



Faculty of Cognitive Sciences and Human Development

THE EXPERIENCES OF EMPLOYEES IN MANAGING THEIR READINESS TOWARDS CHANGES IN TRANSPORTATION SECTOR IN BINTULU, SARAWAK

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**Bachelor of Science with Honours
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**THE EXPERIENCES OF EMPLOYEES IN MANAGING THEIR READINESS
TOWARDS CHANGES IN TRANSPORTATION SECTOR IN BINTULU,
SARAWAK**

NURUL SYAUQINA BINTI MUSA

This project is submitted in partial fulfilment of the requirement for a Bachelor of Science
with Honours (Human Resource Development)

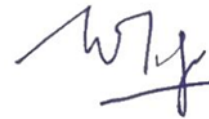
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The project entitled “The Experiences of Employees in Managing their Readiness Towards Changes in Transportation Sector in Bintulu, Sarawak” was prepared by Nurul Syauqina binti Musa and sbmitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resources Development)

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ABSTRACT

THE EXPERIENCES OF CUSTOMER SERVICE IN MANAGING THEIR READIENSS TOWARDS CHANGES IN THE TRANSPORTATION SECTOR IN BINTULU, SARAWAK

Nurul Syauqina binti Musa

Transportation sector facing continuous and unparalleled changes. For organisation to support employees in being ready to face the changes, it is important the leaders, managers and organisational development professionals understand the individual and organisational factors that contribute to the readiness for change. This study was conducted with a main objective which is to explore the experiences of employees' in managing their readiness towards changes in transportation sector in Bintulu, Sarawak. This research qualitative study and purposive sampling is being used. Apart from that, interview guide is used during interview session and analysed with thematic analysis. Training and development are the main factor to improve level of readiness employees for change. This paper contributes to the knowledge and implications of organisational change, as the management will understand the variables that have an impact on readiness for change.

Key words: Readiness for change, Transportation Sector, Training and Development, Thematic Analysis, Purposive Sampling

ABSTRAK

PENGALAMAN PERKHIDMATAN PELANGGAN DALAM MENGURUSKAN KESEDIAAN MEREKA SEMASA PERUBAHAN DALAM SEKTOR PENGANGKUTAN DI BINTULU, SARAWAK

Nurul Syauqina binti Musa

Industri pengangkutan menghadapi perubahan yang berterusan dan tiada tandingannya. Oleh hal yang demikian, organisasi dapat menyokong pekerja agar bersedia menghadapi perubahan, adalah penting para pemimpin, pengurus dan profesional pembangunan organisasi memahami faktor individu dan organisasi yang menyumbang kepada kesediaan untuk perubahan. Kajian ini dilakukan dengan objektif utama untuk meneroka pengalaman pekerja dalam menguruskan kesediaan mereka terhadap perubahan dalam sektor pengangkutan di Bintulu, Sarawak. Kajian ini dilakukan melalui kajian kualitatif dan persampelan bertujuan digunakan. Selain itu, panduan temu bual digunakan semasa sesi temu bual dan dianalisis dengan analisis tematik. Sesi latihan adalah faktor utama untuk meningkatkan tahap kesediaan pekerja untuk perubahan. Kajian ini menyumbang kepada pengetahuan dan implikasi perubahan organisasi, kerana pihak pengurusan akan memahami pembolehubah yang mempunyai kesan terhadap kesediaan untuk perubahan.

Kata kunci: Kesediaan untuk perubahan, Industri Pengangkutan, Latihan dan Pembangunan, Analisis Tematik, Persampelan Tujuan

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study was conducted to study the experiences of employees in managing their readiness towards changes in transportation sector in Sarawak. This chapter contains six sections. Firstly, the researcher will describes background of the study, after that followed by problem statement. Next, the researcher discusses the objectives of the study which are general and specific objectives. Whereas in the fourth section the research questions and the importance are explained in the fifth section. Next, is the definition of the terms and summary last of this chapter.

