Relationship of Organisational Commitment, Locus of Control, and Readiness to Change among Nurses

Santi Julita[1] and Wan Rafaei Abdul Rahman[2]

Abstract

The present research has come up with two research objectives. First is to find out the relationship between organisational commitment and readiness to change among nurses. Second is to find out the moderating effect of locus of control on relationship between organisational commitment and readiness to change. The hypothesis of this study is organisational commitment will correlate positively with readiness to change. Internal locus of control will moderate the relationship between organisational commitment and readiness to change. 120 nurses in Ampang Puteri Hospital will be used for the sample of the study. Self-administered questionnaires will be used to measure the three variables. Readiness to change will be measured using Readiness for Organisational Change Scale by Holt (2002). Organisational commitment will be measured using Affective, Continuance and Normative Commitment Scale by Meyer and Allen (1997). Locus of Control will be measured using Work Locus of Control Scale by Spector (1988). All data will be analyzed using the SPSS software. Descriptive statistics will be used for demographic and profile analysis of organisational commitment, locus of control, and readiness to change. Hierarchical multiple regression analysis will be conducted to test for both direct and moderating effect of locus of control on organisational commitment and readiness to change.

Keywords: Organisational Commitment, Locus of Control, Readiness to Change

Introduction

The increasing pace of global, economic and technological development makes change an inevitable feature of organisational life (Cummings & Worley, 2008). Organisations continually make structural, process, and product adjustments in response to shift in the social and political environment, the availability of funding and resources, the broad trends in technology, and the wishes of key stakeholders (Holt, 2002). Moreover, Boonstra (2004) defines change as aimed at enabling organisations to be effective in their relations with their environment, and to contribute to the quality of work life.

Organisational change causes individuals to experience a reaction process (Kyle, as cited in Sharma, 1999). Researchers have therefore, identified various employees' responses to an organisational changing from strong positive attitudes to strong negative attitudes (Piderit, 2000). Change can be received with excitement and happiness or anger and fear while employees' response to it can be from positive intensions to support the change to negative intensions to oppose it. Cummings and Worley (2008) called this concept as readiness for change and resistance to change on behalf of leading and managing change. Readiness to change is positive attitudes towards change. On the contrary resistance to change is neglecting to change.

[1,2] International Islamic University Malaysia

Readiness to change was introduced by Miller and Chen (1994) and defined as support for change and positive affect about the potential consequences of change. Furthermore, Holt (2002) defined readiness to change as a comprehensive attitude that is influenced simultaneously by the content (i.e., what is being changed), the process (i.e., how the change is being implemented), the context (i.e., circumstances under which the change is occurring), and the individuals (i.e., characteristics of those being asked to change) involved that collectively reflect the extent to which an individual or a collection of individuals is cognitively and emotionally inclined to accept, embrace and adopt, a particular plan to purposefully alter the status quo. In contrast, resistance to change was described by Harvey and Brown (2001) as the forces restraining change. He also mentioned these forces include uncertainty regarding change, which can be fear of the unknown and disruption of routine, loss of existing, benefits, threat to position power and conformity to norms and culture.

Readiness to change was found to be vital in achieving organisational goals and in succeeding in change programmes (Eby, Adams, Russell, & Gaby, 2000). Although change management literature has provided practice with frameworks and methodologies to understand and manage change, the results are quite unsatisfactory (Vakola & Nikolaou, 2005). The atrocious fact, as Beer and Nohria (2000) described it, is that 70 per cent of all change initiatives fail. The number one reason why organisation change initiatives fail is resistance to change (Deloitte & Touche, 1996), which is closely linked with the development of negative attitudes to change.

Because of the strength of reactions attached to organisational change, researchers of change have begun to consider organisational commitment undercurrents of change. According to Meyer and Allen (1997) organisational commitment is a multidimensional construct comprising three components; affective, continuance and normative. They defined organisational commitment as an attitude or an orientation that links the identity of the person to the organisation, a process by which the goals of the organisation and those of the individual become congruent, an involvement with a particular organisation, the perceived rewards associated with continued participation in an organisation, the cost associated with leaving, and normative pressures to act in a way that meets organisational goals.

Many authors indicated that organisational commitment plays an important role in employee's acceptance of change (Yousef, 2000). Iverson (1996) suggested organisational commitment as the second most important determinant after union membership of attitudes toward organisational change. But other researchers indicated that a highly committed employee may resist to changes if he/she perceives it as a treat for his/her own benefit (Vakola & Nikolaou, 2005). Thus, the first objective of this paper is to study the relationship of organisational commitment and readiness to change.

