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**THE INFLUENCE OF JOB SATISFACTION, PERCEIVED
ORGANIZATIONAL SUPPORT, TRANSFORMATIONAL LEADERSHIP
ON EMPLOYEE COMMITMENT TO CHANGE**



**MASTER OF SCIENCE (MANAGEMENT)
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**THE INFLUENCE OF JOB SATISFACTION, PERCEIVED
ORGANIZATIONAL SUPPORT, TRANSFORMATIONAL LEADERSHIP
ON EMPLOYEE COMMITMENT TO CHANGE**



**By
CHENCHEN ZHOU**

UUM
Universiti Utara Malaysia

**Thesis Submitted to
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(Management)**



Pusat Pengajian Pengurusan Perniagaan
(School of Business Management)

Kolej Perniagaan
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Universiti Utara Malaysia

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: **Dr. Norizah Bt. Mohd. Mustamil**

Tandatangan
(Signature)

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(Internal Examiner)

: **Dr. Siti Noratisah Bt. Mohd Nafi**

Tandatangan
(Signature)

Tarikh: **15 September 2020**
(Date)

Nama Nama Pelajar
(Name of Student) : **Chen Chen Zhou**

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Nama Penyelia/Penyelia-
penyelia
(Name of
Supervisor/Supervisors) : **Dr. Hanissah Bt. A. Razak**



Tandatangan



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ABSTRACT

Nowadays, the industrial technology or development mode of the company needs to be improved and transformed. Technological innovation and the application of intelligent logistics affected the employee commitment to change. This study attempted to investigate the factors that influence employees' commitment to change in the context of China's rapidly developing logistics industry. The variables involved in this study are job satisfaction, perceived organizational support, and transformational leadership on employee commitment to change. A total of 420 questionnaires were distributed to the express delivery industry employees in Wuhu, Anhui, China, of which only 292 were useable. The data was collected through self-administered questionnaires by using simple random sampling. This study used *Statistical Package for the Social Sciences (SPSS)* to validate the developed hypotheses. The results show that job satisfaction, perceived organizational support, and transformational leadership have a positive correlation with employee commitment to change. Of all the independent variables, transformational leadership has the most significant effect on employee commitment to change. A conclusive summary is provided along with a contributive discussion. Implications and contributions to researchers and managers are discussed, and recommendations are offered. Also included are conclusive final thoughts accompanied by the limitations of this study.

Keywords: Job Satisfaction, Perceived Organizational Support, Transformational Leadership, Employee Commitment to Change, Express Delivery Industry

ABSTRAK

Pada masa kini, teknologi industri atau mod pembangunan syarikat perlu ditingkatkan dan diubah. Inovasi teknologi dan pengaplikasian logistik pintar memberi kesan kepada komitmen pekerja untuk berubah. Kajian ini cuba untuk menyiasat faktor-faktor yang mempengaruhi komitmen pekerja untuk berubah dalam konteks industri logistik yang pesat membangun di China. Antara pembolehubah yang terlibat dalam kajian ini adalah kepuasan bekerja, tanggapan sokongan organisasi, dan kepimpinan transformasi ke atas komitmen pekerja untuk berubah. Sebanyak 420 soal selidik telah diedarkan kepada pekerja-pekerja dari industri penghantaran ekspres di Wuhu, Anhui, China dengan hanya 292 soal selidik yang boleh digunakan. Data dikumpulkan melalui soal selidik tadbir sendiri dengan persampelan rawak mudah. Kajian ini menggunakan *Statistical Package for the Social Sciences* (SPSS) untuk mengesahkan hipotesis yang dibangunkan. Keputusan menunjukkan bahawa kepuasan bekerja, tanggapan sokongan organisasi, dan kepimpinan transformasi mempunyai korelasi yang positif dengan komitmen pekerja untuk berubah. Dari kesemua pembolehubah bersandar yang diuji, kepimpinan transformasi memberi kesan paling signifikan kepada komitmen pekerja untuk berubah. Ringkasan konklusif disertakan bersama dengan perbincangan yang dapat menyumbang kepada dapatan kajian. Implikasi dan sumbangan kepada penyelidik dan pengurus dibincangkan dan cadangan untuk kajian akan datang turut dikemukakan.

Kata kunci: Kepuasan Bekerja, Tanggapan Sokongan Organisasi, Kepimpinan Transformasi, Komitmen Pekerja Untuk Berubah, Industri Penghantaran Ekspres.

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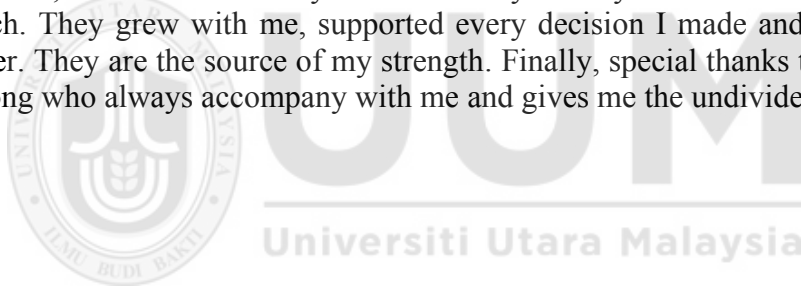


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LIST OF ABBREVIATIONS

IR	Industry Revolution
ECTC	Employee Commitment to Change
JS	Job Satisfaction
POS	Perceived Organizational Support
TL	Transformational Leadership
MLQ	Multifactor Leadership Questionnaire
TLQ	Transformational Leadership Questionnaire
KMO	Kaser-Meyer-Olkin
SPSS	Statistical Package for Social Science



CHAPTER ONE

INTRODUCTION

1.1 Introduction

Since human society involving the industrial society, the development of humans cannot be separated from the industrial revolution. After entering the 21st century, 'Industry Revolution (IR) 4.0' began to rise with the characteristics of intelligence, automation and network. With the emergence of a new round of scientific, technological revolution and industrial transformation in the world, the industrial technology system, development model and competitive landscape are undergoing major changes. Companies and organizations are facing great competition and challenges. To succeed in heavy competition on the market, the company needs to adjust to the modern age of employee groups and changes in the industry. When an organization introduces change, employees and management want the results of change to be favorable. At the same time, it will also generate employees' fear and anxiety about organizational change (Liu, 2012).

