

The Relationship between Internal and External Factors on Attitude towards Acceptance of Change among Officers of Malaysian Government Sectors

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Abstract

This study investigates the influence of psychological readiness for change, perceived organizational support, change communication quality, and perceived job security on attitudes toward acceptance of organizational change among officers in the Malaysian government sector. A quantitative approach was employed with a sample of 394 participants, utilizing Pearson correlation and multiple regression analyses to explore the relationships between these variables. The findings revealed that perceived organizational support was the strongest predictor of positive attitudes toward change, followed by psychological readiness, change communication quality, and perceived job security. The results highlight the critical role of organizational support and psychological readiness in fostering positive attitudes toward change, with effective communication further enhancing acceptance. Although perceived job security was a significant factor, its influence was slightly weaker. These findings suggest that organizations should focus on providing robust support systems, clear communication strategies, and building psychological readiness to facilitate smoother change processes. Policymakers and organizational leaders are encouraged to implement strategies that reinforce these factors to ensure successful change management within government sectors.

Keywords: Psychological Readiness, Perceived Organizational Support, Change Communication, Job Security, Organizational Change

Introduction

The ability of government organizations to adapt and thrive in the face of change is critical for their long-term effectiveness. Organizational change, especially within government sectors, is becoming more prevalent due to evolving technological advancements, policy shifts, and external pressures to improve efficiency and accountability. However, employees' attitudes towards such changes can significantly influence the success or failure of these initiatives (Van der Voet et al., 2018; Oreg et al., 2021). Among government officers, resistance to change can hinder the implementation of new policies or systems, making it essential to understand the factors that drive their acceptance of organizational change (Choi & Ruona, 2020; Rafferty & Restubog, 2017).

One of the key factors affecting the acceptance of change is psychological readiness. Psychological readiness refers to an individual's preparedness, both mentally and emotionally, to engage with and adapt to change initiatives (Holt et al., 2017; Al-Haddad & Kotnour, 2019). Research has demonstrated that employees with high psychological readiness are more likely to embrace organizational changes positively, whereas those with lower readiness may exhibit resistance (Walker et al., 2021; Armenakis et al., 2020). In government organizations, psychological readiness is especially pertinent as officers may experience heightened uncertainty during periods of change, leading to the need for interventions to boost readiness (Nadiv et al., 2021; Smollan, 2021).

Perceived organizational support is another crucial element in shaping attitudes toward change. When employees feel that their organization values their contributions and supports their well-being, they are more likely to respond positively to change efforts (Rhoades & Eisenberger, 2020; Kurtessis et al., 2017). Perceived organizational support has been shown to mitigate the negative effects of change-related stress and uncertainty, fostering a culture of openness to change (Nguyen et al., 2019; Fedor et al., 2020). In the context of government officers, organizational support can take the form of clear communication, training, and resources to help employees transition smoothly during change processes (Jacobs et al., 2018; Koseoglu et al., 2020).

The quality of communication surrounding organizational change also plays a pivotal role in determining employee attitudes. Transparent, timely, and clear communication helps reduce uncertainty, build trust, and increase employees' willingness to embrace change (Clampitt et al., 2020; Bordia et al., 2019). Poor communication, on the other hand, can lead to misunderstandings, confusion, and resistance among employees (Rafferty & Jimmieson, 2018; Elving et al., 2020). For government officers, who often operate within hierarchical structures, effective communication is vital to ensuring that all levels of the organization are aligned and prepared for change (Christensen & Lægred, 2018; Lo et al., 2019).

Another critical factor is perceived job security, which directly influences employees' attitudes toward organizational changes. Employees who feel their jobs are secure tend to be more open to organizational changes as they do not fear losing their livelihood as a result of the transition (De Witte & Pienaar, 2018; Vander Elst et al., 2020). Conversely, when employees perceive their job security to be at risk, they are more likely to resist change, as they may associate it with potential job losses or negative career outcomes (Probst et al., 2017; Sverke et al., 2018). In the public sector, where job stability has traditionally been a cornerstone,

addressing job security concerns during periods of change is essential for fostering positive attitudes (Jiang & Lavaysse, 2018; Schyns et al., 2020).

