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# **FACTORS INFLUENCING RESISTANCE TO CHANGE AMONG EMPLOYEES IN SHIPYARD OPERATION**

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**822747**

**MASTER IN SCIENCE MANAGEMENT**



**UNIVERSITI UTARA MALAYSIA**

**2019**

**FACTORS INFLUENCING RESISTANCE TO CHANGE AMONG EMPLOYEES IN  
SHIPYARD OPERATION**

**A project paper is submitted to the college of business in partial fulfillment of the  
requirement for the degree of Master of Science Management**



**Universiti Utara Malaysia**

**UUM**  
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**822747**



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## **ABSTRACT**

Many industry including heavy industry embarked in business changes to enhance capability, improves performance and provide competitive advantage for business. In implementation of changes, the main failure of organization changes due to a common phenomenon known as resistance to change. The objectives of the research are investigating the relationship between four independent variables and resistance to change. Perceived personal impact, perceived outcome organizations, trust in management and change communication are four factors hypothesized to have significant relationship towards resistance to change. Instrument used to obtain the data for this quantitative paper was a survey questionnaire. A total of 300 survey were distributed to the staff in Boustead Naval Shipyard. Of the distribution, only 256 responses have found completed and subsequently analyzed for statistical results by using Statistical Package for Social Science (SPSS) version 20.0 software. The study hypotheses have been tested by using correlation and multiple regression analysis. As a whole, the finding has indicated that four independent variables significantly predict resistance to change. ‘How’ an individual perceived, trust and communication is the key to manage employees’ resistance to organizational change. The result of the study is believed to assist the management practitioners to understand employees’ disposition towards change in order to attain effective change management at the workplace.

## ACKNOWLEDGEMENT

I begin in the name of Allah, most merciful. Many thanks to Allah for providing me with strength and emotional support throughout my study. I owe my deepest gratitude to those who have helped me through the process of completing this dissertation. It is a pleasure to thank those who made this project paper complete.

My most profound thankfulness goes to my supervisor Dr Haslinda Bt Hassan for all her patience, scientifically proven, creativity encouraging guidance, and discussion that made this study to what it is. Without her understanding, consideration and untiring advice, this dissertation would not have been completed successfully. I would like to express my appreciation to examiners for their valuable comments, Dr. Shahibudin bin Ishak and Mr.Dzulhilmi bin Ahmad Fawzi.

My special appreciation to my dear parents who endless love and support throughout my life can never be repaid. Special thanks to my dear brothers and sister for their support, strength, help and encouragement throughout my master's study. Finally, many thanks to my friends for their continuous moral support, and all the persons especially my colleagues who helped in giving idea, advices and support in completing this project paper.

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter explains the overview of the study, details background of the study, statement of problem, objectives of the study, the research questions that study intends to investigate and finally explain the significance of this study.

### **1.2 Background of the study**

Recently in today's business environment, rapid and continual innovation in technology and globalization markets force constantly changes to organization system and process. Current economic condition has challenged the competitiveness and sustainability of organization. These factors require company to undergo changes in daily operation to remain compete and sustain in the market. Since that, most organization cannot take for granted in their comfort zone, gladness in past achievement.

The organization should initiate a transformational process by looking for new opportunities and challenging the status quo. According to Franklin and Aguenza (2016), employee tend to have high tendency to change when surrounding factors present no choice despite of change. Organizational change initiative is a common occurrence within organization and often arise as a problem that faced by a company due to resistance to change. Thus, changes cannot always be claimed to be easily and successfully to execute since implementing such changes needs efficient and systematic change management.

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*Appendix A - Questionnaire*



**UNIVERSITY UTARA MALAYSIA**

**OTHMAN YEOP ABDULLAH**

**GRADUATE SCHOOL OF BUSINESS**

I am Noor Fathiah bt Othman Student in Master of Science Management from the University Utara Malaysia are conducting a research Factors Influencing Resistance to Change Among Employees in Shipyard Operation. I would appreciate if you would complete this questionnaire. I hope you can spare some times and help me in answering several questions that I have prepared in order to help my studies. All your information is confidential. Your cooperation is kindly appreciated. Thank You.

