2012; Tziner et al., 2008; Zettler et al., 2011). Hence, this study in hypothesis 1 found that personality traits is positively and significantly related to employees' commitment to change.

Based on the hypothesis 1 consistently, the result supported that there is a significant positive relationship between personality traits and employees' commitment to change with large effect size ($f^2=0.163$) stated that the level of employees to commit to change is determined by personality traits. This finding is congruent with traits theory that justifies the study of microanalysis of personality traits of individuals in an organization (Kassin, 2003). Previous researchers studied about the importance of personality traits on the organizational change (Arnulf, 2012; LePine, 2003). The stressful situations as a part of personality among employees can affect the change initiatives (Kumar & Kamalanabhan, 2005).

In addition, positive relationship between personality traits and employees' commitment to change is consistent with the findings from Spagnoli and Caetano (2012) who found empirical evidence about the relationship between personality traits and organizational

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commitment. They said that distinctive components of organizational commitment were associated to different traits of personality. For instance, extraversion was significantly related with affective, normative and continuance commitment; meanwhile, agreeableness was significantly associated with normative commitment. Likewise, Tziner et al. (2008) studied that agreeableness, openness and conscientiousness were significantly related with general measure of organizational commitment.

In terms of qualitative findings, the individual issues likely are being underestimated. The implementation of change affects the personality of individuals. The importance of individuals revealed from the personality traits. According to participants, personality traits determine their reactions towards change as well as their commitment. It was indicated from five traits in personality that each trait has their own character to react to change. From the reactions we can determine their commitment towards the change. Surprisingly, not all personality traits show the excitement towards change. For instance, the agreeableness people who like to help others and easily follow others. They like peace and tend to avoid conflicts. As we know, change is about reforming and moving. Change is somehow uncomfortable journey through a difficult path. They seem agree to follow the change, instead they tried to manipulate the system by only giving the good news and avoid to solve the problems as it indicated that the system will change.

Likewise, the interviewee mentioned that the neuroticism faced the same problem in terms of committed to change. They are the worriers about the possible outcomes that might not as expected though their awareness towards dangers are fascinating. Most of neuroticism like consistency, they will get stressed if they are forced to do change. Hence, most of companies dealt with a quite serious issues if they have employees who have this typical

trait. Although change can be quite difficult for most people, some of employees are also can be excited and positive about it. The traits that support change and even participate in change usually open-minded, versatile, flexible, creative. These traits reveal in personality traits such as extraversion, openness and conscientiousness. These three personality traits were found that they positively support and committed to change. Firstly, the extraversion trait relates with sociability and adventurous skill that makes them easily adapt with change. they always seek for new things and would take a risk for it. Meanwhile, the openness trait relates with intelligence, interest in new things, innovativeness and open to new experience. It makes them committed strongly to change due to they take it as a challenge. For conscientiousness, they are discipline, dependable, have a strong will, responsible and ambitious. Hence, due to their dedication towards their job, they will commit to change for betterment of their company.

5.3.2 Influence of Internal Communication on Employees' Commitment to Change

The second research question was whether the dimension of internal communication elaborates the employees' commitment to change. The second objective of this study was to investigate the effect of internal communication on employees' commitment to change that in line with the research question. Based on the hypothesis 2, the result supported that there is a positive relationship between internal communication and employees' commitment to change with the moderate effect size (f^2=0.122) whereby it means that internal communication affects employees' commitment to change. Internal communication theory linked employees to their organization as it extends its scope to include linkages between internal communication and organizational commitment (Ruck

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& Welch, 2012). Communication is another dimension that related to the successful organizational change. Communication is required to adapt with the change processes by those that are affected (Bull & Brown, 2012). Without the effective employee communication, change is barely possible whereby it was ignored by most of companies. Communication is well known to establish change readiness, to decrease uncertainty and apparently as a crucial factor in obtaining commitment (Armenakis et al., 1993; Klein, 1994). According to Simoes and Esposito (2014), communication that aligns with the change gains commitment among employees by decreasing their tendency to resist the change.

However, this also supported by Jalil (2011) who studied that internal communication hypothesizes the direct relationship with commitment to change among employees in strengthen their sense effectively. Even Lewis (1999) boldly stated that there is inseparably linked processes between communications and organizational change. The strong interest regarding internal communication due to the enhancement of a complex and modern organizations and the information technology used by companies to communicate and to interact with their subordinates (Bélanger & Watson-Manheim, 2006; Byrne & LeMay, 2006).

In addition, a survey of 104 full-time employees by Awad and Alhashemi (2012) investigated the employees' motives for communicating with their superiors and co-workers, their satisfaction and commitment towards their organization. The importance of their study is to depict how employees' purposes for communication relate to satisfaction and commitment with their leaders, jobs and the company at which they work. It focused on job satisfaction, commitment, relationships at work and ways of building up such

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relationship with superiors, co-workers and with organization at large. The research also covers other related topics including barriers to organizational and internal communication. The main purpose is to establish a link between relationships at work, job satisfaction and commitment in organizations.

As validated in qualitative findings, participants opined that communication is likely an intangible factor that contribute to the change process. It might not be seen obviously, but it really affects the change effectiveness. The participants admitted that the role of communication determines how good we convince our team to participate and to commit to change. Communication is indeed an element to prevent and to anticipate the resistance among employees that against change. The lesser the resistance, the more committed the persons and the more effective the change implementation will be. Consequently, it gains more trust and avoid the hesitation among employees that lead to resistance and makes the employees deeply understand the reasons why the company should change. Again, the trust that built increases their commitment to change.

On the other hand, sometimes, the role of communication also related to the personality of individuals. For instance, the way we dealt with people cannot be standardized generally. Every single person has different personality and characters. Some people can get motivation by challenges and some people get the motivation by supports. Those matters are really contrast and opposite each other. If we communicate it with the wrong people, it will just turn them down. The effective internal communication may affect the significant result among employees. If they believe that the company can give them a better benefit in terms of their job, they will automatically commit to the company for change.

5.3.3 Influence of Leadership Styles on Employees' Commitment to Change

Previous literatures proved that leadership behaviours have significant relationship with organizational commitment (Dale & Fox, 2008; Gelaidan, 2011; Lok & Crawford, 2004; Yiing & Ahmad, 2009; Yousef, 2000). Moreover, the leaders need to persuade their subordinates in order to have the same vision for the company. In order to grasp the work behaviour among employees in organizations, commitment is importantly identified as one of the factors (Meyer et al., 2002; Meyer & Herscovitch, 2001; Mowday et al., 1979). The third question was whether the leadership styles explain employees' commitment to change. In line with this research question, the third objective of this study was to examine the relationship between leadership styles and employees' commitment to change. Hence, the next session discussed the hypothesis 3 and hypothesis 4.

5.3.3.1 Transformational Leadership and Employees' Commitment to Change

Based on hypothesis 4, as predicted, PLS path modelling results indicated that transformational leadership was positively and significantly related to employees' commitment to change with a large effect size (f^2=0.326). It means that leaders with transformational leadership concerned about the development of employees and values that successfully create the sense of trust, loyalty, respect and admiration (Yukl & Mahsud, 2010). They establish commitment, increase motivation and empower their employees to achieve the company's goals. Notably, these leaders focused on the employees' commitment that merit their organizations' future. It was proved by transformational leadership components such as idealized influence that convince and connect to the

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employees with charisma by which it unconsciously makes the employees committed to leaders' vision (Bass et al., 2003). The power of charismatic trait in transformational leaders gains more effort and sincere commitment among employees.

Moreover, transformational leadership has been believed as a vital component in maintaining organizational commitment whereby the empirical evidence considered that transformational leadership is significantly has positive relationship with organizational commitment in a variety of organizational settings (Avolio et al., 2004; Dumdum et al., 2002; Lowe et al., 1996; Stumpp et al., 2009; Walumbwa & Lawler, 2003). It was supported by study of Joo et al. (2012) in a *Fortune 500* company in Korea that shown transformational leadership significantly related to organizational commitment. A higher commitment among employees occurred when employees perceived their leaders by transformative styles such as vision articulation and intellectual stimulation.

Additionally, the qualitative findings also have shown the importance of transformational leadership towards employees' commitment to change. The change can be difficult that forced to control and manage the situation based on the participants said. Leaders have power to influence and control people. In order to ask the employees to commit to change, the certain thing is by influence them to change. This thing can be done by leadership skills. Leadership likely is the unquestionable factor needed in any organizations, particularly if a change is needed in that organization because there should be a person who lead, control and manage the unpredictable situation.

In implementing change within the organizations, company should not preserve the status quo. Hence, the appropriate leadership style that constantly fit with the change is

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transformational leadership. This style inspires their subordinates and encourages them to do their work beyond the expectation. They regard their leaders as their role models. Their loyalty towards their leader is somewhat unconditional one without any forces. Hence, they will commit to any implementation of change where they are work at. As long as their leaders are there to inspire and motivate them, they will commit sincerely.

