



**RESEARCH PROPOSAL**

**PERSONALITY RESISTANCE ELEMENTS TOWARD NEW  
TECHNOLOGY AFFECT JOB PERFORMANCE**

**NURFADHILAH AISAH BINTI KIPLE**

**2017840598**

**BACHELOR OF BUSINESS ADMINISTRATION  
WITH HONOURS (INTERNATIONAL BUSINESS)  
FACULTY OF BUSINESS MANAGEMENT  
UNIVERSITI TEKNOLOGI MARA  
KOTA SAMARAHAN**

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## **CHAPTER 1: INTRODUCTION**

### **1.0 PREFACE**

This chapter will identify the background of the different variables and the relationship with each other since those chosen variables play an important role in the job performance. It contains of the research on background of the study, factor influencing the adaptation of new technology, problem statement, research question, research objective, scope of study and significance of study.

### **1.1 INTRODUCTION**

As we all know technology is not something new to the world. It was created to make human life much easier besides that, it also can create the relationship bond among people around us. This innovation is made up to help human in term of to cut off the time duration in doing some task. It also used to communicate with people in wheatear in the long or short distance and change information. Krell (2000) believed that technological change alters human nature and deals with work in a straightforward way as it affects the workers in addition to the durability of organizations.

ICTs or also known as information communication technology is a very important knowledge in this 21<sup>st</sup> century. An era time past, the growing in technology is very important aspect on the work-related training and working development. In addition, lately competition between local and international organisations to get updated technology skills of employees. It has proved trough many led organisations that consider the role of their workforce. Plus, how they manage to meet the new demands in the changing work environment. Organizations have gained great advantages in productivity efficiencies and effectiveness of their workers (Brynjolfsson and Hitt 1996; Dos Santos and Sussman 2000; Kudyba and Diwan 2002).

## **1.1 BACKGROUND OF THE STUDY**

### **1.2.1 OVERVIEW OF THE NEW TECHNOLOGY**

Nowadays, there companies are facing many challenges as it was the effect of the fast development in the business market especially in term of technology. Furthermore, developments are keeping pace changing between traditional management methods with new policies to deal with international competition. This result growth of the competitive effectiveness of companies at the local and international stages.

Technology plays an important role in the performance of the working institution where the achievement of any company depends on its ability to keep up with technological changes. It also includes the introduction of modern technologies to increase the company's opportunities for creativity and ability to compete on a larger scale (Dauda & Akingbade, 2011).

The success of dealing with technological changes is associated with the renewal of the structure and attributes of the organization that have the potential to greatly affect its long-term forecasts (Agarwal & Helfat, 2009). Al-Ameri (2013) stressed that technological change has played a main role in the growth and advancement of firms considering worldwide openness and the rapidly changing workplace.

Globalization has a main impact on cultural diversity because growth in technology breaks international boundaries and opens a new area of culture (Amadi and Agena, 2014). Changing demographic pattern and cultural influences have led to an increasing older workforce (Sharit & Czaja, 1994; Warr, 1990).

## **1.2.2 PERSONALITY RESISTENCE TOWARD NEW TECHNOLOGICAL CHANGES**

The term, a number of works (Dent & Goldberg, 1999; Merron, 1993) suggested to abandon it in the claim that it misrepresents what really happens in the change dynamic. According to Dent and Goldberg (1999), organizational members resist negative consequences for example, losing one's job and not necessarily change in itself. Yet, the fast-staged and complex work environment people believe that change will affect the organization to select and employ person who can manage this complexity.

Similar to study by Nord and Jermier (1994) argue that the term is often used as part of an agenda that may overshadow employees' legitimate reasons for objecting to change. Today, people argue that much is lost in the attempt to understand resistance due to a unafacted view of the phenomenon (George & Jones, 2001; Piderit, 2000). For example, a recent theoretical model of resistance suggests that resistance to change comprises both cognitive and affective components that come into play at different stages of the resistance process (George & Jones, 2001). This leads employee's resistance to adopt new practices for the companies not only to survive but also to succeed during time of economic, social, and cultural changes.

A research by Piderit (2000) suggests that resistance may often involve a sense of ambivalence whereby employees' feelings, behaviours, and thoughts about the change may not necessarily coincide. So, it proposes that resistance be viewed as a multidimensional attitude towards change, comprising affective, cognitive, and behavioural components.

