



**Faculty of Administrative Science**

**& Policy Studies**

**Universiti Teknologi MARA**

**Bachelor of Administrative Science**

**RESEARCH TITLE:**

**FACTORS AFFECTING RESISTANCE TO CHANGE  
AMONGST PUBLIC SERVANTS: FINDINGS FROM PUBLIC SERVICE  
DEPARTMENT, MALAYSIA**

**ANIS FARHANA BINTI AHMAD**

**2019190009**

**NUR ALIAH BINTI HISHAMUDDIN**

**2019704457**

**FEBRUARY 2022**

## **Acknowledgement**

Primarily, we would like to express our utmost appreciation to our supervisor, Dr Marni binti Ghazali due to her undying effort in guiding us to put our focus on the right place. Other than that, her willingness to provide continuous help and advice in completing the proposal is what drives us to be optimistic in the research and it gives us hope despite having difficulties in completing the research proposal during the COVID-19 pandemic.

Besides that, we would like to address our recognition to the institution, Universiti Teknologi MARA for providing this course as it not only provides us the opportunity to conduct our very first research, it also has set up various initiatives to help us develop our understanding and knowledge in conducting the research especially in the new norm era.

Finally, we would like to portray our greatest gratitude to our parents for always being there for us no matter what happened, and we cannot begin to tell how much we are thankful for the emotional and financial support along the way in completing the research proposal.

And lastly, we would like to show our appreciation to the respondents due to their willingness in taking part in the interview and contributing their opinion and point of view to be used in the research for future benefit.

**FACTORS AFFECTING RESISTANCE TO CHANGE  
AMONGST PUBLIC SERVANTS: FINDINGS FROM MALAYSIAN PUBLIC  
SERVICE DEPARTMENT**

**ABSTRACT**

The focus of this research is to identify factors affecting resistance to change amongst public servant findings from Malaysian Public Service Department. This study will be carried out to develop the study in identifying the level of resistance to change amongst public servants in the Malaysian Public Service Department. Besides, the study examines the relationship between factors affecting the resistance to change namely employees' attitude, employees' trust, leadership style and organizational support with resistance to change amongst public servants in Malaysia Public Service Department. This research also determines the most significant factor that could affect the resistant to change amongst public servants in the Malaysian Public Service Department. For this purpose, the study used a quantitative strategy to collect data to identify factors affecting resistance to change among public servants from 162 respondents through a questionnaire.

## Table of contents

Chapter 1: Introduction	12
1.1 Introduction	12
1.2 Background of study	12
1.3 Problem Statement	15
1.4 Research Questions	18
1.5 Research Objectives	18
1.6 Scope of the study	19
1.6.1 Level	19
1.6.2 Territory	19
1.6.3 Time	20
1.7 Significance of the study	21
1.7.1 Policy makers	21
1.7.2 Employers	21
1.7.3 Body of knowledge	22
1.7.4 Employees	22
1.8 Definition of terms, terminology and concepts	23
1.8.1 Resistance to Change	23
1.8.2 Employees' Attitude	23
1.8.3 Employees' Trust	23
1.8.4 Leadership Style	24
1.8.5 Organizational Support	24
1.8.6 Public Servants	24
1.9 Summary of the Chapter	24
Chapter 2: Literature Review & Conceptual Framework	26
2.1 Introduction	26
2.2 Resistance to Change Among Public Servants	26
2.3 Factors affecting resistance to change	29
2.3.1 Employees' Attitude	30
2.3.2 Employees' Trust	32

2.3.3 Leadership Style	34
2.3.4 Organizational Support	36
2.4 Conceptual Framework	39
2.4.1 Resistance to change	39
2.4.2 Employees' Attitude	40
2.4.3 Employees' Trust	40
2.4.4 Leadership Style	41
2.4.5 Organizational Support	41
2.5 Hypothesis Statement	42
2.5.1 Employees' Attitude	42
2.5.2 Employees' Trust	43
2.5.3 Leadership Style	43
2.5.4 Organizational Support	44
2.6 Summary of the Chapter	44
Chapter 3: Research Method	45
3.1 Introduction	45
3.2 Research design	45
3.3 Unit/level of analysis	45
3.4 Sample size	46
3.5 Sampling technique	46
3.6 Measurement/Instrumentation	48
3.6.1 Part A: Respondent Profile	48
3.6.2 Part B: Measure of Resistance to Change	48
3.6.3 Part C: Measure Factors That Affecting Resistance to Change	49
C (1) Employees' Attitude	49
C (2) Employees' Trust	49
C (3) Leadership Style	50
C (4) Organizational Support	50
3.7 Data collection	51
3.7.1 Primary data	51
3.7.2 Secondary data	51
3.8 Data analysis	52
3.8.1 Reliability Analysis	52