5.3.3.2 Transactional Leadership and Employees' Commitment to Change

Inconsistently, the result did not support hypothesis 4. A significant relationship between transactional leadership and employees' commitment to change was not found. One possible explanation for the lack of significant relationship may have to do with effectiveness of transactional leadership for a long term change. Burn (1978) stated that the relationship between leaders and followers in this style was based on cost and benefit matters that commonly happened in current situations or short-term period, whereby it was not related with change that occur continuously in long-term period. Additionally, Bass (1985, 1990) agreed that transactional leadership approach focused on the present time and tend to keep their status quo as opposed to organizational change.

A study by Lee (2005) argued in his study on development professional in Singapore that transactional leadership was not associated with organizational commitment. He said that in R&D working environment that required commitment and extra efforts even though those criteras were not always appreciated. Consequently, the employees feel unmotivated and less competent that affect the lack of sense of belongingness and less committed to their companies. Likewise, Hayward et al. (2004) stated that there is no correlation between

transactional leadership and organizational commitment due to the controlled-work procedures that did allow the leaders to trust their followers and vice versa.

5.4 Discussion of Findings on Moderating Hypotheses

This study identified and theorized that Organizational Culture moderates the relationship between personality traits, internal communication and leadership styles towards employees' commitment to change. The concept of organizational culture seems to be a very captivating topic, yet an abstruse one as well among researchers (Harris & Ogbonna, 2002) due to social nature that can be in many facets such as organization, group, or even individual behaviours (Hartnell et al., 2011). The organizational outcomes were resulted from studying the organizational culture through the effect they employed on organizational commitment and performance (Lok & Crawford, 2004). Numerous literatures have proved the correlation between organizational culture and organizational commitment whereby organizational culture positively affects organizational commitment (Demir & Öztürk, 2011; Gülova & Demirsoy, 2012; Lok & Crawforld, 1999; Silverthorne, 2004; Yiing & Ahmad, 2009; Yildirim, Acaray, & Candan, 2016).

Supporting this argument, the fourth, fifth and sixth question were whether organizational culture moderates the relationship between personality traits, internal communication and leadership styles to employees' commitment to change. In line with these research questions, the objectives of this study was to assess the moderating effect of organizational culture on the relationship between independent variables and dependent variables.

5.4.1 Moderating Effect of Organizational Culture on Relationship between Personality Traits and Employees' Commitment to Change

The fifth research question was whether the dimension of organizational culture moderates the relationship between personality traits and the employees' commitment to change. The fifth objective of this study was to investigate the moderating effect of organizational culture on the relationship between personality traits and employees' commitment to change that in line with the research question. Based on the hypothesis 5, the result supported that significantly organizational culture moderates the relationship between personality traits and employees' commitment to change. Hofstede illustrates culture as collective programming of the mind that differentiates the members of one group of people from another (Hofstede & Hofstede, 2005, p.400). the classic theory of personality structures was supported by it and it will internalize group-like characteristics with premise members of a specific culture. The culture improves a corresponding personality structure whereby the theory predicted that cultures shape personality and its vary as well as in individuals (McCrae, 2000). However, there is a resolution in differentiating the levels of culture in organizational level and national level whereby the personality was at the individual level as well (Hofstede et al., 2010).

Study has shown the dominant trait predicts the perspective group of outspoken people (Anderson & Kilduff, 2009). For instance, group members tend to assume that the individuals who expressed assertive behaviour have a higher competency level rather than the individuals who expressed the less assertive behaviour, although the results of the study have shown that there is no connection between personality traits and competency as an indicator of cultural values. Meanwhile, culture in US tends to interpret assertive behaviour

as a facet of leadership and it reasserts a general faith that those who talk a lot have more to offer to people and they are more competent who do not talk a lot (Migliore, 2011). Whereas, from the Dutch cultural perspective, they tend to express assertive behaviour as snobbish and more in perceived as a boaster or people who cannot make keep they promised (Hofstede & Hofstede, 2005).

On the other hand, a survey is conducted by Chuttipattana and Shamsudin (2011) on 358 rural primary care managers in Southern Thailand. The study aims to examine the role of organizational culture in moderating the relationship between personality and managerial competencies of primary care managers in Thailand. They mentioned that certain personality traits have an impact on managerial competencies within certain organizational cultures. An altruistic and leadership culture should be nurtured in primary health care units.

5.4.2 Moderating Effect of Organizational Culture on Relationship between Internal Communication and Employees' Commitment to Change

In contrast with the expectation, the hypothesis 6 was not supported because organizational culture did not moderate the relationship between internal communication and employees' commitment to change. Tanova and Nadiri (2010) also discovered that in high-context cultures, there will be less direct communication between organization and employees. In other words, organizational culture in large companies involves works council and union representation. Organizational culture failed to affect the internal communication towards

the employees' commitment to change. When there is no access to unions or works councils, employees saw direct communication as less useful (Croucher et al., 2006).

The importance of internal communication factors lies on the system failure in a ritual reference (Bella, 1987). By integrating the internal communication and theory of culture is likely provide a plausible fundamental approach to the risks (Royal Society, 1992). During organizational change, communication seemly was taken for granted that create the issues on the cultural theory (van Krogh & Robb, 1995). A study by Thomson et al. (1990) has found that the communication skills among employees were surrounded by their own perceptions and expectations apparently. The internal communication in large companies as the complex organizations was an attempted process to be effectively understood by all stakeholders. Some of ways to prevent the potential issues of commmunicaiton during organizational change such as taining and socialization, proper selections and appropriate recruitment (Smallman & Weir, 1999). According to Bella (1987), the modern organization systems are one of the effort for developing the communication systems among employees did not solve the distortion issues in order to meet the organizational change. Still, systems that was brought by the organizational culture for internal communication were failed to significantly affect the employees to undertake the change.

5.4.3 Moderating Effect of Organizational Culture on Relationship between Leadership Styles and Employees' Commitment to Change

To answer the sixth question, two hypotheses (hypothesis 7 and hypothesis 8) were analyzed and tested using PLS path modelling. It was stated that hypothesis 7 was proved that organizational culture moderates the relationship between transformational leadership and employees' commitment to change. On the other hand, hypothesis 8 was not supported that organizational culture moderates the relationship between transactional leadership and employees' commitment to change.

5.4.3.1 Moderating Effect of Organizational Culture on Relationship between Transformational Leadership and Employees' Commitment to Change

As expected, the findings support hypothesis 7 that found organizational culture significantly moderates the relationship between transformational leadership and employees' commitment to change. Schein (1985) stated that the leaders instructed the organizational culture to their subordinates. Hence, the bond between leadership and organizational culture are likely unseparated that are so close and important for the organization's effectiveness. Previous studies have found that leadership and organizational culture were antecedents of organizational commitment (Lok & Crawford, 1999; 2000; Trice & Beyer, 1993).

In fact, Lok and Crawford (2004) examined the leaders' perception of their level of commitment whereby leadership and organizational culture were the determinants. They believed that leaders should have a higher understanding of the importance of leadership

styles and organizational culture in this globalisation that determine the commitment levels. Meanwhile, transformational leaders encourage their subordinates by inspiring them about company's goals, creating culture through establishing organizational collectivity (Tseng, 2017). These leaders are versatile on focusing to fulfil the goals and adapt to change when necessary that easily convinced the employees to commit to change.

Recently, a study by Ahmad and Gelaidan (2013) examined the moderating effect of organizational culture between transformational leadership and affective commitment to change among public organizations in Yemen. They found that both leadership was positively moderated by organizational culture to the affective commitment to change. From the Malaysian context, a study by Yiing and Ahmad (2009) also shown the similar findings. They discussed the effect of leadership behaviour on organizational commitment that moderated by organizational culture among postgraduate students and researchers' peers. From the results, they found that leadership behaviour was significantly associated to organizational commitment and how important the organizational culture to moderate this relationship.

5.4.3.2 Moderating Effect of Organizational Culture on Relationship between Transactional Leadership and Employees' Commitment to Change

From the hypothesis 4 that not supported the relationship between transactional leadership and employees' commitment to change, apparently also affect the hypothesis 8. It was proved that organizational culture did not significantly moderate the relationship between transactional leadership and employees' commitment to change. It was reasonably

acceptable due to character of transactional leadership that based on the cost-benefit oriented apparently was not reveal the values within the organizations. Bass (1985) argued that the current system operation that stick with transactional leadership did not allow the employees to be ready for change and tend to avoid the risks that irrelevant with organizational change.

There is no relationship between leadership styles and organizational culture among chief librarians in Pakistan (Awan & Mahmood, 2010). The leadership styles were not proved affect the librarians to commit to their jobs. It was likely the type of non-charismatic leaders did not successfully motivate and inspire the employees to commit to change. Initiation structure in leader's behavior whereby leaders consider employees' tasks and achievement as included in transactional leadership was not related to employees' commitment to change. In addition, the transactional leadership dimensions such as contingent reward were not revealed the value of organizations. The employees likely give the performance based on the rewards solely that vanished the norms and values within organizations. Consequently, the norms and values as the elements of organizational culture were not influenced or resulted from the transactional leadership to undertake the employees to commit to organizaitional change.