1.1 Background of Study

The cutting edge mechanical world, ecological shakiness, tight rivalry, innovative refinement, the advancement of correspondence patterns, social change and natural unrest have driven administration to sort out establishments through change programs (Shah, 2009). Changes that occur in this organisation are common practices that the organisation has taken. This is because the competition between the organisations is increasing. In any case, the greater part of these endeavors end in disappointment (Beer & Nohria, 2000). Probst and Raisch (2005), noticed that scholastics are somewhat critical in surveying the achievement of progress the board. Failure in implementation should not occur if the organisation has provided members with the means to address change (Armenakis & Bedeian, 1999; Armenakis & Harris, 2002). Furthermore, preparation for change is a significant component as it decides the results of ensuing changes, supporting change or protection from change (Walinga, 2008).

Implementing change in an organisation is difficult (Colombo & Delmastro, 2002) because it requires not only knowledge of what to do, but the information it needs to communicate to those involved in its implementation namely employees. But it may not be enough because success in change is difficult to achieve if there is only one incentive. Therefore, effective change needs to overcome existing organisational inertia as it requires the support of highly qualified and relevant employees across the firm to work together to ensure success.

The major sources of change in business include changes in organisational structure, management, product or service, technology, and policies and procedures (McConnell, 2002). This is because change occurs faster, in larger numbers, and more complex than before (Bennett, 2001). In today's dynamic business environment, change is affecting business practices quickly. This has led to novel changes such as effective quality improvement programs (sometimes referred to as Total Quality Management or TQM) used as management strategies. This strategy is being developed to enhance organisational effectiveness and competitiveness (Bayazit & Karpak, 2007, McKay, Kuntz & Naswall, 2013).

The transportation sector is liable for moving individuals, creatures, and merchandise starting with one area then onto the next, regardless of whether via land, air, or ocean. This huge industry incorporates a wide assortment of associations, for example, travel carriers, railroads, and voyage lines, civil transportation organisations, cargo railroads, payload following, and air and expedited service administrations. The researcher focusses on customer services on how they experience in managing their readiness for change in the organisation. The term customer service is a general assignment for a wide assortment of laborers who are utilized in help occupations at air terminals. A significant number of these employees manage the general population in deals and administration based occupations.

Others perform in the background support and cleaning administrations that keep open and private zones of air terminals perfect and working proficiently.

Therefore, the researcher is interested in doing this study because they want to review the changes that have been practiced and find out how those changes have impacted both the employees and the organisation. Competition between organisations and the sophistication of technology over time has led organisations to make changes in their organisations.

1.2 Problem Statement

In this section, problem statement is further explained on three main gaps observed in this study which are the theoretical, empirical, and practical gap.

1.2.1 Theoretical Gaps

In this era of globalisation, Malaysia is one of the developing countries economically, socially, education and so on. As a result, competition between each other among organisation which especially in same sector which us increasing currently. Therefore, organisations often make changes in the organisation in terms of management, work practices and so on. Over recent decades, a lot of researchers have demonstrated an extraordinary enthusiasm for examining the components that related with representative related with readiness for change among employee (Cunningham et. al., 2002). When evaluating the readiness for change, previous research studies lean towards on focusing only one aspect, such as evaluation of company's capacity to make successful changes or perception of individual benefit from the change (Choi & Ruona, 2011). That is why researcher focus on how employees managing their readiness toward changes. Apart from that, several previous studies have discovered that management usually emphasis on change that relates with technical elements rather than focuses equally the significant human element (Beer & Nohria, 2002). In contrast, most of the changes results in total failure due to employees in the

organisation are not prepared for change (Soumyaja, Kamalanabhan & Bhattacharrya). The result make researcher to do research about experiences employees on managing the readiness for changes apart from several previous studies from other researchers.