Hence, to improve employee commitment to change (ECTC) is an important part. If employees actively accept and adopt the changes required by the work; the expected results will lead to the success of the change. As Shin's study says in 2015, improve employees' positive attitude towards change and achieve a win-win situation for both the organization and employees.

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APPENDIX A: QUESTIONNAIRE



THE RELATIONSHIP BETWEEN JOB SATISFACTION, PERCEIVED ORGANIZATIONAL SUPPORT, TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE COMMITMENT TO CHANGE

Dear respondent,

My name is Zhou Chenchen, I am a postgraduate student pursuing a Master of Science (Management) degree from Universiti Utara Malaysia (UUM). I am currently conducting a survey on employee commitment to change. We have noticed that your express delivery industry is undergoing intelligent change under the background of Industry Revolution 4.0. Kindly answer this questionnaire as accurately as possible. **Please note that your response will be treated with confidentiality and used purely for academic purpose.** Your cooperation is highly appreciated.

Thank you for your participation.

Best regards.

Zhou Chenchen,

Student of Master of Science (Management),

School of Business Management (SBM),

Universiti Utara Malaysia.

Tel: 016-4967063 / 15755059336

Instructions:

This questionnaire should take about 10 minutes to complete. There are **two** sections (SECTION A & SECTION B) in this questionnaire. Please answer all questions in all sections. Your answers are very important to this study.

	<p>Section A: RESPONDENT BACKGROUND</p> <p><i>Please answer the question according to your true situation by ticking (✓) the appropriate box for each question.</i></p>
1.	Gender <input type="checkbox"/> Male <input type="checkbox"/> Female
2.	What is your age? <input type="checkbox"/> Below 25 years old <input type="checkbox"/> 26-35 years <input type="checkbox"/> 36-45 years <input type="checkbox"/> 46 years and above
3.	What is your current Marital Status? <input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Divorce
4.	What is your highest degree? <input type="checkbox"/> Bachelor <input type="checkbox"/> Higher school education <input type="checkbox"/> Diploma <input type="checkbox"/> <input type="checkbox"/> Master <input type="checkbox"/> Others _____
5.	What is your current position? _____
6.	What is your income per month (Currency: CNY)? <input type="checkbox"/> Below 2000 <input type="checkbox"/> 2000-3000 <input type="checkbox"/> 3000-4000 <input type="checkbox"/> 4000 above
7.	How long have you been in the organization? <input type="checkbox"/> Less than 1 y <input type="checkbox"/> 1-5 years <input type="checkbox"/> 6-10 years <input type="checkbox"/> More than 10 years

Section B

Please rate the following questions based on the following scales by ticking (✓) the appropriate box for each question.

Disagree Strongly	Disagree	Neutral	Agree	Agree Strongly
1	2	3	4	5

Job Satisfaction

No	Item	1	2	3	4	5
JS1	Overall, I am satisfied with the members in my work group.					
JS2	Overall, I am satisfied with the head of my department.					
JS3	Overall, I am satisfied with my job now.					
JS4	Overall, I am satisfied with this organization, compared to other companies.					
JS5	Considering my skills and level of education that I have; I am satisfied with my pay and benefit that I get from this organization.					
JS6	Most people in this organization are satisfied with the job that they are doing now.					
JS7	I never thought of leaving this organization even though the present condition of this company is not stable.					

Perceived Organizational Support

No	Item	1	2	3	4	5
POS1	The organization values my contribution to its well-being.					
POS2	This organization fails to appreciate any extra effort from me. (R)					
POS3	This organization would ignore any complaint from me. (R)					
POS4	The organization really cares about my well-being.					
POS5	Even if I did the best job possible, the organization would fail to notice. (R)					
POS6	This organization cares about my general satisfaction at work.					
POS7	This organization shows very little concern for me. (R)					
POS8	This organization takes pride in my accomplishments at work.					

Transformational Leadership

No	Item	1	2	3	4	5
TL1	My head of department is honest in performing his/her official duties, and do not pursue private ends.					
TL2	My head of department is the first to do hard work painstakingly and the last to enjoy the achievements.					
TL3	My head of department works with all his/her heart, regardless of personal gain or loss.					
TL4	My head of department can sacrifice his/her personal benefit for the benefit of the department.					
TL5	My head of department can put his/her personal benefit before those of the group and others.					
TL6	My head of department will not take other people's achievement as his/her own.					
TL7	My head of department shares weal and woe with his/her employees.					
TL8	My head of department does not hold grudges or retaliate on his/her employees.					
TL9	My head of department has a strong business ability.					
TL10	My head of department is open-minded and has a strong sense of innovation.					
TL11	My head of department loves his/her work and with a strong sense of enterprise and gumption.					
TL12	My head of department is very devoted to his/her work and always maintains a high level of enthusiasm.					
TL13	My head of department keeps learning and improving himself/herself.					