5.5 Value of Qualitative Findings to Support Quantitative Findings

To answer question 7, the researcher elaborated the findings of individual concerns on employees' commitment to change. The qualitative findings help in enlightens comprehension of specific matters from the qualitative analysis. The researcher builds and improves the relationship models use the NVivo (Appendix E: Concept Map) application. Prior to the final model, the model had been validated and refined based on the experts input from the practitioners as mentioned earlier. The Employees' Commitment to Change Model is shown in Figure 4.8 below.
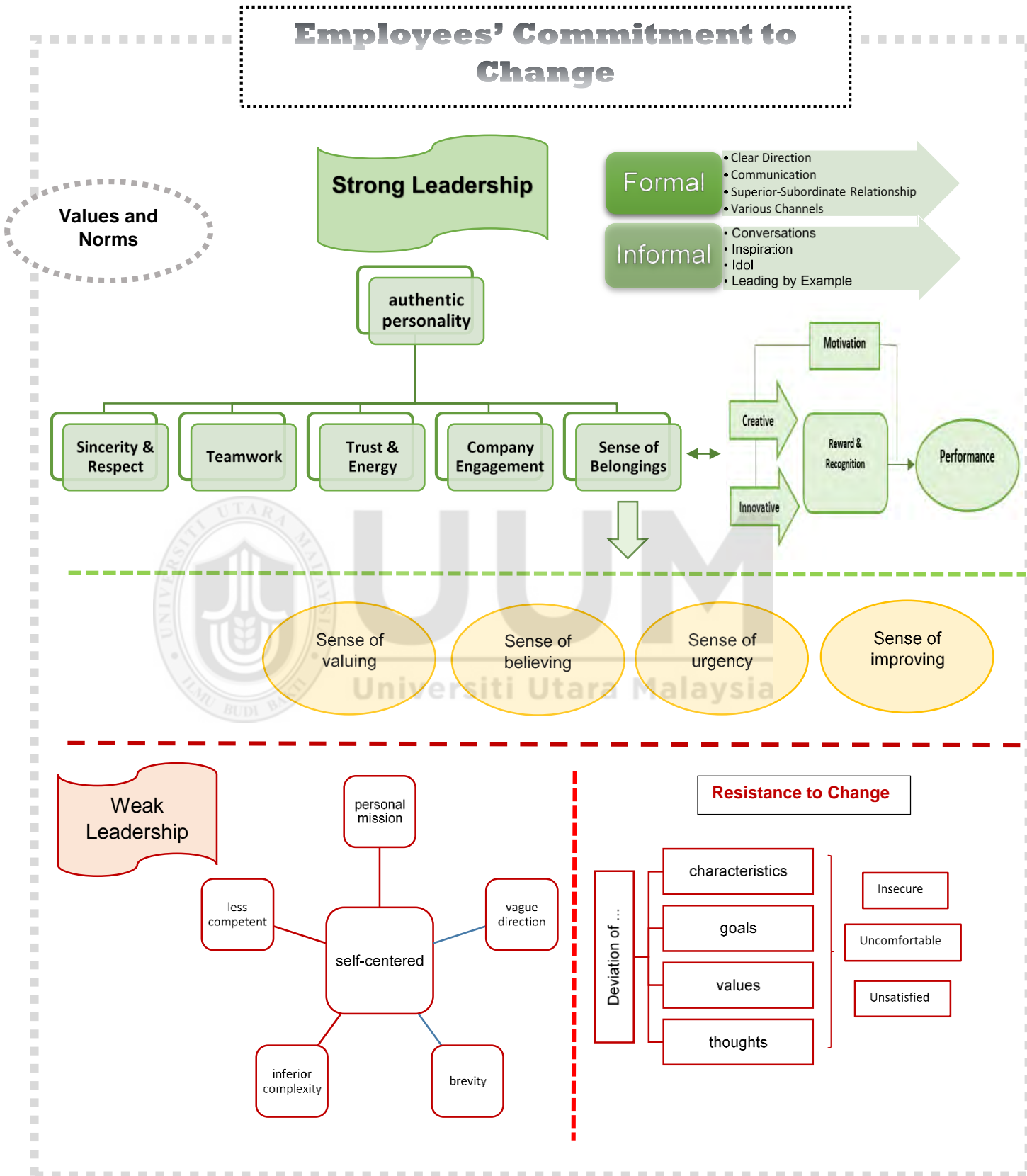
Figure 5.1
Employees' Commitment to Change Model

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5.5.1 Individual Concerns on Employees' Commitment to Change

The important part in the model shows the strong leadership as the gist of the discussions, and the values and norms of the company would determine how well the employees commit to change. The themes that have emerged from the interviews with the employees in the companies, all lead to the main element or theme which is the "strong leadership" who are also the change agent. In here, the researcher found that the strong leadership is the one who has the authentic personality and styles, which make the employees commit to change. For instance, although personality traits have been conceptualized as a multidimensional contrast, this study specifically stressed on one set of traits that directed to organizational change because it would allow us to achieve the efficiency in development and measurement concept (Arthur, 2011; Berry, Ones, & Sackett, 2007; Glomb & Liao, 2003).

In addition, these two variables of personality traits and transformational leadership are the most important variables based on the quantitative findings. These two variables were found highly significant to the employees' commitment to change, i.e., the variable of transformational leadership has the largest effect (f^2=0.326) and the variable of personality traits has the large effect as well (f^2=0.163) whereby both of them need to be concerned by the companies to ensure the employees' commitment to change. The qualitative findings indeed in line with the quantitative findings whereby both variables personality traits and transformational leadership have emerged into the invention of strong leadership and authentic personality.

Personality traits indeed affect the employees' commitment to change, and the researcher believes that authentic personality contributes to give impact to the employees' commitment to change. Hence, the employees also need to be authentic and required the leader to have the same mileage, thus they also will have the sincerity and respect to the leaders. They could then sincerely commit to change in the company. Having said that, a strong leadership makes a great teamwork among the employees, at which they would strive the best to the team achievement. The employees will support the change and will be a great team player in order to achieve the desirable change outcomes and holding hand in hand with other team players to support the leader's direction. In here, they would have trust and energy, and willing to be involved in the change programs. Their commitment also will further heighten by the company's engagement that is not only beyond the communication but also the emotional touchs. People who are empathy and understand themselves well, will make themselves felt comfortable and would embrace the change in the company. This is truly important as the employees felt the sense of belongings and loyalty to the company and want to ensure the company's success. Consequently, the sense of belongings leads to the sense of valuing, sense of believing, sense of urgency, and sense of improving in a way to commit to change. As in this model, the researcher understands how these "five senses" will urge the employees to commit to change wholeheartedly as elaborated by the employees in this context of study.

Participants experienced the sense of improving in the company and felt like their works need to be at the next level. This is because they sense that the company values them (sense of valuing) and need their supports to change. This types of participants are highly valuable to the company and likely to commit to the change in the company. This is supported by

many earlier studies such as Choi et al. (2015), Costa & McCrae (1992), and Morrison (1997) who mentioned that the happier the workers, the more they will align themselves with the organization requirements. This sense sparks from the employees' sense of belonging through the trust and confidence that have beed given by their superiors. They will be more productive and more supportive towards the leaders' vision and mission.

Hence, the model has shown that the leaders guide the employees to commit to change through the formal and informal approach. What it means by the strong leadership as revealed by the employees is a clear direction that was set by the leader to all the employees in the company. It was done through a proper communication frequently, periodically, and continuously. This will enhance the superior-subordinate relationship that makes them closer to each other and have a mutual understanding. Furthermore, various channels of communication will expedite the message that the leader wants to send the message to the employees and bring them together to meet the end results the were desired by the company. Meanwhile, the employees would commit to change because they get the information through not only formal but also through the informal conversations. This makes them realize the importance of doing the change in order to leave aside their egocentric personality and their negative values and norms, or to change the status quo. Basically, the employees would easily get inspired by the leaders of whom they see as their idol as which they could see transparently for what actually the leaders need from them in this change efforts. The relationship with the leaders informally will make them realized the struggle of the leaders in making change happens and lead by example to the employees, so that they would commit to change. The employees also would commit to change by contributing their creative and innovative ideas as a result from the reward and

recognition that were given by the company. This motivates them to stay loyal to the company and perform at their best to achieve the best results for the company through the change efforts.

Conversely, the model also highlighted how the employees' commitment to change couldn't be achieved as intended if the leader has a weak leadership style. This is because most of the leaders who are weak were perceived as self-centered leaders. In other words, they would only very concern on their interest and self-fulfillment. Hence, they will less likely think about the employees' benefits and their obstacles to embrace the change. It is noticed that what they want is to achieve their personal mission. This is also because the weak leaders mostly are less competent, have inferior complexity, have brevity in making decisions, and have vague direction. They most likely have favoritism in individual employees that consequently will jeopardize other talents and motivations. These weak leaders also are likely to involve in the internal politics, in other words they are busy doing business internally without having a clear vision and a long terms perspectives. This will make the employees demoralize in the change agenda that make them resist to change. Moreover, the employees will have deviation in term of their characteristics, goals, values and thoughts towards embracing change. They would unlikely meet the company's objectives. Undoubtedly, the employees will feel insecure, uncomfortable and unsatisfied with the leaders in specific and the company in general that make them resist to the change programs.

5.5.2 Researcher's Reflection

The completion of the qualitative findings really makes the researcher relieved. This is because having the obstacles in the journey are not easy things to manage. Praise to Allah on this makes the journey smooth and manageable. It is a priceless learning curve to the researcher and it makes the researcher would like to share the lessons learned and the findings to the world.