According to Nord and Jermier's (1994) arguments, may most influence what employees rationally think about the change. Following these recommendations, the purpose of the present study is to propose and test a theoretical model of resistance to change that views resistance as a subjective and complex, tridimensional, construct.

The present study considers several of the potential antecedents and consequences of resistance. As in regards to any human reaction, potential sources of resistance lie both within the individual as well as in the individual's environment (Lewin, 1951). The vast majority of empirical studies on resistance have focused on contextual variables that are related to resistance, such as participation or trust in management.

According to Piderit's (2000) call and defines resistance as a three-dimension of negative attitude towards change, which is affective, behavioural, and cognitive components. These elements reflect three different appearances of people's evaluation of an object or condition (McGuire, 1985). The affective element towards how a person feels about the revolution such as angry or anxious. Next elements are the cognitive component. It includes what a person thinks about the change example "Is it necessary? Will it be beneficial?". The behavioural component are the last elements. It was about actions or intention to act in response to the change. For example, complaining about the change or trying to convince others that the change is bad.

### 1.3 PROBLEM STATEMENT

Introducing new technologies does not guarantee positive outcomes. Simultaneous developments in leadership, financial resources, personal and organisational relationships, engagement with patients and families, care coordination and staff development are needed. Nowadays the major challenges faced by employees, are related to new technological change. The changes may be types of tools use at workplace. It might be visible and invisible such as computer and database representatively. This kind of changes are innovation for a new platform where there are new philosophies, new concepts of service, new designs of work, and new state of mind which is positive and negative feedback about the tasks.

Many researches specify that employee job performance is related in many ways to environmental changes, most of them studied the relation between factors driving to technological change. Therefore, considering the urgency and importance of assessing these variables and the relation between them, this topic was chosen for study.

Al-Zubi (2015) recommended in his study to carry out continuous training programs regarding new technologies and through one-team efforts. Based on the previous studies and their recommendations to achieve a company's goals and objectives, the relation between changing technology and how they adapt with new working practices. in this case resistance in term of personality have been choose.

Today workers are experiencing the changing from the old working practices toward new systematics platform. This is the main cause of confusion among the workers. Related to understanding among all the representative of a workers, if carefully adopted, can certainly minimize trouble and maximize the many strengths available to make technological evolutions smoother.



According to Nord and Jermier (1994) argue that the term is often used as part of an agenda that may overshadow employees' real reasons for objecting to change. Thus, the belief that people resist change hinders organizations' chances of understanding and dealing with real organizational problems. In the same way, Dent and Goldberg (1999), organizational members resist negative consequences such as losing a job and not necessarily change. However, according to Nord and Jermier (1994), rather than resist resistance and abandon the concept, researchers should try to better address employees' subjective experiences in order to obtain a more valid understanding of what resistance is really about.

Using such a conceptualization, the present study considers several of the potential experiences and consequences of resistance. As in regards to any human reaction, potential sources of resistance lie both within the individual as well as in the individual's environment (Lewin, 1951). The vast majority of empirical studies on resistance for example, Armenakis & Harris (2002), Coch & French (1948), Goltz & Hietapelto (2002), Lines (2004), Rosenblatt, Talmud, & Ruvio (1999), Trade-Leigh (2002) have focused on contextual variables that are related to resistance, such as participation or trust in management. Very few have adopted an individual differences perspective such as Cunningham et al., (2002), Judge, Thoresen, Pucik, & Welbourne (1999) and hardly any have considered the combined role of context and personality in predicting employees' reactions to organizational changes for an exception see by Wanberg & Banas, (2000). In the present study, personality is considered potential experiences of resistance. Resistance, in turn, is expected to correlate with a number of work-related consequences, such as job satisfaction and organizational commitment (Rush, Schoel, & Barnard, 1995).

Therefore, in this study, based on the problem, a study is needed to be done to determine whether the personality resistance factor such as affective resistance, behavioural resistance and cognitive resistance toward new technology influence the job performance.

## **1.4 RESEARCH QUESTION**

This study on what personality resistance elements toward new technology effect job performance

**RQ1:** Is there any relationship between affective resistance toward new technological change and job performance?

**RQ2:** Is there any relationship between behavioural resistance toward new technological change and job performance?

**RQ3:** Is there any relationship between cognitive resistance toward new technological change and job performance?

**RQ4:** Which factor is the most important factor?

## **1.5 RESEARCH OBJECTIVES**

In answering the research question that was made, the following objective are outlined

**RO1:** To determine if there is relationship between affective resistance toward new technology changes and job performance.

