



Behavior Changes Affect the Success of School Organizational Change

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Abstract. This concept paper aims to identify the relationship between the change in teacher behavior to the change of organization in the school. Theory Planned Behavior (TPB) and Star Models are wont to discuss the relationship between those variables. The findings of past studies have shown that changes in employee behavior like financial resources, employment, challenges, and claims can influence organizational changes. Additionally, individual skills towards adaptive performance changes also indicate that there's a significant relationship. The implications for state policy example change in the organization can ensure that high-performing leadership is placed in schools and improve the practice of administrator leadership style. The State Department of Education (JPN) should play a role in providing training to reduce stress and improve employee behavior. Meanwhile, the Aminuddin Baki Institute (IAB) through the National Education Leaders Professional Qualification Programme (NPQEL) can improve courses on human resource management and excellent communication practices in order that new administrators can make changes that have a positive impact on the school community. Last, this idea paper is very useful to refer to the administrators on the importance of their role to ensure that teachers have positive behavior in improving school management because when there is a change in the organization, there'll definitely be changes in terms of work culture and environment that will improve school performance.

Keywords: Behavior change · Theory of Planned Behavior (TPB) · Star Model

1 Introduction

Education is a dynamic and ever-changing process. There have been various restructuring and improvement efforts in the existing education system to ensure that pupils are provided with knowledge, skills, and values relevant to current needs, especially during the Covid-19 pandemic. In the process of educational change, the Ministry of Education Malaysia (MOE) has set a benchmark with the education system of developed countries to ensure that Malaysian education is on par with international education. The changes that took place in line with the National Education Development Plan (PPPM) 2013–2025. To ensure a dynamic education of school children, especially teachers, it must be in line with the changes. Sparks (2003) argues that teachers are important agents

of change in ensuring that school's function effectively. This suggests that teachers as agents of change should be made an important agenda in the change of national education to improve student academic achievement.

This study aims to identify teachers' behavior towards change because it is one of the goals in school and national reform that is to improve the academic achievement of students (MOE, 2013). Scientifically, the issue of behavior change has aroused the interest of many researchers although some of them do not agree with some theories of behavior change. Researchers have outlined various theoretical models that attempt to explain the occurrence of attitude change. The changes brought about by the process of educational transformation have led to the emergence of various manifestations of very different attitudes among teachers.

2 Theory and Model

2.1 Theory of Planned Behavior (TPB)

Theory of Planned Behavior (TPB) was developed by Ajzen (1988). It is a theory that predicts intentional behavior because it believes that behavior can be intentional and planned (Safeena et al. 2013). This theory discusses the three elements that influence a person's behavior and tendencies namely attitude, interpersonal support and behavioral control. These three aspects are interdependent and have an important role as a determinant of the intention that will determine whether an act will be implemented or not. Attitudes toward behavior will affect a person's assessment of something they want to do. So in TPB, a good assessment will encourage a person to do something while a bad view will inhibit the behavior that the individual wants to do. TPB explains more clearly that an individual will consciously decide to engage himself in the behavior he desires. Attitude is a person's personal beliefs or evaluation of the positive or negative of the behavior that he will do. The attitude factor is the biggest influence because attitude plays an important role in changing the intention of an employee either to accept or reject something (Haizan & Idros, 2016).

2.2 The Star Model

Model of organizational change explains that organization is most effective when the five key components in the organizational pattern are aligned or compatibility exists (Galbraith 2002). In this model the five components are strategy, structure, process and capability, reward system and individual practice. The strategy element describes the vision, direction and competition in the organization. If there is no strategy then it will create confusion among employees. Administrators need to play a role in ensuring that subordinates know the strategies and plans set by the organization. Therefore, new administrators need to demonstrate good behavior and reduce commitment to old planning strategies. For experienced administrators, it is necessary to correct mistakes in planning strategies to increase commitment (Kalmanovich-Cohen et al. 2018). For organizational structural elements, a shift will exist if the elements of power and organizational functions are incompatible. The administrator needs to demonstrate the values



Fig. 1. The Star Model (Source: Galbraith, 2002)

of similarity between his personal and also the followers in order to build the followers' trust in him (Erkutlu & Chafra 2016). Similarities between administrators and followers are important for building the next change structure to achieve the same vision (Fig. 1).

Next so as to improve the change process in the organization, it's important for all parties to know and together in the process. Tensions will arise if the event of coordination mechanisms is neglected in these processes and capabilities. While reward systems aren't necessarily goods but can be in the form of communication and interaction that encourages others in turn can increase the commitment of subordinates to work (Lynda et al. 2016). Finally, teachers need to improve practice by showing initiative and not being lazy when changes occur. Honest, responsible and respectful behavior is essential to accepting change in an organization (Guerrero et al. 2018). A person's willingness to accept change is essential to continuing organizational excellence.

