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**FACTORS CONTRIBUTING TO COMMITMENT TO  
CHANGE AMONG OUTCOME BASED BUDGETING  
FOCAL PERSON IN GOVERNMENT MINISTRIES IN  
MALAYSIA**



**MASTER OF SCIENCE (MANAGEMENT)  
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**FACTORS CONTRIBUTING TO COMMITMENT TO CHANGE AMONG  
OUTCOME BASED BUDGETING FOCAL PERSON IN GOVERNMENT  
MINISTRIES IN MALAYSIA**



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School of Business Management,  
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**Pusat Pengajian Pengurusan  
Perniagaan**

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## ABSTRACT

Due to rapid changes in technology, the evolution of open economy and the need to fulfill public expectations within limited resources, the Malaysian Public Sector has undergone a lot of reform initiatives with the objective to increase its efficiency and effectiveness. Outcome Based Budgeting (OBB) was introduced in 2010 as part of the public finance reform in Malaysia public sector. However, based on the number of studies, Malaysia is experiencing only a small progress particularly in measurement of outcome which is the core component in performance budgeting. It is important for the government to assure that a right investment is made to create appropriate and implementable strategies, plans and programs to ensure the reform initiatives are well accepted by the member in organization. Commitment to change has been recognized as a crucial element to ensure the successful implementation of reform initiatives, including budgetary reform. The purpose of this study is to examine the importance factors (that are communication, participation, transformational and transactional leadership) that influence commitment to change among the OBB focal person in the government ministries in Malaysia. 217 OBB focal person participated in this study via self-administered questionnaires. Multiple regression analysis was employed to analyze the data. The results indicate that all independent variables (i.e. communication, participation, transformational and transactional leadership) were significantly influence employees' commitment to change. Theoretical and practical implications are discussed.

**Keywords:** transformational leadership, transactional leadership, communication, participation, commitment to change, outcome based budgeting.

## ABSTRAK

Berikutan perkembangan teknologi yang berkembang pesat, evolusi dalam ekonomi terbuka dan keperluan untuk memenuhi ekspektasi rakyat dalam keadaan kekangan sumber, sektor awam di Malaysia telah melaksanakan banyak inisiatif perubahan dengan matlamat menambahbaik tahap kecekapan dan keberkesanan dalam perkhidmatan awam. Bajet Berasaskan Keberhasilan (OBB) telah diperkenalkan pada tahun 2010 sebagai sebahagian daripada perubahan dalam pengendalian urusan kewangan sektor awam di Malaysia. Walau bagaimanapun, berdasarkan kepada beberapa kajian yang telah dijalankan, didapati bahawa tahap prestasi pencapaian dalam pengukuran prestasi masih rendah terutama dalam persekitaran bajet berdasarkan prestasi yang dilaksanakan di Malaysia. Oleh yang demikian, adalah penting untuk Kerajaan mengagihkan sumber dengan berkesan dalam usaha untuk membangunkan strategi, perancangan dan program yang bersesuaian dan boleh dilaksanakan dalam memastikan inisiatif perubahan diterima baik oleh semua pihak yang terlibat dalam sesebuah organisasi. Komitmen untuk berubah merupakan antara elemen yang amat penting bagi memastikan kejayaan pelaksanaan agenda perubahan, termasuklah perubahan dalam pengurusan belanjawan. Tujuan kajian ini adalah untuk menyelidik faktor-faktor yang mempengaruhi komitmen untuk berubah terutamanya di kalangan pegawai yang bertanggungjawab dalam bajet berasaskan keberhasilan di semua kementerian di Malaysia. Seramai 217 pegawai yang bertanggungjawab dalam OBB menyertai kajian ini melalui soal selidik yang dihantar secara peribadi. Analisis regresi berganda digunakan untuk menganalisa data. Dapatan kajian menunjukkan bahawa semua pembolehubah bebas, iaitu komunikasi, penyertaan, kepimpinan transformasi dan transaksional mempunyai pengaruh yang signifikan terhadap komitmen untuk berubah. Implikasi teori dan praktikal juga akan dibincangkan.

**Kata kunci:** kepimpinan transformasi, kepimpinan transaksional, komunikasi, penyertaan, komitmen untuk berubah, bajet berasaskan keberhasilan (OBB).