**RO2:** To determine if there is relationship between behavioural resistance toward new technology changes and job performance.

**RO3:** To determine if there is relationship between cognitive resistance toward new technology changes and job performance.

**RO4:** To investigate the most important factor between independent variable and job performance.

## **1.6 SCOPE OF STUDY**

The target research is concentrating on the people who dealing with the new technology in the workplace. This research is referred to Tabung Baitulmal Kota Samarahan and Batu Kawa staff which all of them dealing with this new technology. Since the researcher are trying to prove the personality factor of resistance of employees toward new technology which the scope of study choose is among Tabung Baitulmal Kota Samarahan and Batu Kawa staffs. This study is apparently useful as to understand the relationship of the factor that affect the adaptation toward new revolution. Target respondent is worker that working or dealing with the technology. There are 26 questions are directed to the Tabung Baitulmal Kota Samarahan and Batu Kawa employee which were then chosen randomly among males and females.

## 1.7 SIGNIFICANT OF THE STUDY

This research focusses and highlight on the factor that effect Tabung Baitulmal Kota Samarahan and Batu Kawa staffs` personality resistance elements toward new technology changes affect job performance. This study will be very significant toward Tabung Baitulmal Kota Samarahan and Batu Kawa employee who are dealing with the new system in the organization. This study will provide the personality factors that will influences the adaptation toward new technology that will affect employees job performance.

There are few personality factors that influences the adaptation of new technology change in Tabung Baitulmal Kota Samarahan and Batu Kawa employees which are affective resistance, behavioural resistance and cognitive resistance. Thus, employees can realize on the cause of the adaptation toward new technology change in their workplace. Plus, through this research, it can help researcher to obtaining vast of knowledge regarding the personality factors that influence the adaptation new technology revolution.

In the same time, this study provides data for upcoming researcher as a guide if they want to study more on personality factors that influencing the adaptation toward new technology among staffs Tabung Baitulmal Kota Samarahan and Batu Kawa. In other word, future researcher will get the great signification of value from this study and it will help many researchers out there that were attracted in doing further research. Finally, it will deliver a data to the other researcher who are willing to do the same scope of study.

## 1.8 CONCLUSION

Conclusion for this chapter, the research discusses the background of study, problem statement, research objectives, research question, scope of study and significance of the study. This research is study on the staffs' resistances elements toward new technology in Tabung Baitulmal Kota Samarahan and Batu Kawa. There are three personality factor or independent variables that influences the adaptation of technological changes which is affective resistance, behavioural resistance and cognitive resistance. The researcher also explained on those research objectives where to determine the factor influences the adaptation toward technology within Tabung Baitulmal Kota Samarahan and Batu Kawa staffs.

In terms of contribution, the researcher hopes this will be provide the other researchers with better understanding about personality factor influencing the adaptation of new technology among staffs affect job performance.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 PREFACE**

In this chapter, it presents a general understanding regarding resistance element that influencing the adaptation toward new technology among employees affect job performance. The literature review will explain the dependent variable which job performance and the resistance factor that influencing the adaptation toward new technology. There are affective resistance, behavioural resistance and cognitive resistance. The resistance elements also known as independent variable. Besides that, this chapter also will provide the conceptual framework of the study.

### **2.1 DEPENDENT VARIABLE: JOB PERFORMANCE**

#### **Job Performance**

Job performance is defined as the total expected value to the organization that an individual carries out over a standard period of time. This definition is a slightly revised version of the definition of performance presented in a previous publication in connection with a theory of individual differences in task and contextual performance (Motowidlo, Borman, & Schmit, 1997). An important theory in this explanation is that performance is a property of behavior. In specific, it is an aggregated property of multiple, discrete behaviors that occur over some span of time. Next, important theory is that the property of behavior to which performance refers is its expected value to the organization. Therefore, the performance construct by this definition is a variable that distinguishes between sets of behaviors carried out by different individuals and between sets of behaviors carried out by the same individual at different times. When a person can achieve the organization target, goal, mission and vision this will leads to the positive job performance.