After gauging the "a-ha" factor from several interviews that lead to the saturated information, the researcher explained the phenomenon based on the individuals' experiences. The researcher felt worth it by understanding the real factors that concerned much by the employees in order for them to embrace change. Hence, it is so meaningful by understanding that the strong leadership is very important and it could make the employees commit to change as it will spark other senses in their mind. This is about people itself in the company on how the people management has to take place. The change management would directly affect the people in it and people who could resist change or they choose to accept and commit to change. The change will happens when people actually doing it, moving from the status quo and the real processes to the new state. Hence, the researcher would recommended the theoretical building on the "strong leadership", "authentic personality" and "five senses – belonging, valuing, believing, urgency, improving" and the likelihood of the multiple combinations of theories in the change management which are the Lewin's and Kotter's models. Hence, the organic approach is crucial in ensuring the employees' commitment to change, as this is what they want and strive for.

5.6 Chapter Summary

The chapter highlights that all the factors have significant contributions to the employees' commitment to change, namely the personality traits, internal communication and leadership styles, both transformational and transactional styles. The key findings showed that the personality traits and the transformational leadership influenced the employees' commitment to change moderated by the organizational culture. This is further enrich by the qualitative explanation on the model showed that the strong leadership and the authenticity in the personality play important elements to enhance the employees commitment to change. The naturalistic findings shows the five senses that make the employees to undertake change as intended by the company.

CHAPTER SIX

CONCLUSIONS AND RECCOMENDATIONS

6.1 Introduction

This chapter highlights the summary and the key conclusions of the main findings. It presents the implications of the findings consisted of the theoretical, practical and methodological implications. Moreover, it also explains the limitations of the research and how they are managed by the researcher. The recommendations for future research are presented in the last section of the chapter. The recommendation depicts that the area can be explored or elaborated more and other research should be extended.

6.2 Summary and Key Conclusions

The research found that three (3) hypotheses were supported in which they were a direct relationship between exogenous latent variable and endogenous latent variables. The factors that directly influenced the employees' commitment to change are: 1) the personality traits, 2) internal communication; and 3) transformational leadership. Whereas, only the transactional leadership was not found to be significantly related to employees' commitment to change. Interestingly, it was also supported in the qualitative findings on the factors that lead to the transformational leadership in a more in-depth explanation, the transformational leadership that consisted of teamwork, trust, sincerity, authenticity, clear vision and end game, and strong leadership.

In addition, on the moderating factor of the organizational culture, the results of the empirical data support two (2) out of four (4) hypotheses, on the moderating role on the correlation between exogenous latent variable and endogenous latent variables. Specifically, organizational culture was found to moderate the relationship between the personality traits, and also transformational leadership on the employees' commitment to change. Whereas, it showed insignificantly relationship on both internal communication and transactional leadership on the employees' commitment to change.

6.3 Research Implications

This research has a number of implications that can be logically classified into three parts as follows:

6.3.1 Theoretical Implications

The conceptual framework of this study was prior to the previous empirical evidences and theoretical gaps that identified in the literature. It was also supported and explained from two theoretical perspectives, namely Lewin's Three-Step Change Model (1951) and further related to the Kotter's Change Model (1996), by having the real insights on the individuals' concerns on the commitment to change. Therefore, the current research could contribute to the multiple theories in the strategic and change management literatures as it could see the complexity in nature. Furthermore, the present study has incorporated the organizational culture as a moderating variable to better explain and understand the correlation between the personality traits, internal communication, leadership styles and employees' commitment to change. The evidence has indicated that both personality traits and

transformational leadership mostly influence the employees' commitment to change, at which it could fill up the gaps in the current literatures on the extent of their contributions to the change management literature and particularly which related to the organic approach. Similarly, the research has made important contributions in conceptualization and constructs of the key variables for the employees' commitment to change. To sum up, based on the research findings and discussions, the current study has made several theoretical contributions in the research on personality traits, internal communication, leadership styles, organizational culture, and employees' commitment to change.

6.3.2 Practical Implications

This present study is hoped to successfully contribute a few practical implications in terms of the strategic management and organizational change practices in the context of Malaysian large companies. Firstly, the results have suggested that personality traits are important in affecting employees' commitment to change. A major effect on global change in large companies has forced the large companies in Malaysia to strengthen their employees' commitment to change. By revealing that which personality traits that mostly would affected the employees' commitment to change, it could assist the company to manage their employees to successfully commit to change. For instance, the findings found that openness and extraversion have the highest value, it means that these kind of traits support most the change. The latent constructs of openness and extraversion have shown the reliability of these traits (Hair et al., 2014; Henseler et al., 2012). The company could manage wisely their employees to embrace change in the organization. Moreover, the Human Resource Manager also could assist the company on the various ways to buy in the

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employees to commit the changes by understanding their traits. These research findings also could assist the change agent to understand the right approach for the right personality.

Secondly, the findings also revealed that the transformational leadership is more applicable in order to influence the employees to give their commitment to change. It is also explained by the individuals in the company that they would prefer the transformational leadership style that is clearer in terms of the vision and end game compared to the transactional leadership. Typical transactional leadership is less effective in affecting employees' commitment to change. Commitment cannot be established and nurtured under pressure and merely by enticing the lure, especially for a long-term change. This is also aligned with the findings that the transformational leaders expressed their capability through their inspiring vision and mission that can solve the change issues within the Malaysian large companies. In addition, the leaders have realized that they should gain respect and trust from their subordinates in order to increase the commitment among their employees. Therefore, the leaders in the large companies might inspire and motivate the employees to embark on the required changes by interpreting the company's vision, develop the trust, sincerity, sense of belongings and urgency, and teamwork. Hence, the change agents ought to inculcate these organic approaches in order to make the commitment at the fullest energy.

Thirdly, the company should strengthen the internal communication between the leaders and employees in order to buy-in the change implementation within the company. Both subordinates-superiors ought to have a mutual understanding in the change implementation. The effective communication is necessary in order to build trust and sincerity to embrace change among the employees, and feels of security. Having said that,

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the employees also would have perceived a strong leadership by have a strong and clear visionary communication. It is therefore important for the change agent to play a role as an excellent communicator to encourage change commitment in the company.

6.3.3 Methodological Contributions

A number of methodological contributions have been added in this study. Firstly, the methodological contribution implies in evaluating the criterion variables using specific measure. In an attempt to fill a methodological gap suggested by Gelaidan (2011), the present study has assessed the employees' commitment to change constructs based on organizational commitment that was identified by the subject matter experts in large companies such as employees and top level managers. Hence, this present study prefers to use the relevant items on organizational commitment by Mowday, Steers and Porter (1979) rather than by Herscovitch and Meyer (2002) that used by Gelaidan (2011) on assessing the employees' commitment to change. This is because this study has purified and has tested the measure of organizational commitment in Malaysia that culturally different from the setting that initially developed from the previous scales by adding the relevant items.

Secondly, this study also pertinent to use PLS path modelling as other methodological contribution in order to evaluate the psychometric properties of each latent variable. This study has proved successfully in assessing psychometric properties of each latent variable such as convergent validity as well as discriminant validity particularly. Likewise, psychometric properties also have examined the individual item reliability, average variance explained (AVE) and composite reliability of each latent variable. Examining the value of AVE of each latent variable is assessed by convergent validity. Hence, confronting

the correlations among latent variables with square roots of AVE is assessed by discriminant validity. In finding the support for discriminant validity in the conceptual model is assessed by the results of cross loadings matrix. Therefore, this study has succeeded to use one of the most potent methods (PLS path modelling) to examine the psychometric properties of each latent variable that was described in the conceptual model of this study more precisely.

Thirdly, this study has contributed to the invention of measurement of the instruments. The researcher has managed to adapt the instruments from the previous studies. Moreover, from the previous studies, the instruments were adapted and improved with this current study. For instance, the instrument of employees' commitment to change was adapted from the organizational commitment from Mowday, Steers and Porter (1979) based on the topic of commitment to change. Likewise, the unidimensional instrument of personality traits from Rammstedt and John (2007) also was adapted suitably in the current topic of employees' commitment to change.

Finally, the study has used the qualitative approach in order to get the individual concerns on the employees' commitment to change in more detail and deeper understanding. This is to fill the gaps in the previous studies that explain the phenomenon at the surface level. Even though this study has utilized the PLS modelling in analyzing the relationships of the constructs, the qualitative findings lead to a more insightful explanation on the real settings and real experiences of the employees' commitment to change. This methodological implication has contributed to the researchers on the subject matter to refine their framework and methodology when trying to get the real insight of the phenomenon alike, such as in the change area. The triangulation of the methods used in this research give rich

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data and interpretations on the subject matter. This is considered an optimistic approach by the research to contribute more real life understanding to the context of study. Interestingly, this method could discover the new findings in the research for example, the real explanation of the leadership that employees seek for, to motivate them to commit change.

