

**REVITALIZATION IN THE MANAGEMENT OF
CHANGE OF MALAYSIAN FINANCIAL INSTITUTIONS**

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**REVITALIZATION IN THE MANAGEMENT OF CHANGE
OF MALAYSIAN FINANCIAL INSTITUTIONS**

By

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**Dissertation Submitted to
Othman Yeop Abdullah Graduate School Of Business,
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Abstract

Revitalization is a crucial factor of a successful change process. This dissertation was designed to investigate the relationship between motivating change, vision of change, continuous innovation, and sustaining momentum with revitalization. It employed mixed method, which is both quantitative and qualitative research methodologies in examining the said relationship against real-life scenarios of major change in two Malaysian financial institutions – BSN and Affin Bank. Through mail survey questionnaire and semi-structured interviews, a total of 156 (74–BSN; 82–Affin Bank) managers at all level completed the said questionnaires and made of the case study of this research. The findings of the study confirmed the positive relationship (association) of motivating change, vision of change, continuous innovation, and sustaining momentum with revitalization. Other than contributing to the body of knowledge over a subject which is empirically scarce, the study further renewed the importance of micro level analysis of two Malaysian financial organizations i.e. managers rather than only the macro level. The study prides its originality and ends with comprehensive practical recommendations for organization in blending the elements of motivating change, vision of change, continuous innovation, and sustaining momentum into arriving to the desired state of revitalization.

Keywords: Revitalization, Motivating change, Vision of change, Continuous innovation and Sustaining momentum.

Abstrak

Revitalisasi merupakan perkara penting dalam proses perubahan yang berjaya. Penyelidikan ini direkabentuk untuk menyiasat hubungan antara motivasi perubahan, visi perubahan, inovasi berterusan, dan pertahankan momentum dengan revitalisasi. Kajian ini menggunakan kaedah bercampur iaitu metodologi kuantitatif dan kualitatif bagi mengkaji hubungan tersebut berdasarkan senario kehidupan sebenar terhadap perubahan besar dalam dua syarikat kewangan di Malaysia. Melalui soal-selidik pos dan temubual secara semi-struktur, kajian kes dilakukan terhadap 156 (74-BSN; 82-Affin Bank) pengurus-pengurus di semua peringkat pengurus. Penemuan kajian telah mengesahkan wujudnya hubungan positif antara motivasi perubahan, visi perubahan, inovasi berterusan, dan pertahankan momentum dengan revitalisasi. Selain daripada menyumbang kepada bidang pengetahuan terhadap subjek di mana secara empirikal adalah kurang, kajian ini telah memperbaharui kepentingan analisis tahap mikro bagi organisasi iaitu individu dan bukan hanya peringkat makro. Kajian menunjukkan keasliannya dan diakhiri dengan cadangan praktikal yang komprehensif bagi syarikat dalam mencampurkan elemen motivasi perubahan, visi perubahan, inovasi berterusan, dan pertahankan momentum bagi mencapai tahap yang diinginkan terhadap revitalisasi.

Kata Kunci: Revitalisasi, Motivasi perubahan, Visi perubahan, Inovasi berterusan, dan Pertahankan momentum.

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List of Abbreviations

ABB
ANOVA
BSN

Affin Bank Berhad
Analysis of Variance
Bank Simpanan Nasional

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

There is a proof that universal change management models are inadequate to discuss the diversity of approaches actually used by organizations. As of to date, investigations have mostly focused on identifying the variables that might describe how organizational change can be managed effectively (Cowley, 2007; Saka, 2003). On the other hand, the organizations internal and external environments are changing at an increasing speed thus, demanding for drastic reaction and transformations by the organizations themselves (Sharma, 2007). Here, organizations are experiencing the uncertainty, ambiguity and volatility due to continuous change in the world market (Carter, 2008). Therefore, organizations must develop strategies to respond to, and practices to sustain change in organizations (Austin & Currie, 2003; O'Brien, 2002). Indeed, organizations have invested a huge amount of resources, effort and time but many change efforts or initiatives fail to achieve a long lasting result (Oakland & Tanner, 2007; Smith, 2006). As a result, for many years researchers have worked to provide insight into change dynamics and help organizations to successfully implement change (Walker, Armenakis, & Bernerth, 2007).

Parish, Cadwallader and Busch (2008) claim that organizations are facing ever-ending change, and effectively and successfully managing the change is an important skills

currently demanded by an organization. They further assert that to succeed in change initiatives include choosing the right strategies and effectively implementing them.

Organization is a structure in which its activities are coordinated to carry out some planned purpose. They produce products and services that are consumed or used by society. Organizations make it possible for society to get products and services that otherwise could not be obtained at all or not as easily and at reasonable prices (Hayden, 1998). Organization did not come into existence already efficiently organized and ready to produce products and services for the society. They must be well organized and maintained through many stages of growth and development (Garg & Singh, 2006). Previously, the impact of change was relatively isolated and cyclic. For example, Yellow Freight in 2002, the company incurred a loss of USD\$30 million due to a combination of poor economic conditions and change in customer demands (Daft, 2006). However, in the early 1980s, computer technology began to spread out to every part of the marketplace and the workplace, thus accelerating the speed of change (Brown & Harvey, 2006). Therefore, many organizations are forced to make radical changes in order to succeed in business competition and those who fail to change will collapse and out of existence (Kanter, 2004).

According to Williams (2009), organizations are continuously subjected to the influence of their internal and external environments that lead to a need for change. External environments may include government regulation, competition, legislative, economic, social environments, and technological changes in which an organization operated.

Therefore, they must quickly respond to these external environments pressures (Cummings & Worley, 2009; Coram & Burnes, 2001). Even though government rules and regulations tend to change and can be influenced through political process but, changes in global competition and changes in consumer needs and wants are difficult to anticipate and influence (Sharma, 2007; Ching, 2001). Internal environments can be divided into two – the downward pressures that come from top management and happen when managers and leaders think about how to manage organization and work relations, and when they work toward identifying and pursuing new business opportunities (Caldwell, 2003). On the other hand, upward pressures come from the demands and need of organization members such as technological changes, individual/group expectations, inadequacy of administrative processes, person-focused change, profitability issues, and resource constraints (Walker, Armenakis, & Bernerth, 2007). To meet all the demands required by changes in the internal and external environments, organizations have to become adaptive, flexible and open to learning in order to grow and survive, and become innovative (Hargadon & Sutton, 2000).

According to Bishop (2001) and Covington (2002), external environment forces are anything that increases the tendency of an organization to implement a proposed change management program. The forces vary in intensity, finally creating the need for a change program. Like most of the business entities in the Asia Pacific region, Malaysian financial institutions were badly effected by the economic meltdown in 1997, as many local businesses find it difficult to pay back their business loans resulted from increasing

interest rates and the unstable Malaysian Ringgit. Thus, the economic meltdown had a significant and direct impact on Malaysian financial institutions (Chew & Choo, 2008).

Furthermore, Kawai (2000) claims that a majority of the managers surveyed have agreed that globalization is one of the external driving forces for change in Malaysian financial institutions. Therefore, the Malaysian government plan to integrate 58 local financial institutions into 10 local anchor banks had to be implemented. Similarly, the liberalization of the Malaysian long protected financial market under the General Agreement on Trade and Services (Bank Negara Malaysia, 2001) became the next driving force in the external environment. A review of corporate yearly reports and bulletins disclosed that Malaysian financial institutions believed that this massive change brought by globalization and liberalization were unavoidable (Chew & Choo, 2008).

Another force driving the management change of Malaysian financial institutions is the changing in customer demands and lifestyles. Almost all executives share the same opinion that increasing customer demands for new and value added products and services as well as increasing customer complaints signaled an urgent need for strategic plan (Chew & Choo, 2008). The outcomes of a 2003 national survey (Bank Negara Malaysia, 2004) further reinforced the urgency need for domestic financial institutions to further enhance their customer services and relationship specifically to tackle the numerous changing demands of customers, based on the survey results there was a decrease in demand for conventional banking products and services. Furthermore, the results showed customers expected innovative, value added and efficient financial products and services

(e.g., personalized advisory services), while young middle to high income groups made up a growing market segment that preferred the convenience of Automated Teller Machines (ATMs) and online banking (Bank Negara Malaysia, 2004). In addition, there is an increase in demand for local financial institutions to effectively and efficiently managing consumer information and knowledge centers to ensure service excellence (Chew & Choo, 2008).

Furthermore, the introduction of innovative and advanced online banking products and services by international banks that were normally well equipped with the latest business technology brought new meaning to Malaysian financial institution's banking facilities and activities. The availability of one stop financial Web sites and the user friendly and convenience of online banking service have allowed consumers to be connected online to manage their banking transactions (Zeti, 2007). Another driving force for change was stiff business competition from international players such as Citibank, Hong Kong and Shanghai Bank, Kuwait Finance House and Al Rajhi Bank. The latest business technology by business rivals also strongly highlighted the inefficiency and weak integration of the Malaysian financial system that depend mostly on labour intensive work processes. For example, for the first time business risk management, customer credit status, direct marketing and segmentation based product pricing could now be effectively and efficiently managed online (Choo, 2000).

According to Chew and Choo (2008), besides the external environment forces, the internal environment forces were also contributing a strain on Malaysian financial

institutions. Among the internal environment forces were weak hierarchy, outdated information systems, inflexible work practices and processes, obsolete products and services, and also demand for a new customer center culture. The outdated information systems did not have enough space to store the existing and future requirements of local financial institutions. On the other hand, the information systems deployed by international banks were technologically superior to those deployed by local financial institutions. These constraints resulted in inefficient and ineffective processing and turnaround times, and also contribute to mass manual records to maintain. All these negative effects had contributed to Malaysian financial institutions losing their valuable customers and competitiveness to international banks (Zamani, 2005).