TL14	My head of department is decisive and good at solving tough problems.					
TL15	My head of department acquaint the staff with the development prospect of the department.					
TL16	My head of department can let the staff know the business philosophy and development goals of the department.					
TL17	My head of department will explain to the staff the long-term significance of the work.					
TL18	My head of department will describe to employee an exciting future.					
TL19	My head of department can guide employee goals and directions.					
TL20	My head of department often works with employees to analyze the impact of their work on the overall goals of the department.					
TL21	My head of department takes into account the actual situation of the employees in the process of getting along with them.					
TL22	My head of department is willing to help employees with their livelihood and family problems.					
TL23	My head of department can often communicate with employees to get to know their work, life and family.					
TL24	My head of department guides employees patiently and answers their queries.					
TL25	My head of department cares about the work, life and growth of employees and gives suggestions for their development.					
TL26	My head of department emphasizes on creating conditions that allow employees to excel.					

Express delivery industry is undergoing intelligent change under the background of Industry Revolution 4.0. Employees need to learn new intelligent technologies, such as mastering new logistics systems and learning unmanned aerial vehicle (UVA) delivery. In this context of corporate change, please rate the following questions based on the following scales by ticking (✓) the appropriate box for each question.

Universiti Utara Malaysia

Employee Commitment to Change

No	Item	1	2	3	4	5
ECTC1	I believe in the value of this change.					
ECTC2	This change is a good strategy for this organization.					
ECTC3	I think that management is making a mistake by introducing this change. (R)					
ECTC4	This change serves an important purpose.					
ECTC5	Things would be better without this change. (R)					
ECTC6	This change is not necessary. (R)					
ECTC7	I have no choice but to go along with this change.					
ECTC8	I feel pressure to go along with this change.					
ECTC9	I have too much at stake to resist this change.					
ECTC10	It would be too costly for me to resist this change.					
ECTC11	It would be risky to speak out against this change.					
ECTC12	Resisting this change is not a viable option for me.					
ECTC13	I feel a sense of duty to work toward this change.					
ECTC14	I do not think it would be right of me to oppose this change.					
ECTC15	I would not feel badly about opposing this change. (R)					
ECTC16	It would be irresponsible of me to resist this change.					
ECTC17	I would feel guilty about opposing this change.					
ECTC18	I do not feel any obligation to support this change. (R)					

Thank You for Your Participation!

附录



工作满意度、感知组织支持、变革型领导与员工变革承诺之间的关系研究
致参与者们：

我的名字叫周晨晨，是一名马来西亚大学(UUM)理学硕士(管理)专业的在读研究生，目前正在进行一项关于员工变革承诺的调查。我们注意到，在工业革命 4.0 的背景下，快递行业的贵公司也正在进行智能化的变革。麻烦您尽可能准确地回答这份问卷。**请注意，您的问卷回答将被保密并仅用于学术目的。**非常感谢您的合作。

感谢您的参与！

此致

敬礼

周晨晨

理学硕士(管理)学生

工商管理学院(SBM)

马来西亚北方大学

联系电话: 016-4967063 / 15755059336

说明：

这份问卷大约会需要您 **10 分钟**来完成。本问卷分为两部分(A 部分和 B 部分)。请您尽力回答完所有部分的问题。您的答案对本次研究非常重要。

	A 部分: 基本信息 请根据您的实际情况, 在每个问题的适当框内打勾(√)。	
1.	性别	<input type="checkbox"/> 男 <input type="checkbox"/> 女
2.	您的年龄是?	<input type="checkbox"/> 25 岁以下 <input type="checkbox"/> 26-35 岁 <input type="checkbox"/> 36-45 岁 <input type="checkbox"/> 45 岁以上
3.	您目前的婚姻状况是?	<input type="checkbox"/> 未婚 <input type="checkbox"/> 已婚 <input type="checkbox"/> 离异
4.	您的最高学历是?	<input type="checkbox"/> 高中 <input type="checkbox"/> 专科 <input type="checkbox"/> 本科 <input type="checkbox"/> 其他 <input type="checkbox"/> 硕士
5.	您的职位是?	_____
6.	您的月收入是 (货币单位: 人民币)?	<input type="checkbox"/> 2000 以下 <input type="checkbox"/> 2000-3000 <input type="checkbox"/> 3000-4000 <input type="checkbox"/> 4000 以上
7.	您在贵公司任职多久了?	<input type="checkbox"/> 少于 1 年 <input type="checkbox"/> 1-5 年 <input type="checkbox"/> 6-10 年 <input type="checkbox"/> 10 年以上

B 部分:

请根据下列标准对下列问题进行评分，并在相应的方格内打√。

非常不同意	不同意	中立	同意	非常同意
1	2	3	4	5

工作满意度

题号	问题	非常不同意	不同意	中立	同意	非常同意
		1	2	3	4	5
JS1	总的来说，我对我的工作小组的成员同事很满意。					
JS2	总的来说，我对指导自己的人（我的领导）很满意。					
JS3	总的来说，我对现在的工作很满意。					
JS4	总的来说，与其他公司相比，我对这家公司更为满意。					
JS5	考虑到我的技能和教育水平，我对我在这个公司里得到的薪水和福利很满意。					
JS6	这个组织中的大多数人对他们现在做的工作都很满意。					
JS7	即使这家公司的现状不稳定，我也从未想过要离开这家公司。					

组织感知支持

题号	问题	非常不同意	不同意	中立	同意	非常同意
		1	2	3	4	5
POS1	这个组织重视我对它发展的贡献。					
POS2	这个组织不重视我额外的努力。(R)					
POS3	这个组织不会理会我的任何抱怨。(R)					
POS4	公司真正关心我的福利。					
POS5	即使我尽了最大努力，公司也不会注意到。(R)					
POS6	这个组织关心的是我对工作的总体满意度。					
POS7	这个组织对我漠不关心。(R)					
POS8	这个组织为我在工作中取得的成就感到骄傲。					