Yours Sincerely,

NOOR FATHIAH BT OTHMAN

822747

Master in Science Management

Othman Yeop Abdullah Graduate School of Business

University Utara Malaysia (UUM), Sintok Kedah

**THIS SURVEY HAS 6 SECTIONS. PLEASE ANSWER ALL THE SECTIONS.  
KAJIAN INI MENGANDUNGI 6 BAHAGIAN. SILA JAWAB SEMUA BAHAGIAN.**

**SECTION 1: RESPONDENT BACKGROUND**  
**BAHAGIAN 1: LATARBELAKANG RESPONDEN**

Questions below are about your background. Please tick (✓) in the appropriate box.  
Soalan berikut adalah berkenaan latarbelakang anda. Sila tanda (✓) pada kotak yang berkenaan.

Gender/*Jantina*

☐

Male/ *Lelaki*

☐

Female/ *Perempuan*

Ethnicity/ *Bangsa*

☐

Malay/ *Melayu*

☐

Chinese/ *Cina*

☐

Indian/ *India*

☐

Others, please state: \_\_\_\_\_  
*Lain-lain sila nyatakan:*

Age/

☐

Below 25 years old/ *Kurang dari 25 tahun*

☐

26 to 35 years old/ *26 hingga 35 tahun*

☐

36 to 45 years old/ *36 hingga 45 tahun*

☐

46 to 55 years old/ *46 hingga 55 tahun*

☐

56 years old and above  
*56 tahun dan ke atas*

Highest Academic Qualifications / *kelayakan akademik*

☐

Secondary/ *Sekolah Menengah*

☐

Diploma/ *Diploma*

☐

Degree/ *Ijazah Sarjana Muda*

☐

Master / *Ijazah sarjana*

☐

PhD / *Doktor Falsafah*

Job Category / *Kategori Pekerjaan*

☐

Non- executive/ *Bukan eksekutif*

☐

Executive / *Eksekutif*

Department/ *Jabatan*

<input type="checkbox"/>	Production / <i>Pengeluaran</i>	<input type="checkbox"/>	Quality / <i>Kualiti</i>
<input type="checkbox"/>	New construction/ <i>Pembinaan baru</i>	<input type="checkbox"/>	Supply Chain Management/ <i>Pengurusan Rantaian Bekalan</i>
<input type="checkbox"/>	Human Resources / <i>Sumber Manusia</i>	<input type="checkbox"/>	Engineering / <i>kejuruteraan</i>
<input type="checkbox"/>	Others, please state: _____ <i>Lain-lain, sila nyatakan</i>		

Length of Service with Company / *Tempoh perkhidmatan*

<input type="checkbox"/>	Below 2 years / <i>Bawah 2 tahun</i>	<input type="checkbox"/>	6 to 9 years / <i>6 hingga 9 tahun</i>
<input type="checkbox"/>	3 to 5 years / <i>3 hingga 5 tahun</i>	<input type="checkbox"/>	More than 10 years / <i>lebih 10 tahun</i>



**UUM**  
Universiti Utara Malaysia

## **SECTION 2: PERCEIVED PERSONAL IMPACT**

### **BAHAGIAN 2: KESAN PERIBADI YANG DIRASAKAN**

Please read each following statement carefully. By using the scale below, please state to what extent  
*Sila baca setiap pernyataan dengan teliti. Menggunakan skala di bawah, sila nilaikan tahap*

you agree with the statement  
*persetujuan anda terhadap pernyataan tersebut.*

1	2	3	4	5	6
Strongly disagree <i>Sangat tidak setuju</i>	Disagree <i>Agak tidak setuju</i>	Slightly disagree <i>Tidak setuju</i>	Slightly Agree <i>Sedikit setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat setuju</i>

		1	2	3	4	5	6
1	I feel the impact of change in term of security. <i>Saya merasakan kesan terhadap perubahan keselamatan.</i>						
2.	I feel the impact of change in term of loss of expertise. <i>Saya merasakan kesan terhadap perubahan pada kehilangan kepakaran.</i>						
3	I feel the impact of change in term of diminishing influence, authority and control. <i>Saya merasakan kesan perubahan terhadap kekurangan pengaruh, kuasa dan kawalan.</i>						
4	I feel the impact of change in term of loss of social status.. <i>Saya merasakan kesan perubahan terhadap kehilangan status sosial</i>						
5	I feel the impact of change in term of in customs and long held practices. <i>Saya merasakan kesan perubahan terhadap adat dan kebiasaan amalan.</i>						

