

**TRUST IN MANAGEMENT, COMMUNICATION,  
ISLAMIC WORK ETHICS AND READINESS FOR  
CHANGE: A MEDIATING EFFECT OF  
ORGANISATIONAL COMMITMENT**

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**MASTER OF SCIENCE (MANAGEMENT)  
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**TRUST IN MANAGEMENT, COMMUNICATION, ISLAMIC WORK  
ETHICS AND READINESS FOR CHANGE: A MEDIATING EFFECT OF  
ORGANISATIONAL COMMITMENT**

**BY**

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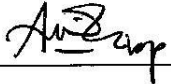
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## ABSTRACT

Rapid social and environment changes have posed a challenge to public service in ensuring that the programmes and activities undertaken meet the needs and expectations of the stakeholders, including the people in particular. Hence, civil servants must always be ready and responsive to the demands of this constant change through the current initiatives of the Government Transformation Programme (GTP). Both civil servants and government organisations need to work in hand to ensure the success of the transformation. Previous studies showed that the readiness for change is influenced by various organisational and individual factors, such as trust in management, communication and Islamic work ethics. Therefore, this study aimed at investigating the relationship between trust in management, communication, Islamic work ethics and readiness for change within ministries in Malaysia. In addition, this study is also conducted to evaluate the mediating effect of organisational commitment on the relationship between trust in management, communication, Islamic work ethics and readiness for change. Respondents for this study are Administrative and Diplomatic Service Officers (PTD) (Grades 48 and 52) who work in the ministries in Malaysia. All the hypotheses are tested using AMOS 21.0 and based on structural equation modelling (SEM) analysis, it is shown that trust in management, communication and Islamic work ethics have a significant effect on readiness for change. Besides that, organisational commitment is found to fully mediate the relationship between trust in management and communication with readiness for change, while partially mediating the relationship between Islamic work ethics and readiness for change. On the whole, the findings of this study provide a positive impact on change management planning, which ultimately helps in ensuring more effective GTP implementation.

**Keywords:** Readiness for change; trust in management; communication; Islamic work ethics; organisational commitment.

## ABSTRAK

Perubahan sosial dan persekitaran telah memberikan cabaran kepada perkhidmatan awam dalam memastikan program dan aktiviti yang dilaksanakan memenuhi keperluan dan ekspektasi pemegang taruh termasuklah rakyat khususnya. Oleh yang demikian, penjawat awam hendaklah sentiasa bersedia dan peka terhadap tuntutan perubahan yang sentiasa berlaku pada masa kini melalui inisiatif Program Transformasi Kerajaan (GTP) yang pelbagai. Justeru, penjawat awam dan organisasi kerajaan perlu berfungsi dan memainkan peranan sewajarnya bagi menjayakan transformasi yang dirancang. Kajian terdahulu menunjukkan bahawa kesediaan terhadap perubahan dipengaruhi oleh pelbagai faktor organisasi dan individu, misalnya kepercayaan pada pengurusan, komunikasi dan etika kerja Islam. Oleh itu, kajian ini bertujuan untuk menilai hubungan antara kepercayaan pada pengurusan, komunikasi, etika kerja Islam dan kesediaan terhadap perubahan di kementerian-kementerian di Malaysia. Di samping itu, kajian ini juga dijalankan untuk mengukur peranan komitmen sebagai mediator dalam hubungan antara kepercayaan pada pengurusan, komunikasi, etika kerja Islam dan kesediaan terhadap perubahan. Responden kajian ini terdiri dari Pegawai Tadbir dan Diplomatik (PTD) (Gred 48 dan 52) yang bertugas di kementerian-kementerian di Malaysia. Hipotesis yang dibina telah diuji dengan menggunakan perisian AMOS 21.0 dan analisa structural equation modeling (SEM) menunjukkan bahawa kepercayaan pada pengurusan, komunikasi dan etika kerja Islam mempunyai kesan yang signifikan ke atas kesediaan terhadap perubahan. Komitmen organisasi bertindak sebagai mediator penuh dalam hubungan antara kepercayaan pada pengurusan dan komunikasi dengan kesediaan terhadap perubahan, sementara hanya bertindak sebagai mediator separa antara etika kerja Islam dengan kesediaan terhadap perubahan. Dapatan kajian ini memberikan impak positif dalam perancangan pengurusan perubahan yang akhirnya berupaya membantu memastikan pelaksanaan GTP dengan lebih berkesan.

**Kata kunci:** Kesediaan terhadap perubahan; kepercayaan kepada organisasi; komunikasi; etika kerja Islam; komitmen organisasi.

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# CHAPTER 1

## INTRODUCTION

### 1.1 Background of Study

Ideas of change is common and fundamental in one's life. In the organisation context, organisation capability to change will lead to a more promising future. In the past few decades, the organisational changing rates had grown tremendously in line with the incremental of several factors, such as customers' demand, globalisation, cost and technology advancement (Longenecker, Neubert & Fink, 2007). Therefore, with the challenges caused by these rapid changes (Buono & Kerber, 2010), people have to be ready for the change and adapt to the challenges of the environment.

Madsen, Miller & John (2005) pointed out that continuous, constant change will always be faced by the organisation as described in the continuous transformation model (Brown & Eisenhardt, 1997). Based on this model, all organisations are similar in terms of complexity system and the needs for continuous transformation in order to stay relevant. The ability to keep changing continuously is the most important aspect in maintaining an organisation's competitiveness, especially for dynamic sectors such as information technology, public service (Karp & Helgo, 2008) and retail (Brown & Eisenhardt, 1997).

Change is no longer an irregular activity but vital since it has an impact on individuals as well as organisations (Vakola, Tsaousis & Nikolaou, 2004). Therefore, it is highly critical for an organization to keep on changing to remain significant and successful

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