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## LIST OF ABBREVIATIONS

<b>Abbreviations</b>	<b>Description of Abbreviations</b>
ETP	Economic Transformation Program
GST	Good and Service Tax
GTP	Government Transformation Program
IMF	International Monetary Fund
MBS	Modified Budgeting System
MOF	Ministry of Finance Malaysia
NBOS	National Blue Ocean Strategy
NEM	New Economic Model
OBB	Outcome Based Budgeting
PPBS	Program Performance Based Budgeting
SPSS	Statistical Package for Social Sciences

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Study

The management of public sector affairs in 21st century is evolving in many nations throughout the world including in growing economy countries (Robinson, 2015). Public sector all over the world is commonly known for less productive and Malaysian public sector also cannot escape from being berated for unproductive and less responsive towards change (Berman, 2011). Due to rapid changes in technology, the evolution of open economy and the need to fulfill public expectations within limited resources, the Malaysian public sector has undergone a lot of reform initiatives with the objective to increase its efficiency and effectiveness (Rosli et. al, 2015). The capability to adapt successfully to the dynamic need of the fast-changing environment is an important element in assuring a country's continuous progress in socio-economic and global competitiveness. Due to global economic uncertainties and the risk of income inequality among Malaysians, the government officially launched the New Economic Model (NEM) in 2010 to steer Malaysia towards high income country by 2020. Under the 11th Malaysian Plan 2016 – 2020 (RMKe-11), the challenges faced by the government could be overcome by using different initiatives in delivering services as expected by the public (Economic Planning Unit, 2016). In addition to that, the Malaysian Government also has introduced several reform initiatives at the national level such as Government Transformation

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# APPENDIX A

## QUESTIONNAIRE



**UUM**  
Universiti Utara Malaysia

Dear Respondents,

I am a Master student from the College of Business, Universiti Utara Malaysia. This questionnaire has been developed to seek your assistance in the study entitled “Factors contributing to commitment to change among outcome-based budgeting focal person in government ministries in Malaysia”. The objective of this study is to determine the factors that influence commitment to change in implementing outcome-based budgeting in Malaysian’s government.

Therefore, I would like to seek your help to complete this online questionnaire. This questionnaire comprises of six sections and takes about 15 – 20 minutes to complete. Please be assured that the information you provide is strictly confidential and for academic purposes only. Your participation in this study is completely voluntary. The completion and submission through this online questionnaire are taken to constitute your consent to participate in the study. Please complete all questions in the survey and send it online.

Thank you in advance for your precious time and cooperation. If you have any questions, please do not hesitate to contact me.

Yours sincerely,

Afizal bin Kasa  
Master Student  
Universiti Utara Malaysia



*Supervisor*  
Assoc Prof Dr. Tan Fee Yean  
Lecturer, UUM Sintok

## SECTION A: Background and Demographic Profile

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DIRECTIONS: Please tick or fill up the box at the appropriate blank.

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1. Which ministry you are currently working with?

<input type="checkbox"/>	Prime Minister Department
<input type="checkbox"/>	Ministry of Education
<input type="checkbox"/>	Ministry of Finance
<input type="checkbox"/>	Ministry of Health
<input type="checkbox"/>	Ministry of Defence
<input type="checkbox"/>	Ministry of Domestic Trade & Consumer Affairs
<input type="checkbox"/>	Ministry of Transport
<input type="checkbox"/>	Ministry of Higher Education
<input type="checkbox"/>	Ministry of Agriculture and Food Industries
<input type="checkbox"/>	Ministry of Rural Development
<input type="checkbox"/>	Ministry of Foreign Affairs
<input type="checkbox"/>	Ministry of Work
<input type="checkbox"/>	Ministry of Women, Family and Community Development
<input type="checkbox"/>	Ministry of Youth and Sport
<input type="checkbox"/>	Ministry of Federal Territory
<input type="checkbox"/>	Ministry of Housing & Local Government
<input type="checkbox"/>	Ministry of Human Resource
<input type="checkbox"/>	Ministry of Entrepreneur Development & Cooperatives
<input type="checkbox"/>	Ministry of International Trade
<input type="checkbox"/>	Ministry of Tourism, Art & Cultures
<input type="checkbox"/>	Ministry of Plantation Industries & Commodities
<input type="checkbox"/>	Ministry of Energy & Natural Resources
<input type="checkbox"/>	Ministry of Science, Technology & Innovation
<input type="checkbox"/>	Ministry of Communications & Multimedia
<input type="checkbox"/>	Ministry of Environment & Water
<input type="checkbox"/>	Ministry of National Unity

