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## The Organizational Factors which Influence Attitude towards Change in Perbadanan Kemajuan Negeri Selangor

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### Abstract

The establishment of the Selangor State Development Corporation (PKNS) a statutory body and development agency for the state of Selangor was intended to uphold the country's independence through economics distribution and socio-economic growth that are guided by government policies in order to create stability, harmony and social justice. Competition among organization to give the best service and quality product to consumers need internal change within the organization. Employees who are satisfied and willing to adapt to the change happen in the organization are willing to be more efficient, cost-effective, creative thus, increased the productivity of employees aligned with the organization objective. The purpose of this study is to investigate the organizational factors which influence attitude toward change in the Selangor State Development Corporation (PKNS). The research reported in this study is based on the questionnaire circulated among the staff of Selangor State Development Corporation (PKNS). The data were analyzed using SPSS software. The research report has followed a descriptive analytical approach; a simple random sampling of 300 out of 1084 employees was used for analysis. Using quantitative analysis; the data were collected through a close-ended questionnaire and open-ended questionnaire coupled with Likert scale. Respondents represented the various department, including managerial and supporting level. There are two types of variables used in this research which are Dependent Variables (DV); Attitude towards Change and Independent Variable (IV); Quality of communication; Organization Culture and Generation Gap. The results indicated that only quality of communication and organizational culture has a significant impact on organization factors which influence attitude towards change in PKNS. Whereas, the generation gap was not significantly related to attitude towards change.

**Keywords:** Quality of Communication, Organization Culture, Generation Gap and Attitude towards Change.

## Introduction

Changes within an organization based on Pettigrew (1985) were due to the demand in business and economic development or crisis in the development assigned which requires alteration in managerial perception, choice and action. It is only a movement away from a present state towards a future state (George and Jones, 2001). This force will drive the current organization to move forward a future state when an organization comes across with major threats or opportunities outside their organization (Gilgeous, 1997). The changed initiative must cater to the uniqueness of each organizational structure following its nature of the business, the present work culture, values, belief that withhold the company, their leadership style, accountability in hierarchies and including its communication strategies. In addition, employees' behavior and attitude can influence the rate of failure in an organization, especially when the employees resist to change.

According to Frank and Brownell (1989), an organizational culture consists of whatever beliefs or norm that a member knows to function in a manner that is acceptable and adequate among its associates and usually this culture will be passed on to other members in an organization. Taking staffs out of their comfort zone and into a new organizational culture definitely brings disruption among staff. Many researchers have shown that at least a part of an organization's changed initiatives has met a deadlock or is unsuccessful to meet an organization objective (Elving, 2005). Gradwell (2004), explained that resistance to the transformation towards a better work culture will occur because of ambiguity and uncertainty. A research conducted by Katzenbach Centre in 2013 on Culture and Change Management Survey shows that 84% respondents around the world agreed that culture is critically important to the success of a business. However, despite its critical role, many organizations and the management seem not to understand one very critical and fundamental issues, which is, change of organization is to change the culture. The survey has shown significant correlations between the success of change initiatives and culture during the process. Mostly the methods used are adapted from foreign and developed countries, therefore they do not fully understand the fundamental Asian culture along with their traditions and do not share its sentiments.

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According to Frank and Brownell (1989), an organizational culture consists of whatever beliefs or norm that a member knows to function in a manner that is acceptable and adequate among its associates and usually this culture will be passed on to other members in an organization. Taking staffs out of their comfort zone and into a new organizational culture definitely brings disruption among staff. Many researchers have shown that at least a part of an organization's changed initiatives has met a deadlock or is unsuccessful to meet an organization objective (Elving, 2005). Gradwell

(2004), explained that resistance to the transformation towards a better work culture will occur because of ambiguity and uncertainty. A research conducted by Katzenbach Centre in 2013 on Culture and Change Management Survey shows that 84% respondents around the world agreed that culture is critically important to the success of a business. However, despite its critical role, many organizations and the management seem not to understand one very critical and fundamental issues, which is, change of organization is to change the culture. The survey has shown significant correlations between the success of change initiatives and culture during the process. Mostly the methods used are adapted from foreign and developed countries, therefore they do not fully understand the fundamental Asian culture along with their traditions and do not share its sentiments.