变革型领导

题号	问题	非常不同意 1	不同意 2	中立 3	同意 4	非常同意 5
TL1	我的领导廉洁奉公，不图私利。					
TL2	我的领导吃苦在前，享受在后。					
TL3	我的领导不计个人得失，尽心尽力工作。					
TL4	我的领导为了部门/单位利益，能牺牲个人利益。					
TL5	我的领导能把自己的利益放在集体和他人之后。					
TL6	我的领导不会把别人的劳动成果据为己有。					
TL7	我的领导能与员工同甘共苦。					
TL8	我的领导不会给员工穿小鞋，搞打击报复。					
TL9	我的领导业务能力过硬。					
TL10	我的领导思想开朗，有较强的创新意识。					
TL11	我的领导热爱自己的工作，具有很强的事业心和进取心。					
TL12	我的领导对工作非常投入，始终保持高度的热情。					
TL13	我的领导能不断学习，以充实提高自己。					
TL14	我的领导敢抓敢管，善于处理棘手问题。					
TL15	我的领导能让员工了解单位/部门的发展前景。					
TL16	我的领导能让员工了解单位/部门的经营理念和发展目标。					
TL17	我的领导会向员工解释所做工作的长远意义。					
TL18	我的领导向大家描绘了令人向往的未来。					
TL19	我的领导能给员工指明奋斗目标和前进方向。					
TL20	我的领导经常与员工一起分析其工作对单位/部门总体目标的影响。					
TL21	我的领导在与员工打交道的过程中，会考虑员工的个人实际情况。					
TL22	我的领导愿意帮助员工解决生活和家庭方面的难题。					
TL23	我的领导能经常与员工沟通交流，以了解员工的工作、生活和家庭情况。					
TL24	我的领导耐心地教导员工，为员工答疑解惑。					
TL25	我的领导关心员工的工作、生活和成长，真诚地为员工的发展提建议。					
TL26	我的领导注重创造条件，让员工发挥自己的特长。					

在工业革命 4.0 的背景下，快递行业的贵公司也正在进行智能化的变革。员工需要学习新的智能化技术，如掌握新的物流系统，学习无人机配送等。在这样的公司变革背景下，请您对下列问题进行评分，在相应的方格内打√。

员工变革承诺

题号	问题	非常不同意 1	不同意 2	中立 3	同意 4	非常同意 5
ECTC1	我相信此次变革是很有价值的。					
ECTC2	此次变革对公司来说是一个很好的战略。					
ECTC3	我认为管理层引入此次变革是一个错误。(R)					
ECTC4	此次变革是基于一个非常重要的目标。					
ECTC5	如果没有这次变革，事情会变得更好。(R)					
ECTC6	此次变革是不必要的。(R)					
ECTC7	我别无选择，只有顺应此次变革。					
ECTC8	这次变革给我带来了压力。					
ECTC9	抵制变革将会使我面临不利的处境。					
ECTC10	对我来说抵制此次变革的代价很高。					
ECTC11	公开反对此次变革是有风险的。					
ECTC12	对我来说，抵制此次变革是行不通的。					
ECTC13	我感觉有责任努力推进此次变革。					
ECTC14	我并不认为反对此次变革是正确的。					
ECTC15	我不会因为反对此次变革而感到遗憾。(R)					
ECTC16	对我来说，抵制此次变革是不负责任的行为。					
ECTC17	如果我反对此次变革，我会感到内疚。					
ECTC18	我不觉得自己有任何义务来支持此次变革。(R)					

感谢您的参与!

APPENDIX B: FACTOR ANALYSIS RESULT

KMO and Bartlett Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.947
Approx. Chi-Square		14006.617
Bartlett's Test Sphericity	df	1711
	Sig.	.000

Communalities

	Initial	Extraction
JS1	1.000	.604
JS2	1.000	.641
JS3	1.000	.616
JS4	1.000	.659
JS5	1.000	.557
JS6	1.000	.602
JS7	1.000	.641
POS1	1.000	.691
POS2	1.000	.707
POS3	1.000	.664
POS4	1.000	.715
POS5	1.000	.686
POS6	1.000	.695
POS7	1.000	.671
POS8	1.000	.697
TL1	1.000	.692
TL2	1.000	.708
TL3	1.000	.702
TL4	1.000	.703
TL5	1.000	.674
TL6	1.000	.730
TL7	1.000	.740
TL8	1.000	.693
TL9	1.000	.736
TL10	1.000	.693
TL11	1.000	.709
TL12	1.000	.724

TL13	1.000	.697
TL14	1.000	.714
TL15	1.000	.729
TL16	1.000	.759
TL17	1.000	.768
TL18	1.000	.781
TL19	1.000	.745
TL20	1.000	.762
TL21	1.000	.731
TL22	1.000	.737
TL23	1.000	.737
TL24	1.000	.749
TL25	1.000	.729
TL26	1.000	.701
ECTC1	1.000	.688
ECTC2	1.000	.734
ECTC3	1.000	.665
ECTC4	1.000	.663
ECTC5	1.000	.661
ECTC6	1.000	.651
ECTC7	1.000	.605
ECTC8	1.000	.675
ECTC9	1.000	.654
ECTC10	1.000	.696
ECTC11	1.000	.639
ECTC12	1.000	.640
ECTC13	1.000	.677
ECTC14	1.000	.651
ECTC15	1.000	.665
ECTC16	1.000	.671
ECTC17	1.000	.678
ECTC18	1.000	.666