2. Your grade?

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

41  
44  
48

<input type="checkbox"/>
<input type="checkbox"/>

52  
54

3. What is your job position in the ministry?

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Assistant Secretary/Assistant Director  
Principal Assistant Secretary/  
Principal Assistant Director

<input type="checkbox"/>
<input type="checkbox"/>

Deputy Secretary/Deputy Director  
Undersecretary / Head of Section /  
Director

4. How long have you served the government?

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

1-5 years  
6 - 10 years  
11 - 15 years

<input type="checkbox"/>
<input type="checkbox"/>

16 - 20 years  
21 years and above

5. How long you have been involved in budgeting / outcome-based budgeting?

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

1-5 years  
6 - 10 years  
11 - 15 years

<input type="checkbox"/>
<input type="checkbox"/>

16 - 20 years  
21 years and above

SECTION B:

DIRECTIONS: Read all the statements carefully, and then indicate your answer (tick '/') to reflect your level of agreement towards it.

Based on change implement within your ministry in regard to budgetary system from Modified Budgeting System (MBS) to Outcome Based Budgeting System (OBB):

	1 Strongly Disagree	2 Disagree	3 Neither agree or disagree	4 Agree	5 Strongly Agree
1. I believe in the value of this change					
2. I believe this change is a good strategy for the organization					
3. I think management is making a mistake by introducing this change					
4. I believe this change serves an important purpose					
5. I believe things would be better without this change					
6. I think this change is unnecessary					
7. I have no choice but to go along with this change.					
8. I feel pressure to go along with this change.					
9. I have too much at stake to resist this change.					
10. It would be too costly for me to resist this change.					
11. Resisting this change is not a viable option for me.					
12. It would be risky to speak out against this change.					
13. I feel a sense of duty to work towards this change.					
14. I do not think it would be right for me to oppose this change.					

	1 Strongly Disagree	2 Disagree	3 Neither agree or disagree	4 Agree	5 Strongly Agree
15. I would not feel badly about opposing this change					
16. It would be irresponsible for me to resist this change.					
17. I would feel guilty about opposing this change.					
18. I do not feel any obligation to support this change					

SECTION C:

Based on change implement within your ministry in regard to budgetary system from Modified Budgeting System (MBS) to Outcome Based Budgeting System (OBB)

	1 Not at all	2 Once in a while	3 sometimes	4 Fairly often	5 Frequently
1. My immediate superior talks about his or her most important values and beliefs					
2. My superior instils pride in me for being associated with him or her.					
3. My superior specifies the importance of having a strong sense of purpose.					
4. My superior goes beyond self-interest for the good of the group.					
5. My superior acts in ways that build my respect.					
6. My superior considers the moral and ethical consequences of decisions.					

	1 Not at all	2 Once in a while	3 sometimes	4 Fairly often	5 Frequently
7. My superior emphasizes the importance of having a collective sense of mission.					
8. My superior displays a sense of power and confidence.					
9. My superior talks optimistically about the future.					
10. My superior talks enthusiastically about what needs to be accomplished.					
11. My superior articulates a compelling vision of the future.					
12. My superior expresses confidence that goals will be achieved.					
14. My superior seeks differing perspectives when solving problems.					
15. My superior spends time teaching and coaching.					
16. My superior gets me to look at problems from many different angles.					
17. My superior suggests new ways of looking at how to complete assignments.					
18. My superior treats me as an individual rather than just as a member of a group.					
19. My superior considers me as having different needs, abilities, and aspiration from others.					
20. My superior helps me to develop my strengths.					

SECTION D:

Based on change implement within your ministry in regard to budgetary system from Modified Budgeting System (MBS) to Outcome Based Budgeting System (OBB):

	1 Not at all	2 Once in a while	3 sometimes	4 Fairly often	5 Frequently
1. My superior provides me with assistance in exchange for my efforts.					
2. My superior discusses in specific terms who is responsible for achieving performance targets.					
4. My superior expresses satisfaction when I meet expectations.					
5. My superior fails to interfere until problems become serious.					
6. My superior waits for things to go wrong before taking action.					
7. My superior shows that he or she is a firm believer in, "If it ain't broke, don't fix it".					
8. My superior demonstrates that problems must become chronic before taking action.					
9. My superior focuses attention on irregularities, mistakes, exceptions and deviations from standards.					
10. My superior concentrates his or her full attention on dealing with mistakes, complaints and failures.					
11. My superior directs my attention towards failures to meet standards.					
12. My superior keeps track of all mistakes.					