It is essential for decision-makers to distinguish effective communication strategy before implementing a change process. Failing to understand an organization's new direction and vision could lead to wasting an organization's time and resources. Communication barriers can be the main reason for communication breakdown, and a factor of why personnel is unwillingly to change (Lunenburg, 2010). Simultaneously, quality of communication also plays a major role in ensuring a successful change in an organization. Employees should not be kept in the dark, the more transparent there are, the lesser the occurrence of resistance. This study provides an insight into the factors which influence attitude towards change in PKNS that can be valuable to the organization, employees, policymakers, stakeholders and researchers. The research findings offer some implications for the purpose of improvement.

### **Research Objectives and Hypotheses**

This study is to further understand the PKNS's staff attitude towards organization change programs and the resistance that influence PKNS's staff mindset in change towards corporate culture after a few series of change programs fails, even though the employees seems to have the positive attitude towards change. Additionally, the researchers are particularly intrigued to investigate the desired PKNS's organization culture among employees from different generations whether they have different perceptions, ideas and attitude towards organization change could be a source of conflict between the different generations. Specifically, the objectives of this study are:

RO1: To investigate the influence of the employees' attitude due to the lack of quality communication towards organizational change.

RO2: To investigate organizational culture on employees' attitude towards organizational change.

RO3: To examine the influence of generation gap on employees towards organizational change.

Knowing the real factors that are actually slowing down the change program will definitely help the organization to move forward in the right direction and be more effective. Thus, it is important to test out which independent variables have a significant impact on changing the factors which influence towards transformation. Therefore, the research hypotheses of this study are:

H1a: There is a relationship between the quality of communication and employees' attitude towards organizational change.

H1b: There is a relationship between organizational culture and employees' attitude towards organizational change.

H1c: There is a relationship between the generation gap and employees' attitude towards organizational change.

### **Organizational Change**

Change in the company is inevitable. Al-Zu'bi (2011) define change as the process of analyzing the past and formulate the present actions required for the future. According to Stanley, Meyer and Topolnytsky (2005), an organization attempt to cope with a progressively more turbulent economic, technological and social environment, rely increasingly on their employees to adapt to change. Moreover, Cao et al. (2000) the believe change in the organization brings a diversity not only in the system, structure and work environment but also interrelated between human and technology interaction in the organization. It is necessary for the organization to find ways and means to ensure change implementations is done in the most effective and efficient manners (Llenza, 2008).

### **Relationship between Quality of Communication and Influence Attitude Towards Organizational Change**

Research has shown significant associations between organizational communication and many important outcomes. Organizational communication is positively correlated to organization commitment (Abu Bakar, et.al. 2013), job satisfaction and organizational climate satisfaction (Muchinsky, 1997; Mueller and Lee, 2002). Organizational leaders can use frequent communication to establish and build an affinity with employees. According to Russ (2008) frequent and continuous communication between leaders and employees can help organizational leaders to communicate about the future planning for the company as well as useful to develop a clear idea of the goals of the department, their role in the future of the organization, and a familiarity with organizational processes.

Moreover, Kotter and Schlesinger (2008), emphasize that one of the most common ways to overcome resistance to change is to inform people about it in advance. When employees are aware of the changes that will take place, how it will be implemented, what is expected from them, how the change will influence their jobs, and how the company will support and motivate them to be more committed to the change, resistance can be reduced. Early communication can decrease cynicism and uncertainty, neutralize negative thoughts before they spread throughout the whole organization.

Abu Bakar and Mustaffa (2013) indicated a relationship between information flow, communication climate, message characteristics, communication structure, group bond and mutual respect dimensions that help employees' satisfaction towards their work. In Malaysia, it is important for the organization to carefully select managers whom not only must obtain good communication skills but also have the ability to cultivate a workgroup bond and mutual respect among employees. They are mediators between management and employees, especially during organization change process.

### **Relationship between Organizational Culture and Influence Attitude Towards Organizational Change**

Al-Zu'bi (2011) in the context of Arab business environment, showed that there is the relationship between corporate culture and attitudes towards organizational change in related to cognitive, affective and behavioral and the overall attitude towards organizational change. It is proven that fragmented culture has a strong positive attitude towards organizational change, adapted well to ensure a situation of survival. Likewise, it has been observed that network cultural groups have had

a positive attitude towards change, it would not be difficult for members in the workplace to adopt changes as they are among “friends” in the organization. This is a positive trait of network culture. However, the organization that practices network culture may face difficulties in implementing the changes in their organization when the proposed changes may affect their friends. In addition, Clugston et al. (2000) found that a positive relationship between organizational commitment and performance thus, culture could enhance the level of organizational commitment and thereby ensure organizational success.