There is also evidence in the change management literature identifying the role of locus of control in a change context. According to Judge, Thoresen, Pucik and Welbourne

(1999) personality variables have also been researched as to their effect on coping with change. They argued that success of change efforts lies in the abilities and motivation of the individuals within the organisation, helping them to cope adequately with the change process. Moreover, Judge et al. (1999) argued that individual difference variables, such as locus of control, positive affectivity, openness to experience and tolerance for ambiguity play an important role in employees' work attitudes (for example organisational commitment, satisfaction), as well as predicting self and supervisory assessments of coping with change.

Locus of control describes the extent to which people believe that they influence events in their lives. Those with an internal locus of control perceive that they can manage situations with their decisions and behaviours, whilst those with an external locus of control believe that what happens to them is beyond their influence, a result of luck or fate (Rotter, 1966). Substantial empirical work hallmarks the importance of this personality characteristic in explaining successful implementation of organisational change (Devos & Bouckenooghe, 2006).

Mack, Nelson, and Campbell-Quick (1998) stated that there are a number of moderators that have an impact on the perception of change event. Apart from organisational commitment, personality dimensions such as locus of control or A/B personality has been identified as a moderator (Mack et al., 1998). These moderators affect the individual's ability to cope with the change event, the individual's ability to cope with sources and outcomes of stress and the individual's perception of the change event. Therefore, the second objective of the present study is to look at the moderating effect of locus of control on the relationship between organisational commitment and readiness to change.

Recently, readiness to change has been studied in several areas including health care. Health care is a dynamic and complex industry undergoing fundamental structural change (Massarik, as cited in Cummings & Worley, 2008). The health care system is particularly susceptible to a growing need for change, with new medical technology constantly being introduced, an increasingly demanding customer/patient, shortages of key professionals, a greater regulatory burden, new types of competition, growing financial pressures, and changes in the fundamental science underlying the practice of medicine (Wittenstein, 2008). But changes in the health care industry, particularly in hospitals, have often been unsuccessful (Bigelow & Arndt, 2005). This is particularly striking considering that hospitals have spent the better part of the last two decades attempting re-engineering, total quality management, six sigma, cost accounting, and service line reorganisation (Arndt & Bigelow, 1998), all in an effort to reduce costs, become more business-like, and improve patient care (Bigelow & Arndt, 2000). Moreover, Wittenstein (2008) found a significant correlation between professional nursing practice (autonomy and control over nursing practice) and individual readiness for change. Therefore, this study will focus on readiness to change among nurses.

Definition of study Variables

Readiness to Change

1) Conceptual definition: A comprehensive attitude that is influenced simultaneously by the content, the process, the context, and the individuals involved that collectively reflect the extent to which an individual or a collection of individuals is cognitively and emotionally inclined to accept, embrace and adopt, a particular plan to purposefully alter the status quo (Holt, 2002).
2) Operational definition: Readiness to change will be measured using Readiness for Organisational Change Scale by Holt (2002).

Organisational Commitment

1) Conceptual definition: An attitude or an orientation that links the identity of the person to the organisation, a process by which the goals of the organisation and those of the individual become congruent, an involvement with a particular organisation, the perceived rewards associated with continued participation in an organisation, the cost associated with leaving, and normative pressures to act in a way that meets organisational goals (Meyer and Allen, 1997).
2) Operational definition: Organisational commitment will be measured using Affective, Continuance and Normative Commitment Scale by Meyer and Allen (1997).

Locus of Control

1) Conceptual definition: The degree to which people believe that they influence events in their lives (Rotter, 1966).
2) Operational definition: Locus of control will be measured using Work Locus of Control Scale by Spector (1988).

Literature Review

Organisational Commitment and Readiness to Change

Organisational commitment is considered to be a bond or linking of the individual to his or her organisation (Mathieu & Zajac, 1990; Meyer, Allen, & Smith, 1993). It is of substantial interest to organisations because it has been linked to a number of desirable outcomes such as job performance, decreased turnover, decreased intention to leave, lower absenteeism (Mathieu & Zajac, 1990; Jaros, 1997), and lower stress levels (Begley & Czajka, 1993). Likewise, the level of organisational commitment has been found to positively influence job performance (Yousef, 2000) and negatively influence job stress (Sager, 1990).