A study by Salgado (1997), has demonstrated that personality constructs are indeed associated with work performance. Barrick, Mount and Strauss (1993) found that autonomous goal setting and to a lesser extent goal commitment. Job performance should be beneficial of the full range of strategies and interventions that the field of industrial–organizational (I-O) psychology. It might use to improve human performance in workplace. Many of these strategies involve recruitment and selection, training and development, or motivation. In addition, other strategies that might involve removing limitations that prevent persons from contributing to structural aims and providing persons with higher chances for a firm contribution could also affect performance directly.



## **2.2 INDEPENDENT VARIABLE**

### **2.2.1 NEW TECHNOLOGY CHANGES**

A study by Khalil (2000) shows that technology as the result of what has been learned and the acquired knowledge or technical skills on how to do things in the best way. Nowadays, for organizations to better adapt to new technologies, market challenges, and changes, this new strategy are needed. It is to intend change structure, beliefs, attitudes, and values of the organizations (Bennis, 1969). Research by Dahlman (2007) said that technological change is the ability to change the market environment by participating in cost reductions, product features, and its existence in the market. As a result, technological change can increase the speed of presenting products in the market. Krell (2000), technological change transforms human nature interaction with work and it also transforms market nature by changing product cost and features.

Furthermore, in order to adapt technologies, the support of top leadership is required. They also must provide clear management and clear technology or new system. According to Trainor et al (2010), Kamath et al (2011) it also requires a technological change which includes tracking new technology, changing organizational culture, and setting new personnel tasks.

Moreover, Alameri (2013) technological change brings revolution and over the last twenty years, it has become a very important topic since it is vital and of meaning for organizations to survive. Based on the researcher's view, technological change is the introduction of new strategies and practices to increase the efficiency of a product or process. This is when organizations invent or improve a product or process to gain a better reward from the same amount of work. It is an important key for companies to survive throughout all the changes which markets are facing.

## 2.2.1 AFFECTIVE RESISTANCE

Affective dimension, defined as a kind of bond or connection that an employee has to an organisation (Mathieu & Zajac, 1990). It also an employee's emotional part to, identification with, and involvement in the organisation (Allen & Meyer, 1990). Attractive component has been recognized as one of the most common attitudinal consequences of organisational change (Cartwright & Cooper, 1993; Holt et al., 2007; Judge et al., 1999; Oreg, 2006; Schweiger & Denisi, 1991)

However, this variable has only recently been explored as a potential antecedent of negative attitudes toward a change (Oreg, 2006; Peccei, Giangreco, & Sebastiano, 2011). Study by Meter & Allen (1997), When employees are affectively committed to an organisation and identify with its values and goals, they are more likely to engage in inrole and discretionary behaviours that are advantageous to an organisation. Even if change involves transformation or removal of valued organisational structures, it is reasonable that individuals showing greater affective commitment to the organisation will continue to engage in positive flexible behaviours and express less intention to react negatively toward a proposed change. As opening evidence seems to indicate a negative effect of affective commitment on change resistance (Peccei et al., 2011).

According to Wrightsman and Sanford (1975), Affective processes are usually operationalized as emotions and feelings that are related to actions. Emotion is illustrated as an intervening variable and can be described as a state either conscious or unconscious and rational or irrational and with tendency toward action (Wade and Tavris, 1996). Yet Spiker and Lesser (1995), organizational upheavals lead to feelings of anger, denial, loss and frustration. Individual experience loss and grief when the ways of doing a job are changed as there are new technologies. Changes and losses in role identity can lead to feelings of anger, sadness, anxiety and low self-esteem (Sullivan and Guntzelman, 1991). When individuals fail to adapt emotionally to change then they experience resistance (Spiker, 1994).

## 2.2.2 BEHAVIOURAL RESISTANCE

The behavioural dimension involves actions or intention to act in response to the change. For example, complaining about the change, trying to convince others that the change is bad. Behavioural has been defined as “physical actions that can be seen or heard’ and “also includes mental processes, which cannot be seen or heard” (Matlin,1995). The construct was operationalized by developing a behavioural intention environment based on the overt-covert and active-passive.

Resistance to change has been defined as “an adherence to any attitudes or behaviours that thwart organisational change goals” (Chawla & Kelloway, 2004, p. 485), and “any conduct that serves to maintain the status quo in the face of pressure to alter the status quo” (Zaltman & Duncan 1977, p. 63). Resistance behaviours can be manifested both overtly such as sabotage and vocal opposition, and covertly for example reducing output and withholding information (Giangreco & Peccei, 2005; Recardo, 1995).