1.2.2 Empirical Gaps

As technology is becoming more and more sophisticated, most organisations are leveraging the power of today technology to do business. This is because organisations want to compete toward each other. A computer search via Springer Link showed 88,405 entries on readiness for change. Meanwhile, 5,213 entries showed for readiness for change in Transportation Industry. Therefore, 640 entries conducted in Malaysia and only 52 entries located at Sarawak on readiness for change in transportation sector. From the review that researcher had done before, several of the studies can be references by the researcher to complete the research. Therefore, due to the small number of studies related to the readiness for change in the transport sector in Sarawak, the researcher wanted to conduct this study. Definition of organisational change readiness as a construct that incorporates both being psychologically and behaviourally prepared to take the actions necessary to make the suggested changes (2009). As researcher analyse past studies more to organisational study compare than employees' readiness. Oreg and Bersen (2019) proposed a model of change leadership and organizational change processes and outcomes. Apart from that, availability for change can be accomplished by making the correct atmosphere to get backing and support from the pioneer and companions the same (Xie et. al., 2015). Hence, for viable execution of progress, open employees' full of feeling promise to change is vital to the program's prosperity (Van der Voet, Kuipers, and Groeneveld, 2016). In this way, it is basic to assess the preparation of open representatives for an effective change execution process (Hameed et. al., 2017). In addition, Shah (2014), with exact proof, expresses that trust in administrators and the executives can go about as an impetus for employees' uplifting mentalities toward

authoritative change. In the other word, it is important for researcher to study and focus on which experiences by employees toward readiness for change. This is because past studies are more focus on organisational changes and a leadership help changes in organisational successful.

1.2.3 Practical Gaps

Lastly, practitioners are always puzzled because why employees sometimes unable to perceive and adapt towards change that happen in the organisation. According to Armenakis and Harris (2002) believed that this situation happened due to employee tends to resist interventions or changes applied and one of major causes cited for the increase rate of failure is that the most of the employees in the organization are not prepared or ready for change initiatives. Some of them are employee-related factors and others are process-related change factors (Oreg, 2006). When an organisation moves out of the unknown, its employees experience fear and uncertainty. Shah (2009), supports this argument that states that unknown situations can cause anxiety, anxiety, and uncertainty in the workforce. An exhaustive information on the importance of employees change guides change operators to see how best to move toward change and the best method of actualizing change (Soumyaja, Kamlanabhan & Bhattacharyya, 2011). A decent appraisal of worker change status will help change specialists, business advisors and the board to comprehend the hole between their own desires for change creators (Ghany, 2014). Cunningham et al., (2002) state that trust in management is an important precursor in reducing employee barriers to change. Therefore, the purpose of this study is to explore and study the customer service worker experience in managing their readiness for change in the transport sector. This study seeks to delve deeper into the factors of employee readiness for change and the steps to increase the level of customer service readiness for change.

1.3 Research Objectives

This section provides general and specific objectives that are stated to set as an aim in accomplishing this study.

1.3.1 General Objectives

The main purpose of this study is to explore the experiences of employees' in managing their readiness towards changes in transportation sector in Sarawak.

1.3.2 Specific Objective

Several specific objectives are identified in this study and are as follows:

1. To study contextual data related to the experiences of employees' in managing their readiness towards changes in the transportation sector in Sarawak.
2. To investigate the factors affecting employees' readiness for change in the transportation sector in Sarawak.
3. To examine the ways to improve of readiness for change by the employees themselves in the transportation sector in Sarawak.
4. To explore the ways to improve level of readiness for change by the employer in the transportation sector in Sarawak.

1.4 Research Questions

There are two types of research questions which are general and specific. For this research, there are one general research question and three specific research questions that have been assigned.

1.4.1 General Research Questions

The general research question is:

What are the experiences of employees' in managing their readiness towards changes in the transportation sector in Sarawak?

1.4.2 Specific Research Questions

Several specific research objectives are identified in this study and are as follows:

1. What are the contextual data related to the experiences of employees in managing their readiness towards changes in the transportation sector in Sarawak?
2. What are the factors affecting employees' readiness for changes in the transportation sector in Sarawak?
3. What are the ways to improve level of readiness for change by the employees themselves in the transportation sector in Sarawak?
4. What are the ways to improve level of readiness for change by an employer in the transportation sector in Sarawak?

