

**UNIVERSITY TECHNOLOGY MARA
FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES**

**ADS 555
APPLIED RESEARCH PROJECT**

**EMPLOYEE'S TOLERANCE TOWARD CHANGE :
A CASE STUDY OF THE IMPLEMENTATION OF MS: ISO IN
POS MALAYSIA BHD.**

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DECLARATION FORM

We hereby declare that the work contained in this report is our own except those which have duly identified and acknowledged.



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TABLE OF CONTENTS

Declaration Form	ii
Table of Contents	iii
Acknowledgments	vi
List of Tables	vii
List of Figure	ix
List of Abbreviations	x
Abstract	xi

Chapters	Page
1 INTRODUCTION	
1.1 Introduction	1
1.1.1 Background of The Organization	2
1.2 Problem Statement	4
1.3 Research Objectives	5
1.4 Scope of The Study	5
1.5 Significance of The Study	
1.5.1 Researcher	6
1.5.2 Implementer	6
1.6 Limitation of The Study	
1.6.1 Sample are Not Comprehensive	7
1.6.2 Information are Limited to Researcher View	7
1.7 Definition of Terms/ Concepts	
1.7.1 Tolerance Toward MS ISO	8
1.7.2 Job Characteristics	8
1.7.3 Organization Culture	9
1.7.4 Understanding Toward MS ISO	9
1.7.5 MS ISO	10
1.7.5.1 ISO 9001:2008	10

ABSTRACT

The objectives of this research is to study the level of tolerance of Pos Malaysia Bhd.'s employees towards change during the implementation of MS ISO and to assess the factors influence the level of tolerance of Pos Malaysia Bhd.'s employees towards change during the implementation of MS ISO. The researchers were concerned about what factors to meet the employees' tolerance level towards change during the implementation of MS ISO in today's working world. The scope of this study comprised employees at various divisions in Pos Malaysia Bhd. One hundred and twenty (120) questionnaires were distributed to all the respondents and 93 were returned. We found that employees were more tolerance with the job characteristics factor compared to other factors such as the understanding toward MS ISO and organization culture. Even though, the MS ISO always required the relevant and specific training on MS ISO to the employees but surprisingly, it was not really influenced the employees tolerance level towards change during the implementation of MS ISO. The researchers believed that the findings of this study benefit both of the organizations and the employees and thus reflect the good preparation in managing the organization change in future.

CHAPTER 1

INTRODUCTION

1.1. Introduction

Change is not only important for the individual or social level itself but also for the organization. Today, the world needs a change for the improvement and to maintain in the challenging and competitive edge. Organizational change is an empirical observation in an organizational member of variations in size, quality or state from time to time as stated by Van de Ven and Poole (1995), after the Schalk et al., (1998) had defined the change as the new way of thinking, new way of acting and new way of operating.

The change objective in general is for the environment adaptation as what mentioned by Barr et al., (1992) or performance improvement as stated by Boeker (1997). The tolerance level is may be the important aspect to be considered in managing the staff acceptance and adaptation towards change. The origins of the term "tolerance" are taken in the Latin word *tolle~re*, which means carrying or changing an object.

The tolerance and *tolle~re* both linguistically imply the creation of a burden, namely first the physical one and after that the mental one as defined by Nehushtan (2007). According to Furnham & Ribchester (1995), people who have the low tolerance level will face more stress and resist the unknown change.