Lines (2005), Frequently observed negative behaviours toward change include ridicule of the change among subordinates and peer groups, boycotting change discussions, and sabotage. While overt resistance behaviours are easily recognised by change drivers, covert resistance may be more difficult to discern, and is only identified through its detrimental impact on worker attitudes, behaviours and organisational outcomes (Recardo, 1995).

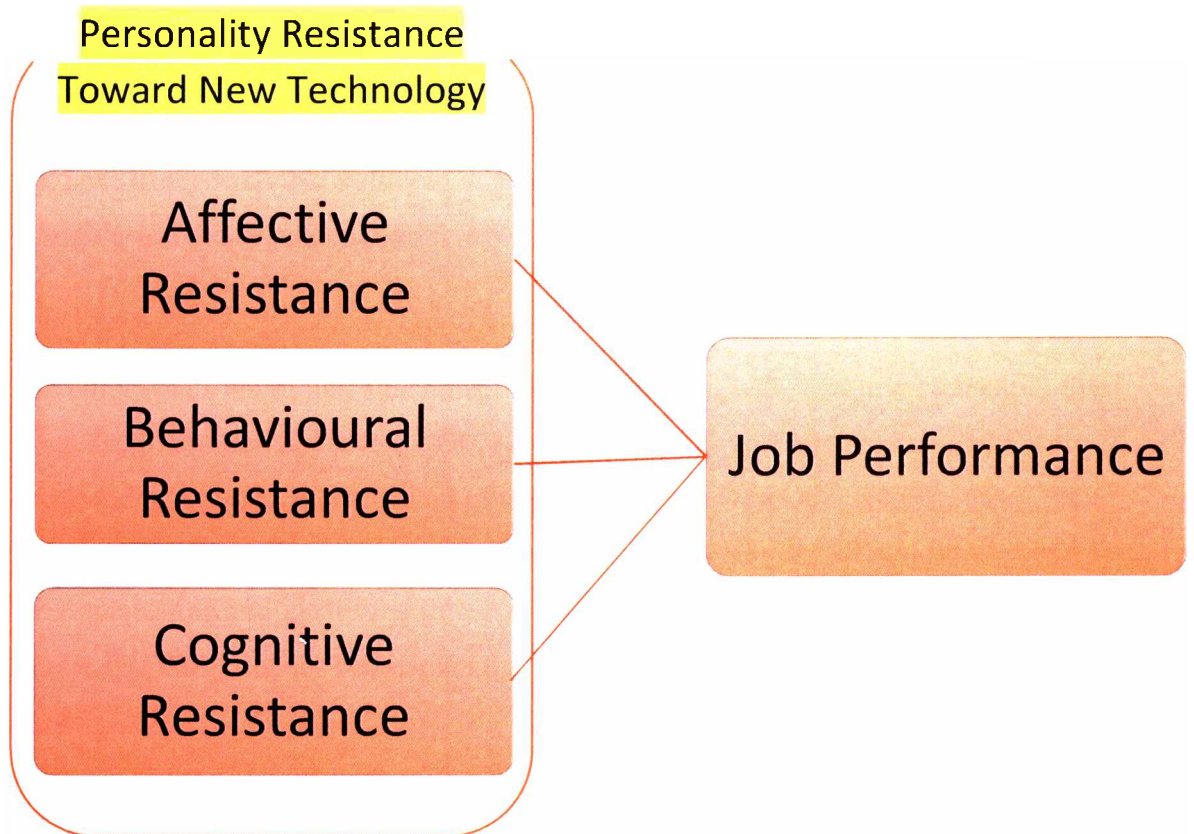
### 2.2.3 COGNITIVE RESISTANCE

Cognitive dimension is third component of Piderit's construct concerns the employees' thought about the change (Piderit, 2000). The employees question how necessary or beneficial the change for them. In other words, the cognitive dimension concerns the positive and negative theories of employees as result of a psychological evolution of the revolution.

The basic idea of the cognitive approach is that individuals tend to have automatic thoughts that incorporate what has been described as faulty, irrational or "crooked" thinking (Burns 1990; Beck 1988). According to Ellis and Harper (1975), convinced that an individual's emotions and behaviours depend upon the way they structure their thoughts.

A study by Beck (1988), suggests that individuals tend to develop a negative self-schema about themselves and their life event that results in an attitude which is consistently pessimistic. These systematic errors in reasoning are described as "cognitive distortions" (Matlin,1995). According to Beck (1988), individuals are capable of many types of cognitive distortions.