### **SECTION 3: CHANGE COMMUNICATION**

#### **BAHAGIAN 3: PERUBAHAN KOMUNIKASI**

Please read each following statement carefully. By using the scale below, please state to what extent  
*Sila baca setiap pernyataan dengan teliti. Menggunakan skala di bawah, sila nilaikan tahap*

you agree with the statement.

*persetujuan anda terhadap pernyataan tersebut.*

1	2	3	4	5	6
Strongly disagree <i>Sangat tidak setuju</i>	Disagree <i>Agak tidak setuju</i>	Slightly disagree <i>Tidak setuju</i>	Slightly Agree <i>Sedikit setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat setuju</i>

		1	2	3	4	5	6
1	I was regularly informed on how the change was going. <i>Saya sering dimaklumkan tentang perjalanan sesuatu perubahan itu.</i>						
2	There was a good communication between project leaders and employees about the organization's policy towards the changes. <i>Terdapat komunikasi yang baik di antara ketua-ketua projek dengan tenaga kerja tentang polisi organisasi terhadap perubahan itu</i>						
3	I was clearly provided about the change's information. <i>Saya telah dijelaskan dengan nyata tentang pemberitahuan perubahan.</i>						
4	I was sufficiently informed of the progress of the change. <i>Saya telah dimaklumkan secukupnya tentang kemajuan perubahan.</i>						
5	Department were consulted about the change sufficiently. <i>Jabatan telah dirunding tentang perubahan dengan secukupnya.</i>						
6	I was consulted and briefly explains about he reasons for the change. <i>Saya telah dirunding dan diterangkan secara ringkas tentang sebab perubahan.</i>						

**SECTION 4: TRUST IN MANAGEMENT**  
**BAHAGIAN 4: KEPERCAYAAN DALAM PENGURUSAN**

Please read each following statement carefully. By using the scale below, please state to what extent  
*Sila baca setiap pernyataan dengan teliti. Menggunakan skala di bawah, sila nilaikan tahap persetujuan*  
 you agree with the statement.  
*anda terhadap pernyataan tersebut.*

1	2	3	4	5	6
Strongly disagree <i>Sangat tidak setuju</i>	Disagree <i>Agak tidak setuju</i>	Slightly disagree <i>Tidak setuju</i>	Slightly Agree <i>Sedikit setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat setuju</i>

		1	2	3	4	5	6
1	My department's senior managers paid sufficient attention to the personal consequences that the changes could have for the employee. <i>Pengurus senior jabatan saya memberi perhatian secukupnya terhadap kesan peribadi yang mungkin melanda para pekerja</i>						
2	My department's senior management coached us very well about the implementing the change. <i>Pengurusan jabatan saya telah melatih kami dengan baik tentang pelaksanaan perubahan itu.</i>						
3	My department's supervisors spoke up for us during the changes process. <i>Penyelia jabatan saya telah mewakili suara kami semasa proses perubahan itu</i>						
4	My department's supervisors were capable of fulfilling their new function as a result of the change. <i>Penyelia jabatan saya berkebolehan untuk memenuhi fungsi baru mereka disebabkan perubahan itu.</i>						
5	The management team had a positive vision for the future. <i>Pasukan pengurusan mempunyai visi positif untuk masa hadapan.</i>						

## **SECTION 5: PERCEIVED OUTCOME FOR ORGANIZATION**

### **BAHAGIAN 5: HASIL YANG DIRASAKAN TERHADAP ORGANISASI**

Please read each following statement carefully. By using the scale below, please state to what extent you

*Sila baca setiap pernyataan dengan teliti. Menggunakan skala di bawah, sila nilaikan tahap persetujuan*

agree with the statement.