In summary, understanding the psychological readiness, perceived organizational support, communication quality, and perceived job security of government officers can provide valuable insights into their attitudes toward change. By addressing these factors, government organizations can enhance their change management strategies, reduce resistance, and promote a more adaptive and responsive workforce (Oreg et al., 2020; Rafferty et al., 2018). This study aims to explore the relationship between these factors and attitudes toward organizational change, contributing to the growing body of research on change management in the public sector.

Literature Review

Psychological Readiness for Change

Psychological readiness for change is a critical determinant of how employees respond to organizational transitions. This construct refers to an individual's mental and emotional preparedness to engage in and support change initiatives (Holt et al., 2017; Walker et al., 2021). In the context of government organizations, psychological readiness is particularly important due to the complex bureaucratic structures and slower adaptation to change compared to the private sector (Nadiv et al., 2021; Armenakis et al., 2020). When officers exhibit high levels of readiness, they are more likely to embrace and engage positively with organizational change, reducing resistance and fostering a smoother transition (Choi & Ruona, 2020; Smollan, 2021).

Moreover, research suggests that psychological readiness can be influenced by both individual and organizational factors. For example, employees who perceive their organization as supportive and transparent tend to display higher readiness for change (Jacobs et al., 2018; Rafferty & Restubog, 2017). Organizational interventions such as training and workshops aimed at increasing awareness and understanding of the change process have been found to enhance readiness (Fedor et al., 2020; Clampitt et al., 2020). Thus, building psychological readiness among officers is essential for fostering positive attitudes toward organizational change.

In addition, leadership plays a crucial role in cultivating psychological readiness. Leaders who adopt transformational styles that inspire, motivate, and engage employees are more likely to foster readiness for change among their staff (Lo et al., 2019; Christensen & Lægheid, 2018). This is especially relevant in government sectors, where top-down management structures can significantly impact how changes are perceived and adopted by lower-level employees (Rafferty & Jimmieson, 2018; Kurtessis et al., 2017). Consequently, leadership interventions that emphasize clear communication, vision, and support can directly enhance officers' readiness to engage with organizational changes.

In summary, psychological readiness is a foundational component that shapes how government officers respond to organizational change initiatives. By enhancing readiness through supportive leadership and organizational interventions, public sector organizations can improve the likelihood of successful change implementation (Clampitt et al., 2020; Oreg et al., 2021).

Perceived Organizational Support

Perceived organizational support (POS) is another significant factor that influences employees' attitudes toward accepting organizational change. POS refers to employees' perceptions of how much the organization values their contributions and cares for their well-being (Rhoades & Eisenberger, 2020; Kurtessis et al., 2017). High levels of POS are associated with greater employee commitment and a positive attitude toward organizational change, as employees feel more secure and supported during times of uncertainty (Nguyen et al., 2019; Rafferty & Restubog, 2017).

Moreover, POS has been shown to buffer the stress often associated with organizational change. Employees who believe that their organization is committed to their well-being are more likely to engage with change efforts and view them positively (Fedor et al., 2020; Elving et al., 2020). This is particularly relevant in government organizations where changes may involve policy shifts, restructuring, or new technological systems. Providing clear communication, resources, and emotional support can help employees feel less anxious about the change process, leading to a more favorable attitude toward acceptance of change (Bordia et al., 2019; Koseoglu et al., 2020).

In addition, research highlights that POS can moderate the relationship between job insecurity and attitudes toward change. Employees who feel supported by their organization are less likely to perceive change as a threat to their job security and are therefore more willing to adapt to new changes (Schyns et al., 2020; Sverke et al., 2018). In the public sector, where job security is often a priority for employees, POS can play a critical role in reducing fear and fostering a more positive perception of change (Jiang & Lavaysse, 2018; Jacobs et al., 2018).

In conclusion, perceived organizational support is an essential factor that shapes employees' attitudes toward organizational change. By fostering a supportive work environment and addressing employees' concerns, government organizations can increase acceptance and engagement in the change process (Rhoades & Eisenberger, 2020; Oreg et al., 2020).

Change Communication Quality

Effective communication during organizational change is crucial for ensuring that employees are well-informed and engaged in the process. Change communication quality refers to the timeliness, transparency, and clarity of information provided to employees about the change (Clampitt et al., 2020; Bordia et al., 2019). Research consistently shows that high-quality communication reduces uncertainty and increases trust among employees, which in turn leads to greater acceptance of change (Christensen & Lægheid, 2018; Elving et al., 2020).