Among the internal restrictive driving forces in Malaysian financial institutions were its static and inflexible work practices and organizational structure including organization reporting frameworks and work processes. Malaysian financial institutions introduced reporting frameworks and organized task around the outdated information systems, but supposedly, the reporting framework should be designed to cater the latest technology, organization size, external environment forces, and endorse a strategic plan to achieve organizational effectiveness and competitiveness (Waddell, Cummings & Worley, 2004). However, the adjustment to the outdated information systems generated inherent problems such as work duplication and mostly manual processes. The recognition of the importance of continuous products and services innovation by domestic financial institutions (Bank Negara Malaysia, 2004) was another internal environment force for organizational development. The outdated information system created unwanted task

processes that impeded the introduction of innovative and value added products and services that were imperatives for promoting a customer centered culture (Chew & Choo, 2008).

According to Diefenbach and Klarner (2008), public sector and private sector organizations are faced with innumerable pressures for change that arise from internal and external sources. The public sector, such as federal government, states government and locals authority, work in a very complex environment of competing political, economic and social forces (Stern, 2007). The public demand for the government to become more citizen oriented and to operate like the private sector. The introduction and adoption of rules and regulations, and programmes at all levels of government were therefore aimed at improving government effectiveness and accountability (Cummings & Worley, 2009; O'Neill Jr., 2000). In addition, public sector organizations face increasingly complex and significant challenges in meeting and responding to citizens, designing public policy and providing public services (Eggers, James & Johnson, 2002).

Furthermore, Stewart and O'Donnell (2007) mention about conflicting public policies at all levels further complicate the environment in which they operate. At the same time, the public sectors are trying to become more productive, effective, and efficient by privatizing some of the public services and implementing the latest technology to increase effectiveness and productivity. These types of changes suggest a vital and important planned organization role in the public sector organization (Cassar & Bezzina 2005).

In the public sector organization, civil servants and public boards manage industries and services on behalf of the public. Unlike the private sector organization, there are no shares to offer or annual general meeting to attend. As a result, the public are unable to express directly their dissatisfaction or satisfaction with the management performance of the public sector (Brown & Waterhouse, 2003). The only medium the public can directly express their views and opinions on government performance is through the ballot box, but this should not be the way to express their dissatisfaction (Proctor & Doukakis, 2003).

Berg (2006) and Carter (2008) refer to the “administrative swamp” when describing the unstable environment in which public administrators attempt to solving public policy issues. The public administrators are working in an unstable environment that is composed of external elements including government guidelines and policies, globalization issues, technological changes, political elements, changing customer needs and wants, and economic factors (O’Neill Jr., 2002). Internal elements include the concern of system dynamics, structure-focused change, inadequacy of administrative processes, individual or group expectations and culture, person-focused change, and resource constraints issues (Garg & Singh, 2006; Schraeder, Tears & Jordan 2005).

Powell (2008) and Cooper (2004) claim that political power relationships serve as catalysts for change in public sector organizations. Change frequently happen as public administrators seek ways to reconcile the conflicting, differing preferences and expectations of elected executives and legislative bodies with formally established policy.

At the same time, public administrators need to determine, react to, and differentiate among the public interest in general, individual citizen expectations as well as the specific interest group demands in order to improve its overall effectiveness and efficiency (Johnson & Leavitt, 2001).

Carter (2008) and Maddock (2002) claims that unlike private sector organizations, public sector administrators are obliged to meet the demands of elected officials and may manage their activities and employees in ways that reduce legislative oversight while operating ineffectively. Fronda and Moriceau (2008) and Borins (2002) points out that another distinction in the public sector environment is the tension between reconciling personal values and role requirements which may interfere with the ability of public sector organizations to change how they work, or get the work done. In addition, the spending of public funds or resources is subject to close scrutiny and anything that relate to corruption, nepotism or even foolishness is investigated without delay. Recently, there has been considerable change in the public sector organization (Proctor & Doukakis, 2003).

On the other hand, a variety of trends motivate change in private sector organizations. Intense market competition is a major external force for change and places greater performance expectations on private companies. Market competition is driven by the increasingly globalized economy, stagnant growth in local markets and limited time to innovate and add value to products and services (Basinger & Peterson, 2008; Coram & Burnes, 2001). Private sector organizations also feel performance pressures coming from

internal and external stakeholders. Customers are more particular about their needs and more sophisticated about how best to meet that needs (Elias, 2009). Similarly, the shareholders demand an increase in the value of their investments (Parish, Cadwallader & Busch, 2008). In addition, the highly educated workforce demand for a role in deciding how work is scheduled and accomplished, and those expectations bring demands that compensation be directly related to adding value to the organization. Maintaining a good relationship with each of these groups has a direct influence on organizational survival and success (Chrusciel & Field, 2006; Worley & Lawler III, 2006).

Technological developments help promote organizational change. Using a single, computerized information system, a great amount of information can be saved and retrieved, accumulated, and used to enable and support centralized or decentralized decision-making process (Marques, 2010). In addition, repetitive and dangerous tasks have been taken over by robots, which in turn create more technically demanding jobs, and impact the traditional ways of supervising and monitoring works (Carter, 2008). Furthermore, the legal environment impacts the private sector organizations from two sides, internal and external. Internally, employee rights and protections result in the need for due process and valid criteria for hiring, promoting and firing employees, and for ensuring acceptable workplace environments and conditions. Externally, deregulations and the attendant proliferation of mergers and acquisitions may cause uncertainty for private sector organizations and their stakeholders (Downs, 1995). While these trends in the business environment of private sector organizations drive them to change, the

environment of the public sector differs in ways that are variously interpreted as being both catalysts for, and impediments to change (Sharma, 2007).

According to Cummings and Worley (2009), public and private sector organizations differ in four dimensions: values and structure, the multiplicity of decision makers, stakeholder diversity and access, and the extent of inter-governmental relationship. First, when it comes to values and structure in private sector organizations, the main values are profitability and the making of differentiation advantage. Therefore, the management task is to implement the right strategy and communicate these values with its stakeholders as well. On the other hand, public sector organizations are to govern toward greater public good and demonstrate responsiveness to public needs and wants. The public good is addressed through the adoption of laws and policies and the setting up of public services and programmes that support a broad array of public needs and interest that must be openly discussed and adopted in a public meeting. Responsiveness is reflected in demands for representation, efficiency, individual rights, and social equality.

Second, with regard to the multiplicity of decision makers, public sector organizations operate in an environment of unlimited access to multiple authoritative decision makers. The public expects full and legitimate access to every level of government decision makers. Therefore, access to the decision-making process is broader and accountability is more dispersed as compare to private sector organizations, where such access is uncommon and responsibility is more clear-cut. Third, as for stakeholder diversity and access, stakeholders such as citizens, customers, political parties, corporations,

employees, other governments, interest groups and many more can influence the policies and operations of the public sector organizations. In contrast to private sector organizations, public sector organizations operate business in open public meetings and involve many groups or individuals with diverse backgrounds and often mutually exclusive sets of reward structures and values. Further, stakeholders can have full access to public reports, documents, plans, and other information via public records, public notices, and the Internet.

Finally, in term of the extent of inter-governmental relationship, the public sector organizations are structured and organized to disperse power and functions so that no single agency is more powerful. As a result, there are independent government bodies or departments providing different public services to the same stakeholders. The result is an inter-governmental relations environment where federal government, states government, and local governments share power, responsibility, and resources. Clearly, there are important differences between public and private sector organizations, and in many instances, the public sector organization is more complex as compare to private sector organizations. In issues of coordination and power in providing public services, even though the services may seem to be provided by “the government,” but in reality there are several public organizations responsible for different aspects of the same public service. For instance, the participation from federal, states, district, private developer, and local governments in providing an integrated public transportation system is a must.

1.2 Problem Statement

The Asian financial and economic crises in the last few years acted as a motivation for change in Malaysian financial institutions (Poolthong & Mandhachitara, 2009). Studies have shown that a crisis is a strong motivator to change the status quo and most importantly, it creates a new set of realities, opportunities, and challenges to be explored and exploited by local financial institutions (Kawai, 2000; Choo, 2000). Therefore, managers must design and adopt new survival strategies not only to cater for the short-term but new forward-looking strategies for the future survival (Ismail, Mansor, & Norghani, 2009). A majority of the managers have identified globalization and liberalization as the driving forces of change in the Malaysian financial institutions (Chew & Choo, 2008). This is fully supported by Bank Negara Malaysia in their corporate bulletins disclosed that Malaysian financial institutions believed that this massive change brought about by globalization and liberalization was unavoidable (Zeti, 2007; Bank Negara Malaysia, 2004) therefore, the need for change (revitalization) is a must. Furthermore, Malaysian financial institutions not only face stiff competition among themselves and from foreign banks, but also from alternative source of financing, such as the capital markets. Whereby, our local companies are increasingly opting to meet their financial needs from the equity and bond markets instead of going to local financial institutions. This is evident by the growth of outstanding private debt securities in the market by 10.7% to RM160 billion as of the end of 2004, accounting for approximately 25% of the total financing channeled to the economy (Zamani, 2005).