Organisational commitment is a better predictor of behavioural intentions than job satisfaction within a change context (Iverson, 1996). Employees with high organisational commitment are more willing to put more effort in a change project and, therefore, it is more likely to develop positive attitudes towards organisational change (Iverson, 1996). In addition,

Iverson (1996) found that an employees' acceptance of organisational change increases with organisational commitment, a harmonious industrial relations climate, education, job motivation, satisfaction and security. The employee acceptance decreases with union membership, role conflict, tenure and environmental opportunity. Yousef (2000) found that certain dimensions of organisational commitment directly influence certain attitudes toward organisational change, and job satisfaction with certain facets of job directly and indirectly (through different dimensions of organisational commitment) influences the different dimension of attitudes toward organisational change.

Lord and Hartley (1998), in the survey of 167 employees, hypothesized that employees with particularly high or low organisational commitment would express the least need for change (due to either very optimistic or very disillusioned views about the organisation). Those employees with moderate organisational commitment expressed the least need for change in the organisation. The findings found that "them and us" attitudes were negatively correlated with organisation commitment and with subjective involvement in change. Job insecurity was associated with a greater felt need for change, but also with lower organisational commitment.

Vakola and Nikolaou (2005) found a positive relationship between organisational commitment and positive attitudes to change in their study. The more employees identify with their organisations the higher their commitment to their organisation and the greater their willingness to accept organisational change (Cordery, Sevastos, Mueller, & Parker, as cited in Vakola & Nikolaou, 2005). Topolnytsky and Meyer (2002) investigated the relationship between employee commitment and behaviour. Commitment was examined in terms of both to the organisation and to a change initiative and behaviour was examined in terms of intentions to stay and support the change. Of their findings, employee's commitment does relate to their intention to stay and their level of support for the change initiative. Likewise, in the work of Buono and Nurick (1992), the successful conglomerate acquisition resulted in high level of job satisfaction and commitment to the new organisation.

Furthermore, research by Becker, Billings, Eveleth, and Gilbert (1996) has produced a compelling rationale for using commitment (i.e., loyalty) as a criterion variable in assessing the impact of organisational change on employee-organisation relations. In particular, compliance commitment (i.e., an individual's willingness to comply with the organisation's rules, policies, and reward structures), identification commitment (i.e., attachment one feels to being socially affiliated with an organisation and its member), and internalization commitment (i.e., institutionalization of values inherent in a change), have been noted to influence the psychological attachment employees feel toward and organisation and, in turn, the extent to which they will both perform their jobs and experience swings in stress, cynicism, and forms of workplace withdrawal such as absenteeism and lateness, and, ultimately, employee turnover (Becker et al., 1996).

In sum, it is evident that organisational commitment and readiness to change are related to one another. But, previous research indicated inconsistent relationship between organisational commitment and readiness to change. Some have found the relationship to be positive, and some other have found otherwise. However, the extent of the relationship, especially with regards to the nursing profession is still unclear.

Locus of Control as Moderator the Relationship Between Organisational Commitment and Readiness to Change.

The moderating effect of personality variables has been widely studied (Leung & Chan, 2007). Among these studies, the locus of control dimension has attracted the greatest amount of attention. Locus of control was among the variables identified in Andersson's (1996) conceptual model, and it has been found to be a useful moderator of other organisational relationships, such as, the relationships between personal values and ethical behaviour (Lin & Ding, 2003), and work stressors and felt stress (Roberts, Lapidus, & Chonko, 1997). Locus of control refers to an individual's perception of the degree of control he or she can exercise over the events of his or her life (Brownell, 1981). Rotter's (1966) classic internal-external scale categorises individuals as either internals or externals. Internals are those individuals who perceive the outcomes of their behaviour as being determined by themselves while externals attribute the outcomes of their behaviour to fate, chance, and luck that are beyond their control.

A great extent of research has suggested the existence of a link between locus of control and coping with organisational change (Cinite, 2006). Locus of control may influence the way employees solve the problems in performing their job duties, deal with promotions and change job characteristics, respond to leadership and exercise it themselves, experience job satisfaction, and feel motivated to work (Cinite, 2006). Wanberg and Banas (2000) referred to positive affectivity as optimism and found that alongside with locus of control, it is moderately correlated with acceptance to change.