Furthermore, Rashid et al. (2003) in their research study entitled “The Influence of Corporate Culture and Organizational Commitment on Performance” found there is a relationship between corporate culture, organizational commitment and performance. This finding has extensive implications for management development, particularly in relation to human resources development and motivation for employees. There is a match or compatibility between the type of organizational culture and type of organizational commitment required to motivate the employees and employees’ behavior. Managers and management have a challenging task to enhance employees working dedication level if an organization has a bureaucratic culture. Therefore, managers may need to shape and develop corporate cultures that are more favorable to employees and organizational setting.

### **Relationship Between Generation Gap and Influence Attitude Toward Organizational Change**

Kapoor and Solomon (2011) found that generational differences like age stereotypes could impact every aspect of the workplace such as communication challenges which later influence any change programs that are conducted by the organization. Finding from their research study entitled “Understanding and Managing Generational Differences in the Workplace” concluded that younger employees have the good perception of their senior co-workers and have the positive result in knowledge transfer as long as there is flexibility to get the work done even though the senior is reluctant to listen to them openly. Unfortunately, some the senior employees do face difficulties in working around with the younger generation not only hard to coordinate but also fails to be good teamwork with the younger generation. Moreover, Valickas, A., and Jakstaite, K. (2017) found that organizations are faced with a challenges of different generation’s diverse attitudes toward work, management, leadership and organizational politics and different generations’ employees themselves find it difficult to communicate with each other and organizations’ managers struggle to find a way that ensures smooth communication among employees as well to create productive and friendly working environment. On the other hand, Wok, S. and Hashim, J. (2013) found there is no evidence that generational difference is accompanied with intergenerational conflict for the organizational change.

### **Methodology**

To achieve the objectives of the study, this study used quantitative method for data collection consisted of personally administered questionnaires that the researcher gathers through 300 employees randomly selected from the total of 1084 employees of Selangor State Development Corporation (PKNS). The employees were given a duration of five (5) days to fill in the questionnaires. In this study the data were analyzed using IBM SPSS and the researcher used three (3) types of

analyses namely; (1) frequency analysis for demographic section to construct table of frequency to summarize the information to be concise and easy to understand; (2) descriptive analysis to summarize and to measures parameters such as variance, median, means and standard deviation and (3) multiple linear regression to examine the relationship between independent variables (quality of communication, organization culture and generation gap) and the dependent variable (attitude towards change). This is important to test out which independent variables have a significant impact on changing the factors which influence towards transformation.

## Results

The demographic profiles collected on the respondents in PKNS are tabulated in Table 1.

**Table 1. Demographic Profile of the Respondents in PKNS**

DEMOGRAPHIC PROFILE	FREQUENCY	PERCENT
<b>Gender</b>		
Male	161	54%
Female	139	46%
<b>Age</b>		
20-30	108	36%
31-40	104	35%
41-50	22	7%
51-60	66	22%
<b>EDUCATIONAL LEVEL</b>		
SPM/STPM	115	38%
Diploma	82	27%
Degree	84	28%
Master	14	5%
Others	5	2%
<b>MARITAL STATUS</b>		
Single	57	19%
Married	229	76%
Others	14	5%
<b>SALARY RANGE</b>		
Less than RM2,000	69	21%
RM2,001 to RM5,000	220	73%
RM5,001 to RM10,000	17	6%
<b>YEARS IN SERVICE</b>		
Less than 3 years	40	13%
Between 3 to 10 years	136	46%
More than 10 years	124	41%
<b>JOB STATUS</b>		
Permanent	204	68%
Contract	96	32%

Source: Survey Data

The number of male respondents is about 8% higher than female respondents. The purpose of having the gender of the respondent was to find whether there is a variance in the way male and female observe the organizational environment. In terms of age, about 212 respondents are less than 40 years old and 88 respondents are more than 40 years old. The majority of the respondents are SPM/STPM holders (38%), followed by Degree holders (28%), Diploma holders (27%), Master holders (5%) and others (2%). Most of the respondents are married 76% while singles 19% and others 5%. The majority of the respondents have an income from RM2,001 to RM5,000 (73%), followed by less than RM2,000 (21%) and above RM5,001 (6%). About 46% of respondents are working between 3 to 10 years followed by 41% working more than 10 years and 13% working less than 3 years of service. In terms of job status, the majority of the respondents are permanent 68% while a contract is 32%.