In addition, Chew and Choo (2008) claimed that almost all managers shared the same opinion that increasing customer complaints and customer demands for new products and services signaled a need for organization to take immediate action (change). As evidence, the result of a 2003 national survey reinforced the urgent need for local financial institutions to further improve customer services and relationships, specifically in addressing numerous changing needs of consumers as according to the survey results there was a down trend in demand for conventional banking products and services (Zamani, 2005). Therefore, for long-term survival and sustainable growth and profitability, managers must change or revitalize their business culture and business processes to encourage continuous innovation, creativity, and original thinking (Chew & Choo, 2008). Furthermore, their employees must be far more flexible so that they can easily adopt and adapt to continuous changes in its internal and external conditions (Ahmad, 2007).

Here, the responsibility to kick start the change process is on the shoulders of the management (managers) who are charged with the responsibility of steering and shaping their organizations. Thus, to jump start the change initiatives, managers must have the motivation, vision, innovation and courage to transform their businesses and accelerate the change process in their organization so that the organization can easily adapt to continuous changes in its internal and external conditions (Parish, Cadwallader & Busch, 2008).

Two previous studies in determining the relationship between motivating change, vision of change, continuous innovation, and sustaining momentum and the change (revitalization) yield conflicting result. Cummings and Worley (1993) suggest that “motivating change” would have the greatest amount of influence on the change (revitalization). However, Hayden (1998) found insignificant relationship between motivating change with the revitalization. On the other hand, both study concur that vision of change and sustaining momentum do have positive influence on change (revitalization). However, Hayden (1998) found insignificant relationship between continuous innovation and the revitalization. Mitchell and Jolley (1992) urged a repeat study on previous researches that yield conflicting results.

There were also few apparent gaps in Hayden’s work. Hayden (1998) conducted the study in two different organizations – private emergency services provider, and a public sector city government organization in the United States. Other than the argument of cultural ideology biases (Woerkum, Aarts & Grip, 2009), the study, as stated in her declaration of study limitation, was not able to test the hypotheses against two organizations in the same industry but under different control bodies embarking on change (Mowen, Park & Zablah, 2007). Furthermore, the study respondents were made of top management. In the effort to address the gaps from the work of Hayden’s, the current study focusing on managers (respondents) at various organizational level in two Malaysian financial institutions namely Bank Simpanan Nasional and Affin Bank Berhad.

Lawler and Worley (2006) posited that traditional concepts of change focus on a temporary transition of organizational components – work, structure and processes, and culture – from a current “steady state” to a new “steady state” and then stops until further need for change arises. Lawler and Worley further claimed that this type of change is viewed as a discrete event with definable beginning and end, not as a continuous process. Hayden (1998) suggested that these traditional concepts are less effective in light of the rate and pace of change in contemporary environments.

To address the gap, it is possible, however, to view change differently: as an on-going part of organizational operational philosophy. In this context, the capacity to change becomes the emphasis. That is, the capacity to handle change becomes part of the daily practice of the organization as managers routinely shape the organization both in anticipation of and in response to its internal organizational conditions and external environmental conditions. This approach to change treats the issue as the ability of the organization—in terms of cumulative past efforts as well as current actions—to adapt to change. In general the literature calls this notion revitalization (Coram & Burnes, 2001; Beer & Nohria, 2000; Beer, Eisenstat, & Spector, 1990). It is in this sense that revitalization is treated in this study. The burning question is then; what are the factors that contribute to the revitalization? In the context of this study – how do the motivating change, vision of change, continuous innovation, and sustaining momentum related to the revitalization?

1.3 Research Questions

By identifying the gaps in the previous studies as well as the context of study, the researcher has established four research questions as below:

1. Is there a significant relationship between motivating change and the revitalization?
2. Is there a significant relationship between vision of change and the revitalization?
3. Is there a significant relationship between continuous innovation and the revitalization?
4. Is there a significant relationship between sustaining momentum and the revitalization?

1.4 Research Objectives

The purpose of this research is to determine the answers for the four research questions. Therefore, this research has established the following research objectives:

1. To determine the significant relationship between motivating change and the revitalization.
2. To determine the significant relationship between vision of change and the revitalization.
3. To determine the significant relationship between continuous innovation and the revitalization.

4. To determine the significant relationship between sustaining momentum and the revitalization.

1.5 Significance of the Study

The current research hopes to make an important contribution to the management of change area, by examining the relationship between motivating change, vision of change, continuous innovation, and sustaining momentum, with revitalization. If indeed the motivating change, vision of change, continuous innovation, and sustaining momentum can be used as predictors of revitalization, employers would be able to gauge the organization's readiness for revitalization. Questions to be answered on which variables (motivating change, vision of change, continuous innovation, and sustaining momentum) would be readily favorable to revitalization and which variables in contrast that needed additional steps to work on for an improved level of revitalization. In addition, the findings of this research effort might have practical implications for organizations that strive to revitalize their organizations in order to accomplish their corporate objectives. Finally, this research might encourage further study and provide useful guidelines for these types of researches.

1.6 Organization of the Dissertation

The next chapter, Chapter Two provides the previous studies on the area. The chapter shall explain the literature review that establishes the understanding on the field of study.

The chapter also presents the theoretical platforms the researcher has been operating, which focus on the relevant theory and derives to the hypotheses and theoretical framework. Chapter Three describes the methodological choices which include the research design, case study approach and both quantitative and qualitative approaches which have been utilized by the researcher. Chapter Four contains data analyses, findings, interpretation and discussion of the results of the survey and from the interviews. Finally, Chapter Five sums up the overall research in terms of the research challenges, key research findings, implications, limitations and recommendations for future research.

1.7 Chapter Summary

This chapter presents the research background on the environmental challenges, both internal and external to an organization. Organizations are urged to sensitize the disequilibrium with the current status quo as this is highly impacting the organization in a turbulent environment, particularly Malaysian financial institutions which have to weather challenges and pressures particularly in today's global climate on constant or continuous basis. Therefore, organizations need to invest both time and resources in preparing its employees for revitalization process.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The very nature of the dynamic, complex, and often unpredictable environment in which organizations exist demands that they respond quickly and deliberately to change. This chapter starts with reviewing the types of change specifically focusing on revitalization concept and followed by reviewing several theoretical underpinning that set the foundation for the current study to identify the variables that contribute to the success of revitalization. The next section will discuss the relationship between independent variables and revitalization, followed by introducing the study hypotheses and theoretical framework.

2.2 Types of Change

Normally, the management of an organization implements change in trying to correct the misalignment between the current condition of operations and the external environmental demands (Balogun, 2007). These changes may also be forced by internal elements such as a change in top management or external factors such as changes in global market or technological demands (Fronza & Moriceau, 2008; Walker, Armenakis, & Bernerth, 2007). There are many views about how and why change occurs. The range of meaning given to change varies from slightly modifying a limited aspect of an organization, to

radically transforming and shifting any or all organizational components: the work, the structure and processes, and the culture (Raineri, 2009; Kotter, 2008). According to Stanleigh (2008) and Oreg (2008), change is used by organizations to more readily solve problems, to learn from experience, to adapt to changes, and to influence future changes.

According to Powell, (2008), there are two types of change: i) “morphostatic”; and ii) “morphogenic”. Morphostatic change focus on adapting to a status quo condition or position and where the issue is about deciding which parameters need alterations in order to bring things back to a steady state or condition, on the other hand, morphogenic change focus on finding new and more suitable organizational structures.

Similarly, DeWit and Meyer (1998) offer two types of change but focus on difference elements of change: i) “operational change” and ii) “strategic change”. Operational change - focus on enhancing the performance of the organization’s within the limits of the existing system in order to align the organization with the internal and external environmental forces. Strategic change – focus on altering the organization’s alignment with its internal and external environment. They concluded that operational changes are necessary to maintain the organization business and systems while strategic changes are necessary to renew the organization business and systems.

Ackerman (1997) states that there are three types of change: i) “developmental” ii) “transitional” and iii) “transformational”. Developmental change – focus on improving or enhancing current condition or state in an organization, normally focusing on improving

skills or work processes. Transactional change – focus on moving from the current position to a new desired position and over a controlled period of time. Transformational change – is radical in nature whereby the time period of transition from the old position to the new position cannot be easily determined and controlled.

On the other hand, Kennedy (2002) proposes four types of change including: i) “short-term radical,” ii) “short-term continuous improvement,” iii) “long-term radical” and iv) “long-term continuous improvement.” He defined each type of change as follows: Short-term continuous improvement – focus on improving the existing business systems and processes which should be tackle within twelve months or less. Long-term continuous improvement – focus on adjusting to existing business systems and processes and the adjustment will take more than twelve months. Short-term radical – focus on the fundamental change to the business systems and processes which should be tackle within twelve months or less. Long-term radical – focus on the fundamental change to the business systems and processes and the change will take more than twelve months.

Ledford, Mohrman, Mohrman, and Lawler (1989), propose large-scale organizational change (LSOC), a change in business processes and design. Changes in business processes occur through behavior and include communication, participation, cooperation, conflict, politics, and the flow of materials. Changes in business design occur through business strategies, structures, technology, formal information and decision-making systems, and human resource systems. To be considered as a large-scale organizational

change, changes in business design features must be accompanied by lasting changes in the nature of behavior.

According to Lawler and Worley (2006), the above types of change focus on the alterations and not on the process of change. Thus, change is viewed as a discrete event with definable beginning and end, not as a continuous process. In addition, these traditional concepts are less effective in light of the rate and pace of change in contemporary environments (Hayden, 1998). This has led to view change differently from the traditional concepts and this study propose to examine revitalization as another type of change.