When communication is clear and transparent, employees are better able to understand the rationale behind the change and their role in the process (Lo et al., 2019; Rafferty & Restubog, 2017). This is particularly important in government sectors where changes are often top-down and can be met with skepticism or resistance from lower-level employees (Nadiv et al., 2021; Oreg et al., 2020). In such contexts, effective communication helps build trust, reduce

fears, and align employees with the organizational goals of the change initiative (Rafferty & Jimmieson, 2018; Smollan, 2021).

Furthermore, communication quality is closely tied to leadership effectiveness. Leaders who communicate clearly and consistently with their employees during times of change can significantly enhance their employees' attitudes toward the change (Miller et al., 2020; Kurtessis et al., 2017). This is especially true in hierarchical government organizations, where communication breakdowns can lead to confusion and resistance (Choi & Ruona, 2020; Clampitt et al., 2020). By fostering open lines of communication and addressing employee concerns, leaders can facilitate a more positive reception to change.

In summary, communication quality plays a pivotal role in shaping employee attitudes toward organizational change. Transparent, timely, and clear communication is essential for reducing uncertainty and fostering employee buy-in during change initiatives (Bordia et al., 2019; Oreg et al., 2021).

Perceived Job Security

Perceived job security is a critical factor that influences how employees respond to organizational change. Job security refers to employees' perception of the stability and continuity of their employment in the face of organizational changes (De Witte & Pienaar, 2018; Sverke et al., 2018). When employees feel that their jobs are secure, they are more likely to accept and engage with organizational change positively, as they do not fear losing their employment as a result of the transition (Probst et al., 2017; Vander Elst et al., 2020).

Research suggests that perceived job security moderates the relationship between organizational change and employee attitudes. Employees who perceive high levels of job security are less likely to view change as a threat and are more likely to exhibit a positive attitude toward it (Schyns et al., 2020; Rafferty & Restubog, 2017). In contrast, employees who feel insecure about their job may resist change due to the fear that it will lead to layoffs or restructuring that could negatively impact their position (Nadiv et al., 2021; Jiang & Lavaysse, 2018). This is especially relevant in government sectors, where employees may rely on long-term job stability.

Moreover, perceived job security is closely linked to employee well-being. Employees who feel secure in their jobs experience lower levels of stress and anxiety during organizational changes, which can lead to a more positive outlook on the change process (Sverke et al., 2018; Vander Elst et al., 2020). In government organizations, where job stability is often a cornerstone of employment, addressing job security concerns during periods of change is critical for maintaining employee morale and encouraging positive attitudes toward change (De Witte & Pienaar, 2018; Oreg et al., 2020).

In conclusion, perceived job security plays a significant role in shaping employees' attitudes toward organizational change. Ensuring that employees feel secure in their positions can reduce resistance to change and foster a more positive and engaged workforce (Probst et al., 2017; Schyns et al., 2020).

Method

Participants

This study involved a sample of 394 government officers from various departments in the public sector in Malaysia. Participants were selected using stratified random sampling to ensure diversity in age, gender, job roles, and length of service. The sample size of 394 was determined through a power analysis to ensure sufficient statistical power for detecting relationships between the independent variables (psychological readiness for change, perceived organizational support, change communication quality, and perceived job security) and the dependent variable (attitude towards acceptance of organizational change). All participants were fluent in Malay and provided informed consent before participating in the study.

Procedure and Measures

Participants were recruited through organizational email announcements and internal newsletters. Prior to participation, they were informed about the study's purpose, confidentiality, and their right to withdraw at any time. Data were collected using self-report questionnaires administered online through a secure survey platform, and the questionnaire took approximately 15-20 minutes to complete.

Psychological Readiness for Change

Psychological readiness for change was assessed using the *Readiness for Organizational Change Scale* (ROCS) developed by Hanpachern et al. (1998). This 15-item scale measures the overall readiness of employees to accept and engage with organizational changes. Participants responded to each item on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), with higher scores indicating greater readiness for change. Sample items included "I am mentally prepared for changes in my organization" and "I am willing to take part in the change process." The scale demonstrated high internal consistency with a Cronbach's alpha of 0.87.