Taylor and Brown (1988) as well as Lau and Woodman (1995) found that locus of control is associated with the openness to change which would be logical to assume to be a prerequisite for employee readiness to change. Lau and Woodman (1995) demonstrated that employees with internal locus of control had more positive change scheme than those with external locus of control and that a more positive change schema predicted a greater openness to change. Kobasa, Maddi, and Kahn (1982) found in their study that hardiness (comprises three components, namely, commitment, control, and challenge) helps employees to cope with the stressful life events. However, in their study they used the control as the perception of oneself as having an influence over the events and outcomes through the exercise of imagination, knowledge, skill and choice. Control in this case is with reference to external rather than the inner self. Relating to that, stress which occurs caused by organisational change can be reduced by locus of control since people who have high locus of control will cope the stress positively. Thus, it will facilitate them to be ready on organisational change.

Locus of control is likely to have a moderating effect on the relationships between perceived organisational support and the dimensions of organisational commitment.

According to Chiu, Lin, Tsai, and Hsiao (2005), individuals who have an external locus of control are more sensitive to the support provided by the organisation, since they consider that their organisational environment has a great influence on what happens to them. Thus, when they feel that the organisation cares about their well-being, they tend to show their gratitude towards their employer and to develop a higher level of affective and normative commitment and a lower level of continuance commitment. However, if they feel that the organisation is insensitive to their well-being, they will tend to hold it against their employer, which will translate into a lower level of affective and normative commitment and a higher level of continuance commitment. Conversely, individuals whose locus of control is internal appear to be less affected by the organisational support available, which appears to reduce the strength of the relationships between perceived organisational support and the dimensions of organisational commitment. Given that these individuals feel they are able to exercise control over their successes and failures, they tend to attribute the retributions and consideration they receive to their own actions rather than to the generosity and benevolence of their employer (Harvey, Barnes, Sperry, & Haris, 1974). Based on that, it is reasonable to expect that locus of control will moderate the relationship between organisational commitment and readiness to change since employees who have external locus of control are more sensitive to the support provided by the organisation and they consider that their organisation has a great intention to their well-being. Thus, they tend to show their gratitude towards their employer and to develop a higher commitment which will affect to their willingness to support an organisational change.

Similarly, a study by Aube, Rousseau, and Morin (2007) found that the greater the extent to which individuals have an internal locus of control, the weaker the effect of perceived organisational support on affective commitment, which corroborates the results of Chiu et al. (2005). In brief, the study revealed that the more control individuals feel they exercise over their work environment, whether because of their personality or job design characteristics, the weaker the effect of perceived organisational support on their level of affective commitment. This moderating effect could be explained by the fact that locus of control and work autonomy reinforce employees' feeling of control and make them less dependent on the support provided by their organisation (Aube et al., 2007). Accordingly, it is considered that locus of control will also moderate the relationship between organisational commitment and readiness to change because locus of control reinforce employees' feeling of control and make them ready for organisational change since they are also less dependent on the support provided by their organisation.

In line with Pestonjee and Singh (1983), Perrewe (1986) used a three-dimensional measure (internal, powerful others, chance) as moderators of the relationship between job stress and satisfaction. She found that individuals who reported a high external locus of control (chance and powerful others) had a stronger negative relationship between perceived job stress and (task) satisfaction. Internals do not interact with perceived task demands (the

experimental manipulation of job stress) to affect satisfaction. Additionally, the external locus of control will also moderate ("buffer") a perceived job stress - organisational commitment relationship. Individuals with an external locus of control may feel helpless and thus reluctantly commit toward an organisation when they perceive their work situation to be stressful (Perrewe, 1986). Restated, individuals who recognize that external sources may strongly impact their personal outcomes and also perceive themselves to be "loners" (i.e. without social integration within the organisation) may feel even more helpless and consequently decrease their organisational commitment. Moreover, since uncertainty is a major contributor to stress, and a lack of control aids in the perception of situational stress (Buck, 1972), the degree to which an employee perceives his/her ability to control the environment can moderate the influence of felt stress on both job satisfaction and organisational commitment. In short, locus of control influences relations between job stress and physical, psychological, and behavioral outcomes (Spector & O'Connell, 1994). Derives from those past researches, it means that readiness to change also can be stimulated by having locus of control because locus of control will help them to cope with the stress and felt good about the change. Hence, they do not feel lonesome, helpless, or decrease their commitment and satisfaction to the organisation in facing organisational change.