2.2.1 Revitalization

Revitalization is a type of change it is a planned effort to bring new purpose, vitality, and strength to an organization. Through revitalization, organization becomes aligned with and adapts to changes in its (Coram & Burnes, 2001) increasingly complex and continuously changing internal and external environment. Walker, Armenakis and Bernerth (2007), Ford (2006), Howard (2002), Beer, Eisenstat and Spector (1990) all concur that revitalization (continuous change or on-going change or constantly evolving change) involves enhancing the abilities of and contributions made by managers, employees, and the organization as a whole by reducing their exclusive dependant on management authority, on rules and procedures, and on strict (rigid), and narrow divisions of work. Employees at all organizational levels participates in decision making

process, teamwork among functions, departments and units are strongly encouraged and supported, internal and external source of information is shared and communicated at all organizational levels, and responsibility and accountability is pushed far down the organizational structure. As a results, organizational structure becomes flatter, less hierarchical, and becoming more flexible to adapt to increasingly complex and continuously changing environment. In addition, employees are empowered to take their own initiative in minimizing costs, improving products and services quality, upgrading work processes and responding to customer demands through continuous innovation activities.

Furthermore, revitalization is a viable concept because it tacitly recognizes the “ever-present” nature of change as a process that occurs over time, not as a discrete event. It recognizes that factors in the environments of organizations are in continuous flux. Revitalization provides the potential for organizations in both the public and private sectors to stay ahead of the change curve. The concept helps organizational members, from the lowest levels to the top levels, grasp the inevitability of change, and it provides keys to help them deliberately pursue a course of action that will build-in the capacity to adapt to change. There are also demands by the customers or client for continuous innovation and speed in delivery of products and services. These demands, in turn, place a premium on certain capabilities—adaptability, flexibility, and responsiveness (Hayden, 1998).

According to Walker, Armenakis and Bernerth (2007), continuous change is exponential in nature-one problem gets solved, two more arise. The solutions organizations bring to solving problems have increasingly shorter shelf lives. Thus, the strategies, processes, and structures that organization develop to take advantage of opportunities or solve problems, quickly become obsolete.

Hayden (1998) and Beer et al. (1990), points out that people who see change as a mysterious event are much less effective than those who see change as manageable. As individuals, change can be managed by developing resiliency. Resiliency provides a way for people to influence the circumstances around them in the ever-changing environment. Resilient people have a built-in capacity to adapt to change they rebound from traumatic events, and can even prosper during disruption and disorder. Resilient people, while no less susceptible to continuous change, are able to use the effects in ultimately more productive and less damaging ways (Buono & Kerber, 2009).

Revitalization then, is resiliency on an organizational level. It is the built-in capacity of organizations to bounce back when confronted with the challenges of environment in constant flux (Beer et al., 1990).

Beer et al. (1990) conceptualized change as revitalization and defined it as the planned effort to renew the capacity of an organization. Here, revitalization is the extent to which the organization possesses routine structures and functions designed to assist changes initiated by managers, for instance, developing the capacity to adapt to change. While the

intent of organizational change is to improvise factors which influence the quality of work performance, for these authors, those factors are: (1) inter-functional coordination – the extent to which different parts of an organization plan and coordinate their efforts; and the extent to which each part of an organization receives cooperation and assistance from other parts of the organization, (2) organizational decision making – the extent to which managers at various levels of an organization delegate decision making authority to others within the same organization level, (3) work organization – the extent to which an organization quickly uses improved work methods; the extent to which an organization has goals that are clear-cut and reasonable; and the extent to which decisions are made at levels where the most adequate and accurate information is available, and (4) concern for people – the extent to which an organization has a real interest in the welfare and overall satisfaction of employees; and the extent to which an organization tries to improve working condition (Hayden, 1998; Beer at al., 1990)

According to Farnham and Horton (2003) and Cooper (2004), the idea in the revitalization concept discussed above is the need for organizations to respond quickly to changes in their internal and external environments. The unstable environments in organizations now exist demand speed, innovation, participation, and flexibility therefore, continuous organizational effectiveness, and in some cases, survival, requires managers to recognize the need to revitalization, and also to recognize that among the many change management strategies, there are some common characteristics, which if carefully observed increase the probability of successfully implementing a revitalization program (Garg & Singh, 2006).

2.3 Theoretical Underpinning

Whether change in the life of an organization is incremental in process or on-going process and whether change can be done from the top down and vice versa or is a developing process has been investigated and explored in the literature (Brown & Eisenhardt, 1997; Romanelli & Tushman, 1994). However, the most important point in organizational change is probably its implementation process. Lewin (1952) is the pioneer to study the process of implementing change proposes change as a process which goes through three major stages called unfreezing, moving and refreezing.

Based on Lewin's (1952) change management model, others such as Cummings and Worley (1993), Kotter (1995), and Kanter (1983) have further elaborated and extended the Lewin change management model and suggested multi-stage change management model for change agents, managers, and leaders to implementing changes in their organizations.

The review of the related theories, both complementary and competing, and their contribution to the current research are hereby discussed. It is however conclusive that the predominantly theory for the current study is the Cummings and Worley's change model.

1. Lewin Change Model

Lewin (1952) provides a fundamental theory on managing organizational change from which most successful theories proceed. He was first in the development of the Organizational Development movement as the head of the National Training Laboratories at Massachusetts Institute of Technology (MIT). It was out of his study efforts to educate community leaders in the 1940s, that T-groups were established as a medium for people to response to information about their behavior. He also used attitude surveys as a medium to provide feedback to participants.

According to Cummings and Worley (1993), Lewin conceives change as a modification of forces keeping a system's behavior stable. In detail, a particular set of behaviors at any particular time is the result of two groups of forces: those working hard to maintain the current condition and those working hard to push for change. When both sets of forces are almost the same, existing behavior are maintained or remained static in what Lewin called a state of "quasi-stationary equilibrium." To change that condition, managers or leaders must increase or decrease the forces pushing for change, or apply some combination of both. For example, a group level of performance might be in stable condition because of group norms maintaining that level of performance are equivalent to the manager's pressures for change to higher levels of performance. The group performance level can be increased either by increasing the manager's pressures to produce at higher performance level or by changing the group norms to support higher performance level. For more effective change strategy Lewin proposes to reduce the

forces maintaining the current condition which may result in less resistance than increasing the forces for change.

Further, he suggests three stage activities (e.g. unfreezing, moving, and refreezing) for any change management initiatives. Unfreezing stage – refers to demonstrating the lacking or different between existing behaviors and desired future behaviors. Unfreezing is supported through internal and external change elements when organizations acknowledge that both opportunities and problems exist. For Lewin, organizational conflict acted as an important unfreezing force in organizations. Organizational conflict assists employees to let go of old behavior and recognize different alternatives or methods of doing things.

The second stage in his change activity is the moving stage where the actual change initiative is implemented in which changes in people, technology, tasks, structure and culture are initiated. During this stage it is important for changes to take place after thoroughly examining the alternatives and diagnosing the problems. If prematurely entering this stage, and employees at all organizational levels are not well prepared for the change, they will definitely resist to changing.

In the final stage of his change activity, the refreezing stage, in this stage the major concern is for the change to stabilize and creating the conditions for continuity. Refreezing is accomplished by giving suitable rewards and awards for positive reinforcement, resource support and performance. When refreezing is done very well,

change can be long-lasting otherwise change may be quickly forgotten or abandoned over time. Evaluation and feedback are also important at this stage to adapt to any modifications or changes (new conditions) that might be needed (Hayden, 1998; Cummings & Worley, 1993).

2. Cummings and Worley's Change Model

The change management model proposed by Cummings and Worley (1993) includes five major components, each measured as an independent variable: motivating change, creating a vision, developing political support, managing the transition, and sustaining momentum. The Cummings' and Worley's change management model is an enlargement of Lewin's (1952) three phase management of change, and has many features in common with other change management models, particularly those proposed by Kotter (1995) and Kanter (1983).

a) Motivating Change

Motivating change includes activities that concentrate on creating readiness for change and helping organizational members to overcome resistance to change. Employees' readiness for change depend on creating a felt need (feeling) for change, which involves creating such dissatisfaction with the current conditions or status quo which in turn will motivate employees to behave differently and to try new things. There are three strategies to generate dissatisfaction among employees and they are: i) "sensitizing employees to

pressure for change, ii) disclosing discrepancies between current and desired conditions, and iii) conveying positive expectations for the change.” Among the methods to create dissatisfaction include communicating realistic, positive expectations for success through the anticipated change, exposing employees to alternative approaches, and possible catastrophic results and ideal models (Cummings & Worley, 2009; Hayden, 1998).

Schein (1993) supports the notion that it is a must to create readiness by generating a felt need (feeling) to change. Schein, who associates change with learning, believes that change happens in organizations that not only allow errors, but also allow to practice and make a lot of errors. Building on Lewin’s “unfreezing” concept and Cummings’ and Worley’s activities to motivate change, Schein further proposes three activities to speed up the change process including: i) “disconfirmation” – refers to influencing employees that the current approaches of doing things are no longer applicable; ii) “creation of guilt or anxiety” – refers to assisting employees to recognize the need to learn something new to meet important ideals or they may losing their jobs; and iii) “creation of psychological safety” – refers to providing a manageable path for employees to feel that change will not be catastrophic.”

Leaders play an important part in creating psychological safety through their ability to articulate vision and reward people for innovative thinking and experimentation. In Schein’s words: “the problem of organizational learning and transformation is to overcome the negative effects of past carrots and sticks...to make people feel safe in

learning [by providing] a motive, a sense of direction, and the opportunity to try out new things without fear of punishment” (p. 91).