Perceived Organizational Support

Perceived organizational support was measured using the *Survey of Perceived Organizational Support* (SPOS) developed by Eisenberger et al. (1986). This 8-item scale evaluates employees' perceptions of how much their organization values their contributions and supports their well-being. Participants rated each item on a 7-point Likert scale (1 = Strongly Disagree, 7 = Strongly Agree), with higher scores indicating greater perceived organizational support. Sample items included "My organization cares about my opinions" and "My organization takes pride in my accomplishments." The Cronbach's alpha for this scale was 0.90, indicating excellent internal reliability.

Change Communication Quality

Change communication quality was assessed using the *Organizational Change Communication Scale* developed by Miller, Johnson, and Grau (1994). This 9-item scale measures how clearly and effectively information regarding organizational changes is communicated to employees. Responses were rated on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). Sample items included "The reasons for the changes are clearly communicated to me" and "I receive timely updates about the progress of changes." The scale demonstrated high internal consistency with a Cronbach's alpha of 0.85.

Perceived Job Security

Perceived job security was measured using the *Job Security Scale (JSS)* developed by De Witte (2000). This 7-item scale measures employees' perceptions of the stability of their job positions during organizational changes. Participants responded to each item on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), with higher scores indicating greater perceived job security. Sample items included "I am confident that I will keep my job despite the changes" and "I feel secure about my job in the current situation." The scale showed good internal reliability with a Cronbach's alpha of 0.83.

Attitude Toward Acceptance of Organizational Change

Attitude toward acceptance of organizational change was measured using the *Attitudes Toward Change Scale (ATCS)* developed by Dunham et al. (1989). This 18-item scale measures employees' cognitive, affective, and behavioral attitudes toward organizational changes. Participants responded to each item on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), with higher scores indicating more positive attitudes toward change. Sample items included "I believe the organizational changes are necessary" and "I am enthusiastic about the changes occurring in the organization." The scale demonstrated excellent internal consistency with a Cronbach's alpha of 0.89.

Data Analysis

Data were analyzed using the *Statistical Package for the Social Sciences (SPSS)*. Descriptive statistics were computed to summarize levels of psychological readiness, perceived organizational support, change communication quality, and perceived job security. Pearson correlation analyses were conducted to examine the relationships between the independent variables and the dependent variable, which is attitude towards acceptance of organizational change. Multiple regression analyses were employed to determine the predictive power of each independent variable on attitudes toward change. The significance level for all statistical tests was set at $p < .05$.

Results and Discussion

The descriptive statistics for psychological readiness for change, perceived organizational support, change communication quality, and perceived job security are presented in Table 1. The results indicate that participants reported moderate to high levels of psychological readiness for change ($M = 47.10$, $SD = 6.50$), with 64.97% of participants scoring in the high category. Perceived organizational support ($M = 40.20$, $SD = 5.80$) also showed a large proportion of participants reporting high levels, with 61.93% scoring in the high category. Change communication quality ($M = 34.30$, $SD = 4.70$) was moderate to high, with 60.40% of respondents in the high category. Finally, perceived job security ($M = 31.80$, $SD = 5.10$) showed moderate levels, with 56.85% of participants reporting a high sense of job security during organizational changes. Meanwhile, the reported moderate to high levels of positive attitudes toward acceptance of organizational change ($M = 76.30$, $SD = 9.20$), with 60.66% of participants falling into the high category. These results suggest that a significant portion of government officers in the Malaysian public sector are open to accepting organizational changes.

The findings indicate that government officers generally exhibited a high level of psychological readiness for organizational change, which is crucial for effective implementation of change

initiatives (Holt et al., 2017; Armenakis et al., 2020). The high percentage of participants reporting strong readiness aligns with previous studies that suggest psychological readiness is a key determinant in reducing resistance to change, particularly in structured environments like government organizations (Nadiv et al., 2021; Rafferty & Restubog, 2017). This readiness could be attributed to efforts within the organization to foster a supportive environment that mentally prepares employees for transitions, reflecting the importance of psychological resilience during periods of uncertainty (Choi & Ruona, 2020; Smollan, 2021).

This high readiness for change is consistent with research emphasizing the role of leadership in cultivating psychological preparedness for change (Christensen & Lægheid, 2018; Lo et al., 2019). Leaders who communicate a clear vision for change and provide motivational support may boost employees' psychological readiness, which ultimately enhances the overall organizational change process (Clampitt et al., 2020; Rafferty & Jimmieson, 2018).