Likewise, Chiu, Chien, Lin, and Hsiao (2005) and Loscocco and Roschelle (1991) also found that locus of control is an important moderator in studying employee-organisation fit. According to them, an employee with an external locus of control may be unable to cope effectively with the influence of job stress on both organisational commitment and job satisfaction. This inability then may impact the motivation to stay in an organisation. In other words, whenever externals are found to have high-perceived job stress, managers should consult them and attempt to prioritize their problems to relieve job stress. More specifically, since perceived job stress influences both global job satisfaction and organisational commitment more strongly for externals than internals, then when externals perceive high job stress they are likely to devote little effort to the job and hence offer a reduced commitment to the organisation. Thus, it would be required for the organisation to reduce some source of stress during organisation change process in order to avoid employee who might be unable to cope effectively with stress especially employee who has external locus of control. In particular, the study above has shown that locus of control can moderate employee readiness to change, by giving the assumption that employee who has internal locus of control has better ability to cope with stress which caused by change compared to external locus of control. Employee is more readily to accept or support the change because they have ability to cope the stress effectively.

In summary, based on previous research, locus of control plays an important role in the relationship between organisational commitment and readiness to change. However, the results is still contradictory whether internal locus of control gives more contribution to readiness to change or may external locus of control or both.

Cross-Culture Issues in This Research

The present study is basically a cross-cultural research because it uses Western concepts and three different ethnic groups as participants. According to Matsumoto (1994), cross cultural research is not restricted to comparisons between the subcultures, but involves a number of methodological issues (e.g., measurement and the establishment of equivalence in behavioral definitions and research instruments). It is, therefore crucial for the present study to adopt a cross-cultural approach. Wan Rafaei (2004) stated that it is important to use the cross-cultural approach in Malaysia as most of the theories or instruments used are originated from the developed countries such as the United States of America and the United Kingdom. These theories and instruments were developed based on the Western cultural context. Malaysia has different cultural values. Malaysia is also a plural society; there are differences in values, beliefs, and attitudes between the different ethnic groups in Malaysia. For these two reasons the cross-cultural approach is more appropriate to use in Malaysia.

Frijda and Jahoda (1966, as cited in Wan Rafaei 2004) listed four problems to overcome; adequacy and comparability of descriptive categories, functional equivalence of phenomena under study, comparability of investigation procedures, and adequacy, representativeness and comparability of samples. In order to carry out research using the cross-cultural approach the four problems suggested by Frijda and Jahoda (1966) must be overcome or minimized (Wan Rafaei, 2004).

For that reason, in this study, the adequacy and comparability of descriptive categories is ensured by focusing on constructs that are universal in organisational settings. The comparability of investigation procedures is ensured through the equivalence of questionnaire administration across culture which is self administration. Furthermore, scales which were developed in the West that is going to be used in this study will be translated into Bahasa Malaysia using back-translation method (Brislin, Lonner and Thorndike, 1973) and pilot study also will be conducted to measure reliability and validity of the scale before using it for the present research.

Framework of This Research

The theoretical framework used for this study is derived from Kurt Lewin Change Model (1947) and Change Process Model by Porras and Robertson (1987). Given an organisation that needs to undergo change, Lewin (1947) states that there are two opposing forces at work: forces that resist the change and forces that drive towards the newly desired organisation (see figure 1). Lewin (1947) considers the process of organisational change to consist of three stages: unfreezing, movement, and refreezing (see the top part of figure 1). The unfreezing phase begins at the moment that change becomes necessary and consists of the process of changing the resisting and driving forces in such a way that change becomes possible. The actual change of the organisation is contained in the movement phase. The refreezing phase involves freezing the newly formed organisation so that there is no possibility to return to the former status quo or to continue changing in another unwanted direction. The whole re-organisation process is completed when all phases have been completed.

The unfreezing can be done by increasing the driving forces and/or by decreasing the resisting forces. Klein (1996) defines Lewin's unfreezing stage as readying the people and the organisation for change. Armenakis, Harris and Mossholder (1993) believed that creating readiness to change is the driving forces to get successful organisational change. Similarly Puri (1999) added no meaningful and sustainable organisational change can transpire without a willingness to change by the individuals (change targets). Therefore, this research will be

focusing on employee commitment and locus of control as driving forces to the change process or creating readiness to change.