The prospect of change generates resistance in employees, and at the level of organization. Employee’s resistance to change is always due to anxiety and fear of uncertainty about if and how they will fit into the organization new condition. Whereas, at the level of organization, resistance to change may arise from entrenched stakeholders and it may also come out of satisfaction with known standard operating procedures (SOP) and the fear of abandoning sunk costs, and organizational culture may serve to undermine change initiatives because it reinforces conformity to existing values.

According to Cummings and Worley, there are three strategies to overcome the resistance to change including to: i) “communicating adequate information – refers to providing specific information about the change and its consequences ii) encouraging participation and involvement – refers to involving employees directly in planning and implementing the change and iii) providing empathy and support – refers to active listening to determine why employees are resistant” (Cummings & Worley, 2009; Hayden, 1998).

The Cummings and Worley change management activities with regards to overcoming resistance to change are well supported by many other authors by providing an alternative view pertaining to employee participation in the management of change such as Dirks, Cummings and Pierce (1996), Maurer (1996), Schneider and Bowen (1995), Dunphy and Stace (1990), Beer (1988), and Lawler (1988).

For Schneider and Bowen (1995) motivating change through employee involvement and empowerment is a must. They maintain that to make change occur, management cannot just sit back and make decisions on its own; it should consult with the employees who actually are affected. They believe that consulting with employees can reveal what resources are needed, what kinds of barriers exist that need to be broken down, and what kinds of staffing, training, and reward systems may be required. Therefore, the involvement of employees at all organizational level allow managers to have maximum information in making decisions thus, increase employees commitment and enthusiasm in implementing these decisions.

Further, Schneider and Bowen see involvement as an opportunity for employees to have their thoughts and ideas move upward in the organization. Involvement is a part of employee empowerment, which concentrates on pushing downward throughout an organization, four key organizational ingredients that typically remain concentrated only in the ranks of management, including:

1. power to make decisions that influence organizational direction and performance;
2. information about the performance of the organization, such as operating results, competitors' performance data, market conditions, new technological developments, and customer perceptions;
3. rewards that are based on the performance of the organization, and the allocation of rewards is based on how well employees contribute to supporting change efforts;

4. knowledge that enables employees to understand and contribute to organizational performance.

According to Schneider and Bowen, the extent to which employees are truly empowered is the extent to which they share in all of these four key ingredients. They further assert that extensive involvement and empowerment gives employees a reason to really care about the success of the change programmes because they would feel more in control over what happen to their tasks, more aware of what is going on in the organization as a whole, and be more responsible for what happens in the form of their rewards changing as their performance changes. The involvement of employees capitalizes on their knowledge, while gaining their trust, loyalty, and commitment.

Maurer (1996) echoes Schneider and Bowen in his statement that new ideas often fail not on their merits, but on whether they survive the power of resistance. Maurer claims that the lack of “user” participation at the early stages of development of change initiative is the main reason for the change initiative to fail. Therefore, he proposed several strategies to overcome resistance to change such as working with employees who resist change, anticipating resistance, and recognizing its various form (Hayden, 1998).

Beer (1988) finds that organizations obtain employees’ commitment by providing relevant information to all it employees. He further specifies three states for change to take place, they are: i) “dissatisfaction with the status quo; ii) creation of a future vision, and iii) a well managed process.”

Lawler (1988) attributes effective change management to the “involvement” paradigm which assumes that if employees are properly trained and informed they can figure out the right thing to do, and they are also capable of giving important ideas about how the business operation should be (Hayden, 1998).

According to Dirks, Cumming and Pierce (1996), the feelings of ownership in organizations will promote or resist change among employees. The feelings of ownership depend on how the employees’ needs are met by the organization such as continuity, enhancement, control and efficacy. Therefore, if a change in an organization will fulfill those needs, the change effort will be promoted, and inversely, change efforts that frustrate those needs will be resisted. Thus, the theory suggests that allowing and encouraging participation in a change program may result in a greater sense of psychological ownership which subsequently may affect resistance to or promotion of the change effort, depending on if the change will help to fulfill or frustrate needs (Hayden, 1998).

Dunphy and Stace (1990) suggest a position that is diametrically opposed to encouraging participation to overcome resistance. They postulate that collaboration and coercion may be equally effective modes of bringing about change in different situations depending on the volatility of the organization’s environment and workforce support for change. They point out that participation in the processes of change by managers and employees is effective when both are motivated to support the changes, but coercion involving “the use of explicit or implicit force between employees and managers may be more effective...in

bringing the organization into fit [with changed environmental circumstances] if the dominant coalition has sufficient power to gain control of the change process” (p. 95).

b) Creating a Vision

Leading and managing change involves creating a vision of what members want the organization to look like or become. It is one of the most popular yet least understood practices in management (Stewart, 1996). Generally, a vision describes the core values and purpose that guide the organization as well as an envisioned future toward which change is directed. It provides a valued direction for designing, implementing, and assessing organizational changes. The vision also can energize commitment to change by providing members with a common goal and a compelling rationale for why change is necessary and worth the effort. However, if the vision is seen as impossible or promotes changes that the organization cannot implement, it actually can depress member motivation (Collins & Porras, 1994).

Creating a vision is considered a key element in most leadership framework (Hesselbein, Goldsmith, & Beckhard, 1995). Organization or subunit leaders are responsible for effectiveness, and they must take an active role in describing a desired future and energizing commitment to it. In the best case, leaders encourage participation in developing the vision to gain wider input and support. For example, they involve subordinates and others who have a stake in the changes. Describing a desired future is no less important for people leading change in small departments and work groups than

for senior executives. At lower organizational levels, there are ample opportunities to involve employees directly in the visioning process. Developing a vision is heavily driven by people's values and preferences for what the organization should look like and how it should function. The envisioned future represents people's ideals, fantasies, or dreams of what they would like the organization to look like or become. Unfortunately, dreaming about the future is discouraged in most organizations because it requires creative and intuitive thought processes that tend to conflict with the rational, short-term, analytical methods prevalent there. Consequently, leaders may need to create special conditions in which to describe a desired future, such as off-site workshops or exercises that stimulate creative thinking (Lawler & Worley, 2006).

According to Cummings and Worley (2009), the process of developing a vision culminates in statements which may include the following elements:

- A mission statement conveys the reason for an organization's existence; it communicates beliefs and values and often specifies target customers and markets, principal services or products, geographic domain, core technologies, strategic objectives, and desired public images;
- valued outcomes are a specification of desirable performance and human outcomes; they may serve as goals and standards to assess progress, e.g. high levels of innovation, efficiency, customer satisfaction;
- valued conditions specify how the organization should look in order to achieve valued outcomes, e.g., type of organization structure and reward system;

- midpoint goals represent desirable conditions between the current and the desired future state; they provide concrete and manageable steps for change and a sense of security and direction for organizational members.

Senge's (1990) conceptualization of the learning organization in relation to vision of the change; he believes that organizational learning is the best way to influence change, and that organizational learning depends on effective leadership. He further suggests that organizations can effectively respond to change by understanding how organizations learn and accelerating that learning. He points out that learning is important because the complexity and pace of the environment in which organizations operate makes it impossible for anyone to figure it all out at the top. Senge proposes the idea of generative learning which involves the integration of thinking and acting at all levels in an organization. In his model: leaders are designers, teachers, and stewards. These new roles require new skills: the ability to build shared vision, to bring to the surface and challenge prevailing mental models and to foster more systemic patterns of thinking. In short, leaders in learning organizations are responsible for building organizations where people are continually expanding their capabilities to shape their future—that is, leaders are responsible for learning. Furthermore, he views the role of the leader as teacher is not to teach people the correct view of reality but help everyone in the organization to gain more insightful views of current reality.

c) Developing Political Support

Activities with regard to building political support involve in obtaining the support of powerful and influential teams and employees who can either support or discourage change. Looking from the political perspective, changes may threaten the balance of power and influence, and resulting in conflicts that may hamper the change initiatives. In order to gain support the power sources are assessed and connected to suitable strategies by: “assessing change agent power to determine what their bases of power are and how they can be used to influence others to promote changes; identifying key stakeholders which support change agents to identify which powerful groups and individuals will support or thwart change; influencing stakeholders involves obtaining the support of key stakeholders to assist in building a critical mass for change” (Hayden, 1998).

The view that organizations are political systems is well supported in the literature. Pfeffer (1981) differentiate between authority and power as social understanding and consensus development to agree and prefer the power distribution, in which power then becomes legitimated and an authority. He further define organizational politics, as that the political process of power and influence in organizational environment happen to overcome resistance to change, and those process which are undertaken to extend the power already in possession and exercised (Hayden, 1998).

Kanter (1979) examined the concept of power with regard to the sources of power that are held by lower level managers. According to Mechanic, even though the first layer managers do not hold formal authority but, they do have power resulting from having an access to top level management and information, and control over some organizational resources. But Kanter (1979) proposes that because of the first layer supervisors lacking in support and have little to bargain thus, they are subject to 'powerlessness'. Organizational behavior is a game of power played by "influencers" who form teams to exercise power and authority over organizational activities (Mintzberg, 1983).

Several authors propose theories that can assist in supporting and understanding the idea that power can come from personal characteristics such as legitimacy/credibility (French & Raven, 1959); expertise (Pfeffer, 1981); effort/personal commitment (Mechanic, 1962); and personal attraction (Mechanic, 1962). Power can also come from position characteristics such as task characteristics and one's position as they relate to access to information and impact on work flow (Pfeffer & Konrad, 1991); relevance (alignment of tasks with priorities), visibility, and flexibility (amount of discretion) (Kanter, 1979).

d) Managing the Transition

According to Cummings and Worley, managing the transition involves setting up special activities (plans) and management structures required to operate the organization during the transition period including: "activity planning which is essentially a road map for change; the plan specifies activities, time periods, and who is responsible for each

actions; management structures which are special structures put in place to manage the change process.”