Extraction Method: Principal Component Analysis

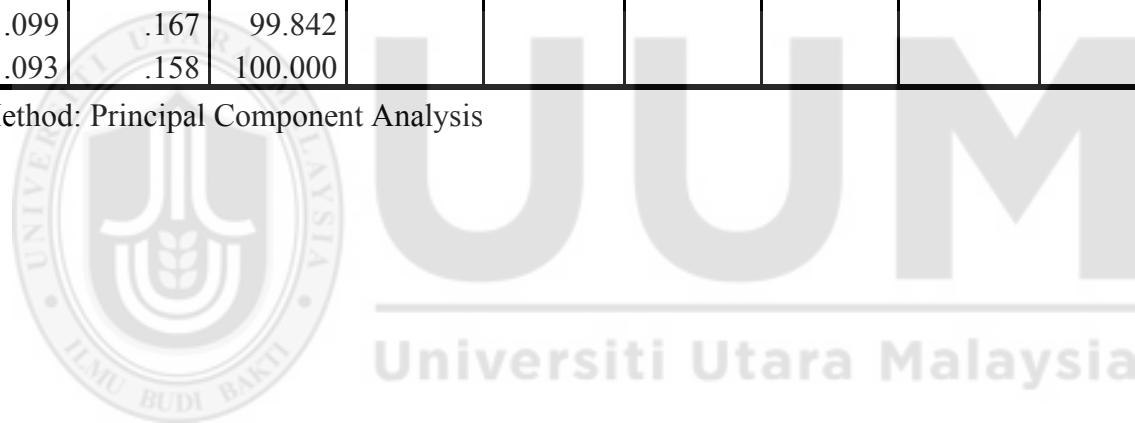
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	23.389	39.643	39.643	23.389	39.643	39.643	7.269	12.320	12.320
2	3.695	6.263	45.906	3.695	6.263	45.906	6.074	10.295	22.616
3	3.233	5.479	51.385	3.233	5.479	51.385	5.325	9.026	31.642
4	2.920	4.949	56.334	2.920	4.949	56.334	5.144	8.719	40.360
5	2.457	4.164	60.498	2.457	4.164	60.498	4.807	8.147	48.507
6	1.814	3.074	63.572	1.814	3.074	63.572	4.670	7.915	56.422
7	1.641	2.781	66.353	1.641	2.781	66.353	4.464	7.566	63.988
8	1.524	2.583	68.936	1.524	2.583	68.936	2.919	4.948	68.936
9	.962	1.630	70.566						
10	.763	1.293	71.860						
11	.724	1.228	73.087						
12	.694	1.177	74.264						
13	.675	1.145	75.409						
14	.653	1.106	76.516						
15	.615	1.042	77.558						
16	.598	1.014	78.572						
17	.588	.996	79.568						
18	.579	.982	80.550						
19	.556	.942	81.492						
20	.542	.919	82.411						

21	.508	.861	83.272					
22	.477	.808	84.080					
23	.467	.791	84.871					
24	.453	.769	85.639					
25	.436	.739	86.379					
26	.411	.697	87.075					
27	.401	.680	87.756					
28	.386	.654	88.410					
29	.375	.635	89.045					
30	.360	.610	89.656					
31	.355	.602	90.257					
32	.337	.572	90.829					
33	.333	.564	91.393					
34	.316	.536	91.930					
35	.303	.513	92.442					
36	.288	.488	92.931					
37	.280	.474	93.405					
38	.271	.460	93.865					
39	.260	.441	94.307					
40	.258	.437	94.744					
41	.245	.415	95.159					
42	.229	.389	95.548					
43	.216	.366	95.913					
44	.210	.356	96.269					
45	.208	.353	96.622					
46	.196	.332	96.954					
47	.183	.311	97.265					
48	.174	.295	97.559					

49	.166	.281	97.840					
50	.155	.263	98.103					
51	.149	.253	98.356					
52	.142	.240	98.596					
53	.141	.239	98.836					
54	.139	.236	99.072					
55	.125	.212	99.284					
56	.122	.206	99.490					
57	.109	.185	99.675					
58	.099	.167	99.842					
59	.093	.158	100.000					

Extraction Method: Principal Component Analysis



APPENDIX C: RESULT OF RELIABILITY TEST

Reliability scale for job satisfaction

Case Processing Summary

		N	%
Cases ^a	Valid	292	100.0
	Excluded	0	.0
	Total	292	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.893	7

Item Statistics

	Mean	Std. Deviation	N
JS1	2.58	1.168	292
JS2	2.52	1.188	292
JS3	2.58	1.177	292
JS4	2.59	1.173	292
JS5	2.63	1.170	292
JS6	2.62	1.191	292
JS7	2.55	1.176	292

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.07	41.373	6.432	7

Reliability scale for perceived organizational support

Case Processing Summary

		N	%
Cases ^a	Valid	292	100.0
	Excluded	0	.0
	Total	292	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.933	8

Item Statistics

	Mean	Std. Deviation	N
POS1	2.62	1.214	292
POS2	2.59	1.258	292
POS3	2.59	1.230	292
POS4	2.71	1.258	292
POS5	2.67	1.268	292
POS6	2.59	1.199	292
POS7	2.57	1.209	292
POS8	2.64	1.229	292

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.99	66.433	8.151	8

Reliability scale for transformational leadership

Case Processing Summary

		N	%
Cases ^a	Valid	292	100.0
	Excluded	0	.0
	Total	292	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.956	26