*anda terhadap pernyataan tersebut.*

	2	3	4	5	6
Strongly disagree <i>Sangat tidak setuju</i>	Disagree <i>Agak tidak setuju</i>	Slightly disagree <i>Tidak setuju</i>	Slightly Agree <i>Sedikit setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat setuju</i>

		1	2	3	4	5	6
1	I believed that the change would actually hurt, not help my organization. <i>Saya merasakan perubahan akan membebankan organisasi, bukan membaiki.</i>						
2	I had doubts that changes would work as intended. <i>Saya merasa ragu bahawa perubahan akan berkesan seperti yang diharapkan.</i>						
3	I had suspected that the change would fail to meet its objective. <i>Saya merasa perubahan itu tidak akan mencapai matlamat.</i>						



## **SECTION 6: RESISTANCE TO CHANGE**

### **BAHAGIAN 6: RINTANGAN TERHADAP PERUBAHAN**

Please read each following statement carefully. By using the scale below, please state to what extent you

*Sila baca setiap pernyataan dengan teliti. Menggunakan skala di bawah, sila nilaikan tahap persetujuan*

agree with the statement.

*anda terhadap pernyataan tersebut.*

1	2	3	4	5	6
Strongly disagree <i>Sangat tidak setuju</i>	Disagree <i>Agak tidak setuju</i>	Slightly disagree <i>Tidak setuju</i>	Slightly Agree <i>Sedikit setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat setuju</i>

		1	2	3	4	5	6
1	I expressed objections or concerns about the change to manager and management. <i>Saya menyatakan bantahan dan kebimbangan terhadap perubahan kepada pengurus dan pihak pengurusan.</i>						
2	I expressed objections or concern about the change during meeting. <i>Saya menyatakan bantahan dan kebimbangan terhadap perubahan semasa mesyuarat.</i>						
3	I suggested alternative strategies that would achieve the same/similar objectives as the change. <i>Saya mencadangkan strategi lain yang boleh mencapai matlamat sama/serupa dengan perubahan itu.</i>						
4	I often responded to the organization's request for constructive criticism of the change. <i>Saya sering membalas permintaan organisasi terhadap perubahan dengan kritikan yang membina.</i>						

5	I put as little effort as possible into change related tasks. <i>Saya meletakkan sedikit sebanyak usaha terhadap tugas yang berkaitan perubahan.</i>						
6	I often deliberately worked slowly or caused delay. <i>Saya sering bekerja dengan perlahan dan menyebabkan kelewatan dengan sengaja.</i>						
7	I refused to make sacrifices during the change process (e.g.: work overtime, extra work etc.) <i>Saya menolak untuk berkorban semasa proses perubahan (contoh : bekerja lebih masa, bekerja lebih dan lain-lain).</i>						
8	I refused to endorse the change to others <i>Saya menolak untuk mengesahkan perubahan kepada orang lain.</i>						
9	I discouraged others from supporting the change <i>Saya tidak mengalakkan orang lain menyokong perubahan itu.</i>						
10	I was hostile to people involved in promoting the change <i>Saya merupakan musuh terhadap orang yang membantu menyokong perubahan itu.</i>						
11	I think to turn up to high rank position in management to prevent or terminate the change. <i>Saya terfikir untuk merujuk kepada pihak atasan bahagian pengurusan agar menghalang atau memberhentikan perubahan itu.</i>						

-Thank you-  
Terima kasih-

## Appendix B – SPSS Result

**Reliability Overall Statistics**

Cronbach's Alpha	N of Items
.767	30

**Reliability PPI Statistics**

Cronbach's Alpha	N of Items
.774	5

**Reliability RTC Statistics**

Cronbach's Alpha	N of Items
.836	11

**Reliability CC Statistics**

Cronbach's Alpha	N of Items
.933	6

**Reliability PPO Statistics**

Cronbach's Alpha	N of Items
.863	3

**Reliability TIM Statistics**

Cronbach's Alpha	N of Items
.949	5

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Gender	256	1	2	1.33	.470	.736	.152
Ethnicity	256	1	3	1.02	.197	8.996	.152
Age	256	1	5	2.62	.873	.533	.152
Academic	256	1	4	1.95	.861	.180	.152
Job Category	256	1	2	1.46	.500	.142	.152
Department	256	1	7	3.63	2.301	.261	.152
Length of services	256	1	6	3.03	1.115	-.534	.152
Valid N (listwise)	256						