1.5 Significance of Study

The significance of study us classified into three areas of contribution to the organization, human resource practitioner and researcher.

1.5.1 Organisation

The findings obtained by the researchers in this study are believed to help employees in the organisation to overcome the problem of managing their readiness for change in the organisation. In addition, this study is expected to help re-evaluate the factors that influence employees in managing their readiness for organisational change so that it can be practiced in the face of future changes. Apart from that, it is also expected to help employees improve their level of readiness for organisational change so that the organisation's vision and mission can be achieved.

1.5.2 Human Resource Practitioners

The findings of this study can serve as a reference by human resource practitioners to assist employees in managing their readiness for organisational change. In addition, the findings of this study suggest that human resource practitioners can formulate policies and policies within the organisation as they reduce workers' problems in managing their readiness for change. This can help reduce the problem of employee readiness for change in the organisation and indirectly improve the performance of the organisation. In addition, to address the problem of managing employee readiness for change, human resource practitioners can also create programs or training to help employees reduce their problems or training to help employees reduce their problems in managing readiness for change. Apart from that, human resource practitioners will be more sensitive to factors in managing their readiness for change and the steps that employees can take to improve readiness for change.

1.5.3 Researcher

This study is believed to help the researcher to know more about this research and hope that this study will help the researcher in conducting a study on employee readiness for broader and deeper changes in the future. In addition, this study can also enrich and diversify the areas of knowledge gained, especially in managing employee readiness for organisational change.

1.6 Definition of Terms

In this study, the researcher includes the conceptual and operational definition of terms as shown in the Table 1.1 below:

Term	Conceptual Definition	Operational Definition
Readiness for Change	Backer (1995) that “readiness for change is involved with people beliefs, attitudes, and intentions regarding the extent to which changes are needed and their perception of individual and organisational capacity to successfully make those changes” (p.22).	Organisational employees’ shared determination to actualize a (change duty) and shared faith in their aggregate ability to do as such (change viability). (Weiner, 2009).
Employee	An individual who works low support or full-time under an understanding of business, whether or not oral or formed, express or construed, and has seen rights and commitments. Likewise called laborers (Business Dictionary).	An employee is an individual who was shrunk by a business to make an appearing. The specialist is enrolled by the business after an application and meeting process achieves their decision as an agent. This decision occurs after the applicant is seen by the business as the top of their contender to do the duty regarding which they are contracting (Susan, 2020).
Employer	An employer is the person with whom an employee has contracted a service or apprenticeship (Laman Rasmi KWSP, 2012)	Employers refer to general managers in organisations who have authority over their employees. According to EbbySufian (2008), employers or

		better known as managers are those who move the organisation's goals to success by using resources effectively and efficiently.
Transportation Sector	The transportation division is a class of organisations that offer types of assistance to move individuals or merchandise, just as transportation framework. The transportation part comprises of a few ventures including airship cargo and coordination, marine, street and rail, and transportation framework. These enterprises are additionally stalled into the sub-business's airship cargo and coordination, carriers, marine, railways, trucking, air terminal administrations, parkways and rail tracks, and marine ports and administrations (Adam, 2020).	This area incorporates enterprises giving transportation of travellers and payload, warehousing and capacity for merchandise, grand and touring transportation, and bolster exercises identified with methods of transportation. Foundations in these ventures use transportation hardware or transportation-related offices as a profitable resource.

Table 1.1. Conceptual and operational definition of terms used

1.7 Conclusion

In conclusion, the researcher has covered and addressed the overall important parts required in this chapter – introduction, background and problem statement of this study, research objectives and questions have been clearly defined, conceptual framework is well illustrated, and significance has been pointed out and ended with conceptual and operational definition of terms. Discussion on literature review is discussed and clarified further in the next chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses on the literature review that related to this study. The review on research related theories and model are provided. Besides, similar findings from the past are further discussed. The last section covers the overview chapter.

2.1 RELATED RESEARCH THEORY AND MODEL

This section provides theory and model used in this study which are Lewin's Theory Steps Changes Theory and Prosci's Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR).