SECTION E:

Based on change implement within your ministry in regard to budgetary system from Modified Budgeting System (MBS) to Outcome Based Budgeting System (OBB):

	1 Strongly Disagree	2 Disagree	3 Neither agree or disagree	4 Agree	5 Strongly Agree
1. I am regularly informed on how the change is going.					
2. There is good communication between the supervisors and employees about the organization's policy towards the changes.					
3. Information provided on the change is clear.					
4. Information concerning the changes reaches us mostly as rumours					
5. We are sufficiently informed of the progress of the change.					
6. Corporate or Administration management team keeps all departments informed about its decisions					
7. Two-way communication between the corporate management team and department is very good					
8. Corporate or Administration management team clearly explains the necessity of the change					

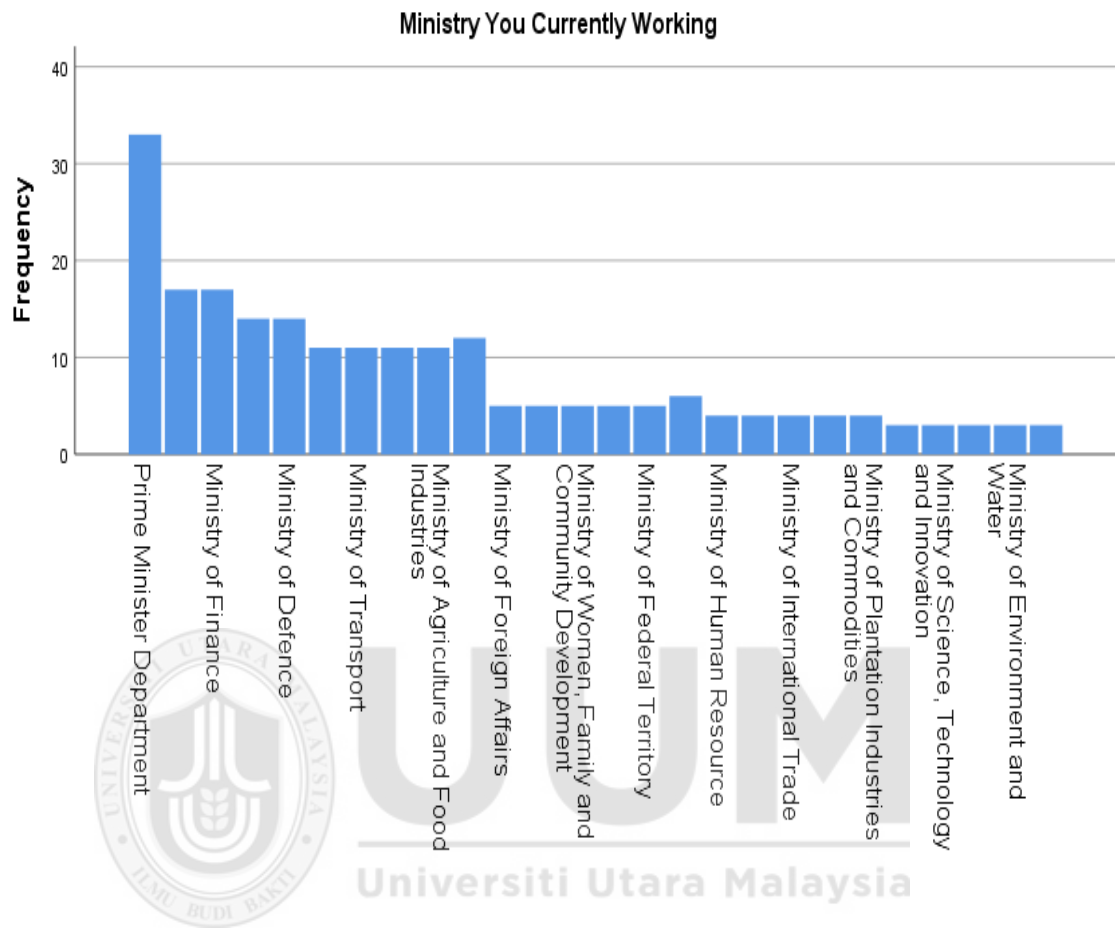
SECTION F:

Based on change implement within your ministry in regard to budgetary system from Modified Budgeting System (MBS) to Outcome Based Budgeting System (OBB):

	1 Strongly Disagree	2 Disagree	3 Neither agree or disagree	4 Agree	5 Strongly Agree
1. Changes are always discussed with all people concerned.					
2. Those who implement change, have no say in developing the proposals					
3. Decisions concerning work are taken in consultation with the staff who are affected.					
4. My department's management team takes account of the staff's remarks					
5. Departments are consulted about the change sufficiently.					
6. Staff members were consulted about the reasons change.					
7. Front line staff and office workers can raise topics for discussion					
8. Our department provide sufficient time for consultation.					
9. It is possible to talk about outmoded regulations and ways of working					
10. The way change is implemented leaves little room for personal input.					
11. Staff members are sufficiently involved in the implementation of the changes by our department's senior managers.					

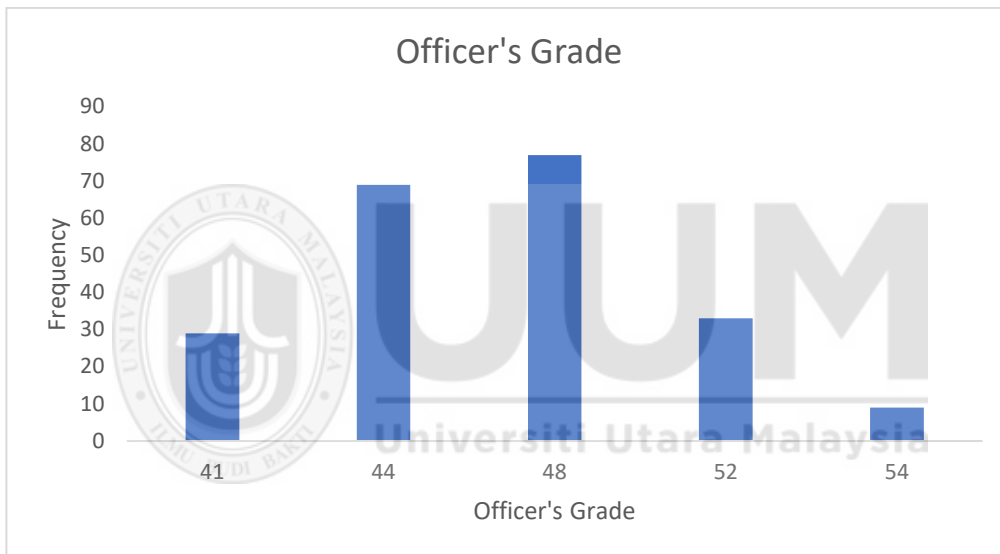
## Appendix B





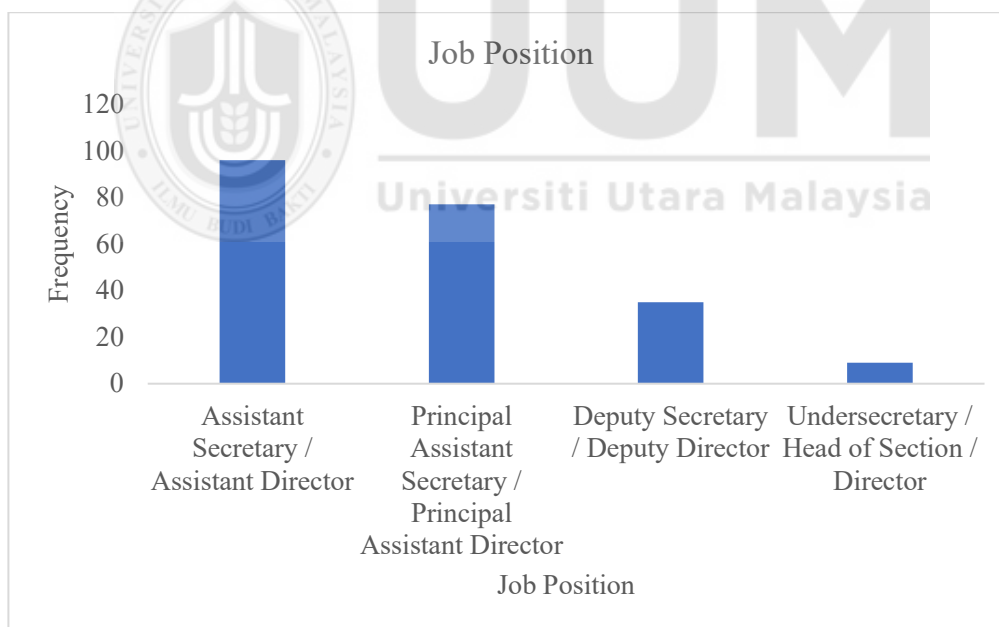
*Officer's Grade in Civil Service*

Grade	Frequency	Percent	Valid Percent	Cumulative Percent
41	29	13.4	13.4	13.4
44	69	31.8	31.8	45.2
48	77	35.5	35.5	80.6
52	33	15.2	15.2	95.9
54	9	4.1	4.1	100.0
Total	217	100.0	100.0	



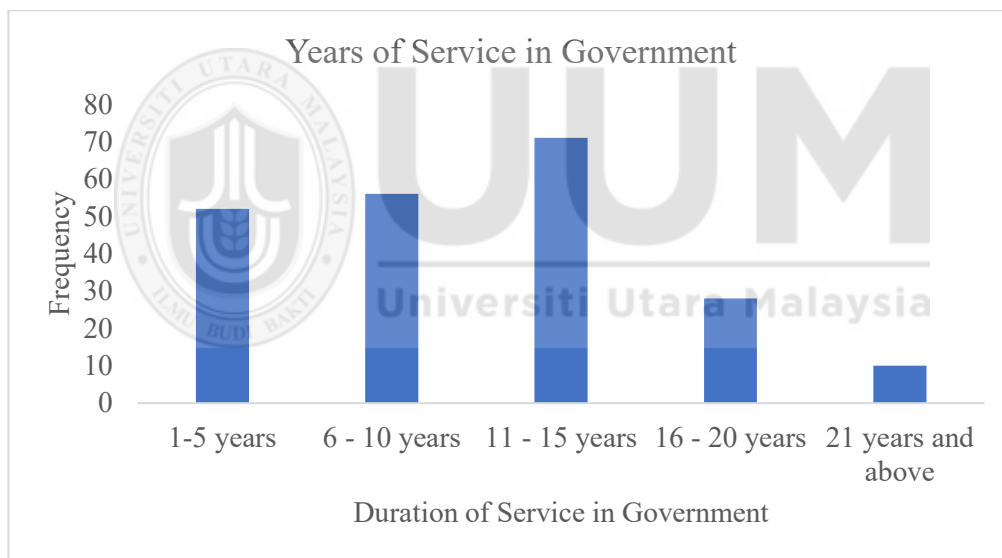
*Job Position*

Job Position	Frequency	Percent	Valid Percent	Cumulative Percent
Assistant Secretary / Assistant Director	96	44.2	44.2	44.2
Principal Assistant Secretary / Principal Assistant Director	77	35.5	35.5	79.7
Deputy Secretary / Deputy Director	35	16.1	16.1	95.9
Undersecretary / Head of Section / Director	9	4.1	4.1	100.0
Total	217	100.0	100.0	