Item Statistics

	Mean	Std. Deviation	N
TL1	2.98	1.383	292
TL2	3.01	1.337	292
TL3	3.18	1.365	292
TL4	2.91	1.288	292
TL5	3.02	1.368	292
TL6	2.96	1.293	292
TL7	2.95	1.351	292
TL8	3.05	1.328	292
TL9	3.77	1.162	292
TL10	3.83	1.073	292
TL11	3.77	1.186	292
TL12	3.82	1.079	292
TL13	3.83	1.128	292
TL14	3.79	1.148	292
TL15	3.84	1.147	292
TL16	3.66	1.160	292
TL17	3.81	1.171	292
TL18	3.79	1.182	292
TL19	3.77	1.214	292
TL20	3.69	1.144	292

TL21	3.28	1.272	292
TL22	3.24	1.293	292
TL23	3.34	1.312	292
TL24	3.30	1.300	292
TL25	3.35	1.258	292
TL26	3.29	1.258	292

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
89.25	498.805	22.334	26



Reliability scale for employee commitment to change

Case Processing Summary

		N	%
Cases ^a	Valid	292	100.0
	Excluded	0	.0
	Total	292	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.921	18

Item Statistics

	Mean	Std. Deviation	N
ECTC1	3.22	1.299	292
ECTC2	3.19	1.343	292
ECTC3	3.07	1.300	292
ECTC4	3.13	1.271	292
ECTC5	3.14	1.289	292
ECTC6	3.22	1.265	292
ECTC7	3.13	1.252	292
ECTC8	3.10	1.236	292
ECTC9	2.97	1.312	292
ECTC10	3.04	1.309	292
ECTC11	3.08	1.300	292
ECTC12	3.14	1.261	292
ECTC13	3.03	1.311	292
ECTC14	3.05	1.258	292
ECTC15	3.05	1.270	292
ECTC16	3.18	1.294	292
ECTC17	2.95	1.376	292
ECTC18	3.04	1.303	292

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
55.73	230.206	15.173	18



APPENDIX D: CORRELATION ANALYSIS

Descriptive Statistics

	Mean	Std. Deviation	N
ECTC	3.0959	.84292	292
JS	2.5817	.91888	292
POS	2.6233	1.01883	292
TL	3.4326	.85900	292

Correlations

	ECTC	JS	POS	TL
Pearson Correlation	1	.593**	.651**	.890**
ECTC Sig. (2-tailed)		.000	.000	.000
N	292	292	292	292
Pearson Correlation	.593**	1	.458**	.543**
JS Sig. (2-tailed)	.000		.000	.000
N	292	292	292	292
Pearson Correlation	.651**	.458**	1	.582**
POS Sig. (2-tailed)	.000	.000		.000
N	292	292	292	292
Pearson Correlation	.890**	.543**	.582**	1
TL Sig. (2-tailed)	.000	.000	.000	
N	292	292	292	292

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

APPENDIX E: RESULT OF REGRESSION ANALYSIS

Variables Entered/Removed^a

Mode	Variables Entered	Variables Removed	Method
1	TL, JS, POS ^b	.	Enter

a. Dependent Variable: ECTC

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.911 ^a	.829	.827	.35032	.829	465.579	3	288	.000	1.975

a. Predictors: (Constant), TL, JS, POS

b. Dependent Variable: ECTC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	171.415	3	57.138	465.579	.000 ^b
	Residual	35.345	288	.123		
	Total	206.760	291			

a. Dependent Variable: ECTC

b. Predictors: (Constant), TL, JS, POS

Coefficients^a

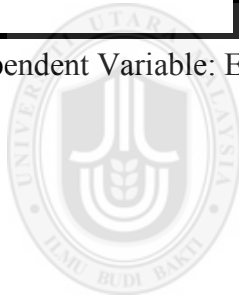
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	-.004	.086		-.048	.962			
	JS	.110	.027	.120	4.059	.000	.593	.233	.099
	POS	.145	.025	.176	5.736	.000	.651	.320	.140
	TL	.709	.032	.722	22.271	.000	.890	.795	.543