Employee commitment has been shown to be a powerful driving force in the success of a given organisation. An individual's level of organisational commitment has been found to be a driving force behind the performance of an organisation (Suliman & Iles, 2000). Based on Iverson (1996), organisational commitment is a better predictor of behavioural intentions than job satisfaction within a change context. Employees with high organisational commitment are more willing to put more effort in a change project and, therefore, it is more likely to develop positive attitudes towards organisational change (Iverson, 1996). Moreover, organisational commitment has been shown to play an important role in employee's acceptance of change (Yousef, 2000).

Similarly, locus of control also has been shown to play an important role in employee readiness to change. Taylor and Brown (1988) as well as Lau and Woodman (1995) found that locus of control is associated with the openness to change which would be logical to assume to be a prerequisite for employee readiness to change. Specifically, it is found that locus of control moderately correlated with acceptance to change (Mack et al., 1998; Wanberg & Banas, 2000).
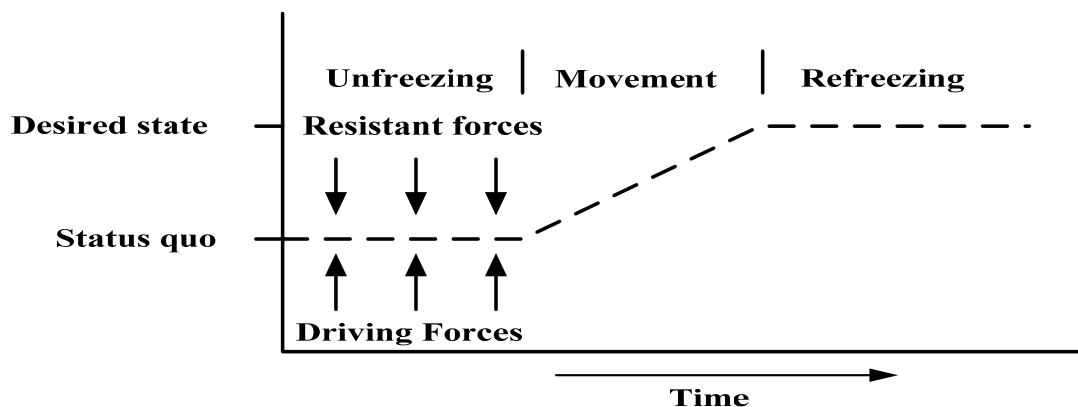

Figure 1: Movement of an organisation from a status quo to a desired state (Lewin, 1947)

Moreover, the change process model by Porras and Robertson (1987) presented in figure 2 also adds a clear picture to the change process model. Basically, this model is based on Lewin's model, which is derived from driving forces concept (unfreezing stage). This model provides some actions that should be taken in order to achieve successfully organisational change program.
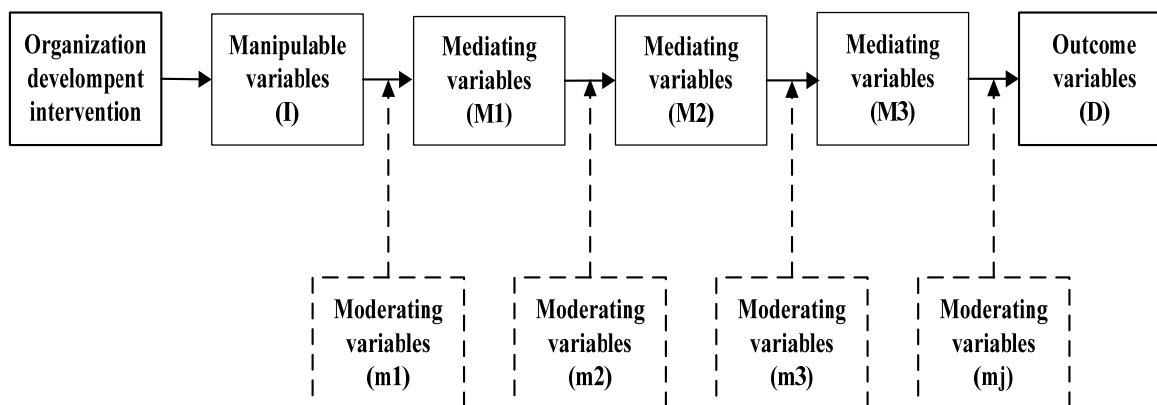
Figure 2: A generalized change process model (Porras and Robertson, 1987)

Based on the model, change process theory explains the dynamics through which a system is altered by a program of planned change. Based on their review on planned change literatures, they concluded that organisational change process start from organisational development intervention and by giving manipulable, mediating and moderator variables thus the outcomes variables will be like organisation planned change. In addition, they noted that variable contents of organisational change process theories are manipulable, mediating and moderating. The manipulable variable consists of information, group characteristics and organisational design features. The mediator variable includes motivational factors, social influences factors and individual attributes and the moderator variable consists of information generation and transmission, propensity to change and social influence. Finally, outcome can affect both individual and organisational or only individual or organisational.