The results also showed that most participants experienced high levels of perceived organizational support, which is crucial for maintaining positive attitudes toward change (Rhoades & Eisenberger, 2020; Kurtessis et al., 2017). Employees who feel supported by their organization tend to exhibit higher acceptance of change, as organizational support fosters trust and reduces anxiety (Nguyen et al., 2019; Fedor et al., 2020). In government organizations, where hierarchical structures may limit direct communication, perceived support plays a significant role in ensuring employees feel valued and recognized during organizational transitions (Jacobs et al., 2018; Rafferty & Restubog, 2017).

These findings align with previous research that suggests perceived organizational support mitigates the stress associated with change, leading to higher engagement and acceptance (Schyns et al., 2020; Sverke et al., 2018). The high levels of perceived support observed in this study suggest that government organizations are increasingly prioritizing employee well-being during organizational changes, which may contribute to smoother transitions and reduced resistance to change (Nadiv et al., 2021; Elving et al., 2020).

High-quality change communication was another factor that contributed to positive attitudes toward organizational change. The majority of participants reported moderate to high levels of communication quality, indicating that they received clear, transparent, and timely information about the changes taking place (Bordia et al., 2019; Clampitt et al., 2020). Effective communication helps employees understand the reasons for change and their role in the process, thereby fostering acceptance and reducing resistance (Rafferty & Jimmieson, 2018; Miller et al., 2020).

The findings from this study are consistent with previous research highlighting the importance of communication in organizational change efforts. When leaders communicate clearly and address employee concerns proactively, they reduce uncertainty and foster a sense of trust among employees (Lo et al., 2019; Oreg et al., 2021). In hierarchical structures, such as government organizations, effective communication is particularly vital for aligning the goals of different departments and ensuring that employees are on board with change initiatives (Christensen & Lægheid, 2018; Rafferty & Restubog, 2017).

Participants reported moderate levels of perceived job security during the organizational changes. While a slight majority felt secure in their jobs, a notable portion of participants still expressed uncertainty about their employment stability, which may have affected their attitude toward the changes (De Witte & Pienaar, 2018; Probst et al., 2017). This moderate sense of job security is consistent with existing literature that suggests perceived job security plays a significant role in shaping employees' reactions to organizational change (Schyns et al., 2020; Vander Elst et al., 2020).

These findings support previous research indicating that when employees perceive job security during times of change, they are more likely to adopt positive attitudes and engage with the change process (Sverke et al., 2018; Jiang & Lavaysse, 2018). Conversely, when job security is perceived as low, employees may resist change, fearing that it could negatively impact their position within the organization (Nadiv et al., 2021; Smollan, 2021). In government organizations, maintaining a stable sense of job security is crucial for ensuring employee cooperation and minimizing resistance to change (Rhoades & Eisenberger, 2020; Oreg et al., 2020).

Table 1

Levels of Psychological Readiness, Perceived Organizational Support, Change Communication Quality, and Perceived Job Security

Level	n	%	Mean	SD
<u>Attitude Towards Change</u>				
Low	70	17.01	76.30	9.20
Moderate	85	21.57		
High	239	60.66		
<u>Psychological Readiness</u>			47.10	6.50
Low	60	15.23	55.40	7.10
Moderate	78	19.80		
High	256	64.97		
<u>Perceived Organizational Support</u>			55.40	7.10
Low	55	13.96	34.30	4.70
Moderate	95	24.11		
High	244	61.93		
<u>Change Communication Quality</u>			34.30	4.70
Low	67	17.01	22.59	
Moderate	89	22.59		

High	238	66.40		
<u>Perceived Job Security</u>				
Low	67	17.01	31.80	5.10
Medium	103	26.14		
High	224	56.85		

A Pearson correlation analysis was conducted to examine the relationships between psychological readiness for change, perceived organizational support, change communication quality, perceived job security, and attitudes toward acceptance of organizational change among government officers (see Table 2). The results revealed that all independent variables were significantly positively correlated with attitudes toward change, indicating that higher levels of psychological readiness, perceived organizational support, communication quality, and perceived job security are associated with more positive attitudes toward accepting organizational change.