**Statistics**

		Gender	Ethnicity	Age	Academic	Job Category	Department	Length of Services With company
N	Valid	256	256	256	256	256	256	256
	Missing	21	21	21	21	21	21	21
Mean		1.33	1.02	2.62	1.95	1.46	3.63	3.03
Variance		.221	.039	.762	.742	.250	5.293	1.242
Skewness		.736	8.996	.533	.180	.142	.261	-.534
Std. Error of Skewness		.152	.152	.152	.152	.152	.152	.152

**Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	172	62.1	67.2	67.2
	Female	84	30.3	32.8	100.0
	Total	256	92.4	100.0	
Missing	System	21	7.6		
Total		277	100.0		

**Ethnicity**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	252	91.0	98.4	98.4
	Chinese	2	.7	.8	99.2
	Indian	2	.7	.8	100.0
	Total	256	92.4	100.0	
Missing	System	21	7.6		
Total		277	100.0		

### Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Below 25 years old	14	5.1	5.5	5.5
26 to 35 years old	116	41.9	45.3	50.8
36 to 45 years old	85	30.7	33.2	84.0
46 to 55 years old	35	12.6	13.7	97.7
56 years old and above	6	2.2	2.3	100.0
Total	256	92.4	100.0	
Missing				
System	21	7.6		
Total	277	100.0		

### Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Production	78	28.2	30.5	30.5
New construction	27	9.7	10.5	41.0
Human Resources	11	4.0	4.3	45.3
Quality	60	21.7	23.4	68.8
Supply Chain Management	12	4.3	4.7	73.4
Engineering	12	4.3	4.7	78.1
Others	56	20.2	21.9	100.0
Total	256	92.4	100.0	
Missing				
System	21	7.6		
Total	277	100.0		

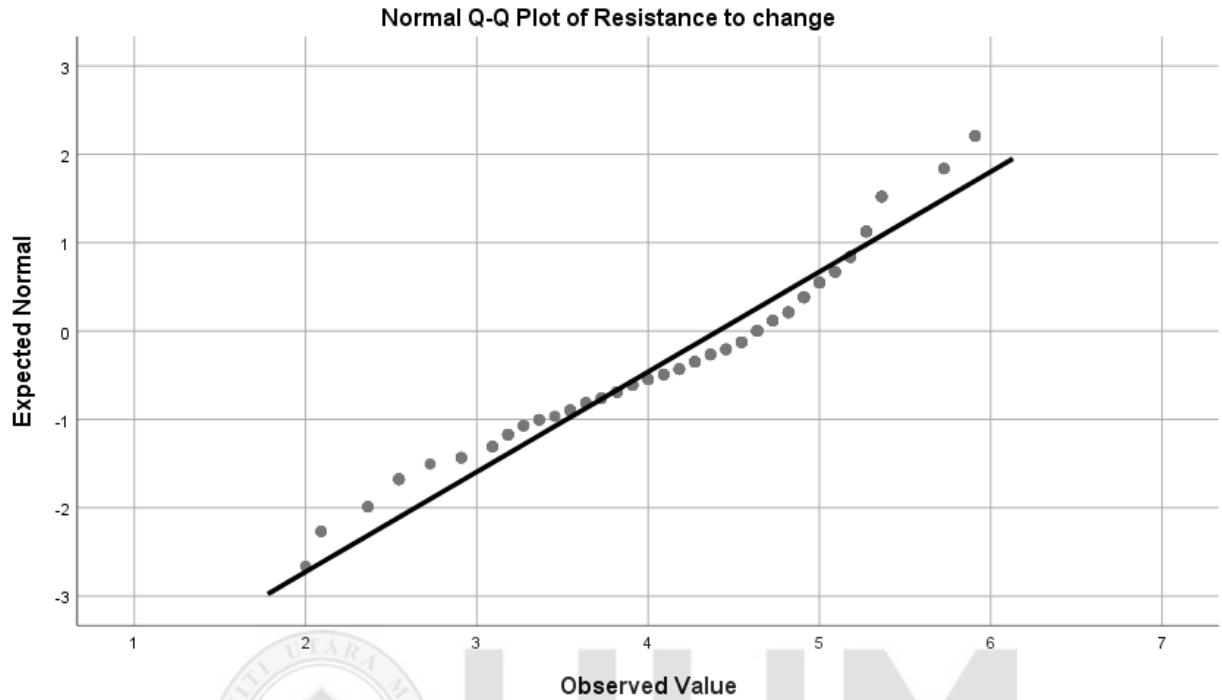
### Length of services with company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Below 2 years	36	13.0	14.1	14.1
3 to 5 years	41	14.8	16.0	30.1
6 to 9 years	63	22.7	24.6	54.7
More than 10 years	114	41.2	44.5	99.2
6	2	.7	.8	100.0
Total	256	92.4	100.0	
Missing				
System	21	7.6		
Total	277	100.0		