## 2.3 THEORICAL FRAMEWORK



*Sources: Shaul Oreg University of Haifa, Haifa, Israel (2006)*

This framework is applied for the study of what influence Tabung Baitulmal Kota Samarahan and Batu Kawa staffs' personality resistance elements toward new technology change affect job performance. From the framework of this study, it has shown above, the figure has showed the dependent variable which is job performance. Another three-dimension shown the figure, represent affective resistance, behavioural resistance and cognitive resistance which will become the independent variables. The relationship between these independent variables toward new technological change with the dependent variable will be determined through the Tabung Baitulmal Kota Samarahan and Batu Kawa employees. Affective, behavioural and cognitive play a main role toward new technology change that effect the job performance.

## 2.4 HYPOTHESIS

For this study, there is basically three hypothesis that been develop for the purpose of research that will help in explained the relationship between the independent variable and the dependent variable.

An employee's emotional attachment to, identification with, and involvement in the organisation (Allen & Meyer, 1990). However, this variable has only recently been explored as a potential antecedent of negative attitudes toward a change (Oreg, 2006; Peccei, Giangreco, & Sebastiano, 2011). When employees are affectively committed to an organisation and identify with its values and goals, they are more likely to engage in inrole and discretionary behaviours that are advantageous to an organisation (Meyer & Allen, 1997).

**H1:** There is positive relationship between affective resistance and staffs' personality resistance elements toward new technology effect job performance.

In the context of resistance to change, research on the influence of social networks on reactions to change suggests that when an employee's social environment for example, colleagues, supervisors, and subordinates, tends to resist a change, the employee is more likely to resist as well (Brown & Quarter, 1994).employees' behavioural intentions in response to the change initiative. Furthermore, findings concerning the relationship between procedural justice and employee behaviours (e.g., Skarlicki & Folger, 1997) imply that factors involving the process through which change is implemented would be particularly meaningful with respect to employees' behavioural responses.

**H2:** There is positive relationship between behavioural resistance and staffs' personality resistance elements toward new technology affect job performance.

Stewart and Manz (1997) also discuss the reluctance to relinquish power as one of the central factors for resistance, and they argue that members' cognitive perceptions stand at the heart of such resistance. Therefore, although an anticipated negative change in one's power may certainly influence one's affect and behaviour, it is primarily expected to impact the cognitive evaluation of the change. As threat to power and prestige increases, so will employees' cognitive evaluation of the change become more negative.

**H3:** There is positive relationship between cognitive resistance and staffs' personality resistance elements toward new technology affect job performance.

## **2.5 CONCLUSION**

As conclusion for this chapter, the researcher presents a general understanding regarding the resistance elements that influencing the adaptation toward new technology among employees from the previous researcher. The literature regarding the job performance as the dependent variable and the resistance elements that influencing the adaptation of the new technological change in workplace. It also known as independent variable.



## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.0 PREFACE**

This chapter will discuss detail description of the step and methodology that taken in carrying out research on the staffs' personality resistance elements toward new technological change affect job performance. This chapter will describe the research design, sampling techniques, research instrument and measurements of constructs and scale. Data collection and data analysis technique will also be explained in this chapter.

### **3.1 RESEARCH DESIGN**

Researcher used research design as fundamental design in carrying out an analysis. Research design is known as a framework or draft of research study in which it is used as a guideline in collecting and analysing the data and information needed from various resources. It also referred to the strategy that researcher chooses for the study. The objective of this research is to analyse the staffs' personality resistance elements toward new technology change affect job performance among Tabung Baitulmal Kota Samarahan and Batu Kawa employees. This method is preferred since it is quick, cost effective and information can be obtained directly from targeted individuals (Campanelli, 2008). Besides that, it allows many respondents to complete questions within short time period (Noelle, 2003). This research must be design consequently so that the flow data collection will be in order to avoid any error.

## **3.2 SAMPLING DESIGN**

The sampling method is the selection of little amount of the collective number of units of interest so that decision makers are able to make a general conclusion on the overall body of units (Parasuraman, 2005).