### Descriptive Analysis

#### Quality of Communication

The Likert scale was used in this study as follows: 1 = strongly disagree, 2 = disagree, 3 = slightly agree, 4 = agree and 5 = strongly agree. The result shown the highest mean score is 3.81 with std. deviation of 0.82, while the lowest mean score is 3.50 with std. deviation of 0.82. In PKNS, most respondents agreed that their leader provides feedback to them regarding fulfillment of the values and beliefs.

**Table 2. Quality of Communication**

ITEM	MEAN	STD.DEVIATION
My organization communication effectively and in timely manner to its employees	3.76	0.74
My organization shares information with other who should know it	3.61	0.97
There is two-way communication between employer and employee	3.78	0.81
Management uses the employee feedback for continues growth and development	3.53	0.95
I feel that my organization values my opinion	3.50	0.82
My leader has communicated our current values and belief to me	3.78	0.83
My leader set milestones and key success indication to accomplishing the values and belief	3.78	0.93
My leader provide feedback to me regarding my fulfilment of the values and beliefs	3.81	0.82
My leader verbally praising me when I make decision in line with values and beliefs	3.63	0.89
My leader used to include the value and belief's slogan in written communication	3.65	0.76

*Source: Survey Data*



### Organization Culture

Table 3 shows the highest mean score is 4.01 with std. deviation of 0.58, while the lowest is 3.75 with std. deviation of 0.69. The result indicates that respondents are agreed that individual differences are respected in the organization for example based on age and gender. On the other hand, they disagreed that overall people in the organization have a shared understanding of the corporate values and beliefs. Therefore, it is safe to mention that individual differences were more respect due to their seniority in the organization.

**Table 3. Organization Culture**

ITEM	MEAN	STD.DEVIATION
I feel free to ask support from my manager	3.81	0.69
Everyone's contribution is noted and respected by the organization	3.95	0.65
There is good teamwork and co-operation in my organization	3.99	0.60
Individual differences are respected in my organization example age, gender etc.	4.01	0.58
I have clear understanding of the goals and objective of my organization	3.99	0.63
I am adequately informed about the corporate values and beliefs	3.89	0.59
Overall the people in this organization have a shared understanding of the corporate values and beliefs	3.75	0.69

*Source: Survey Data*

### Generation Gap

Table 4 shows the majority of the PKNS's staff slightly agreed there has the generation gap in the organization. The highest mean score is 3.48 with std. deviation of 1.02, while the lowest is 2.72 with std. deviation of 1.02.

**Table 4. Generation Gap**

ITEM	MEAN	STD.DEVIATION
There is conflict between generation in the organization	3.06	0.86
Generation gap is a major problem in the office	2.98	0.99
Generation gap mainly involve between the young and the old employees	3.20	1.11
Problem arising from the generation gap can be diminished	3.55	0.79
The difficulty to work together with young and older employee always arise	2.87	1.04
The ideas from young employee are easy to accept	3.07	0.78
The young workers will suffer from a conflict between generations	2.72	1.02
Dialogue between generations can reduce generation gap	3.47	0.76
Lack of respect is the main issues in generation gap	3.48	1.02
The difference perspective is the main reason in the generation gap	3.43	0.88

*Source: Survey Data*

### Attitude Towards Change

The result in Table 5 shows the employees of PKNS believed change will benefit the organization. Indicate that the highest mean score is 4.08 with std. deviation of 0.49, while the lowest is 3.53 with std. deviation of 0.84.