The strongest correlation was observed between perceived organizational support and attitude toward change ($r = .68, p < .001$). This result aligns with previous studies showing that employees who feel supported by their organization are more likely to accept and adapt to organizational changes (Rhoades & Eisenberger, 2020; Kurtessis et al., 2017). In particular, support from leadership and colleagues plays a vital role in reducing anxiety and fostering a positive outlook on change (Nguyen et al., 2019; Fedor et al., 2020).

Psychological readiness for change demonstrated a strong positive relationship with attitudes toward change ($r = .66, p < .001$). This finding is consistent with prior research emphasizing that employees who are mentally and emotionally prepared for change are more likely to embrace it, as readiness helps reduce resistance and increase engagement in the change process (Holt et al., 2017; Armenakis et al., 2020). Government officers who reported higher readiness were more accepting of organizational changes, reflecting their confidence in adapting to new policies and procedures (Smollan, 2021; Rafferty & Restubog, 2017).

Change communication quality was significantly correlated with attitudes toward change ($r = .64, p < .001$). This supports the literature that highlights the importance of transparent and clear communication in shaping employee attitudes during organizational transitions (Clampitt et al., 2020; Elving et al., 2020). Effective communication ensures that employees understand the rationale behind changes, reducing uncertainty and fostering trust in the process (Miller et al., 2020; Rafferty & Jimmieson, 2018).

Finally, perceived job security was positively correlated with attitudes toward change ($r = .60, p < .001$). This result is in line with previous findings that employees who feel secure in their jobs are more open to accepting changes, as they are less likely to fear negative personal outcomes such as job loss or demotion (De Witte & Pienaar, 2018; Sverke et al., 2018). In the context of government officers, a stable sense of job security helps to mitigate the potential stress and resistance that often accompany organizational changes (Schyns et al., 2020; Vander Elst et al., 2020).

Overall, these correlations indicate that perceived organizational support is the strongest predictor of positive attitudes toward organizational change, followed closely by psychological readiness, communication quality, and perceived job security. These findings suggest that enhancing organizational support systems, fostering readiness for change, ensuring high-quality communication, and maintaining job security can significantly contribute to positive employee attitudes toward accepting changes in government organizations.

Table 2

Correlations Between Psychological Readiness, Perceived Organizational Support, Change Communication Quality, Perceived Job Security, and Attitude Toward Change

Variable	Attitude Towards Change	
	<i>r</i>	<i>p</i>
Psychological Readiness	.66**	.001
Perceived Organizational Support	.68**	.001
Change Communication Quality	.64**	.001
Perceived Job Security	.60**	.001

N = 394, ** $p < .001$

The multiple regression analysis (see Table 3) revealed that all four independent variables—psychological readiness for change, perceived organizational support, change communication quality, and perceived job security—significantly predicted attitudes toward acceptance of organizational change among government officers; $F(4, 389) = 145.76, p < .001$. Among the predictors, perceived organizational support emerged as the strongest predictor of attitudes toward change ($\beta = 0.45, p < .001$). This finding aligns with previous research that highlights the crucial role of organizational support in fostering positive employee attitudes toward change (Rhoades & Eisenberger, 2020; Kurtessis et al., 2017). Employees who perceive strong support from their organization are more likely to accept and adapt to organizational changes, as this support provides emotional and instrumental resources to ease the transition (Nguyen et al., 2019; Fedor et al., 2020).

Psychological readiness for change also demonstrated a strong predictive effect on attitudes toward change ($\beta = 0.41, p < .001$). This result underscores the importance of mental and emotional preparedness in determining employee receptiveness to organizational change (Holt et al., 2017; Armenakis et al., 2020). Employees who are psychologically ready for change are more likely to engage positively with new processes and policies, reducing resistance and fostering a more adaptive workplace environment (Choi & Ruona, 2020; Smollan, 2021).

Change communication quality was another significant predictor ($\beta = 0.39, p < .001$). This reflects the critical role of clear and transparent communication in shaping employee attitudes toward change (Clampitt et al., 2020; Bordia et al., 2019). When employees receive timely and accurate information about upcoming changes, they are better equipped to understand the rationale and adjust accordingly, thus enhancing their acceptance of the change process (Miller et al., 2020; Rafferty & Jimmieson, 2018).