6.3.4 Economic Contributions

The researcher believes that the employees' commitment to change is crucial to the economy, because without the commitment, the change would not become the reality. By understanding the findings from the insightful explanation of real experiences among middle managers, it is hoped that it can stimulate and strengthen the employees' commitment towards the change programs in various sectors in Malaysia. In particular the six major sectors, namely the oil and gas, palm and oil, telecommunication, electronics and electricals, automotive, and manufacturing as stated in Economic Transformation Program (ETP) 2017, and which are included in National Key Economic Areas (NKEAs). This program is endorsed to boost the economic profit through Malaysia's National Transformation Programme that was targeted until 2020.

The sample chosen of 30 largest listed companies in FTSE Bursa Malaysia was plausible due to their huge contributions and impacts in Malaysia' economy. For instance, their impact affected the investors' decision due to the consecutive regression for the past three years (Yusoff et al., 2016). They were classified in trading stocks to control and to ensure the market in a proper condition. Hence, these companies are hoped to be the good sample as the market leaders in the business industry in order to sustain and to survive in the global change.

The policy maker also will get the benefits from the finding to come out with a suitable guidelines on the commitment to change agenda to contribute to the economy. The explanation of the importance of the transformational leadership to bring the employees to embrace change, together with the in-depth explanation on the authenticity elements in leading change would effect the economy level to be at the next level. The leaders as well as the top management in the country also should aware on the various personality traits (although it could be seen as the unidimensional), since ones may have more than one dominant traits that could give either positive or negative commitment to change. The economy implications also depending on the culture inculcated in the company as well as the effective internal communication practices along the changes agenda.

6.4 Limitations and Future Research

Despite putting absolute care and effort to conduct a meticulous work, the findings of this study have to be evaluated with the consideration of the study's limitations. Firstly, this present study adopted the unidimensional scales of organizational commitment of Mowday, Steers and Porter (1979) to measure the employees' commitment to change, hence, another multidimensional measurements or conceptualizations for employees' commitment to change are recommended in the future to distinguish the impact of commitment to change specifically.

Secondly, this study was limited to the traits or characteristics of personality that influenced the employees' commitment to change. Hence, the factor of emotions could be investigated further due to its effect in the individual personality as well. Moreover, more attentions

were given by scholars on the role of emotions in the workplace interactions and its impacts in the various organizational outcomes (Onwezen et al., 2014). Nonetheless, previous studies have discussed the intercorrelation between emotions and personality traits on organizational change (Griffin & Moorhead, 2011; Oreg, 2006; Vakola et al., 2004).

Thirdly, this study focused on the individual factors that influence the employees' commitment to change within organizations. The future study might focused broaden to both individual and organizational impacts that also can influence the employees' commitment to change. The future studies could use a dyadic approach in order to get the understanding on the framework from both perspectives, the top management and the employees. In addition, the individual factors that related to employees' commitment to change including the personality traits, internal communication, and the leadership styles that can be used for further investigation in the future.

Fourthly, this present study used probability sampling (i.e. stratified sampling), and after that used the simple random sampling method. It is also utilised the cross-sectional study instead of using the longitudinal studies. Hence, the future study should go beyond merely used this sampling technique by having into considerations on the cluster and systematic sampling, and also could use the longitudinal study to see the before and after effect of the employees' commitment to change.

Fifthly, this study used the transformational and transactional leadership to measure the leadership styles on employees' commitment to change. Nevertheless, the expansion of other leadership styles such as the authenticity and situational leadership could be used and utilized the different underpinning theories for the hypothetical deduction.

Finally, this study obtained the influence of personality traits and employees' commitment to change by using unidimensional measurement in order to get the easiness at the expense of accuracy and generality. Moreover, the multidimensional measurement can be obtained for further research to examine the deeper understanding and to avoid bias of the research. In addition, the multidimensional measurement assists to examine the more complex issues of a study.

6.5 Concluding Remarks

In this sophisticated era, there is always a challenging situation that force us to creatively grasp the factors that influence people's behavior in organizations. However, this study has concerned about the individual issues that happen in organizational change such as personality traits, communication, leadership styles, organizational culture and employees' commitment to change. This study has proved the additional evidence to the body of knowledge pertaining the moderating role of organizational culture on the relationship between personality traits, internal communication, leadership styles and employees' commitment to change. This study has successfully answered all of research questions and proved the objectives in spite of its limitations. Likewise, the results of this study have contributed to the key theoretical propositions. Although there have been numerous studies that examined the underlying factors of organizational commitment and organizational change, this study has presented the theoretical gap by organizational culture as a significant moderating variable.

Moreover, this study has delivered the theoretical and empirical support for the moderating role of organizational culture on the relationship between personality traits, internal communication, leadership styles and employees' commitment to change. In addition, this study also has addressed to examine how organizational culture theoretically moderates the relationship between exogenous and endogenous variables. Furthermore, this study also has added to the domain of three-step change model as well as Kotter's change model by evaluating the impact of the key variables to the employees' commitment to change, particularly by getting the real insights of it.

At last, the results of this study also have presented some practical implications to the organizations, particularly the top management, the managers and the change agents (leaders of the divisions). Hence, several future research directions should be drawn on the limitations of the current study. In a nutshell, the present study was worth due to its contribution by adding the valuable theories, practices, and methodologies outcome to the establishment of the body of knowledge in the field of the strategic and change management, and also the human resource management.

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Appendix A

Questionnaire

QUESTIONNAIRE

"Personality Traits, Internal Communication, Leadership Styles, Organizational Culture and Employees' Commitment to Change in Malaysian Large Companies"

Dear Sir/Madam,

I am Leonis Marchalina, a PhD Candidate of School of Business Management, Universiti Utara Malaysia, Sintok. I am conducting a survey on the employees' commitment to change in Malaysian large companies. This survey reflects your perception on your current employment.

It will take approximately **15-20 minutes** to complete the survey. Your responses will be treated with **utmost confidentiality** and your identity will remain **anonymous**. Furthermore, the results of the study will only be used for academic purposes. If you have any enquiries, please do not hesitate to contact me at leonismarchalina@gmail.com, or call me at 017-6821312.

Thanks for your precious time.

Yours sincerely,

Leonis Marchalina
PhD Student
Universiti Utara Malaysia
Email : leonismarchalina@gmail.com
Phone : 017-6821312

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SECTION A: COMPANY PROFILE

Instruction: Please tick (✓) in the appropriate box and answer the following questions based on the scale below:

Types of Change (in the last 3 years) *you can tick more than one (1)	☐ Restructuring ☐ Downsizing ☐ Reengineering ☐ New Machine ☐ Decentralization ☐ Others (Please State):_____	☐ New Information Technology/Technology System ☐ Centralization ☐ Reform ☐ Rightsizing ☐ Merger and Acquisition

Sector	☐ Rubber and Palm ☐ Oil and Gas ☐ Healthcare ☐ Advertising ☐ Hospitality and Tourism	☐ Automotive ☐ Finance and Banking ☐ Wholesale and Retail ☐ Manufacturing ☐ Telecommunication	☐ Agriculture ☐ Electrical and Electrics ☐ Construction and Real Estate ☐ Computer Hardware and Software ☐ Others (Please state):_____

Location	☐ Head Office ☐ Branch ☐ Others (Please state):_____

Total Employees	☐ ≤ 150 employees	☐ > 150 employees

Revenue (per annum)	☐ ≤ RM25 million	☐ > RM25 million

SECTION B: PERSONALITY TRAITS

Instruction: Please tick (✓) in the appropriate box and answer the following questions based on the scale below:

1 = Extremely Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Extremely Agree

Personality Traits: How do you describe yourself...						
1.	I prefer to talk a lot with my colleagues.	1	2	3	4	5
2.	I like to be outgoing and sociable.	1	2	3	4	5
3.	I generate a lot of enthusiasm.	1	2	3	4	5

4.	I manage to stay energetic the whole day.	1	2	3	4	5
5.	I have an assertive personality.	1	2	3	4	5
6.	I tend to stay quiet.	1	2	3	4	5
7.	I tend to be shy, inhibited.	1	2	3	4	5
8.	I prefer to stay reserved at my workplace.	1	2	3	4	5
9.	I am considerate and kind to almost everyone.	1	2	3	4	5
10.	I have a forgiving nature.	1	2	3	4	5

SECTION C: INTERNAL COMMUNICATION

Instruction: Please tick (✓) in the appropriate box and answer the following questions based on the scale below:

1 = Extremely Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Extremely Agree

Internal Communication						
My company…						
1.	Ensures the employees understand the objectives for the need of change.	1	2	3	4	5
2.	Gives the employees the change awareness/information on a regular basis.	1	2	3	4	5
3.	Gives the change awareness/information to the right people, in the right format, at the right time and in the right quantity.	1	2	3	4	5
4.	Has an effective system to communicate change awareness/information internally.	1	2	3	4	5
5.	Communicates with clarity to individual and work unit objectives and challenges.	1	2	3	4	5
6.	Clearly states the change program objectives.	1	2	3	4	5
7.	Ensures the action plans to pursue the change program are well known.	1	2	3	4	5
8.	Makes an effort to understand how employees understood its messages.	1	2	3	4	5
9.	Makes frequent communication efforts to ensure understanding and to support the intended change.	1	2	3	4	5

SECTION D: LEADERSHIP STYLE

Instruction: Please tick (✓) in the appropriate box and answer the following questions based on the scale below:

1 = Extremely Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Extremely Agree