**Table 5: Attitude Towards Change**

ITEM	MEAN	STD.DEVIATION
I look forward for a change at work	4.07	0.46
Change usually benefits the organization	4.08	0.49
I usually resist new ideas	3.72	0.83
I like change	3.95	0.59
Most of my co-workers benefit from change	3.86	0.53
I am inclined to try new ideas	3.78	0.61
Change frustrates me	3.53	0.84
Change often helps me perform better	3.79	0.62
I usually support new ideas	3.91	0.49
Change tend to stimulate me	3.76	0.53
Other people think that I support change	3.63	0.58
I often suggest new approaches to things	3.63	0.52
Most change are irritating	3.66	0.86
Change usually helps improve unsatisfactory situations	3.83	0.57

*Source: Survey Data*

### Multiple Linear Regression Analysis

As shown in Table 6, the results indicated that only quality of communication (H1a:  $t = -2.921$ ,  $p$ -value  $< 0.05$ ) and organizational culture (H1b:  $t = 4.264$ ,  $p$ -value  $< 0.05$ ) has significant impact towards organization factors which influence attitude towards change in PKNS. Whereas, the generation gap (H1c:  $t = 0.036$ ,  $p$ -value  $> 0.05$ ) was not significantly related to attitude towards change.

The findings show that the respondents gave the perceptions on the quality of communication that can influence employee attitude towards change when their leader provide feedback to them regarding fulfillment of the values and beliefs. This shows that information flows, message and communication structure from top to bottom give the significant impact on changing the factors which influence towards transformation. This result consistent with the previous study by Abu Bakar, H. et.al. (2013) and Abdul Rashid et al. (2003) in explaining the two critical dimensions of components such as the mutual respect and group bonding in working environment related to communication. Furthermore, the finding also reveals organizational culture have a significant impact in influencing employees' attitude towards change. It seemed that organizational culture in PKNS which has been in the organization for almost 52 years is not easily to be changed in a short time period. The idea of change is not easy accepted by those who are complacent with the old system except for a few of those who approve.

Therefore, the idea of change in the organization need to be done gradually and should have high experiences and skill to handle sensitive issues and open to opinion and suggestion before any decision made to reduce resistance towards change especially if the changes made may affect someone they knew or are close or if the organization promote those who are poor performance to be a good ones. This result also supports with the previous study done by Abdul Rashid et al. (2003), there is a relationship between corporate culture, organizational commitment and performance.

On the other hand, in terms of the generation gap, the finding reveals generation gap is not the factor that influences employee attitude towards change. Majority of respondents in this study involved young generation and they can work and cooperate together with the old generation. Hence, the young employees do not feel any conflicts between the generation gap.

**Table 6: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.401	0.203		16.743	0.000
1 QC	-0.094	0.032	-0.199	-2.921	0.004
OC	0.190	0.045	0.303	4.264	0.000
GG	0.001	0.032	0.002	0.036	0.971

a. Dependent Variable: ATC

### Conclusion

The objective of this study is understanding the PKNS's staff attitude towards organization change programs and the resistance that influence PKNS's staff mindset in change towards corporate culture after a few series of change programs fails, even though the employees seems to have a positive attitude towards change. Additionally, the researchers are particularly intrigued to investigate the

desired PKNS's organization culture among employees from different generations whether they have different perceptions, ideas and attitude towards organization change could be a source of conflict between the different generations. There are two types of variables used in this research which are Dependent Variables (DV); Attitude towards Change and Independent Variable (IV); Quality of communication; Organization Culture and Generation Gap. The results indicated that only quality of communication and organizational culture has a significant impact on organization factors which influence attitude towards change in PKNS. Whereas, the generation gap was not significantly related to attitude towards change.

This study suggests that the quality of communication and organization culture factors need to be properly addressed by PKNS management to further improve employees' attitude towards the organization change. The strategies applied will increase success in the implementations process. Therefore, it is necessary for PKNS to take all these factors into consideration to materialize the aspirations by the stakeholders who have spearheaded the shared values, strategies, vision and mission for PKNS to bring the organization to greater heights in the future.

PKNS network cultural group requires managers to use more non-formal networks for the change to be accepted and time-consuming. Since change involves people and attitude, the issues must be handled correctly and sensitivity during addressing change in the organization. Transformation process should not only from top to bottom but also from bottom to top this will ensure its effectiveness and the integrity of the organization. Organization change implication will start on organization policy. It's related to the issues of leadership. Where a leader must be well communicated throughout the organization. The findings of this study will benefit the state government as well as those people involved in decision making, to understand the subject matter more objectively. It is recommended that top management continuously get the feedback and input from the employees and their respective managers to enhance the effectiveness in quality of communication, sharing knowledge and skills, work performance appraisal which results in improved productivity and positive work culture in PKNS. In addition, PKNS management needs to adopt an appropriate policy in regard to employees' career development and employees' qualification during the selection period to prepare qualified employees to be future leaders of the organization.

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