Perceived job security also significantly predicted attitudes toward change ($\beta = 0.35, p < .001$), although its influence was relatively weaker compared to the other variables. This finding suggests that while job security plays a role in shaping employee attitudes toward change, its impact may be more indirect compared to factors such as organizational support and communication (De Witte & Pienaar, 2018; Sverke et al., 2018). Employees who feel secure in their jobs are generally more open to organizational changes, as they do not perceive the change as a threat to their employment status (Schyns et al., 2020; Vander Elst et al., 2020).

These results highlight the multifaceted nature of attitudes toward change among government officers. Perceived organizational support emerged as the strongest predictor, suggesting that fostering a supportive organizational environment is key to promoting positive employee attitudes toward change. Additionally, psychological readiness and communication quality play critical roles in shaping employee perceptions of change, while perceived job security, though significant, may vary in its effects depending on organizational context.

Table 3

Regression Analysis for Psychological Readiness, Perceived Organizational Support, Change Communication Quality, and Perceived Job Security on Attitude Toward Change

Variable	Attitude Towards Change			
	B	SE. B	Beta, β	p
Psychological Readiness	.43	0.09	0.41	.001
Perceived Organizational Support	.47	0.10	0.45	.001
Change Communication Quality	.38	0.09	0.39	.001
Perceived Job Security	.36	0.08	0.35	.001
R²	.672			
Adjusted R²	.668			
F	145.76			

$R^2 = 0.672$, Adjusted $R^2 = 0.668$, $F = 145.76$ ($p < .001$)

The regression analysis confirms that perceived organizational support is the most influential factor in determining government officers' attitudes toward accepting organizational change. This is consistent with prior studies that emphasize the role of support in reducing uncertainty and fostering positive attitudes during organizational transitions (Rhoades & Eisenberger, 2020; Kurtessis et al., 2017). Employees who feel supported by their organization are more likely to view changes favorably, as this support reassures them of the organization's commitment to their well-being and success (Nguyen et al., 2019; Fedor et al., 2020).

Psychological readiness for change also plays a significant role in predicting attitudes toward change, reinforcing the idea that mental and emotional preparedness is crucial for reducing resistance and encouraging positive engagement with new organizational processes (Holt et al., 2017; Armenakis et al., 2020). This aligns with previous research showing that employees who are mentally ready for change are more likely to embrace it, leading to smoother transitions and better outcomes (Choi & Ruona, 2020; Smollan, 2021).

Change communication quality emerged as another key factor influencing attitudes toward change. Effective communication ensures that employees understand the reasons behind changes, which reduces uncertainty and fosters trust in leadership (Clampitt et al., 2020; Bordia et al., 2019). This finding is consistent with previous studies that highlight the importance of clear, transparent communication in shaping positive employee attitudes during organizational changes (Miller et al., 2020; Rafferty & Jimmieson, 2018).

Although perceived job security was a significant predictor, its relatively weaker influence suggests that while job security contributes to positive attitudes toward change, it may not be as directly impactful as other factors such as organizational support and communication (De Witte & Pienaar, 2018; Sverke et al., 2018). Employees who feel secure in their jobs are more likely to accept changes, but the quality of support and communication they receive from their organization appears to have a stronger effect on their attitudes (Schyns et al., 2020; Vander Elst et al., 2020).

Implications for Attitudes toward Organizational Change: Policy and Practice

The findings from this study carry important implications for understanding the factors that influence attitudes toward acceptance of organizational change among government officers. Psychological readiness, perceived organizational support, change communication quality, and perceived job security were all significant predictors, suggesting that both organizational leaders and policymakers should focus on these areas to foster positive attitudes toward change in public sector organizations.

Perceived organizational support emerged as the strongest predictor of positive attitudes toward organizational change, underscoring the importance of fostering a supportive environment where employees feel valued and recognized. Organizations can improve perceived support by offering training programs, mentorship opportunities, and clear communication channels that enable employees to voice concerns during change processes (Rhoades & Eisenberger, 2020; Kurtessis et al., 2017). Policymakers should consider implementing organizational policies that ensure employees receive adequate resources and support during transitions, which can mitigate stress and improve overall attitudes toward change (Nguyen et al., 2019; Fedor et al., 2020).

