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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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STYLES, ORGANIZATIONAL CULTURE AND EMPLOYEES' COMMITMENT
TO CHANGE IN MALAYSIAN LARGE COMPANIES**



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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfilment of the Requirement for the Degree of Doctor of Philosophy**

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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 dipercayai, 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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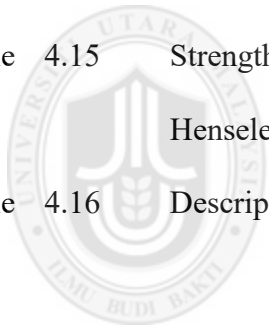
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List of Abbreviations

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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Appendix A

Questionnaire



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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

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 New Information Technology/Technology System
 Downsizing Centralization
 Reengineering Reform
 New Machine Rightsizing
 Decentralization Merger and Acquisition
 Others (Please State): _____

Sector

Rubber and Palm Automotive Agriculture
 Oil and Gas Finance and Banking Electrical and Electrics
 Healthcare Wholesale and Retail Construction and Real Estate
 Advertising Manufacturing Computer Hardware and Software
 Hospitality and Tourism Telecommunication 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

<i>Internal Communication</i>						
<i>My company...</i>						
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

<i>Employees' Commitment to Change</i>						
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	Q ² (=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	Q ² (=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 Commuality

Total

	SSO	SSE	Q ² (=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

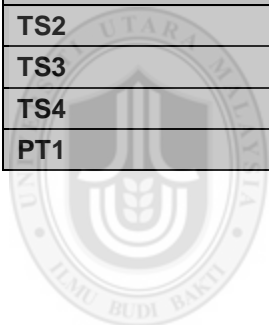
IC2	0.436	0.790	- 0.116	0.172	0.356	0.505
IC4	0.426	0.750	- 0.153	0.222	0.400	0.474
IC5	0.344	0.537	- 0.170	0.193	0.292	0.502
IC6	0.664	0.915	- 0.193	0.360	0.531	0.663
IC8	0.656	0.883	- 0.205	0.377	0.514	0.627
OC12	-0.311	-0.233	0.820	- 0.204	- 0.239	- 0.234
OC13	-0.249	-0.129	0.787	- 0.199	- 0.150	- 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

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



UUM
Universiti Utara Malaysia

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	<input type="checkbox"/> Male	<input type="checkbox"/> Female	
Age (year)	<input type="checkbox"/> < 21	<input type="checkbox"/> 21-25	<input type="checkbox"/> 26-30
	<input type="checkbox"/> 36-40	<input type="checkbox"/> 41-45	<input type="checkbox"/> 46-50
	<input type="checkbox"/> 56-60	<input type="checkbox"/> > 60	<input type="checkbox"/> 51-55
Ethnic/ Race	<input type="checkbox"/> Malay	<input type="checkbox"/> Chinese	
	<input type="checkbox"/> Indian	<input type="checkbox"/> Others (Please state): _____	
Religion	<input type="checkbox"/> Islam	<input type="checkbox"/> Buddhism	<input type="checkbox"/> Christianity
	<input type="checkbox"/> Hinduism	<input type="checkbox"/> Others (Please state): _____	
Academic Qualification	<input type="checkbox"/> SPM/STPM	<input type="checkbox"/> Diploma	<input type="checkbox"/> Degree
	<input type="checkbox"/> Master	<input type="checkbox"/> PhD	<input type="checkbox"/> 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	<p>Q1: What type of changes that undertook by your company in the past three (3) years?</p> <p>Q2: Based on your experiences, how did you react towards the change in your company?</p> <p>Q3: What factors are crucial to the employees' commitment to change? (based on your experience)</p>

Respondent's Signature

Date

Appendix D

Summary Report

8/30/2017 11:34 PM

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
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Document

Internals\\transcript (FEB17)

Node

Nodes\\Employees' Commitment to Change

No	0.0427	7			
employees' commitment			1	LEONIS	8/26/2017 12:03 AM
monitoring the commitment among employees that they devoted to the company, it will boost them to the change			2	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			3	LEONIS	8/26/2017 12:38 AM
the most important thing is how they can attach to the new change. Then I must acknowledge how commit they are			4	LEONIS	8/26/2017 12:39 AM
being committed isn't only about loyalty to work in your current company but beyond that! You put trust, energy, and ideas to contribute to this company			5	LEONIS	8/26/2017 12:40 AM
Commitment makes you still excited about the work			6	LEONIS	8/26/2017 12:40 AM
most of change failure happen because there's no commitment			7	LEONIS	8/26/2017 12:42 AM

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

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

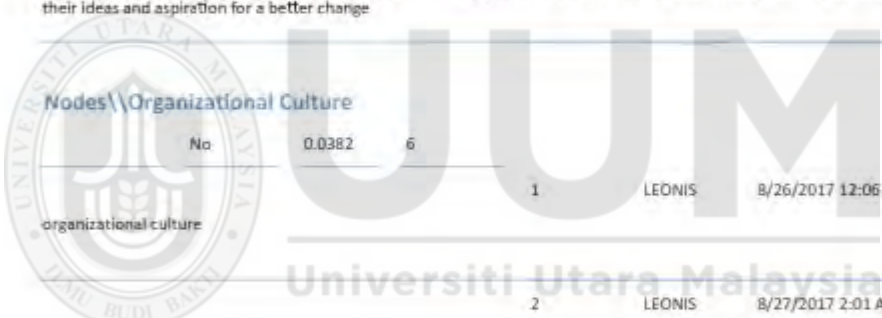
This style inspires their subordinates and encourages them to do their work beyond the expectation

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
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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

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		



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Appendix E

Concept Map (NVivo Model Exploration)