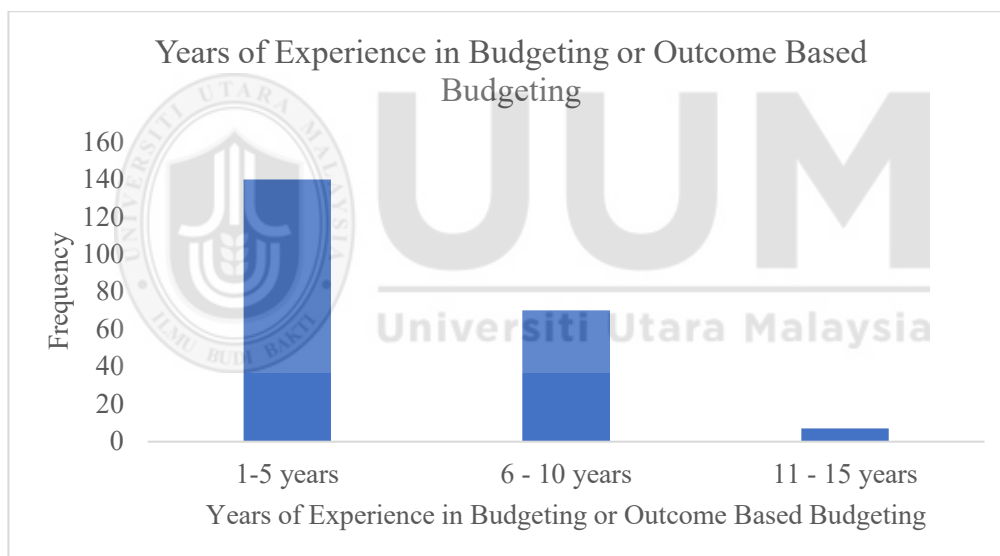
*Years of Service in Government*

Years in Government	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 years	52	24.0	24.0	24.0
6 - 10 years	56	25.8	25.8	49.8
11 - 15 years	71	32.7	32.7	82.5
16 - 20 years	28	12.9	12.9	95.4
21 years and above	10	4.6	4.6	100.0
Total	217	100.0	100.0	



## Years of Experience in Budgeting or Outcome Based Budgeting

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 years	140	64.5	64.5	64.5
6 - 10 years	70	32.3	32.3	96.8
11 - 15 years	7	3.2	3.2	100.0
Total	217	100.0	100.0	



## Appendix C



### Reliability Statistics

Cronbach's Alpha	N of Items
.980	20

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Transformational Leadership	86.84	151.571	.718	.980
Transformational Leadership	86.68	152.051	.672	.981
Transformational Leadership	86.53	150.954	.750	.980
Transformational Leadership	86.57	149.607	.850	.979
Transformational Leadership	86.58	148.680	.864	.979
Transformational Leadership	86.86	154.036	.668	.981
Transformational Leadership	86.58	151.291	.737	.980
Transformational Leadership	86.38	153.199	.806	.980
Transformational Leadership	86.59	149.918	.761	.980
Transformational Leadership	86.44	149.673	.829	.979
Transformational Leadership	86.63	148.558	.874	.979
Transformational Leadership	86.59	148.494	.882	.979
Transformational Leadership	86.72	147.895	.891	.979
Transformational Leadership	86.67	152.982	.742	.980
Transformational Leadership	86.60	144.592	.947	.978
Transformational Leadership	86.57	147.505	.940	.978
Transformational Leadership	86.57	147.505	.940	.978
Transformational Leadership	86.58	147.042	.942	.978
Transformational Leadership	86.58	147.023	.943	.978
Transformational Leadership	86.59	146.142	.946	.978

### Reliability Statistics

Cronbach's Alpha	N of Items
.700	12

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Transactional Leadership	34.52	17.418	.208	.698
Transactional Leadership	34.94	17.408	.231	.694
Transactional Leadership	34.94	17.408	.231	.694
Transactional Leadership	34.94	17.408	.231	.694
Transactional Leadership	37.18	19.457	-.226	.722
Transactional Leadership	37.18	19.469	-.251	.721
Transactional Leadership	37.18	19.417	-.215	.721
Transactional Leadership	37.05	18.692	-.017	.720
Transactional Leadership	35.59	14.631	.522	.649
Transactional Leadership	35.70	10.803	.744	.585
Transactional Leadership	35.80	12.623	.781	.591
Transactional Leadership	35.91	11.464	.826	.568

### Reliability Statistics

Cronbach's Alpha	N of Items
.899	8

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Communication	26.36	9.046	.960	.863
Communication	26.39	8.498	.983	.856
Communication	26.49	9.325	.830	.874
Communication	29.12	15.038	-.666	.991
Communication	26.36	9.046	.960	.863
Communication	26.39	8.498	.983	.856
Communication	26.39	8.498	.983	.856
Communication	26.39	8.498	.983	.856



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### Reliability Statistics

Cronbach's Alpha	N of Items
.723	11

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Participation	37.89	11.762	.794	.642
Participation	40.29	18.116	-.401	.846
Participation	37.90	11.708	.779	.642
Participation	37.81	11.888	.746	.648
Participation	37.88	11.991	.694	.655
Participation	38.05	11.692	.867	.635
Participation	38.13	13.098	.579	.680
Participation	38.13	12.218	.846	.648
Participation	37.88	12.226	.672	.660
Participation	40.86	18.947	-.518	.844
Participation	37.88	12.769	.549	.678

