

## TABLE OF CONTENTS

<b>APPROVAL PAGE .....</b>	<b>i</b>
<b>STATEMENT PAGE .....</b>	<b>iii</b>
<b>PREFACE.....</b>	<b>iv</b>
<b>TABLE OF CONTENTS .....</b>	<b>vi</b>
<b>LIST OF TABLES .....</b>	<b>viii</b>
<b>LIST OF FIGURES .....</b>	<b>ix</b>
<b>LIST OF APPENDICES .....</b>	<b>x</b>
<b>ABSTRACT .....</b>	<b>xi</b>
<b>INTISARI .....</b>	<b>xii</b>
<b>CHAPTER I INTRODUCTION .....</b>	<b>2</b>
1.1. Background.....	2
1.2. Problem Formulation .....	15
1.3. Research Questions.....	17
1.4. Research Objectives.....	18
1.5. Research Benefits.....	18
1.6. Research Scope .....	19
1.7. Structure of the Research .....	19
<b>CHAPTER II LITERATURE REVIEW .....</b>	<b>21</b>
<b>2.1. Organizational Change.....</b>	<b>21</b>
2.1.1. Definition of Organizational Change .....	21
2.1.2. Driving Factors for Change.....	22
2.1.3. Types of Organizational Change.....	24
2.1.4. Organizational Change Models.....	24
<b>2.2. Readiness for Change .....</b>	<b>31</b>
<b>2.3. Commitment to Change .....</b>	<b>32</b>
<b>2.4. Resistance to Change .....</b>	<b>34</b>
2.4.1. Sources of Resistance to Change .....	34
2.4.2. Methods of Handling Resistance to Change .....	38
<b>CHAPTER III RESEARCH METHOD .....</b>	<b>42</b>
<b>3.1. Research Design .....</b>	<b>42</b>
<b>3.2. Research Context .....</b>	<b>43</b>

<b>3.3. Organizational Profile .....</b>	<b>46</b>
3.3.1. Vision and Missions.....	47
3.3.2. Organizational Structure, Duties, and Functions .....	47
3.3.3. Organizational Development .....	51
<b>3.4. Population and Sample.....</b>	<b>53</b>
<b>3.5. Variable Measurement .....</b>	<b>54</b>
<b>3.6. Operational Definition.....</b>	<b>56</b>
<b>3.7. Instrument Test.....</b>	<b>57</b>
3.7.1. Validity Test.....	57
3.7.2. Reliability Test.....	58
<b>3.8. Data Analysis Method.....</b>	<b>59</b>
<b>CHAPTER IV RESULT AND DISCUSSION.....</b>	<b>60</b>
4.1. Data Collection .....	60
4.2. Profile of the Respondents.....	62
4.3. Validity Test .....	64
4.4. Reliability Test .....	64
4.5. Descriptive Statistics and Correlation Coefficients .....	66
4.5.1. Description of Readiness for Change Variable.....	68
4.5.2. Description of Commitment to Change Variable.....	72
4.5.3. Description of Resistance to Change Variable.....	75
4.5.4. Correlation Between Research Variables.....	79
4.6. t-Test Result.....	80
4.7. ANOVA and Tukey Post-Hoc Tests .....	83
4.7.1. Mean Differences of Employees Based on Age .....	84
4.7.2. Mean Differences of Employees Based on Educational Background.....	87
4.7.3. Mean Differences of Employees Based on Tenure.....	91
4.7.4. Mean Differences of Employees Based on Position Level .....	95
4.8. Discussion of Research Results .....	100
<b>CHAPTER V CONCLUSION AND RECOMMENDATION.....</b>	<b>112</b>
5.1. Conclusions.....	112
5.2. Implications .....	115
5.3. Limitations and Future Research .....	123
<b>BIBLIOGRAPHY .....</b>	<b>125</b>