

**A STUDY ON THE FACTORS INFLUENCE TEACHERS' ATTITUDE
TOWARD ORGANIZATIONAL CHANGE:
A CASE STUDY OF SECONDARY SCHOOL, KOTA SETAR**

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**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
JANUARY 2013**

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfilment of the Requirements for the Degree of Master of Human Resource
Management**

DECLARATION

I declare that the substance of this project paper has never been submitted for any degree or post graduate program and qualifications.

I certify that all the supports and assistance received in preparing this project paper and all the sources abstracted have been acknowledged in this stated project paper.

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ABSTRACT

This study aims to identify the factors that influence teachers' attitudes towards organizational change in secondary school, Kota Setar. The objective of this study is to find an answer accurately and concrete about the relationship between the five independent variables; quickness acceptance of change, readiness to change, commitment in the organization, trust in management and communication in the organization that's influence the teachers' attitude toward organizational change for secondary school. In order to find out the relationship, 335 questionnaires have been distributed to teachers in secondary schools, Kota Setar, and found that 80.3% of respondents have returned their questionnaires. The method used in this study is a quantitative method. The study found that five of the eight key variables; readiness for change, quickness acceptance of change, commitment in the organization, belief in management and communication in the organization have significant impact on the attitude towards organizational change. This research is expected to provide benefits and improvements to at least two areas, management and practical implications. Quickness acceptance to change was found to be the most important factor in explaining the attitude towards organizational change that has the highest beta value of .465.

Key words : Organizational change, readiness to change, quickness acceptance to change, commitment to change, trust in management and communication in organization, teachers' attitude.

ABSTRAK

Kajian ini bertujuan untuk mengenal pasti faktor-faktor yang mempengaruhi sikap guru terhadap perubahan organisasi di sekolah menengah, Kota Setar. Objektif kajian ini adalah untuk mengkaji hubungan antara lima pembolehubah bebas; penerimaan kepantasan perubahan, kesediaan untuk berubah, komitmen dalam organisasi, kepercayaan dalam pengurusan dan komunikasi dalam organisasi yang mempengaruhi sikap guru ke arah perubahan organisasi bagi sekolah menengah. Untuk mengetahui kepentingan perhubungan tersebut, kajian ini telah menggunakan soal selidik yang diedarkan untuk mengetahui sikap guru di sekolah-sekolah menengah, Kota Setar. Jumlah soal selidik yang telah diedarkan ialah sebanyak 335, dan 80.3% daripada jumlah responden telah mengembalikan borang soal selidik mereka. Kaedah kajian yang digunakan merupakan kaedah kuantitatif. Kajian telah mendapati bahawa lima daripada lapan pembolehubah utama iaitu kesediaan untuk perubahan, penerimaan kepantasan perubahan, komitmen dalam organisasi, kepercayaan dalam pengurusan dan komunikasi dalam organisasi mempunyai kesan positif pada sikap guru terhadap perubahan organisasi yang berlaku. Kajian ini dijangka memberi manfaat dan penambahbaikan kepada sekurang-kurangnya dua bidang, iaitu dalam bidang pengurusan dan implikasi praktikal dalam bidang akademik. Penerimaan kepantasan perubahan didapati menjadi faktor yang paling penting dalam menerangkan sikap guru terhadap perubahan organisasi yang mempunyai nilai beta tertinggi sebanyak .465.

Kata kunci : Perubahan organisasi, penerimaan kepantasan perubahan, kesediaan untuk berubah, komitmen dalam organisasi, kepercayaan dalam pengurusan dan komunikasi dalam organisasi, sikap guru ke arah perubahan organisasi.

ACKNOWLEDGEMENTS

I begin in the name of Allah, the most Gracious and the most Merciful.

Praise to Allah S.W.T for bestowing me with patience, strenght and excellent health throughout the process of completing my Master Degree Programme in Human Resource Management. I would like to present my deepers appreciation to my supervisor Dr Mohd Faizal bin Mohd Isa for his time, effort, and guidance in helping me to complete this project paper.

My special gratitude and with all of my heart want to say thank you to all my beloved family especially my lovely mother (Hasaniah bt Shaffie) who continuously pray for my success and consistently giving me full support and encouragement, keep reminding me not to give up hope in facing everyday challenges and obstacles.

I would like to express my thankfulness to all teachers and education department for this opportunity who have spare some of their time to answer my questionnaire, and support from my beloved bestfriends who never stop giving me hope. I also would like to acknowledge an effort made by an examiner appointed by my supervisor in checking my works in this project paper.

Last but not least I would like to remember and thanks my late father, Allahyarham Othman b. Abdullah, who had raised and guided me to be a good person. He was not here with me anymore but his prayers are. Thank you dad and I miss you so much. Also thank you to all of you who I have not mentioned here but have contributed directly or indirectly to the completion of this project paper. Your good deeds will never be forgotten.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Change is the movement away from a present state towards a future state (George & Jones, 1996) or generally a response to some significant threat or opportunity arising outside of the organization (Gilgeous, 1997). Changes in technology such as computerization and e-commerce have created a quantum leap in data communication, work processes and the way of doing business. With the impending moved towards globalization and liberalization of markets, organizations have to be prepared to cope with the rapid changes in the business dynamics. Every organization must submit to the varying demands and changes in the environment. Changes within an organization took place in response to business and economic events and to processes of managerial perception, choice, and actions where managers saw events taking place that indicate the need for a change (Pettigrew, 1985).

Many organizations found changes to be a real challenge. The change process in each organization was unique in each situation, due to the differences in the nature of the organization, the nature of the business, the work culture and values, management and leadership style, also the behaviour and attitude of the employees. Further, the risk of failure was greater as people are generally resistant to changes. For some, changes might bring satisfaction, joy and advantages, while for others changes might bring pain, stress and disadvantages.

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