

**THE LEVEL OF READINESS TO CHANGE AMONG STAFFS IN COMMUNITY
COLLEGE OF SUNGAI PETANI**

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Abstract

The study aims to examine the factors that influence the readiness to change among the staffs in Community College of Sungai Petani. In addition, this study also examines the relationship between management and administration, organizational commitment, and co-workers' relationships with readiness to change. This study also examines the differences between readiness to change among staffs in Community College of Sungai Petani based on demographic factors (age and academic achievement level). The results show that the level of readiness to change, management and administration, organizational commitment is at a high level and co-workers' relationships are at moderate level. The Pearson Correlation Test also found that there was a significant relationship between management and administration with the readiness to change among staffs in Community College of Sungai Petani ($r = .666, p < .01$). However, One-way Anova tests found that there was no significant difference between age and readiness to change among staffs in Community College of Sungai Petani $F(2,51) = .307, p > .05$. Overall, the findings show that the readiness to change among staffs Community College of Sungai Petani is at a high level.

Keywords: *Management and Administration, Organizational Commitment, Co-Workers' Relationships, Readiness to Change, Community College*

1 INTRODUCTION

Generally, change can be described as a process of changing from one situation or state to another state. Change is considered as an important factor in organisational development. There are multiple factors that contributed to a change took place within the organisation. Some of them are the political pressure, economy, technology, government, increased global competition, the need of change and customers' interests (Idris & Uli, 2011).

According to Durmaz (2007), organisational changes depend on the degree of readiness to change among employees. Employees view organisational changes in different ways such as learning opportunities and improvements or as a threat. If the employee has a negative perception of the changes to be made, it will reduce the organisational commitment to the

readiness to change (Martin, Jones, & Callan, 2005). Even workers with positive perceptions will show that they are ready for the changes to be made (Desplaces, 2005).

1.1 Problem Statement

Change has become a major requirement for organisational life. Hussey (2000) argues that change is one of the most critical aspects for effective management. The ongoing changes by the organisation could contribute to several things like the rapid pace of global development, newly discovered business risks, exciting opportunities, innovations and new leadership systems (Madsen, Miller, & John, 2005). According to Pati Anak Aleng (2014: 13), "transformation in the national education system needs to be holistically implemented, which encompasses of strengthening of leadership and competence of the human model, change in mind and action planning, values and integrity, paradigm shift and utilisation of resources wisely". Employee's readiness is an important factor in the success of organisational change as organisational change occurs through employees. This is supported by Berneth (2004) that workers are the most important element of organisational success. To prepare workers to be willing to change, it is necessary to understand the ways in which they can grow in their readiness to change. There are two elements that organisation can do to create the readiness of workers to change hence solve the problem of change resistance (Cummings & Worley, 2001). Recent research conducted by researchers has revealed that the readiness to change organisation is influenced by employee's readiness as in organisational commitment (Armenakis, Harris, & Mossholder, 1993; Hanpachern, Morgan, & Greece, 1998; Genevičiūtė-Janonienė & Endriulaitienė, 2014) and relationship between co-workers (Madsen et al., 2005). Besides that, management and administration (Ibrahim & Don, 2014) also play an important role in the readiness to change. Hence, recognising the significance of understanding the readiness to change, researcher tends to examine the factors that influence the readiness to change among the staff in Community College of Sungai Petani.

1.2 Objectives of the Study

The study aims to examine the factors that influence the readiness to change among the staffs in Community College of Sungai Petani. In particular, this study has three objectives:

- (i) To identify the level of readiness to change, management and administration, organisational commitment, and co-workers' relationship in Community College of Sungai Petani;
- (ii) To determine the relationship between management and administration, organisational commitment, and co-workers' relationship with the readiness to change among the staffs in Community College of Sungai Petani;
- (iii) To determine the differences in readiness to change among the staffs in Community College of Sungai Petani based on demographic factors (age and academic achievement level)

2 LITERATURE REVIEW

2.1 *Management and Administration*

In the study of Kool and van Dierendonck (2012) states that a leader in the administration and management of an organisation can contribute substantially to organisational change. This statement is supported by Melchar and Bosco (2010) stating that the administration and management practices within the organisation assist in adapting to change management as well as enhancing organisational excellence. While Ibrahim and Don (2014) point out that effective organisational change would not have taken place without the continuous management and administration of a leader.