	Leadership Style					
	My leader...					
1.	Instills pride in me.	1	2	3	4	5
2.	Spends time for teaching and coaching.	1	2	3	4	5
3.	Considers moral and ethical consequences.	1	2	3	4	5
4.	Views me as having different needs, abilities, and aspirations.	1	2	3	4	5
5.	Listens to my concerns.	1	2	3	4	5
6.	Encourages me to perform.	1	2	3	4	5
7.	Increases my motivation.	1	2	3	4	5
8.	Encourages me to think more creatively.	1	2	3	4	5
9.	Sets challenging standards.	1	2	3	4	5
10.	Gets me to rethink never-questioned ideas.	1	2	3	4	5
11.	Makes clear expectations.	1	2	3	4	5
12.	Takes action before problems become chronic.	1	2	3	4	5
13.	Tells us standards to carry out work.	1	2	3	4	5
14.	Works out agreements with me.	1	2	3	4	5
15.	Monitors my performance and keeps track of my mistakes.	1	2	3	4	5

SECTION E: ORGANIZATIONAL CULTURE

Instruction: Please tick (✓) in the appropriate box and answer the following questions based on the scale below:

1 = Extremely Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Extremely Agree

Organizational Culture

1.	In this company, people I work with are direct and honest with each other.	1	2	3	4	5
2.	In this company, people I work with accept criticism without becoming defensive.	1	2	3	4	5
3.	In this company, people I work with resolve disagreements cooperatively.	1	2	3	4	5
4.	In this company, people I work with function as a team	1	2	3	4	5
5.	In this company, people I work with are cooperative and considerate.	1	2	3	4	5
6.	In this company, people I work with constructively confront problems.	1	2	3	4	5
7.	In this company, people I work with are good listeners.	1	2	3	4	5
8.	In this company, people I work with are concerned about each other.	1	2	3	4	5
9.	In this company, labor and management have a productive working relationship.	1	2	3	4	5
10.	This company motivates me to put out my best efforts.	1	2	3	4	5
11.	This company respects its workers.	1	2	3	4	5
12.	This company treats people in a consistent and fair manner.	1	2	3	4	5
13.	Working with this company makes me feel like being part of a family.	1	2	3	4	5
14.	In this company there is an atmosphere of trust.	1	2	3	4	5
15.	This company motives people to be efficient and productive.	1	2	3	4	5
16.	I get enough information to understand the big picture here.	1	2	3	4	5
17.	I know what is happening in work sections outside my own.	1	2	3	4	5
18.	I have a say in decisions that affect my work.	1	2	3	4	5
19.	I am asked to make suggestion about how to do my job better.	1	2	3	4	5
20.	This company values the ideas of worker at every level.	1	2	3	4	5

SECTION F: EMPLOYEES' COMMITMENT TO CHANGE

Instruction: Please tick (✓) in the appropriate box and answer the following questions based on the scale below:

1 = Extremely Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Extremely Agree

	Employees' Commitment to Change					
1.	I am willing to put an extra effort than expected in order to help this company to be successful to change.	1	2	3	4	5
2.	I praise this company to my friends as a great company to work for change.	1	2	3	4	5
3.	I would accept almost any type of changes in order to keep working for this company.	1	2	3	4	5
4.	I believe in the value of this change.	1	2	3	4	5
5.	I am proud to tell others that I am part of this company.	1	2	3	4	5
6.	This company really inspires my best performance to work for change.	1	2	3	4	5
7.	I am extremely glad that I choose this company to work for change over others.	1	2	3	4	5
8.	I really care about the fate of this company to change.	1	2	3	4	5
9.	For me, this company is the best to work for change.	1	2	3	4	5

Please put any comments on your commitment to the organizational change (if any):

SECTION G: RESPONDENT PROFILE

Instruction: Please tick (✓) in the appropriate box and answer the following questions.

Gender	☐ Male ☐ Female
Age (year)	☐ < 21 ☐ 21-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ 46-50 ☐ 51-55 ☐ 56-60 ☐ > 60
Ethnic/ Race	☐ Malay ☐ Chinese ☐ Indian ☐ Others (Please state):_____
Religion	☐ Islam ☐ Buddhism ☐ Christianity ☐ Hinduism ☐ Others (Please state):_____
Highest Academic Qualification	☐ SPM/STPM ☐ Diploma ☐ Degree ☐ Master ☐ PhD ☐ Others (Please state):_____
Accumulated Working Experience	☐ < 1 year ☐ 1- 5 years ☐ 5-10 years ☐ 11-15 years ☐ 16-20 years ☐ 21-25 years ☐ 26-30 years ☐ > 30 years
Department	☐ Marketing and Sales ☐ Finance ☐ Operations ☐ Administration ☐ Human Resources ☐ Customer Service ☐ Information Technology ☐ Accounting ☐ Supply Chain ☐ Research & Development ☐ Procurement ☐ Production & Quality ☐ Logistics ☐ Public Relations ☐ Others (Please state):_____
Current Position	☐ Entry level employees/Non-managerial employees ☐ Supervisors/Senior Assistants ☐ Frontline Managers/First Line Managers/Junior Managers ☐ Middle Managers ☐ Executives/Top managers ☐ Others (Please state):_____
Tenureship	☐ < 6 months ☐ 6 months – 1 year ☐ 1-5 years ☐ 5-10 years ☐ 11-15 years ☐ 16-20 years ☐ 21-25 years ☐ 26-30 years ☐ > 30 years

---THE END---

THANK YOU FOR YOUR COOPERATION

Appendix B

Blindfolding Procedure Output

Construct Crossvalidated Redundancy

Total

	SSO	SSE	Q² (=1-SSE/SSO)
EC	2,772.000	1,501.806	0.458
IC	1,848.000	1,848.000	
OC	3,696.000	3,696.000	
PT	1,232.000	1,232.000	
TF	3,080.000	3,080.000	
TS	1,232.000	1,232.000	

Construct Crossvalidated Communality

Total

	SSO	SSE	Q² (=1-SSE/SSO)
EC	2,772.000	1,546.482	0.442
IC	1,848.000	1,161.420	0.372
OC	3,696.000	2,471.416	0.331
PT	1,232.000	606.116	0.508
TF	3,080.000	1,886.198	0.388
TS	1,232.000	915.148	0.257

Indicator Crossvalidated Communality

Total

	SSO	SSE	Q² (=1-SSE/SSO)
EC1	308.000	200.848	0.348
EC2	308.000	142.421	0.538
EC3	308.000	182.123	0.409
EC4	308.000	154.561	0.498
EC5	308.000	184.184	0.402
EC6	308.000	192.965	0.373
EC7	308.000	159.064	0.484
EC8	308.000	153.579	0.501
EC9	308.000	176.737	0.426
IC1	308.000	195.379	0.366
IC2	308.000	185.420	0.398
IC4	308.000	220.891	0.283
IC5	308.000	270.051	0.123
IC6	308.000	151.108	0.509
IC8	308.000	138.572	0.550
OC12	308.000	173.297	0.437
OC13	308.000	186.510	0.394
OC15	308.000	253.683	0.176
OC17	308.000	173.171	0.438
OC2	308.000	190.646	0.381
OC3	308.000	217.424	0.294
OC4	308.000	216.783	0.296
OC5	308.000	213.976	0.305
OC6	308.000	207.306	0.327
OC7	308.000	214.268	0.304
OC8	308.000	207.503	0.326
OC9	308.000	216.848	0.296
PT2	308.000	189.984	0.383
PT3	308.000	135.171	0.561
PT6	308.000	120.711	0.608
TF1	308.000	183.185	0.405
TF10	308.000	186.999	0.393
TF2	308.000	235.540	0.235
TF3	308.000	193.612	0.371
TF4	308.000	180.235	0.415
TF5	308.000	181.563	0.411
TF6	308.000	195.840	0.364
TF7	308.000	164.719	0.465
TF8	308.000	143.961	0.533
TF9	308.000	220.545	0.284
TS1	308.000	245.870	0.202
TS2	308.000	247.556	0.196
TS3	308.000	200.642	0.349
TS4	308.000	221.080	0.282
PT1	308.000	160.250	0.480

Heterotrait-Monotrait Ratio (HTMT)

	EC	IC	OC	PT	TF	TS
EC						
IC	0.710					
OC	0.310	0.215				
PT	0.644	0.368	0.288			
TF	0.791	0.598	0.263	0.555		
TS	0.567	0.784	0.253	0.395	0.421	

Fornell-Larcker Criterion

	EC	IC	OC	PT	TF	TS
EC	0.825					
IC	0.665	0.794				
OC	-0.310	-0.217	0.722			
PT	0.613	0.350	-0.271	0.892		
TF	0.745	0.553	-0.255	0.520	0.776	
TS	0.531	0.703	-0.238	0.345	0.394	0.797

Cross Loadings

	EC	IC	OC	PT	TF	TS
EC1	0.750	0.475	-0.322	0.416	0.523	0.381
EC2	0.870	0.593	-0.238	0.512	0.653	0.474
EC3	0.813	0.498	-0.233	0.490	0.564	0.404
EC4	0.846	0.569	-0.323	0.499	0.628	0.482
EC5	0.811	0.494	-0.256	0.545	0.608	0.402
EC6	0.739	0.479	-0.213	0.421	0.531	0.347
EC7	0.883	0.643	-0.180	0.493	0.687	0.444
EC8	0.857	0.594	-0.288	0.565	0.639	0.506
EC9	0.842	0.567	-0.261	0.590	0.672	0.477
IC1	0.539	0.831	-0.191	0.273	0.478	0.555