According to Beckhard and Harris (1987) there are three transformation conditions as organizations experience the change: “the current condition, the desired future condition, and the transition state.” Therefore, it is essential to the success of the change process that special management structures and activities are planned and put in place during the transition state.

e) Sustaining Momentum

The final set of activities in the Cummings and Worley management of change is sustaining momentum. The main focus is to carry changes through to completion by implementing activities necessary to sustain employee’s energy and commitment. In the face of the practical problems of learning new ways of doing things or thinking the tendency for employees to return to old ways of doing things, comfortable patterns is very strong. There are several approaches to sustaining the momentum of change once the change process is underway including: “providing the required resources for change, such as additional funding for consultation, training, feedback, and data collection; building new skills and competencies such as providing counseling, coaching, and training in technical and social skills; enhancing new behaviors by connecting formal monetary rewards and informal recognition to desired new behaviors” (Cummings & Worley, 2009)

According to Senge (1990) and Beer, *et al.* (1990), an important component in bringing about and sustaining change is leadership. To deal with change in the work itself, leaders or managers in successful organizations concentrate on solving problems and realigning employee roles, responsibilities and relationship. This allows the employees at all organizational level to provide input for change based on their experience, and to focus their energies on resolving specific problems (Hayden, 1998).

3. Kotter Change Model

Kotter further elaborated and extended Lewin's model and support for Cummings and Worley's (1993) change management model. John Kotter (1996) proposes an eight stage change model for systematically managing organizational change except that his eight stage change management model are more discrete in the areas of communication and empowerment, and added a step to "generate short-term wins."

In Kotter's change model, the first four stages are meant to break through the "status quo". The first stage focus on "establishing a sense of urgency" – refers to investigating the market and competitive realities and at the same time identifying and discussing crises, potential crises, or major market opportunities. The second stage focus on "creating the guiding coalition" – refers to a work group with adequate power, and making them to work together like a team to lead the change initiatives.

The third stage focus on “developing a vision and strategies” – refers to developing and creating a vision of the change so that it can help direct the change effort and to achieve that vision. The fourth stage focus on “communicating the change vision” – refers to utilizing all available vehicles to continuously communicate the new vision and strategies, and getting the guiding coalition role model the behavior expected of employees.

Further he proposes new practices in the fifth, sixth, and seventh stages. The fifth stage focus on “empowering broad-based action” – refers to getting rid of all obstacles, changing organizational structures or systems that can weaken the change vision, and encouraging risk taking and non-traditional ways of doing works and thinking. The sixth stage focus on “generating short-term wins” – refers to planning for visible enhancements in level of performance, or “wins”, making those wins, and visibly acknowledging and rewarding employees who help made the wins possible.

The seventh stage focus on “consolidating gains and producing more change” – refers to taking advantage on increased credibility to change all organizational structures, policies and systems that do not match together and do not match the transformation vision and to employ, promote, and develop employees who can implement the change vision and also refreshing the change process with new change agents, themes and projects.

In the last stage of his model, changes are entrenched into the corporate culture to make sure that they will endure. The last stage focus on “anchoring new approaches in the culture” – refers to making excellent performance through customer and productivity-oriented behavior, excellence leadership, and more effective and efficient management at the same time, clearly expressing the connections between new behavior and organizational success, and developing means to ensure leadership development and succession.

In stating the “fatal mistakes” or the reasons why change efforts are frequently unsuccessful, Kotter said, there are eight contributing factors including: i) “permitting too much satisfaction among organizational leaders, managers and employees, ii) failure to set up or form a sufficiently powerful guiding coalition to overcome organizational inertia, iii) underrating the importance of change vision to inspire a big number of employees and to guide daily decisions making process, iv) under-communicating the change vision resulting in the employees not understanding or not believing or not trusting it, v) allowing organizational red tape to block the change vision, vi) failure to form or make short-term wins that create momentum and widespread support, vii) declaring success too early before the genuine goals are met, and viii) neglecting to entrench changes firmly into the corporate culture to ensure that they will endure or the new behaviors will become permanent.”

He stress that the eight steps model must be implemented in the order he has clearly list down because without “establishing a sense of urgency, creating the guiding coalition, developing and communicating a change vision and strategy and so on, employees will find ways to resist the change process. Each single step creates a strong foundation and momentum for the next steps to follow. On the other hand, Cummings and Worley suggested that their change management model can be implemented in “roughly” the order they have stated.

4. Kanter Change Model

In addition, Kanter (1983) further provides an elegant elaboration and extended Lewin’s change management model as well as supporting Cummings and Worley’s (1993) change management model in her conceptualization of “Changes Masters.” She believes that by revitalizing organizations by building corporate cultures that promote continuous innovation at all organizational levels is the key to success and survival in the continuously changing global business environment.

She described a Change Master as an organization that is able to anticipate change and react to it with innovations. The word “continuous innovation” which refers to a physical thing rather than a process, normally carries a connotation of “invention” but for her, innovation refers to the changing process to bring any new, problem-solving ideas into practice. Here, innovation is a process of generating, accepting and implementing new ideas, products, or services.

In contrast to Cummings and Worley's linear set of change model, Kanter's "Change Masters" undertake the following activities: "tuning into the environment – becoming alert of new ideas and trends; kaleidoscope thinking – combining old ideas to open up new possibilities; communicating a clear vision – having an ability to inspire and get others excited; building coalitions – getting supporters to get new ideas to work; working through teams – getting commitment from all those whose effort is needed to move the idea into action; persisting and preserving – keeping at the project and handling obstacles with flexibility; making everyone a hero – sharing credit and recognition with all who work on a project."

Kanter's further suggests that Change Master organization should not only focus on procedures but, to promote change through broad job assignments that focus on outcomes; working through teams that have full responsibility for every function and the end product; and developing a "culture of pride" that stress the value of the employees involved. In support of the Cummings and Worley model, she recommends the three "power tools" for change: i) "open and accessible information; ii) the support for change provided by team work and commitment; and iii) the resources of time, money and, equipment."

She also states that there are two types of organizational culture including: i) "integrative culture" – refers to all elements work together (teamwork) to promote innovation and responsiveness, and ii) "segmentalist cultures" – refers to cooperation is discouraged and innovation is suppressed or control. The following types of

organizational culture: “the value of promoting participation at all organizational levels, regularly disseminating detailed information, providing sufficient resources and feedback, and connecting new performance behaviors with rewards” lend support to Cummings’ and Worley’s claims.

Obviously, the integrative culture values including: more receptivity to new ideas; instant approval, minimum red tape; extensive collaboration between departments or units; plenty praise and recognition; early warning of changes and open access to information; availability of extra resources; and positive attitude of continuous learning would seem to be conducive to promoting and developing an environment where organizational change would likely to happen (Hayden, 1998).

2.4 Factors Associated with Revitalization

Given that this study aims to examine revitalization in two Malaysian financial institutions, the Cummings and Worley (1993) change model primarily guided this research; the change model is an enlargement of Lewin’s (1952) three phase model and was well supported by Kotter (1996) and Kanter (1983) change model. Furthermore, Cummings and Worley’s model was selected for its parsimony, and use of readily understandable terms and concepts.

However, Hoyle (2010), Sharma (2007), Kotter (2008), and Hayden (1998) argued that since revitalization is conceived of as a particular type of change that includes structural and individual (human) aspects, not all of Cummings and Worley's dimensions or variables were appropriate predictors to predict revitalization. They suggest that the idea of "creating a vision" in Cummings and Worley's model needed some modification. They argued that without the process of an effective and clear communication of the vision of change to all employees is not a complete process. Leaders should be consistent in delivering messages at various levels on the need for change (revitalization); vision of change is imperative for establishing an organization's picture as a consequence of a successful change (revitalization) process; vision of change provides a purpose and reason for change (revitalization) and describes the desired future conditions. Therefore, this dimension will be replaced by "vision of change."

Similarly, according to Hayden (1998), since revitalization does not target a specific change, the ideas of "political support" and "managing the transition" in Cummings' and Worley's model required some modification. Political support implies a process of identifying and accommodating particular opponents to a single idiosyncratic change. Similarly, managing the transition is, by definition, tied to the idea of a single change from one state to another. The scope of revitalization is broader conceptually than what is intended in either of these ideas ("political support" and "managing the transition"). The corresponding issue of concern in predicting revitalization is the creation of an environment that fosters change (revitalization) or adaptation. Thus, Hayden (1998)

suggests that these variables were combined into a single variable called – “continuous innovation”.

Below, each factor is described in terms of its relationship to change as revitalization.

2.4.1 Motivating Change and Revitalization

Motivating change concentrates on the activities managers utilize to create a felt need for revitalization and assist employees to overcome their natural resistance to making things differently (Cummings and Worley, 2009). Nadler (1998) suggests that leaders must make employees realize the importance of revitalizing the current condition in the organization. Everyone must understand the need of both intellectually and emotionally. When leaders give employees information that demonstrates the existing situation is not what it should be, they address their intellectual levels by using “disconfirmation” technique. Since facts and figures are not always enough, leaders should implement some methods that affect people emotionally, such as the “disaster scenario” showing the possible end of business. Moreover, leaders should realize that the more they can engage employees in the revitalization process, the more successful the process will be.

Furthermore, leaders should reward employees who support the process to eliminate worries about revitalization. This type of motivation may lead to internal outcomes including security and comfort or external outcomes, such as recognition and promotion. In addition, leaders should give employees time and chance to let the current condition go

because it is not easy for them to alter their familiar organizational environment (Kotter, 2008).