3 Literature Review

The past studies by western researchers on the Theory of Planned Behavior (TPB) have been widely used in various fields of research to predict behavior successfully (Armitage & Conner, 2001). In the organizational environment, the theory of planned behavior has been used to understand work-life balance (McCarthy et al., 2010), intention to appoint people with disabilities (Ang et al., 2015), intention to join organizations (Warmerdam et al., 2015). According to Guerrero et al. (2018), honest, responsible and respectful behavior is essential to accepting change in an organization. A person's willingness to accept change is essential to continuing organizational excellence. This is supported by Haizan and Idros (2016) stated that attitude is the biggest influence because attitude plays an important role in changing the intention of an employee either to accept or reject something.

In the context of organizational change, several studies have used the theory, including the theory of behavior in support of change (Baharuddin et al., 2017). Meanwhile,

employees who can use proactive behaviors regularly in carrying out daily tasks have a greater chance of enhancing career success in the organization (Ismaila et al., 2018). According to Neves (2011), employees who have a higher level of perceptions of supervisory support will create a strong emotional bond to organizational goals, and increase their desire to support change, based on their beliefs about inherent benefits. In fact, supervisor support becomes a strong reason for an individual to always remain showing a positive reaction during and throughout the implementation of change (Vakola, 2016).

4 Past Findings

The results of the study indicate that behavior change is closely related to teachers' attitudes or perceptions of change and internal communication between administrators and teachers has a significant relationship with change in the organization. According to Demerouti et al. (2017) a study of 368 police officers showed a positive relationship for challenge was ($y = 0.22, p < .05$), resource ($y = 0.10, p < .05$) and demand ($y = -0.09, p < 0.1$). This study was supported by Azman Ismaila, Wan Aishah and Raja Rizal Iskandar in their study on employees who can use proactive behavior regularly in carrying out daily tasks have a greater chance of increasing success in the organization.

In addition, the findings show a crafty attitude 365 police officers exhibited behaviors supported by communication, resources and challenges to shape organizational change. The study found that the interaction between resources and individual assessments of adaptive performance change was high [$F(3) = 3.52, p = .01$]. Management is an agency that very important in influencing employee behavior change. According to Porras and Roberston (1992), employers can influence subordinate employees me go through prudent communication to get the cooperation of all parties. As a result, both the ruling and the ruled are able to adapt in the organization according to their respective areas of responsibility.

In conclusion, changes in teacher behavior have a high and positive relationship with changes that occur in the organization that is the school. The findings of this study are also supported by the Akkermans and Tims (2017) study; Turban et al. (2017) i.e. employees who are able to use proactive behaviors and practice social networking regularly in performing daily tasks can help them increase promotion opportunities and career satisfaction in the organization.

5 Discussion

Based on two document analyses, employee attitudes and behaviors influence organizational change. For example, a study of Greek public sector workers showed the craft factor was a challenge in times of economic recession. Diligent workers can improve adaptive performance. In contrast, negative relationships indicate negative changes in the organization. In addition, the attitude of openness to change through the reduction of demand and participants' evaluation of change became the cause of the change of the organization for the better.

While a study of 368 police officers showed that organizational change communication is the most effective strategy to improve such employees change. Hypotheses were

tested with a final change score analysis approach i.e. three longitudinal designs. The results of the study found that although the communication of change is very adequate it should be in line with the increase in behavior change enabling the job to promote a product. In conclusion, organizational change requires efforts made by change agents especially managers towards new behaviors that benefit the organization (Van der Ven, 2011). Whereas effective communication is the most important strategic influence that an organization needs to implement to implement change (Armenakis et al., 1993).

6 Issues in Malaysia Related to Change

6.1 Leadership

Issue educational leadership and academic management is not a new issue although it has long been discussed by education experts. New issues within the increasingly complex field of education require an understanding and re-evaluation of the concepts of leadership and management by educational leaders. This is often because education leaders need to face and address education issues more flexibly especially when faced with new or global crises. Yet if they fail to try to so, some key educational goals like prioritizing the function of educational leaders as instructional leaders of their schools by balancing various other responsibilities will be hindered (Hallinger, 2018; Harris et al., 2017; Tucker & Tschannen-Moran, 2002). Therefore, if the method of adaptation to the new environment fails, the mission and vision of the MOE also will be affected.