Based on this model, when the organisational change happens, organisation will plan and take some actions in order to achieve their outcomes. Employee readiness to change can be as an outcome variable in this model because employee readiness to change has been shown as one of the most important factors that can lead to successful change program (Eby et al., 2000). Furthermore, organisational commitment which force the achieving an employee readiness to change will be used as manipulable variables. Locus of control which play an important role in the change context and has been found as moderator will be used in the present research as moderator variable.

Therefore, the conceptual framework for the present study is based on combination of theoretical framework by Kurt Lewin change model (1947) and change process model by Porras and Robertson (1987). Derived from Lewin (1947) theory and Porras and Robertson (1987) model, organisational commitment and locus of control are performed as driving force in the change process (unfreezing phase) or driving force for employee readiness to change. Particularly, in this model, readiness to change is presented as an outcome variable which organisational commitment and locus of control as predictor and moderator variable respectively.

Thus, this study tries to examine the relationship between organisational commitment and readiness to change, and the moderating effect of locus of control on the relationship between organisational commitment and readiness to change.
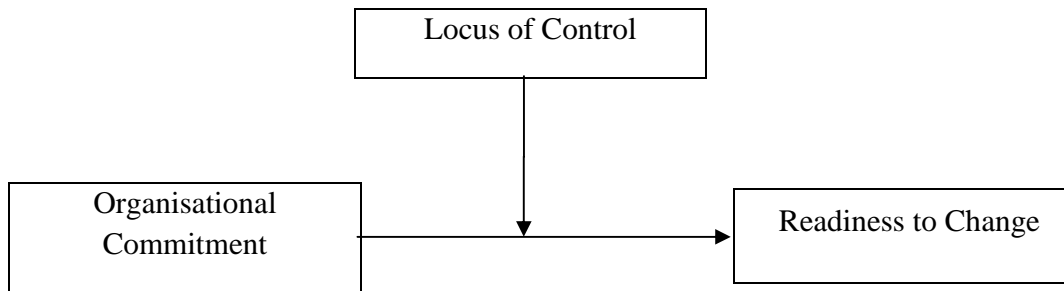

Figure 3: Conceptual model proposed for this study

Hypothesis

Based on the literature review, the present research investigated the correlation between organisational commitment, locus of control and readiness to change. Some demographic and job related factors has to be considered in organisational commitment, locus of control, and readiness to change research, due to their influences on the motive and tendency to perform organisational commitment, locus of control, and readiness to change. Gender, age, race, length of services and religion will be investigated for the purpose of exploratory analysis. However, the following are the main hypotheses of the present study:

H1: Organisational commitment will correlate positively with readiness to change.

H2: Internal locus of control will moderate the relationship between organisational commitment and readiness to change.

Proposed Method

Participants

Samples of this research will consist of 120 nurses from Hospital Ampang Putri by using convenient sampling.

Measures

Demographic Data Participants will be asked to indicate their gender, age, race, length of services and religion.

Readiness to Change Scale Readiness for Change Scale by Holt (2002) will be used in the present study. Initially, it consisted of 25 items regarding individual's readiness for organisational change. It measures appropriateness, management support, change efficacy, and personal valence on behalf of organisational change. Appropriateness refers to the extent to which organisation members feel that the organisation will reap benefits if the change is

implemented. That is, appropriateness refers to the extent to which the change is right for the organisation. Management support refers to the extent to which one feels that the organisation's leadership and management are committed to and support the implementation of the prospective change. Change efficacy is the extent to which one feels that he or she is able to execute the tasks and activities that are associated with the implementation of the prospective change. Personal valence refers to the extent to which one feels that he or she will benefit from the implementation of the prospective change.

According to Holt (2002), reliability for this scale was .94 for appropriateness, .87 for management support, .82 for change efficacy and .66 for personal valence. As the scale developed in the United States and never been used in Malaysia, a pilot study will be carried out to test whether the scale is appropriate for use in Malaysian context in terms of its reliability and validity before using it for the research. This scale will consist of 25 items by using Likert scale 1 to 7. The highest score (7) means high readiness to change, and the lowest score (1) means low readiness to change. To obtain the overall score of readiness to change, the negative items will be reversed and added up with the positive items. Thus, the total score of this scale range from 25-175. The following is the number of the items.