### **3.2.1 POPULATION**

Population is referred to a group of people that share the same interest. Study by Samar Rahi (2017), population refers to all people or subjects that have same stand that researcher want to investigate. Same goes to Castillo (1013), research population is basically a huge collection of individuals or subjects that is the main focus of scientific query. The target population for this research is Tabung Baitulmal Kota Samarahan and Batu Kawa employees who have deal will new technology.

### **3.2.2 SAMPLING TECHNIQUES**

Sampling technique is one procedure in selecting division of the population in conducting a research (Samar Rahl, 2017). Furthermore, a study by Fink (2003) stated that definition of sample which is a larger group that called as population and in selecting good sample is in a small version of the population which is the part of its division.

This research used simple random sampling to obtain respondent. According to Abu Musa (2006), random selection of the individual observation of the research sample is an appropriate means to obtain an accurate and representational sample that will be collected. Thus, the simple random sampling is suited for the study because the respondent selected is Tabung Baitulmal Kota Samarahan and Batu Kawa employees that having problem with dealing or adapting the new technology change.

### **3.2.3 SAMPLING SIZE**

Sampling size is a number of elements to be include in the study. According to Comrey and Lee (1992), has stated that the larger number of sample size, would lead a greater result of the sampling size. In this research only used 80 respondents. However, the questionnaire distributed to 80 respondents and only 50 respondents has answered the questionnaire. But only 45 data collected is used while 5 data collected is missing value. According to Uma Sekaran (2003), sample size between 30 to 500 could be effective on types of the sampling design used. So, the study chooses to use 45 sample to explore the personality resistance element toward new technology changes among Tabung Baitulmal Kota Samarahan and Batu Kawa employees.

### **3.3 RESEARCH INSTRUMENT**

Research instrument are measurement tools that are designed to find data on a topic of interest from research topic. An instrument that is valid in content must draw representative questions from global group.

#### **3.3.1 QUESTIONNAIRE**

This research used questionnaires as the research instrument since it is deemed to be one of the efficient methods to collect data (Zikmund, 2003). Besides being efficient it is also deemed as a method which is cost efficient. Questionnaires also allow researchers to evaluate variables in easier manner and understand the needs of the research clearly (Sekaran & Bougie, 2010).

The questionnaire will be consisting of various sections. Which is Section A consist of demographic question. While, Section B consist of Part A, Part B, Part C, and Part D. The questions in Section A will be based on gender, age, marital status, residence, education and monthly income. Next, Section B will consist of the resistance elements that influence employees toward new technological changes that affect the job performance. There are affective, behavioural and cognitive resistance.

The words used in the questionnaires is easy English to ensure that participants know the data taken in order to provide full responses. As the questions are very brief and easy, participants would not take much time to answers and rate the questions.

### **3.4 MEASUREMENTS OF CONSTRUCTS AND SCALE**

In this research, the questionnaires are contained two sections. Which is Section A and section B. Part A is containing of the nominal scale test of respondents' population profile. Thus, the ordinal scale of measurements is used.

While in Section B the measurement of sample use will be the Likert scale for all Parts A, Part B, Part C and Part D. Likert scale is a type of rating scale used to measure attitude or opinions. Respondent will respond questionnaire with rate the level of agreement. The respond given will be in the shape of numbering codes. For example, 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). With this scale, respondents may recognise the level of agreement and disagreement to each categorizations of questions provided in the questionnaire.

### **3.5 DATA COLLECTION**

The most important part in study is data collection. Data receive is collected from various ways such as primary data and secondary data. In this process, analysis such as descriptive analysis, reliability test, validity test, correlation analysis, factor analysis and multiple regression analysis will be used. The data collection will be calculated using SPSS software.

#### **3.5.1 PRIMARY DATA**

Primary data can be defined as original investigation that been collected or gather from first hand research and investigation. This data has been collected through survey, personal interview, self-administration questionnaire, interview, measurements and questionnaire. The primary data for this research is questionnaire to worker of Tabung Baitulmal Kota Samarahan and Batu Kawa. According to Malhotra (2006), primary data are data gathered over a research study that aims to solve a specific problem.

#### **3.5.2 SECONDARY DATA**

Secondary data is the data that are been collected or analysis by earlier researcher that helps the current needs of the researcher. For example, internal sources, external resources books, government sources, article, journal and media. A study by Rajendra (2002), secondary data are information that are been gathered from numerous numbers of sources such as physical references or even electronic sources. A lot of information can be collected from online journal and article and researcher also using book in order to finish this research. One of the books that have been used is Research Methodology tools, methods, and techniques (2018).