a. Dependent Variable: ECTC

Residuals Statistics^a

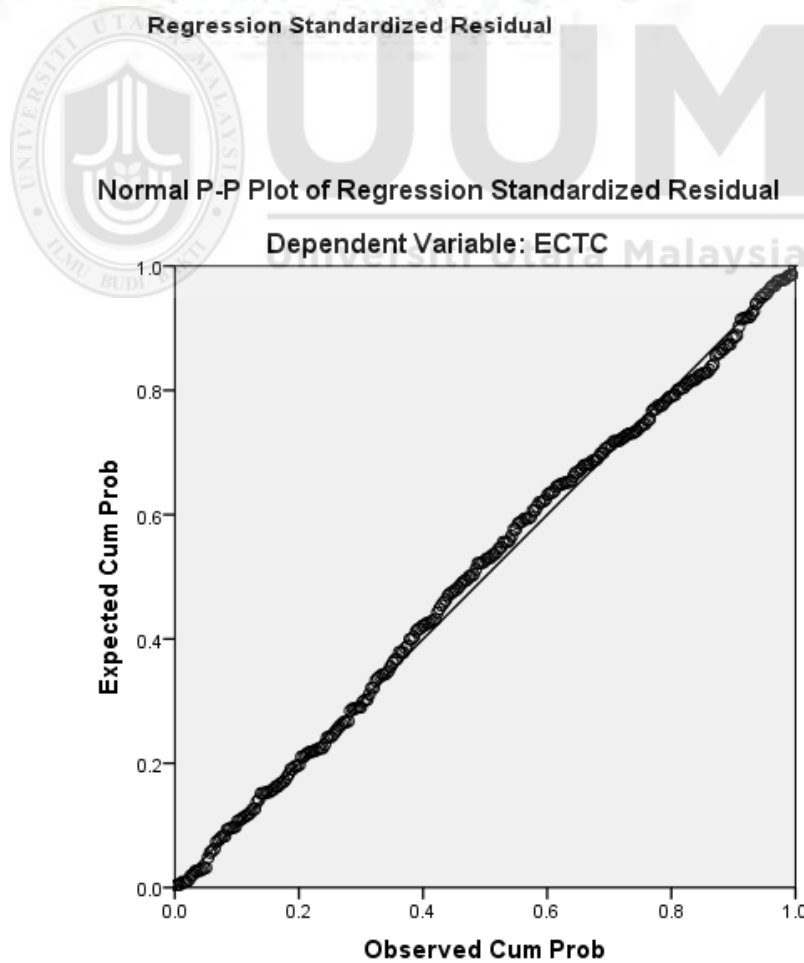
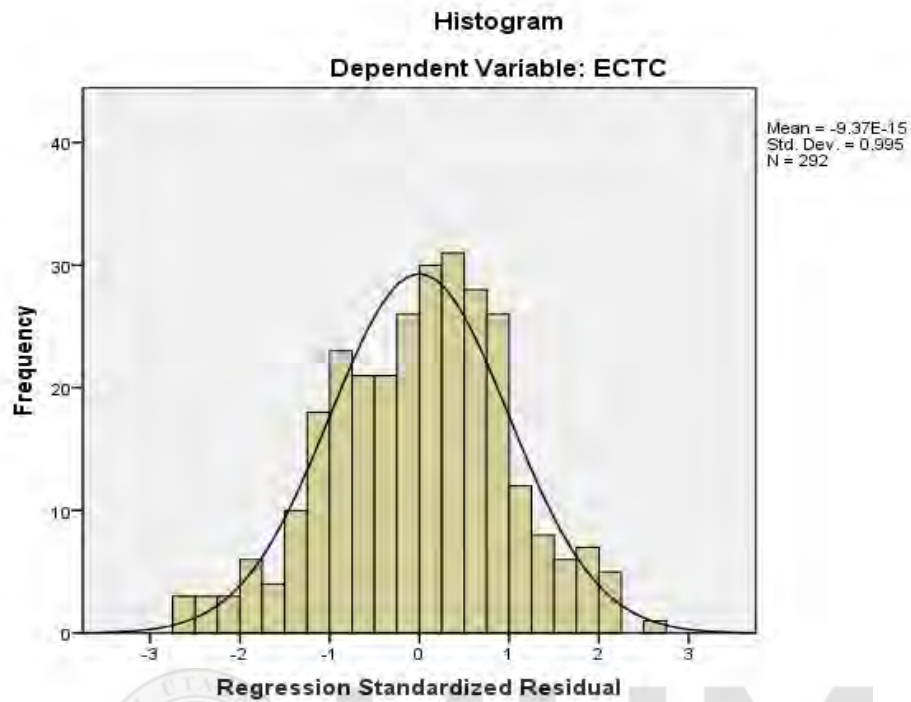
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.4509	4.3294	3.0959	.76750	292
Std. Predicted Value	-2.143	1.607	.000	1.000	292
Standard Error of Predicted Value	.021	.087	.040	.010	292
Adjusted Predicted Value	1.4463	4.3330	3.0957	.76730	292
Residual	-.95450	.87581	.00000	.34851	292
Std. Residual	-2.725	2.500	.000	.995	292
Stud. Residual	-2.747	2.514	.000	1.002	292
Deleted Residual	-.97029	.88555	.00015	.35355	292
Stud. Deleted Residual	-2.779	2.538	.000	1.005	292
Mahal. Distance	.021	17.122	2.990	2.019	292
Cook's Distance	.000	.051	.004	.007	292
Centered Leverage Value	.000	.059	.010	.007	292