According to Chrusciel (2008), managers must spend a lot of their time on establishing strategy and action plans before introducing and implementing revitalization in their organization. Moreover, leaders should establish a sense of urgency, which provides motivation towards revitalization and makes employees feel the need for revitalization (Kotter, 2008). In order to motivate employees, managers should provide them with adequate and regularly disseminated information that assists them to understand why they should support and cooperate with revitalization without having to ask “what’s in it for me?” (Rolfe, 2010).

Managers should deliver credible positive expectations for revitalization and provide support and empathy for employees by encouraging them to ask any questions about revitalization. Managers must also sensitize employees to the pressure for revitalization, and expose them to discrepancies between actual and ideal organizational models (Mauer, 1996). Further, managers must also make clear the possibility of catastrophic outcomes resulting from not revitalizing (Dirks, Cummings & Pierce, 1996).

Revitalization can generate deep resistance in employees and in organizations, thus making it difficult, if not impossible, to implement organizational improvements. At personal level, revitalization can arouse considerable anxiety about letting go of the known and moving to an uncertain future. Employees may be unsure whether their

existing capability and contributions will be valued in the future, or may have significant questions about whether they can learn to function effectively and to achieve benefits in the new situation.

At organizational level, resistance to revitalization can come from three sources: i) technical resistance comes from the habit of following common procedures and the consideration of sunk costs invested in the status quo, ii) political resistance can arise when organizational revitalization threaten powerful stakeholders, such as top executive or staff personnel, or call into question the past decisions of leaders, iii) cultural resistance takes the form of systems and procedures that reinforce the status quo, promoting conformity to existing values, norms, and assumptions about how things should operate (Cummings & Worley, 2009).

Cummings and Worley (2009) further suggest that there are at least three strategies for dealing with resistance to revitalization: i) empathy and support is learning how people are experiencing revitalization. This strategy can identify people who are having trouble accepting the changes, the nature of their resistance, and possible ways to overcome it, but it requires a great deal of empathy and support. It demands a willingness to suspend judgment and to see the situation from another's perspective, a process called active listening. When people feel that those people who are responsible for managing revitalization are genuinely interested in their feelings and perceptions, they are likely to be less defensive and more willing to share their concerns and fears, ii) communication, employees resist revitalization when they are uncertain about its consequences. Lack of

adequate information fuels rumors and gossip and adds to the anxiety generally associated with revitalization. Effective communication about revitalization and their likely results can reduce this speculation and allay unfounded fears. It can help employees realistically prepare for revitalization, iii) participation and involvement refer to involving organization members directly in planning and implementing change. Participation can lead both to designing high-quality revitalization and to overcoming resistance to implementing them. Employees can provide a diversity of information and ideas, which can contribute to making the innovations effective and appropriate to the situation. They also can identify pitfalls and barriers to implementation. Involvement in planning the changes increases the likelihood that employees' interests and needs will be accounted for during the intervention. Consequently, participants will be committed to implementing the revitalization because doing so will suit their interests and meet their needs. Moreover, for employees having strong needs for involvement, the act of participation itself can be motivating, leading to greater effort to make the revitalization work (O'Toole & Lawler, 2006).

2.4.2 Vision of Change and Revitalization

Vision of change refers to visualize the shape of the organization in the future if the organization has accomplished the revitalization process (Hoyle, 2010). Kotter (2008) suggests that, leaders must develop a clear vision to establish the path for change, stimulate employees to act in the correct direction, and efficiently organize various persons' actions. Kotter's further claims that visions should display how or why

revitalization is feasible. Clarification of strategy about vision is important. Strategy can present rational details on how a vision can be achieved. Popovich (1998), points out that in order to handle the revitalization process, people must think strategically. Even though a strategic plan helps decide the variables of the desired revitalization, it does not mean that people seeking revitalization must spend vast amounts of time and resources developing a complicated strategic plan. However, thinking strategically is needed to predict the challenges and issues that will appear in the future, to make plans how to address these challenges and issues, and to enhance the methods by continuous evaluations.

Cohen and Eimicke (2002) state that the identification of goals and determination of ways for reaching goals are the initial stages of strategy formulation. Then, these goals and actions are matched to resource constraints, such as political, social, economic, and environmental variables. Kotter (2008) explains that it is crucial to establish an effective vision which has six main characteristics. First, it should describe the organization's future condition. Second, it should demand the long-term of interests of stakeholders. Third, it should have realistic and achievable targets. Fourth, a vision should be clear enough to lead the decision making process. Fifth, it should be flexible that let employees propose alternative solutions when the conditions change. Finally, an effective vision should be easy to communicate to employees.

Kotter (2008) states that even if a small group of key people understand, a well-established vision can be useful. However, when most of people involved in the process have shared understanding and direction, a vision can become really powerful. Since it shows a common desirable future, it can stimulate and guide the needed activities that produce transformations. Kotter's further suggests that for effective vision communication, the message should be simple and clear. Leaders should use different ways, such as posters, memos, talks, and large group meetings, to communicate the vision effectively. Leaders should also consider that effective information transfer is based on repetition since employees' minds are too busy that can prevent the attention to the vision.

Popovich (1998) argues that the thoughts about the type of organization needed and why this revitalization process is a necessity must be clarified to ensure people understand the purpose of the transition; people who spend efforts in the revitalization process should learn and assess the strengths and weaknesses of their organizations. Ingraham (1995) states that when leadership has capacity to communicate clearly and pursued people without force, it pushes the organization forward and assures future performance.

Additionally, it is very important for leaders' behavior to be consistent with the change vision because any inconsistency destroys other forms of communication. Given that unexplained inconsistencies weaken the credibility of all communication, leaders should address them even if they cannot eliminate them completely. Moreover, leaders should try to arrange an environment where two-way communication of vision often tends to be

a one-way communication in which employees felt that they are not important and their feedback is not desirable (Kotter, 2008). Dessler (1999) argues that to get employees' commitment, the organization should provide several opportunities for two-way communication between employees and management.

According to Deming (1994), since each person is motivated by distinct factors, managers should spend time listening to each person to know whether he or she is seeking recognition by his or her peers or by the organization. They may learn that employees are interested in flexible working hours or other opportunities.

By clearly defining the vision of change, employees can predict where the organization is headed and at the same time, it should be disseminated to the whole organization so that each employee can believe and support revitalization process (Sharma, 2007). A strong leader plays an important role in establishing a new vision of change, motivating employees to adopt the vision, and designing a structure that rewards those who try to make the vision happen (Cummings & Worley, 2009). Here, managers are required to develop and disseminate the vision of the change in order to set the path for revitalization, stimulate employees to act in the right direction, and efficiently organize various employees' actions and activities. This stage is important for establishing the organization's future picture as a result of a successful revitalization process activity (Levay, 2010).

Employees at this stage demand a clear vision of where the organization seeks to go and therefore the vision must be expressed in a way that permits all organizational members to understand and associate to it and see their roles in achieving it (Stanleigh, 2008). In short, it is important to establish the future shape of the organization if the organization accomplishes the revitalization process (Kotter, 2008).

2.4.3 Continuous Innovation and Revitalization

Constant innovation is a vital process and clearly important in most businesses because, without new product or services, any organization will fall behind its competition (Sundstro & Annika, 2009). For example, Nike has prospered by continuously upgrading the design and features of its shoes (Griffin, 2011). According to Gumusluoglu and Ilsev (2009), organizations may fail to innovate for at least three reasons: lack of resources, failure to recognize opportunities, and resistance to change. On the other hand, there are three specific ways for promoting innovation are through the reward system, through the organizational culture, and through a process called intrapreneurship (Griffin, 2011). Therefore, managers must provide a setting that fosters revitalization by setting an environment that values and supports continuous innovation (Strauss & Frost, 2009; Kanter, 1983).

Developing the capacity to revitalize involves introducing new ideas and methods of doing things by taking risks. Within an organization there are both structural and cultural obstacles that discourage risk-taking (Hayden, 1998). Managers should act as facilitators

and guides, while they promote and empower employees to participate in planning and implementing revitalization. Managers must make employees feel secure by permitting them to make mistakes while testing out new methods and learning new aspects of the organization (Schneider & Bowen, 1995).

This dimension also acknowledges that coalitions of individuals and groups can serve as obstacles that can delay or stop the progress of revitalization, or they can support and assist in moving revitalization forward (Kanter, 1983). Therefore, when managers identify and reinforce the efforts of employees who support and assist revitalization, these “revitalization supporters” serve as role models to influence the behaviors of non-supporters (Sherry, 2003).

2.4.4 Sustaining Momentum and Revitalization

Sustaining momentum revolves around the need to sustaining the momentum of revitalization in order to prevent or discourage or stop employees from falling back on old methods or old habits if the new forms and methods become difficult. Again, given the conceptualization of revitalization as the “daily practice” of revitalizing the organization in concert with or ahead of internal and external conditions, sustaining momentum becomes a key variable for continuously building-in the capacity to adapt to revitalization. In order to sustaining the momentum managers must provide enough resources such as training and funding as well as rewarding new behaviors by connecting

them to organizational rewards such as compensation and promotions (Cummings & Worley, 2009).

Kotter (2008) insists that if leaders reduce the speed before the revitalization process is completed, they may lose momentum and failure may happen. Therefore, leaders should be aware that political and irrational resistance to revitalization never completely dissolves. Leaders must be willing to think long-term, decades or centuries. Leaders should initiate a number of revitalization projects in this stage instead of giving up and celebrating victory since there is a rapidly changing world that requires continuous change in organizations.