Holt (2002) developed this scale focused on organisation which is undergoing of change. Therefore, some adjustment will be made due to suitably used for the purpose of this study. Examples of items from the Readiness to Change Scale are:

> *"It does not make much sense for us to initiate the change", "Our senior leaders have encouraged all of us to embrace the change", "I do not anticipate any problems adjusting to the work I will have when the change is adopted", and "I am worried I will lose some of my status in the organisation when the change is implemented"*.

Organisational Commitment Scale   The operational definition of organisational commitment in the context of this study will base on the 24-item Organisational Commitment Scale by Meyer and Allen (1997). It measures affective, normative and continuance commitment. Affective commitment measures an employee's emotional attachment to, identification with, and involvement in the organisation. Normative commitment reflects pressures on an employee to remain with an organisation resulting from organisational socialization. Continuance commitment refers to commitment associated with the costs that employees perceive are related to leaving the organisation. These measures have also been applied to describe commitment to an occupation or profession by substituting the profession name in place of organisation in the item (Meyer et al., 1993).

Coefficient alpha values ranged from .77 to .88 for affective commitment (ACS), from .65 to .86 for normative commitment (NCS), and from .69 to .84 for continuance commitment (CCS) (Meyer & Allen, 1997). This scale has been used successfully across culture especially in Malaysia since Noor Harun and Noor Hasrul Nizan (2006) evaluated the psychometric properties of this scale among Malaysian academic librarians, showing a good reliability

(Cronbach alpha = 0.81 for ACS, .78 for CCS). Besides that Noor Alias Fikri (2008) also reported a satisfactory value for its validity and reliability for the instrument.

In these measures responses are obtained on a 7-point Likert type scale where the highest score (7) means high commitment, and the lowest score (1) means low commitment. To obtain the overall score for each dimension of organisational commitment, the negative items will be reversed and added up with the positive items. Thus, the total score of this scale range from 8-56 for each dimension.

A sample item for affective commitment is:

> *"I would be very happy to spend the rest of my career with this organisation".*

A sample item for normative commitment is:

> *"I would feel guilty if I left my organisation now".*

A sample item for continuance commitment is:

> *"It would be very hard for me to leave my organisation right now, even if I wanted to".*

Locus of Control This study will use Work Locus of Control Scale by Spector (1988). It consisted of 16 items measure constructed to asses control beliefs in work setting. Internals are individuals who believe that they control what happens to them and externals are individuals who believe that what happens to them is controlled by outside forces such as luck or chance.

Spector (1988) reported reliability coefficients ranging from .75 to .85 across 6 samples comprised of a total of 1,165 subjects. Furthermore, this scale has been used successfully in Malaysia by Nik Kamariah Nik Mat (1995) with cronbach alpha = .72. The scale is balanced with equal numbers of internally and externally worded items. In these measures responses are obtained on a 6-point Likert type scale where the highest score (6) means high internal locus of control and the lower score (1) means low internal locus of control or high external locus of control (reverse-scored from the original Spector scale). To obtain the overall score of internal locus of control, the negative items will be reversed and added up with the positive items. Thus, the total score of internal locus of control range from 16-96. Items include statements such as:

> *"A job is what you make of it", "Getting the job you want is mostly a matter of luck", and "People who perform their jobs well generally get rewarded for it".*

Procedure

All measures will be translated from English language to Malay language using the back-translation procedure. First, the original items will be translated into Malay by two bilinguals. Then the Malay version will be translated back into English by another set of bilinguals. After the translation is done, the back translated English version of the items will be compared to the

original one. At this point, any items that appeared to be different from the original one will be revised and translated back to ensure that equivalence. Both Malay and English sets of questionnaires will be prepared for participant's preference.

Proposed Data Analysis

All data will be analyzed using the SPSS software. Descriptive statistics will be used for demographic and profile analysis of organisational commitment, locus of control, and readiness to change. Hierarchical multiple regression analysis will be conducted to test for both direct and moderating effect of locus of control on the relationship between organisational commitment and readiness to change and to test the mean organisational commitment, locus of control, and readiness to change score differences in terms of participant's demographic variables, such as gender, age, race, religion, and job related factor, namely, length of services.

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