2.2 *Organisational Commitment*

According to Marsidi and Abdul Latip (2007) and Meyer and Allen (1991), commitment is a relationship between workers and organisations. Organisational commitment by Caruana and Calleya (1998) is an ongoing process whereby organisational members show their interest in the organisation. According to Crawford and Lock (2001), commitment is a type of assessment of coordination among individual values and organisational trust meanwhile Colquitt, LePine, and Wesson (2011) and Mathins and Jackson (2004) define commitment as a worker's desire to remain as a member of the organisation. Research conducted by Zulkarnain and Hadiyani (2014) on 206 plantation workers and Pramadani and Fajrianthi (2012) study of 56 employees of the Enterprise Service (DES) Telkom Ketintang Surabaya, demonstrated that there was a significant relationship between organisational commitment and readiness to change. According to Firestone and Pennell (1993), when employees are highly committed, they tend to yield quality work and work eagerly to achieve organisational goals. In addition, in the study of Singh and Vinincomber (2000) states that employees have a high commitment to the organisation will exhibit sense of happiness indirectly at the workplace, reducing time on unnecessary matter and not inclined to leave the organisation will further affect the productivity and quality positive work.

2.3 *Co-Workers' Relationship*

In an organisation, employees interact with their friends in various form of relationships like subordinates, co-workers or supervisors, but the emotions, attitudes and perceptions towards the relationship may vary, either positive or negative. According to Miller, Madsen, and John (2006), the findings show that co-workers' relationship with their managers are the strongest predictors of readiness to change. Previous studies by Hanpachern et al. (1998) and Madsen et al. (2005) focus on social relationships with employees' readiness to change and seek a significant relationship between them. Meanwhile, in Naimatullah Shah's study (2010) show that supervisors and peers have a positive and significant relationship to the readiness to change. Personal relationships with subordinates are important to understand and support their personal motivation (Vondey, 2008).

3 METHODOLOGY

This is a descriptive study using quantitative approaches and the data is collected through questionnaires answered by the respondents. The survey was conducted among Community College of Sungai Petani staffs, a total of 97 people (75 lecturers and 22 support staffs). The sample size in this study followed the methods used by Krejcie and Morgan (1970) where total respondent suggested is at least 78 people. Therefore, this survey was conducted to 78 respondents, however, four respondents were dismissed based on normality test data which changed the data used in this research to 74 respondents. Therefore, only 74 samples were used to represent the staff population in Community College of Sungai Petani. In this study, the data were obtained through a questionnaire distributed to a total of 78 Community College of Sungai Petani staffs. All 78 submissions have been received. The study was made using the Likert Scale where there are five types of Likert Scale used, which are strongly disagree, disagree, slightly disagree, agree, and strongly agree. The instruments used in this study were adapted from the Organizational Change Questionnaire (OCQ) developed by Bouckennooghe, Devos, and Broeck (2009). The data obtained were analysed using descriptive analysis (e.g; staff details such as age, academic achievement), Pearson correlation analysis (relationship between management and administration, organisational commitment, co-workers' relationship with readiness to change), and analysis of One-Way Anova (difference between readiness to change among Community College of Sungai Petani staffs based on the age and highest academic achievement). The results of the Cronbach Alfa test showed high reliability ($\alpha = .899$) in all the variables studied in the research instrument.

4 FINDINGS AND DISCUSSIONS

4.1 Respondents' Profile

In terms of age, selected samples consist of 32 (57.1%) people between 26-35 years old and 2 (3.6%) people aged 45 years and above. While for the highest academic achievement category 38 (51.4%) respondents are bachelors' degree and 10 (13.5%) respondents have master degree.

4.2 Descriptive Analysis

The mean value describes the tendency of each dependent variable and the independent variable. Table 1 below shows the classification analysis of mean score and evaluation level.

Table 1: Interpretation of min score for each variable

Mean Score	Level
0.1 - 1.67	Low
1.68 - 3.34	Moderate
3.35 - 5.00	High

Table 2: The levels for each variable

Variables	Mean	Standard deviation	Level
Readiness to Change	3.59	.48	High
Management and Administration	3.47	.37	High
Organisational Commitment	3.63	.38	High
Co-Workers' Relationship	3.16	.46	Moderate

Based on Table 2, the findings show that majority of staffs in Community College of Sungai Petani perceive all factors for independent variables are at high levels except for the co-workers' relationship. Meanwhile, the factor for dependent variable that is readiness to change is also at the high level ($m = 3.59$, $S.P = .48$). Organisational commitment ($m = 3.63$, $S.P = .38$) is the highest factor for independent variable, followed by management and administration factor ($m = 3.47$, $S.P = .37$) and the last factor is the co-workers' relationship ($m = 3.16$, $S.P = .46$).

4.3 Relationship between Management and Administration, Organisational Commitment, Co-Workers' Relationship with Readiness to Change

Pearson Correlation Analysis is used to test the relationship between management and administration, organisational commitment, and co-workers' relationship with readiness to change. Table 3 shows that there is a significant relationship between management and administration with the readiness to change among staffs ($r = .666$, $p < .01$). Organisational commitment has a significant relationship with the readiness to change ($r = .500$, $p < .01$). While the Pearson correlation analysis results show that co-workers' relationships have no significant relationship with the readiness to change ($r = -.171$, $p > .01$).