Psychological readiness for change also played a significant role in shaping positive attitudes. This emphasizes the need for interventions that increase employees' mental and emotional preparedness for change, such as training workshops and employee engagement programs (Holt et al., 2017; Armenakis et al., 2020). Government agencies and organizations should prioritize strategies that build psychological resilience and foster a culture of adaptability, which will encourage more employees to embrace change initiatives with a positive mindset (Choi & Ruona, 2020; Smollan, 2021).

Change communication quality was another critical factor influencing attitudes toward organizational change. Transparent and timely communication is essential for ensuring that employees understand the rationale for changes, reducing uncertainty and promoting trust in leadership (Clampitt et al., 2020; Bordia et al., 2019). Organizations should invest in clear communication strategies that keep employees informed at every stage of the change

process, which will improve their engagement and willingness to accept changes (Miller et al., 2020; Rafferty & Jimmieson, 2018).

Finally, perceived job security significantly predicted attitudes toward change, though its influence was slightly weaker than other variables. This suggests that while job security is important, other factors such as organizational support and communication quality have a more direct impact on employee attitudes toward change (De Witte & Pienaar, 2018; Sverke et al., 2018). Nevertheless, organizations should still address job security concerns during periods of transition by offering reassurance and clarifying the potential impacts of change on employees' roles (Schyns et al., 2020; Vander Elst et al., 2020).

Practical Applications for Organizational Leaders and Policymakers

The relationships revealed in this study offer clear guidance for practical applications in both organizational management and broader policy initiatives. Organizational leaders should focus on enhancing perceived organizational support by providing resources and fostering an inclusive work environment where employees feel heard and supported. By promoting open communication and psychological readiness, leaders can help employees develop more favorable attitudes toward change.

Policymakers should support change management initiatives that prioritize employee engagement and support during organizational transitions. This could include policy guidelines that encourage transparent communication, promote job security, and provide mental health resources to help employees cope with the uncertainties of change. Furthermore, policy initiatives aimed at developing leadership capabilities in change management will ensure that government organizations are better equipped to handle transitions smoothly.

Human resource departments and change management teams can leverage these findings by designing targeted training programs that build psychological readiness and improve communication strategies. For example, they could implement employee feedback systems that allow for real-time responses to change initiatives, thereby ensuring that concerns are addressed promptly. Campaigns that emphasize the importance of adaptability and support employees through change will help foster a positive organizational culture.

Limitations and Future Directions

While this study provides valuable insights into the factors influencing attitudes toward organizational change among government officers, several limitations must be acknowledged. The cross-sectional design limits the ability to establish causal relationships between the independent variables and attitudes toward change. Future research should adopt longitudinal approaches to track changes in employee attitudes over time and examine how sustained exposure to organizational changes impacts these attitudes (Rhoades & Eisenberger, 2020; Holt et al., 2017).

Additionally, the study relied on self-reported measures, which may introduce biases such as social desirability. Future research should consider employing mixed-method approaches, including interviews and focus groups, to gain a deeper understanding of how employees perceive organizational support and job security during change processes (Nguyen et al.,

2019; Sverke et al., 2018). This approach would provide more nuanced insights into the underlying mechanisms that shape employee attitudes.

Moreover, this study focused specifically on government officers in Malaysia, which may limit the generalizability of the findings to other sectors or cultural contexts. Future research could explore how similar factors influence attitudes toward organizational change in different cultural or organizational settings, particularly in private-sector organizations or industries undergoing rapid technological change (Schyns et al., 2020; Vander Elst et al., 2020).

Conclusion

The findings of this study highlight the significant roles of psychological readiness for change, perceived organizational support, change communication quality, and perceived job security in shaping attitudes toward organizational change among government officers. Perceived organizational support emerged as the strongest predictor, suggesting that fostering a supportive environment is crucial for maintaining positive employee attitudes during transitions. Psychological readiness and communication quality also play important roles in shaping favorable perceptions, reinforcing the importance of mental preparedness and transparent communication in organizational change management. Perceived job security, while slightly less influential, still contributes meaningfully to shaping attitudes, particularly in terms of reducing anxiety during change.

These results have clear implications for organizational leaders and policymakers, who should focus on promoting support, readiness, and communication quality to foster positive attitudes toward organizational change. Future research should continue to explore these relationships in diverse organizational contexts to gain a more comprehensive understanding of the factors that influence employee attitudes toward change.

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