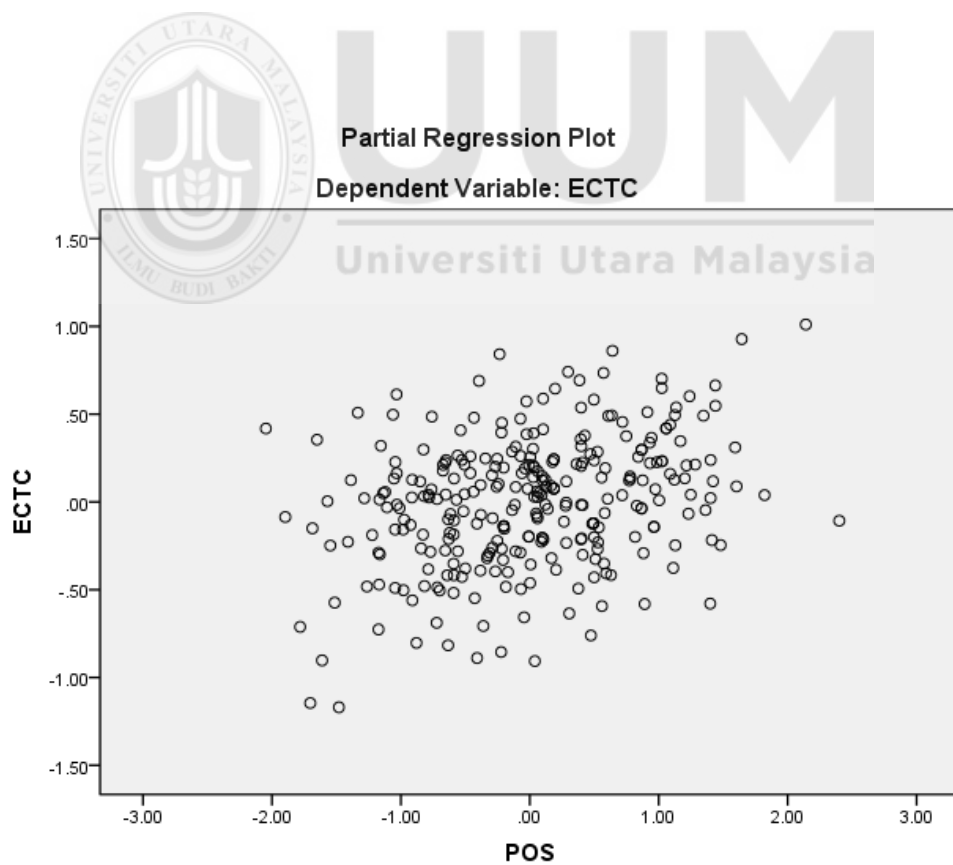
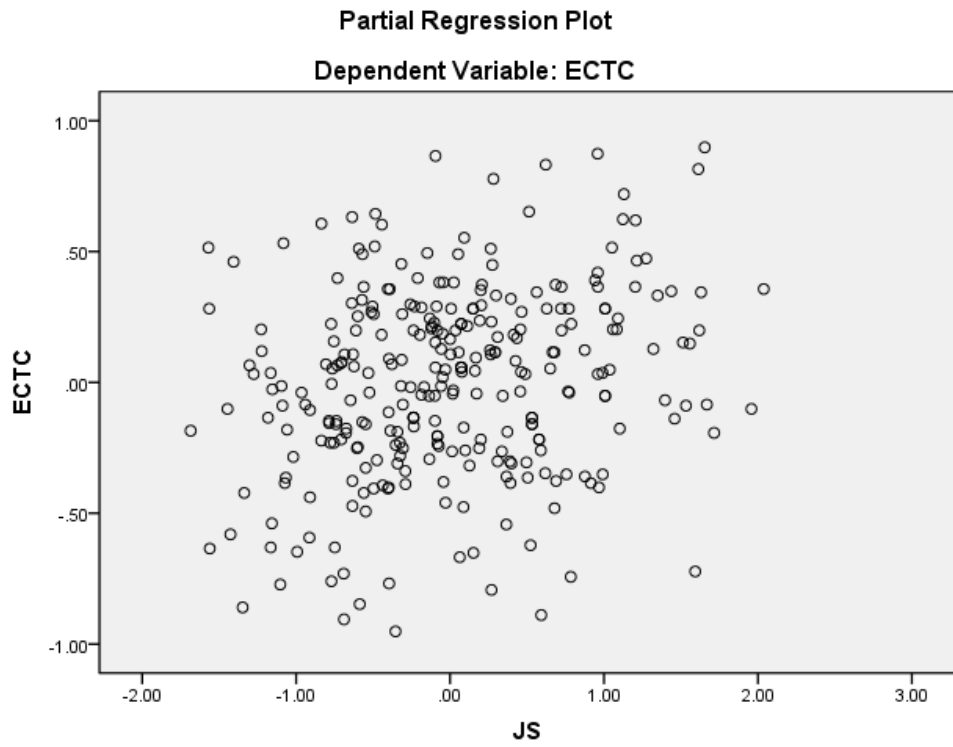
a. Dependent Variable: ECTC



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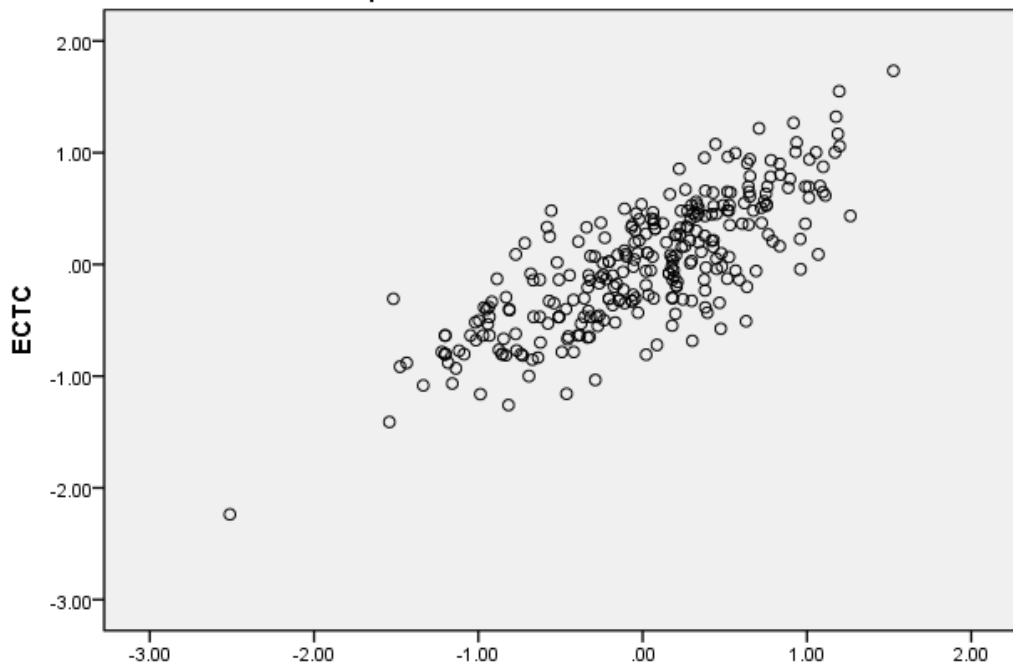
CHARTS





Partial Regression Plot

Dependent Variable: ECTC



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