IC2	0.436	0.790	-0.116	0.172	0.356	0.505
IC4	0.426	0.750	-0.153	0.222	0.400	0.474
IC5	0.344	0.537	-0.170	0.193	0.292	0.502
IC6	0.664	0.915	-0.193	0.360	0.531	0.663
IC8	0.656	0.883	-0.205	0.377	0.514	0.627
OC12	-0.311	-0.233	0.820	-0.204	-0.239	-0.234
OC13	-0.249	-0.129	0.787	-0.199	-0.150	-0.159
OC15	-0.240	-0.258	0.550	-0.156	-0.230	-0.253
OC17	-0.285	-0.198	0.809	-0.193	-0.204	-0.215
OC2	-0.236	-0.154	0.782	-0.205	-0.131	-0.160
OC3	-0.112	-0.048	0.680	-0.214	-0.141	-0.056
OC4	-0.204	-0.120	0.695	-0.232	-0.196	-0.151
OC5	-0.217	-0.153	0.718	-0.209	-0.202	-0.181
OC6	-0.113	-0.049	0.697	-0.136	-0.148	-0.083
OC7	-0.224	-0.200	0.691	-0.261	-0.214	-0.189
OC8	-0.170	-0.084	0.714	-0.144	-0.159	-0.112
OC9	-0.124	-0.054	0.680	-0.182	-0.116	-0.100
PT2	0.642	0.352	-0.271	0.843	0.516	0.340
PT3	0.562	0.345	-0.258	0.920	0.481	0.347
PT6	0.494	0.305	-0.241	0.936	0.432	0.311
TF1	0.604	0.505	-0.176	0.402	0.777	0.305
TF10	0.569	0.413	-0.202	0.363	0.782	0.335
TF2	0.419	0.288	-0.117	0.386	0.614	0.231
TF3	0.699	0.483	-0.286	0.503	0.782	0.381
TF4	0.567	0.435	-0.217	0.417	0.790	0.315
TF5	0.569	0.437	-0.171	0.356	0.809	0.279
TF6	0.564	0.415	-0.150	0.367	0.755	0.254

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TF7	0.592	0.484	-0.224	0.434	0.838	0.361
TF8	0.601	0.443	-0.201	0.437	0.880	0.319
TF9	0.540	0.342	-0.198	0.346	0.700	0.244
TS1	0.263	0.329	-0.167	0.317	0.178	0.683
TS2	0.422	0.544	-0.124	0.209	0.392	0.801
TS3	0.342	0.489	-0.234	0.272	0.209	0.805
TS4	0.571	0.754	-0.234	0.322	0.401	0.887
PT1	0.440	0.217	-0.177	0.864	0.394	0.201

Outer VIF Values

	VIF
EC1	**2.071**
EC2	3.574
EC3	**2.742**
EC4	**2.928**
EC5	**2.569**
EC6	**2.131**
EC7	3.709
EC8	3.095
EC9	3.030
IC1	**2.419**
IC2	**2.421**
IC4	**1.976**
IC5	**1.496**
IC6	**6.003**
IC8	**5.073**
OC12	3.181
OC13	**2.625**
OC15	**1.557**
OC17	3.768
OC2	**2.446**
OC3	**1.931**
OC4	**1.954**
OC5	**1.902**
OC6	**2.071**

OC7	1.986
OC8	2.205
OC9	1.869
PT2	1.960
PT3	9.365
PT6	10.510
TF1	2.169
TF10	2.338
TF2	1.503
TF3	2.166
TF4	2.433
TF5	2.570
TF6	2.095
TF7	3.393
TF8	4.434
TF9	1.766
TS1	1.712
TS2	1.708
TS3	2.139
TS4	2.024
PT1	2.608
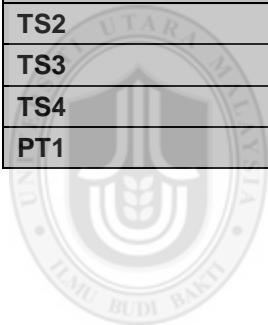
Outer Weights

	EC	IC	OC	PT	TF	TS
EC1	0.116					
EC2	0.142					
EC3	0.125					
EC4	0.139					
EC5	0.133					
EC6	0.115					
EC7	0.146					
EC8	0.145					
EC9	0.147					
IC1		0.217				
IC2		0.175				
IC4		0.172				
IC5		0.139				
IC6		0.267				
IC8		0.264				
OC12			0.172			
OC13			0.138			
OC15			0.133			
OC17			0.157			
OC2			0.130			
OC3			0.062			
OC4			0.113			
OC5			0.120			
OC6			0.063			
OC7			0.124			
OC8			0.094			
OC9			0.068			
PT2				0.338		
PT3				0.296		
PT6				0.260		
TF1					0.136	
TF10					0.128	
TF2					0.094	
TF3					0.157	
TF4					0.127	
TF5					0.128	
TF6					0.126	
TF7					0.133	
TF8					0.135	
TF9					0.121	
TS1						0.203
TS2						0.324
TS3						0.263
TS4						0.439
PT1				0.231		

Appendix C

Interview Protocol

INTERVIEW PROTOCOL

Thank you for agreeing to participate in this study. I am Leonis Marchalina, a PhD Candidate of School of Business Management, Universiti Utara Malaysia, Sintok. I am conducting a survey of my study that focused on the employee commitment to change in large companies in Malaysia.

Allow me to record our conversation/responses in both writing and tape recording to enable the researcher to have valid and reliable data (transcripts). The transcripts will only be viewed by the researcher, researcher's supervisor and authorized members of the Universiti Utara Malaysia. Your answers will be considered confidential and your identity will not be disclosed without your permission. You can terminate your participation in this interview at any time. The results of this study may be published in professional journals or presented at professional conferences, but your record or identity will not be revealed unless it is required by the law.

SECTION A

Instruction: Please tick (✓) in the appropriate box and answer the following questions.

All information will be kept confidential.

Name	_____
Gender	☐ Male ☐ Female
Age (year)	☐ < 21 ☐ 21-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ 46-50 ☐ 51-55 ☐ 56-60 ☐ > 60
Ethnic/ Race	☐ Malay ☐ Chinese ☐ Indian ☐ Others (Please state):_____
Religion	☐ Islam ☐ Buddhism ☐ Christianity ☐ Hinduism ☐ Others (Please state):_____
Academic Qualification	☐ SPM/STPM ☐ Diploma ☐ Degree ☐ Master ☐ PhD ☐ Others (Please state):_____

Working Experience	☐< 1 year ☐ 1- 5 years ☐ 5-10 years ☐ 11-15 years ☐ 16-20 years ☐ 21-25 years ☐ 26-30 years ☐> 30 years
Department	☐ Marketing and Sales ☐ Accounting ☐ Administration ☐ Human Resources ☐ Information Technology ☐ Accounting ☐ Research and Development ☐ Procurement ☐ Logistics ☐ Others (Please state):_____
Current Position	☐ Manager/State Manager ☐ Sr.Manager/Vice President ☐ Deputy General Manager/ Deputy President ☐ General Manager(CEO)/ President
Tenureship	☐< 1 year ☐ 1- 5 years ☐ 5-10 years ☐ 11-15 years ☐ 16-20 years ☐ 21-25 years ☐ 26-30 years ☐> 30 years
Location	☐ Head Office ☐ Branch ☐ Others (Please state):_____

SECTION B: SEMI-STRUCTURED INTERVIEW

Kindly respond to all questions stated below.

Section	Questions (Main/Specific)
The employee commitment to change	Q1: What type of changes that undertook by your company in the past three (3) years? Q2: Based on your experiences, how did you react towards the change in your company? Q3: What factors are crucial to the employees' commitment to change? (based on your experience)

_____   _____

Respondent's Signature   **Date**

Appendix D

Summary Report

Coding Summary By Source
Leonis Thesis (FEB2017)
8/30/2017 11:34 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On

Document

Internals\\transcript (FEB17)