6.2 Environment

In addition, the issue of security of data uploaded to the virtual world needs to be examined and focused on. For example, there have been incidents of data breaches that have posed a risk to users. The existence of false information (fake news), exploitation and online fraud can also lead to harm and errors in giving and conveying information. So, knowledge about things that can be uploaded and things that need to be controlled should be available to every netizen. Education leaders and every one parties involved should take vigilant action and ensure that the sources of information received or transmitted are accurate and authentic. Additionally, leaders have to be creative in dealing with these things such as creating online controls so that members of the organization are aware, they're monitored and not doing things that could tarnish the image of the organization and disrupt work productivity.

6.3 Task Management

In the task management of a teacher, learning and facilitation need to be enhanced. Teaching activities need to be more creative and create high-level thinking skills among students. No more teacher-cantered teaching but now more student-cantered. No more one-way teaching but now more interactive. Yet there are teachers who cannot accept reform in this 21st century teaching. They consider 21st century teaching methods cumbersome and complicate teaching sessions. These teachers also argue that without 21st century teaching methods, many of their students are already successful.

Apart from that, when the Ministry of Education Malaysia proposed that there should be no more examinations for level 1 in primary schools, it also raised issues. The changes made are aimed at forming virtuous values among the students before they are exposed towards exams. There are teachers who agree with this suggestion, and there are also those who oppose it. For those who agree, the absence of examinations allows them to focus on the moral education and moral values of students and at the same time can increase teachers' commitment to their essential duties as they are not burdened with preparation and revision of examination papers. But there are also teachers who do not accept this because it is difficult to assess the achievement of their students.

6.4 The Issue of the Use of Technological Tools in Teaching and Learning

The issue of the use of technological tools in teaching and learning can affect the commitment of a teacher. Factors of unskilled and less willing to accept change cause teachers to feel inferior for not mastering technological skills. This issue always arises among old teachers who are about to retire because they do not want to accept changes in the education system. For them, the use of technology only makes it difficult for them to learn and difficult for them to master. Moreover with the existence of many online systems that require teachers to fill in information, forms, take immediate action on instructions given put pressure on them. The online system needs to be standardized and made more systematic so that it can be used by all parties. In addition, the workload among teachers, especially clerical work, makes their ongoing commitment lower. If viewed in the current era of the covid-19 pandemic, the use of technology requires every teacher to have digital skills.

7 Implications for the Malaysian Education System from the Aspect of Educational Change

Policy implications for teachers, administrators, students and schools need to be identified by the MOE. This is important because it is the teacher who implements and succeeds in the policy. Feedback among teachers is important to ensure that the policy can be implemented. If the attitude or behavior of teachers decreases in relation to the implementation of the policy, then changes and improvements to the policy need to be made. Therefore, all parties need to be prepared for the changes that take place because often changes have different implications for different individuals.

Changes in the behavior of teachers and school staff have implications for the implementation of government policies, administrators, schools, teachers, KPM, JPN, PPD and the field of administration. This is because changes in teacher behavior will affect the effectiveness of the implementation of any changes in the organization. The fifth shift, PPPM 2013–2025 states that all school administrators need to show high performance. If administrators fail to address problems that arise in connection with the deterioration of teacher commitment it has implications for the failure of policies to create effective administrators. Therefore, administrators need to improve and refine the style of administrators especially novice administrators. This is because when changes occur in the organization in the school, teachers will experience the shock of change in terms

of organizational structure. The implications are enormous as it can influence teachers' behavior toward the new administration. Therefore, the Aminuddin Baki Institute, which is responsible for training new headmasters and principals, needs to emphasize on improving the administrative leadership style. In addition, human resource management factors also need to be emphasized in the implementation of NPQEL courses among administrators.

In addition, teachers also need to be given assistance in the form of training to deal with work stress. Naturally, all jobs have different pressures and it is up to oneself to deal with those pressures. The implications of stress that are not handled well will lead to contingency actions among teachers. Resistance to the organization is one of the contingencies that often occurs when teachers fail to deal with stress. Unwillingness to accept change causes teacher behavior to decline. Therefore, stress needs to be addressed immediately to avoid performance deterioration. The Ministry of Education Malaysia (MOE) which formulates the policy and disseminates it through the State Education Department needs to monitor the readiness of teachers to accept any policy changes.

8 Conclusion

In conclusion, administrators play an important role in improving teacher behavior. When there is a change in the organization, there will inevitably be a change in terms of work culture, environment, and teacher behavior. The findings show that there is a significant relationship between changes in teacher behavior with changes that occur in the organization. The attitude element in planned behavior is closely related to work team acceptance. Positive behavioral practices will benefit the entire organization both in terms of employees as well as in terms of commitment and job satisfaction. On the other hand, negative work style practices or behaviors will affect job performance to the entire organization.

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