#### Academic

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Secondary	100	36.1	39.1	39.1
Diploma	72	26.0	28.1	67.2
Degree	82	29.6	32.0	99.2
Master	2	.7	.8	100.0
Total	256	92.4	100.0	
Missing				
System	21	7.6		
Total	277	100.0		

## NORMALITY ANALYSIS



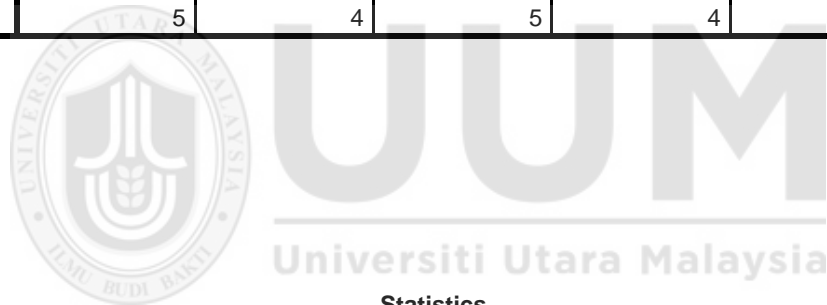
## FREQUENCY

### Statistics

		Perceived Personal Impact	Perceived Personal Impact	Perceived Personal Impact	Perceived Personal Impact	Perceived Personal Impact
N	Valid	256	256	256	256	256
	Missing	21	21	21	21	21
Mean		4.79	4.72	4.28	4.22	4.32
Median		5.00	5.00	4.00	4.00	4.00
Std. Deviation		.688	.875	1.029	1.059	1.065
Variance		.473	.766	1.058	1.121	1.135
Skewness		-.356	-.348	-.521	-.307	-.503
Std. Error of Skewness		.152	.152	.152	.152	.152
Kurtosis		.672	-.340	.056	-.132	-.126
Std. Error of Kurtosis		.303	.303	.303	.303	.303
Range		4	4	5	5	5

**Statistics**

	Change Communicatio n	Change Communication	Change Communication	Change Communication	Change Communication	Change Communicatio n
N Valid	256	256	256	256	256	256
N Missing	21	21	21	21	21	21
Mean	3.83	3.12	4.01	3.95	3.98	3.80
Median	4.00	3.00	4.00	4.00	4.00	4.00
Std. Deviation	1.278	1.028	1.221	1.374	1.265	1.474
Variance	1.633	1.056	1.490	1.887	1.600	2.173
Skewness	-.038	.892	-.198	-.066	-.170	-.258
Std. Error of Skewness	.152	.152	.152	.152	.152	.152
Kurtosis	-1.012	.028	-.868	-1.349	-1.144	-1.121
Std. Error of Kurtosis	.303	.303	.303	.303	.303	.303
Range	5	4	5	4	5	5