Node

Nodes\\Employees' Commitment to Change

	No	0.0427	7			
				1	LEONIS	8/26/2017 12:03 AM

employees' commitment

| | | | | 2 | LEONIS | 8/26/2017 12:38 AM |

monitoring the commitment among employees that they devoted to the company, it will boost them to the change

| | | | | 3 | LEONIS | 8/26/2017 12:38 AM |

follow to whatever change implemented in this company, I can see that the team who can follow it easily, they really commit to follow the new agenda

| | | | | 4 | LEONIS | 8/26/2017 12:39 AM |

the most important thing is how they can attach to the new change. Then I must acknowledge how commit they are

| | | | | 5 | LEONIS | 8/26/2017 12:40 AM |

being committed isn't only about loyalty to work in your current company but beyond that! You put trust, energy, and idea to contribute to this company

| | | | | 6 | LEONIS | 8/26/2017 12:40 AM |

Commitment makes you still excited about the work

| | | | | 7 | LEONIS | 8/26/2017 12:42 AM |

most of change failure happen because there's no commitment

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Nodes\\Internal Communication						
	No	0.0698	13			
				1	LEONIS	8/26/2017 12:05 AM

internal communication

| | | | | 2 | LEONIS | 8/26/2017 10:17 PM |

communication is likely an intangible factor that contribute to the change process

| | | | | 3 | LEONIS | 8/26/2017 10:18 PM |

role of communication determines how good we convince our team to participate and to commit to change

| | | | | 4 | LEONIS | 8/26/2017 10:18 PM |

Communication is indeed an element to prevent and to anticipate the resistance among employees that against change

| | | | | 5 | LEONIS | 8/26/2017 10:19 PM |

the trust that built increases their commitment to change

| | | | | 6 | LEONIS | 8/26/2017 10:19 PM |

role of communication also related to the personality of individuals

| | | | | 7 | LEONIS | 8/26/2017 10:19 PM |

If we communicate it with the wrong people, it will just turn them down

| | | | | 8 | LEONIS | 8/26/2017 10:20 PM |

I need to compromise with their feelings and that's how good I communicate with them

| | | | | 9 | LEONIS | 8/26/2017 10:25 PM |

the challenging part is how can we communicate the information to them and know they understand it without patronize them

| | | | | 10 | LEONIS | 8/26/2017 10:25 PM |

The effective internal communication may affect the significant result among employees

| | | | | 11 | LEONIS | 8/26/2017 10:26 PM |

an ineffective communication caused the distrust among employees

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Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				12	LEONIS	8/26/2017 10:26 PM

We need to give them understanding through an effective communication

| | | | | 13 | LEONIS | 8/26/2017 10:26 PM |

We should convince them that the machines help increase the productions that actually can increase their salary at the end

Nodes\\Leadership Styles

	No	0.0836	14			
				1	LEONIS	8/26/2017 12:06 AM

leadership styles

| | | | | 2 | LEONIS | 8/26/2017 10:32 PM |

Leaders have power to influence and control people

| | | | | 3 | LEONIS | 8/26/2017 10:35 PM |

Leadership likely is the unquestionable factor needed in any organizations

| | | | | 4 | LEONIS | 8/26/2017 10:36 PM |

particularly if a change is needed in that organization because there should be a person who lead, control and manage the unpredictable situation

| | | | | 5 | LEONIS | 8/26/2017 10:37 PM |

In implementing change within the organizations, company should not preserve the status quo

| | | | | 6 | LEONIS | 8/26/2017 10:37 PM |

the appropriate leadership style that constantly fit with the change is transformational leadership

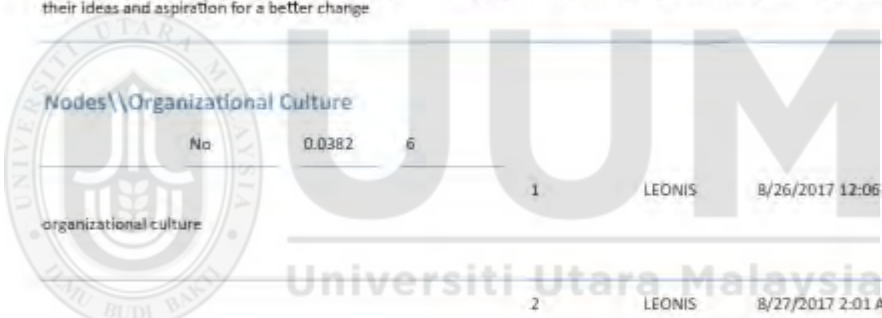| | | | | 7 | LEONIS | 8/26/2017 10:37 PM |

This style inspires their subordinates and encourages them to do their work beyond the expectation

| | | | | 8 | LEONIS | 8/27/2017 1:43 AM |

Their loyalty towards their leader is somewhat unconditional one without any forces

| | | | | 9 | LEONIS | 8/27/2017 1:43 AM |

As long as their leaders are there to inspire and motivate them, they will commit sincerely

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				10	LEONIS	8/27/2017 1:44 AM

One of the best things a leader can do to his team is by giving the inspiration to their work that can affect their life

| | | | | 11 | LEONIS | 8/27/2017 1:59 AM |

Transactional leadership only works for the rewards based on what the employees give to the companies

| | | | | 12 | LEONIS | 8/27/2017 1:59 AM |

To get a truly committed employee for a change, we must firstly get their heart

| | | | | 13 | LEONIS | 8/27/2017 1:59 AM |

Commitment requires trust, sincerity, and loyalty

| | | | | 14 | LEONIS | 8/27/2017 2:01 AM |

For change implementation, we ain't only need a team who just listen and follow our instructions, instead, we need them to give their ideas and aspiration for a better change

Nodes\\Organizational Culture

	No	0.0382	6			
				1	LEONIS	8/26/2017 12:06 AM

organizational culture

| | | | | 2 | LEONIS | 8/27/2017 2:01 AM |

The tendency of a company to change will be determined by their culture

| | | | | 3 | LEONIS | 8/27/2017 2:01 AM |

The stronger the culture, the harder a company is able to change

| | | | | 4 | LEONIS | 8/27/2017 2:01 AM |

A strong organizational culture is good to handle and to direct a company's vision and mission but it causes a problem when a company needs to change

| | | | | 5 | LEONIS | 8/27/2017 2:02 AM |

We need to change certain culture in order to survive in this market

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				6	LEONIS	8/27/2017 2:03 AM

if I (leader) able to show my values as well as this company's value towards the employees, they will feel genuinely that this company as their part so that they will commit to something that belong to them

Nodes\\Personality Traits

	No	0.1613	29			
				1	LEONIS	8/26/2017 12:05 AM

personality traits

				2	LEONIS	8/26/2017 12:46 AM

personality traits determine their reactions towards change as well as their commitment.

				3	LEONIS	8/26/2017 12:46 AM

Some traits are positive about change

				4	LEONIS	8/26/2017 12:46 AM

types of characters and personality determine their acceptance towards change

				5	LEONIS	8/26/2017 12:49 AM

each trait has their own character to react to change.

				6	LEONIS	8/26/2017 1:15 AM

From the reactions we can determine their commitment towards the change

				7	LEONIS	8/26/2017 1:15 AM

agreeableness people who like to help others and easily follow others

				8	LEONIS	8/26/2017 1:17 AM

They like peace and tend to avoid conflicts

				9	LEONIS	8/26/2017 1:17 AM

They seem agree to follow the change, instead they tried to manipulate the system by only giving the good news and avoid to solve the problems as it indicated that the system will change

				10	LEONIS	8/26/2017 1:17 AM

neuroticism faced the same problem in terms of committed to change

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				11	LEONIS	8/26/2017 1:19 AM
worriers about the possible outcomes						
				12	LEONIS	8/26/2017 1:19 AM
neuroticism like consistency						
				13	LEONIS	8/26/2017 1:19 AM
they will get stressed if they are forced to do change.						
				14	LEONIS	8/26/2017 1:19 AM
We faced serious issues related the anxious employees who cannot work under pressure						
				15	LEONIS	8/26/2017 1:21 AM
it difficult to handle the rigid (neuroticism) type of employees						
				16	LEONIS	8/26/2017 1:21 AM
we need the employees who have the innovative ideas to present new products						
				17	LEONIS	8/26/2017 1:22 AM
same case happened with the employees who only agree (agreeableness) what we instruct them to						
				18	LEONIS	8/26/2017 1:22 AM
we need an employee who has different ideas and opinions so that we have a new perspective						
				19	LEONIS	8/26/2017 10:06 PM
traits that support change and even participate in change usually open-minded, versatile, flexible, creative						
				20	LEONIS	8/26/2017 10:08 PM
These traits reveal in personality traits such as extraversion, openness and conscientiousness.						
				21	LEONIS	8/26/2017 10:09 PM
These three personality traits were found that they positively support and committed to change						
				22	LEONIS	8/26/2017 10:09 PM
the extraversion trait relates with sociability and adventurous skill that makes them easily adapt with change						

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Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				23	LEONIS	8/26/2017 10:09 PM

they always seek for new things and would take a risk for it

| | | | | 24 | LEONIS | 8/26/2017 10:09 PM |

the openness trait relates with intelligence, interest in new things, innovativeness and open to new experience

| | | | | 25 | LEONIS | 8/26/2017 10:09 PM |

It makes them committed strongly to change due to they take it as a challenge

| | | | | 26 | LEONIS | 8/26/2017 10:10 PM |

For conscientiousness, they are discipline, dependable, have a strong will, responsible and ambitious

| | | | | 27 | LEONIS | 8/26/2017 10:10 PM |

due to their dedication towards their job, they will commit to change for betterment of their company

| | | | | 28 | LEONIS | 8/26/2017 10:13 PM |

I'm so surprised by my employees who seemed rigid and conventional. I thought they will hardly follow the change in this company. Instead. They show their commitment for whatever it takes of their works

| | | | | 29 | LEONIS | 8/26/2017 10:13 PM |

Some of our employees are versatile to follow the change. These types of employees (openness and extraversion) are the ones we expected to join in our company

Appendix E

Concept Map (NVivo Model Exploration)