2.1.1 Lewin's Three Steps Change Theory

One of the significant hypotheses with regards to understanding hierarchical change and change the board is Lewin's 3-advance model for changes (Gligorovski, 2017). Kurt Lewin is a German – American clinician, who contemplated human conduct and discharged his three stage hypotheses (in 1947) of progress (Schein, 1996). As per his perceptions and research, he comprehended the hazardous of progress: how to make change perpetual and not let individuals return to their old propensities however to get the new propensities solidly embedded (Schein, 1996). Lewin took a gander at the change wonders as getting from two unique powers, those inside driven (from an individual's own needs) and those forced or initiated by the earth. From the system, Lewin looked and discover the answer for how to get perpetual change embedded: with the 3-advance model (Schein, 1996). The whole of the three phases in the model proposes express activities that will address motivation, execution, and advance the legitimate change (Gligorovski, 2017). The 3-advance model is introduced

as similarity of the changing state of an ice-shape by first "Un-Freezing" it, "Transforming" it and afterward Re-Freezing it, additionally appeared as structure in Figure 2.1 below.

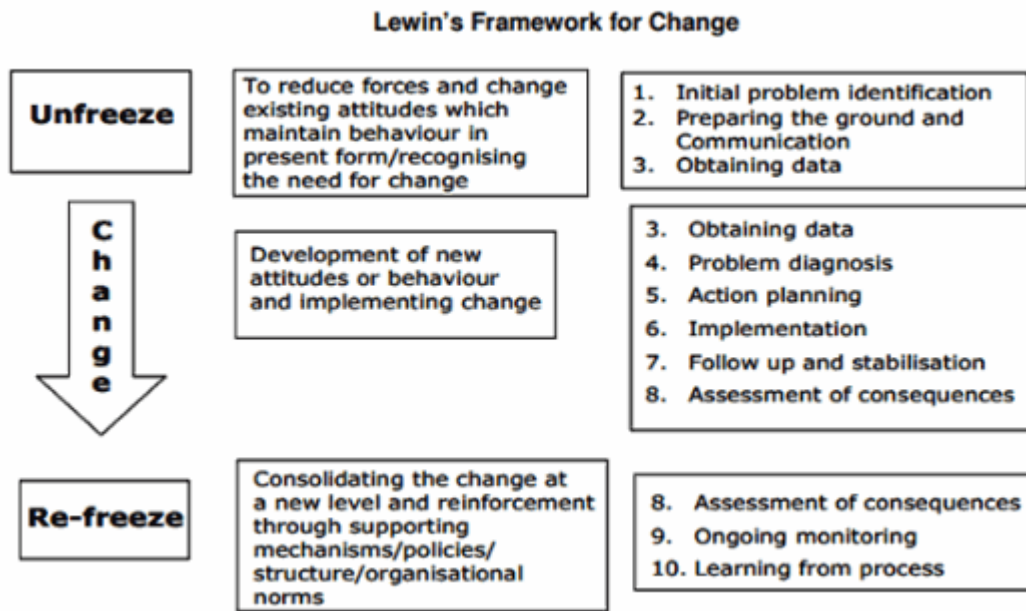


Figure 2.1. Lewin's framework for change. Reprinted from change readiness factors influencing employees' readiness for change within an organisation, by Riddell and Røisland, 2017, *A Systematic Review: Master Thesis*. Copyright 2017 by University of Agder. Adapted with permission.

As can be seen in the picture above (refer to Figure 2.1), in the phase of growth that is no exception comes to the conclusion that change is needed and necessary, they break down the existing status quo and begin to develop new ways of doing things (Gigorovski, 2017). The following stage is the period of progress wherein change steps are executed, and new perspectives and practices are made through different estimates, for example, preparing, formalized structure of new administration style, etc (Riddell and Røisland, 2017). The last step is the 'freeze' which implies that the organisation has now made changes as part of its new practice, and that the situation is stable (Schein, 1996).