### 3.6 DATA ANALYSIS TECHNIQUE

Data analysis is examining each component of the data analysis from the process of evaluating data using analytical and logical reasoning. SPSS or also known as Statistical Package for the Social Sciences, is used for this study to analyse the data collected. The data will be calculated and analysed through the system.

#### 3.6.1 DESCRIPTIVE ANALYSIS

Descriptive analysis is a statistic that are used to describe, examine and summarized the main features of a collected quantitative data. According to Burns & Bush (2003), whereby the quantitative data collected to be described, examined and summarized. In descriptive analysis contains mean, standard deviation, range and variance. It can be obtaining from the interval-scaled variables to determine the extent of data spread.

A study by Zikmund (2003), the descriptive analysis of the study will be projected using frequency distribution analysis to reflect the demographic data of the study as it is suitable for the nominal and ordinal scale that will summarize the value or number of times the variable occurs.

Level	Mean Score
Low	1.00 – 2.33
Moderate	2.34 – 3.67
High	3.68 – 5.00

**Table 3.0 Range of Mean**

Source: (Sekaran, 2013)

### 3.6.2 RELIABILITY TEST

Reliability test is the measurement instrument of scale to produce consistent and give accurate result. If the measurements are repeated multiple times. The data will be showing based on the set of items whether it is a consistent result with the overall questionnaire. It is determined by obtaining the amount of systematic variation in scale. Where it can be done by determining the association between the scores gathered from the different type of scale. If the association in reliability analysis is high, the scale yields consistent results and is therefore reliable.

Cronbach's alpha is among the most common measurement of reliability. It refers to test whether the scale can be reliable. The score of alphas that is nearest to one or one is the most consistent internally while lower scores show that the result is insufficient or have little relationship (Nunnally & Bernstein, 1994; Sekaran & Bougie, 2009).

Cronbach's Alpha	Internal Consistency
> 0.9	Excellent
0.9 > to > 0.8	Good
0.8 > to > 0.7	Acceptable
0.7 > to > 0.6	Questionable
0.6 > to > 0.5	Poor
< 0.5	Unacceptable

**Table 3.1 Cronbach's Alpha Coefficient Size**

Source: Kuder-Richardson Formula 20 (KR20) Lee-Cronbuch (1951)



From the table 3.0 above, less than 0.6 is consider as poor alpha score. While, acceptable alpha score is range from 0.7 to 0.8 and the score above 0.8 are excellent.

### 3.6.3 CORRELATION ANALYSIS

Correlation analysis determines what degree a relationship exists between two or more quantifiable variables. It used to measure the strength between dependent variable and independent variable. According to Sweet & Martin (2008), correlation analysis is used to look at the net strength relationship between two continuous variables. It shows the direction, strength and significance of the bivariate relationship among all the variables that were measured at an interval or ratio level.

<b>RANGE</b>	<b>STRENGTH OF RELATIONSHIP</b>
<b>0.07 to 0.09</b>	Very weak
<b>0.10 to 0.29</b>	Weak
<b>0.30 to 0.59</b>	Moderate
<b>0.60 to 0.79</b>	Strong
<b>0.80 and above</b>	Vary Strong

**Table 3.2 Range value of Correlation analysis**

Sources: adopted from Pearson Correlation (Taylor,1990)

The value of range can be perfect positive which represent by 1.0 and it also can be perfect negative which is -0.1. the relationship between two variables is possible when the high scores of variables are associated with the other high score of another variable. Besides, correlation coefficient is also responsible to determine the strength of the relationship between variable. Zero correlation will imply that there is no relationship between variables.

### **3.6.4 MULTIPLE REGRESSION ANALYSIS**

Regression analysis is used to measure how many percent of dependent variables can be explained by the independent variable. According to Sekaran & Bougie (2013), regression analysis consists of a few factual strategies to display and separate to a few factors, when the relationship between one dependent variable, and at least one free factor. This study involved one variable and three independent variables. This method is used for identifying which variable among affective, behavioural or cognitive resistance give more impact toward new technological changes in workplace that influencing Tabung Baitulmal Kota Samarahan and Batu Kawa employees.

### **3.7 CONCLUSION**

In conclusion, this chapter explains the methodology outlined that used to measure the dependent and independent variable. In this chapter also explain how data collection and instruments used in this study. The data that have been collected will be analysed in the next chapter.

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