Table 3: Pearson Correlation between management and administration, organisational commitment, co-workers' relationship with readiness to change

Variables		Management and Administration	Organisational Commitment	Co-workers' Relationship
Readiness to Change	Pearson Correlation	.666**	.500**	-.171
	Sig. (2-tailed)	.000	.000	.172
	N	64	65	65

** . Correlation is significant at the level (2-tailed)

4.4 One-Way Anova test differences between age category and readiness to change

One-Way Anova test method is used because it involves an independent variable of age with four categories (18-25 years, 26-35 years, 36-45 years and 45 years and above) and a dependent variable (interval) that is readiness to change. Table 4 shows the results of One-Way Anova Test for readiness to change based on age and the result obtained is not significant, $F(2,51) = .505$, p

$> .05$. Hence, there is no significant difference between age categories and readiness to change among Community College of Sungai Petani staffs.

Table 4: One-Way Anova test results difference between age category and readiness to change

	SS	Dk	MS	F	Sig.
Between Group	.247	2	.123	.505	.606
In Group	12.463	51	.244		
Jumlah	12.710	53			

4.5 One-Way Anova test differences between the highest academic achievement category and the readiness to change

One-Way Anova test is used because the independent variables data that is the highest academic achievement has six categories (diploma, certificate, bachelor, master, doctorate and others) and a dependent variable (interval) that is readiness to change. Table 5 shows the findings of One-Way Anova test between the highest academic achievement category and the readiness to change and found that the result obtained is not significant, $F(3,61) = .567$, $p > .05$. Thus, there is no significant difference between the highest academic achievement categories and the readiness to change among Community College of Sungai Petani staffs.

Table 5: The result of One-Way Anova test between the highest academic achievement category and the readiness to change

	SS	Dk	MS	F	Sig.
Between Group	.405	3	.135	.567	.639
In Group	14.527	61	.238		
Total	14.932	64			

The findings showed that the level of co-workers' relationship is moderate. Overall, staffs perceive that the factors for independent variables (management and administration and organizational commitment) are at a high level. As shown by Melchar and Bosco (2010) findings, efficient management and administration in an organisation can contribute substantially and enhance organizational excellence and achieve vision and mission for the readiness to change.

The findings showed that organisational commitment is at a high level reflecting that the staff that work here have a high commitment and are willing to carry out the additional works and adhere to Community College. This finding is equivalent to the opinion by Gamon (1991) which stated that the loyal employee and has a commitment to the organisation. This is because the leader who is open, understanding and willing to listen to the views of the employees will produce a commitment, motivated and loyal worker. Vakola and Nikolau (2005) also point out that individuals who have a high commitment to the organisation can receive and increase the level of readiness to change.

Moderately-reported co-workers' relationship indicates that the relationship between colleagues are unlikely to have a good relationship. The results of this study are not aligned with the findings by Madsen et al. (2005) that show, employee relationships with their managers are the strongest predictors to readiness to change. While Eby, Adams, Russell, and Gaby (2000) stated that collaborating with colleagues and trusting colleagues can help to increase their readiness to change.

The results of the correlation analysis found that management and administration had a high positive relationship with the readiness to change. This decision also means that when the level of management and administration increases, the perception of the management and administration and attention given by the Community College to lecturers also increases. The findings of this study are aligned with the findings by Kirrane, Lennon, O'Connor, and Fu (2017) that find out that the management support is important and contributes to the readiness to change.

The correlation analysis shows that organisational commitment has a significant effect on the readiness to change. This means that Community College of Sungai Petani staffs have a commitment to their organisation with strong beliefs, accepting organisational goals and values, ready to work hard and have a strong desire to survive in the organisation (Mowday, 1982). The findings of this study are consistent with Madsen et al. (2005) studies which stated that organisational commitment is also linked with the readiness to change. The findings of this study support Zulkarnain and Hadiyani (2014) who find that there is a significant relationship between organisational commitment and readiness to change. In addition, the results of the study on organisational commitment have significant relationship with the readiness to change which is consistent with the findings of Pramadani and Fajrianthi (2012) study conducted at DES Telkom Ketintang Surabaya in Indonesia.

The results of the correlation analysis found that co-workers' relationships had no significant relationship with the readiness to change. This decision is contrary to the findings of the study of Xerri, Nelson, and Brunetto (2015) which showed that the relationship between colleagues and managers has a significant positive relationship with the readiness to change.

5 CONCLUSION

Good management and administration in an organisation can increase the level of readiness to change an organisation. Organisational commitment is also important for the readiness to change among Community College of Sungai Petani staffs. Although the findings showed that co-workers' relationships have no significant relationship with the readiness to change. But this does not mean that the top management can ignore this factor. Researcher suggest that future studies can be focus on co-workers' relationships factor because of past research Miller et al. (2006) shows the relationship of workers with their managers is the strongest predictor of readiness to change.

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