### Reliability Statistics

Cronbach's Alpha	N of Items
.919	18

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Commitment to Change	73.80	44.669	.705	.912
Commitment to Change	73.56	43.063	.839	.908
Commitment to Change	73.77	44.602	.680	.913
Commitment to Change	73.49	43.621	.784	.910
Commitment to Change	73.87	42.798	.804	.909
Commitment to Change	73.88	42.785	.808	.909
Commitment to Change	73.76	48.810	.321	.921
Commitment to Change	73.73	50.699	.057	.926
Commitment to Change	73.91	50.936	.040	.925
Commitment to Change	73.90	51.295	-.023	.926
Commitment to Change	73.88	54.804	-.581	.935
Commitment to Change	73.98	51.481	-.054	.925
Commitment to Change	73.98	45.347	.796	.911
Commitment to Change	73.68	42.534	.932	.905
Commitment to Change	73.66	43.243	.906	.907
Commitment to Change	73.68	42.534	.932	.905
Commitment to Change	73.68	42.534	.932	.905
Commitment to Change	73.68	42.292	.933	.905

### Reliability Statistics

Cronbach's Alpha	N of Items
.919	18

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Commitment to Change	73.80	44.669	.705	.912
Commitment to Change	73.56	43.063	.839	.908
Commitment to Change	73.77	44.602	.680	.913
Commitment to Change	73.49	43.621	.784	.910
Commitment to Change	73.87	42.798	.804	.909
Commitment to Change	73.88	42.785	.808	.909
Commitment to Change	73.76	48.810	.321	.921
Commitment to Change	73.73	50.699	.057	.926
Commitment to Change	73.91	50.936	.040	.925
Commitment to Change	73.90	51.295	-.023	.926
Commitment to Change	73.88	54.804	-.581	.935
Commitment to Change	73.98	51.481	-.054	.925
Commitment to Change	73.98	45.347	.796	.911
Commitment to Change	73.68	42.534	.932	.905
Commitment to Change	73.66	43.243	.906	.907
Commitment to Change	73.68	42.534	.932	.905
Commitment to Change	73.68	42.534	.932	.905
Commitment to Change	73.68	42.534	.932	.905
Commitment to Change	73.68	42.292	.933	.905

## Appendix D

### SPSS Result on Correlation Analysis



### Correlations

		TRANSFORM ATIONAL LEADERSHIP	TRANSACTIONAL LEADERSHIP	COMMUNICA TION	PARTICIPATI ON	COMMITMEN T TO CHANGE
TRANSFORMATIONAL LEADERSHIP	Pearson Correlation	1	.262**	.506**	.489**	.655**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	217	217	217	217	217
TRANSACTIONAL LEADERSHIP	Pearson Correlation	.262**	1	.035	.101	.308**
	Sig. (2-tailed)	.000		.610	.139	.000
	N	217	217	217	217	217
COMMUNICATION	Pearson Correlation	.506**	.035	1	.257**	.450**
	Sig. (2-tailed)	.000	.610		.000	.000
	N	217	217	217	217	217
PARTICIPATION	Pearson Correlation	.489**	.101	.257**	1	.407**
	Sig. (2-tailed)	.000	.139	.000		.000
	N	217	217	217	217	217
COMMITMENT TO CHANGE	Pearson Correlation	.655**	.308**	.450**	.407**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	217	217	217	217	217

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

## Appendix E

### SPSS Result on Multi Regression Analysis



### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.526	4	4.132	49.504	.000 <sup>b</sup>
	Residual	17.694	212	.083		
	Total	34.220	216			

a. Dependent Variable: COMMITMENT TO CHANGE

b. Predictors: (Constant), PARTICIPATION, TRANSACTIONAL LEADERSHIP, COMMUNICATION, TRANSFORMATIONAL LEADERSHIP

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.284	.298		4.307	.000		
	TRANSFORMATIONAL LEADERSHIP	.286	.041	.462	7.005	.000	.562	1.781
	TRANSACTIONAL LEADERSHIP	.185	.057	.168	3.267	.001	.917	1.090
	COMMUNICATION	.172	.055	.180	3.129	.002	.734	1.363
	PARTICIPATION	.130	.063	.117	2.073	.039	.760	1.316

a. Dependent Variable: COMMITMENT TO CHANGE

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.695 <sup>a</sup>	.483	.473	.28890	2.438

a. Predictors: (Constant), PARTICIPATION, TRANSACTIONAL LEADERSHIP, COMMUNICATION, TRANSFORMATIONAL LEADERSHIP

b. Dependent Variable: COMMITMENT TO CHANGE