**Statistics**

	Trust in Management	Trust in Management	Trust in Management	Trust in Management	Trust in Management
N Valid	256	256	256	256	256
N Missing	21	21	21	21	21
Mean	3.12	4.01	3.95	3.99	3.80
Median	3.00	4.00	4.00	4.00	4.00
Std. Deviation	1.018	1.198	1.372	1.254	1.486
Variance	1.037	1.435	1.884	1.572	2.207
Skewness	.863	-.208	-.055	-.182	-.247
Std. Error of Skewness	.152	.152	.152	.152	.152
Kurtosis	-.057	-.820	-1.340	-1.125	-1.147
Std. Error of Kurtosis	.303	.303	.303	.303	.303
Range	4	5	4	5	5



**Statistics**

		Perceived Outcomed organizations	Perceived Outcomed organizations	Perceived Outcomed organizations
N	Valid	256	256	256
	Missing	21	21	21
Mean		4.03	4.32	4.14
Median		5.00	5.00	5.00
Std. Deviation		1.359	1.430	1.367
Variance		1.846	2.046	1.868
Skewness		-.428	-.521	-.333
Std. Error of Skewness		.152	.152	.152
Kurtosis		-1.205	-.908	-1.234
Std. Error of Kurtosis		.303	.303	.303
Range		5	5	5



**Statistics**

	Resistance to Change	Resistance to Change	Resistance to Change	Resistance to Change	Resistance to Change	Resistance to Change	Resistance to Change	Resistance to Change	Resistance to Change	Resistance to Change	Resistance to Change
N Valid	256	256	256	256	256	256	256	256	256	256	256
N Missing	21	21	21	21	21	21	21	21	21	21	21
Mean	4.21	4.63	4.50	4.39	4.37	4.51	4.60	4.48	4.36	4.34	4.11
Median	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.50
Std. Deviation	1.218	1.021	1.110	.988	1.164	1.025	1.160	1.095	1.086	1.161	1.479
Variance	1.482	1.043	1.231	.976	1.355	1.051	1.347	1.199	1.180	1.348	2.187
Skewness	-.534	-.821	-.710	-.651	-.434	-.924	-.848	-.653	-.550	-.517	-.527
Std. Error of Skewness	.152	.152	.152	.152	.152	.152	.152	.152	.152	.152	.152
Kurtosis	-.687	.391	-.077	-.346	-.721	.388	.091	-.291	-.531	-.649	-.735
Std. Error of Kurtosis	.303	.303	.303	.303	.303	.303	.303	.303	.303	.303	.303
Range	5	4	5	4	4	4	4	4	4	4	5

## CORRELATIONS

**Correlations**

		Perceived Personal Outcome	Perceived outcome organization	Resistance to change	Trust management	Change communication
Perceived Personal Outcome	Pearson Correlation	1	.073	.347**	-.085	-.088
	Sig. (2-tailed)		.246	.000	.176	.163
	N	256	256	256	256	256
Perceived outcome organization	Pearson Correlation	.073	1	.522**	-.061	-.060
	Sig. (2-tailed)	.246		.000	.329	.337
	N	256	256	256	256	256
Resistance to change	Pearson Correlation	.347**	.522**	1	-.180**	-.176**
	Sig. (2-tailed)	.000	.000		.004	.005
	N	256	256	256	256	256
Trust management	Pearson Correlation	-.085	-.061	-.180**	1	.973**
	Sig. (2-tailed)	.176	.329	.004		.000
	N	256	256	256	256	256
Change communication	Pearson Correlation	-.088	-.060	-.176**	.973**	1
	Sig. (2-tailed)	.163	.337	.005	.000	
	N	256	256	256	256	256

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

## REGRESSION

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.622 <sup>a</sup>	.387	.378	.697

a. Predictors: (Constant), Perceived outcome organization, change communication, Perceived Personal Outcome, Trust in Management

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	77.117	4	19.279	39.689	.000 <sup>b</sup>
Residual	121.925	251	.486		
Total	199.041	255			

a. Dependent Variable: Resistance to change

b. Predictors: (Constant), Perceived outcome organization, change communication, Perceived Personal Outcome, Trust in Management

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.187	.379		3.135	.002
change communication	.452	.189	.451	2.396	.017
Perceived Personal Outcome	.397	.064	.309	6.221	.000
Trust in Management	-.422	.158	-.504	-2.674	.008
Perceived outcome organization	.320	.034	.472	9.328	.000

a. Dependent Variable: Resistance to change