Kotter's further argues that Senior management should provide leadership to keep the urgency level up and maintain the shared objectives. Lower management should focus on managing and leading certain projects. Finally, managers should recognize and reduce unnecessary internal interconnections that make transformation troublesome.

It is not easy to manipulate culture; thus, most cultural change occurs in the last stage instead of in the first stage. Culture changes only after leaders have successfully altered employee's actions, after the new behavior produces some group benefit for a period of time, and after people see the connection between the new actions and the performance improvement. The culture can accept new approaches only after it is clearly seen that new methods of work better than old ones. Leaders must talk too much on the validity of new actions so that people accept them (Kotter, 2008).

In addition, leaders should seek to show their commitment to revitalization, recognize risk-taking activities, and integrate new behavior into the daily functions of the organization during the whole transformation process (Stummer & Zuchi, 2010; Kanter, 2004).

Cummings and Worley (2009) suggest five approaches for sustaining momentum for revitalization: i) providing resources for revitalization, implementing organizational revitalization generally requires additional financial and human resources, particularly if the organization continues day-to-day operations while trying to revitalize it self. These extra resources are needed for such revitalization activities as training, consultation, data collection and feedback, and special meetings. Extra resources also are helpful to provide a buffer as performance drops during the transition period, ii) developing a support system for revitalization agents, organizational revitalization can be difficult and filled with tension, not only for participants but for revitalization agents as well. They often must often give members emotional support, but they may receive little support themselves. They often must maintain psychological distance from others to gain the perspective needed to lead the revitalization process. This separation can produce considerable tension and isolation, and revitalization agents may need to create their own support system to help them cope with such problems. A support system typically consists of a network of people with whom the agent has close personal relationship—people who can give emotional support, serve as a sounding board for ideas and problems, and challenge untested assumptions, iii) building new competencies and skills, organizational revitalization regularly demand new knowledge, skills, and behaviors from

employees because in many cases the revitalization cannot be implemented unless employees gain new competencies. Change agents must ensure that such learning occurs. They need to provide multiple learning opportunities, such as on-the-job counseling and coaching, and experiential simulations, covering both technical and social skills (Gale, 2003), iv) reinforcing new behaviors, employee generally do those things that bring them rewards. Consequently, one of the most effective ways to sustain momentum for revitalization is to reinforce the behaviors needed to implement the revitalization. This can be accomplished by linking formal rewards directly to the desired behaviors. In addition, desired behaviors can be reinforced more frequently through informal recognition, encouragement, and praise, v) staying the course, revitalization requires time, and many of the expected financial and organizational benefits from revitalization lag behind its implementation.

There are two reasons that managers do not keep a steady focus on revitalization implementation. First, many managers fail to anticipate the decline in performance, productivity, or satisfaction as revitalization is implemented. Second, many managers do not keep focused on a revitalization because they want to implement the next big idea that comes along (Young, 2000).

2.5 Hypotheses Development

Organizational revitalization involves moving from the known to the unknown. Because the future is uncertain and may adversely affect people's competencies, worth, and

coping abilities. Therefore, motivating change includes creating a readiness for revitalization among organization members and helping them address resistance to revitalization. Leadership must create an environment in which people accept the need for revitalization and commit physical and psychological energy to it. Motivation is a critical issue in starting revitalization because ample evidence indicates that people and organizations seek to preserve the status quo and are willing to revitalize only when there are compelling reasons to do so (Cummings & Worley, 2009; Kotter, 2008). Based on this assumption, the following hypothesis is postulated:

H₁: There is a significant relationship between motivating change and the revitalization.

Vision of change involves creating and disseminating a vision of what members want the organization to look like or become. Generally, a vision describes the core values and purpose that guide the organization toward revitalization (Hoyle, 2010). It provides a valued direction for designing, implementing, and assessing organizational revitalization. The vision also can energize commitment to revitalization by providing members with a common goal and a compelling rationale for why revitalization is necessary and worth the effort (Kotter, 2008). According to Sharma (2007), vision of change is considered a key element in most leadership framework. Based on this assumption, the following hypothesis is postulated:

H₂: There is a significant relationship between vision of change and the revitalization.

According to Kanter (1983), in her conceptualization of “Change Masters” believes that the key to surviving in the ever-changing, global environment is to revitalize organizations by developing cultures that promote and encourage continuous innovation at all organizational levels. She further defines the word “continuous innovation” frequently carries a connotation of “invention”, which is often refers to a physical thing rather than a process, for her, continuous innovation refers to the process of revitalizing to bring any new, problem-solving idea into use. Continuous innovation is the generation, acceptance, and implementation of new ideas, products, or services (Strauss & Frost, 2009; Sherry, 2003). Based on this assumption, the following hypothesis is postulated:

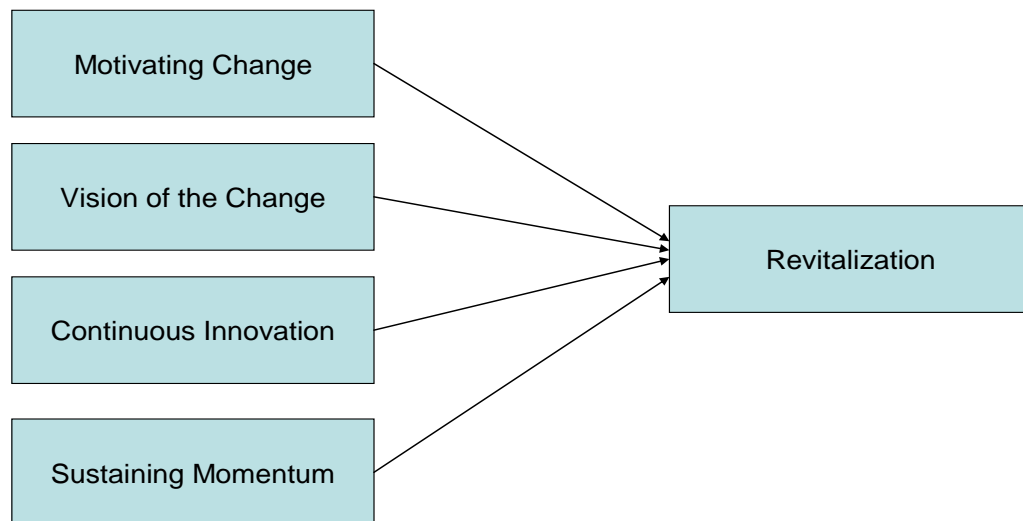
H₃: There is a significant relationship between continuous innovation and the revitalization.

According to Cummings and Worley (2009), once organizational revitalization is under way, explicit attention must be directed to sustaining energy and commitment for implementing them. The initial excitement and activity of revitalization often dissipate in the face of practical problems of trying to learn new ways of operating. A strong tendency exists among organization members to turn their back to old behaviors and processes unless they receive sustained support and reinforcement such as providing resources for revitalization, building a support system for revitalization agents, developing new competencies and skills, reinforcing new behaviors, and staying the course for carrying the revitalization through to completion (Kotter, 2008). Based on this assumption, the following hypothesis is postulated:

H₄: There is a significant relationship between sustaining momentum and the revitalization.

2.6 Theoretical Framework

Based on the literature review, the present study develops a theoretical framework that incorporates the importance and contribution of motivating change, vision of change, continuous innovation, and sustaining momentum to revitalization. The relationship among the components discussed in this literature is depicted in a framework for this research as shown in Figure 2.1 below.



IVs

DV

Figures 2.1
Theoretical Framework

From the literature, the researcher develops a linkage that an understanding and knowledge of the motivating change, vision of change, continuous innovation, and sustaining momentum are likely to contribute positively or negatively to the revitalization. Organizational leaders must give careful attention to each component when planning and implement organizational revitalization. Unless individuals are motivated and committed to revitalization, getting movement on the desired revitalization will be extremely difficult.

This is important because if managers do not gain the cooperation of employees, efforts to routinize the capacity for revitalization will be less successful or may not occur at all. Motivating the process of revitalization consists of readying employees for and helping them overcome their natural resistance to revitalization which is rooted in self-interest, lack of understanding and trust, uncertainty and different goals.

In addition, in the absence of vision of change, revitalization is likely to be disorganized and diffuse. Furthermore, the key to surviving in the ever-changing global environment is to revitalize organizations by developing corporate cultures that promote continuous innovation at all levels. Without efforts to sustaining momentum for revitalization, the organization will have problems carrying the revitalization through to completion. Therefore, all the four components discussed above must be managed effectively to realize success in managing organizational revitalization.

2.7 Chapter Summary

The chapter started by discussing and establishing the conceptualization of revitalization followed by reviewing several change models specifically focus on the Cummings and Worley's change model which provide the foundation for the current study to introduce the variables (motivating change, vision of change, continuous innovation, and sustaining momentum) that contribute to the success of revitalization. Next, each of the variables (motivating change, vision of change, continuous innovation, and sustaining momentum) is described in relation to revitalization; and the rationale were drawn and hypotheses established to answer the research questions. Finally, the relationship among the variables discussed in the literature is depicted in a theoretical framework.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The main purpose of this chapter is to provide a detailed description of the research methodology utilized for the study. It encompasses the overall review of the research design, population and unit of analysis, case study approach, operational definition, instrument development, data preparation, data analysis and hypotheses testing, and pilot study. The discussion of these aspects provides better understanding on the appropriateness of the study approach employed and its ability to provide sufficient answers to the study questions. This can be considered as an attempt to enhance the value of the study approach adopted for this study.

3.2 Research Design

This is a case study which dominantly a deductive approach, while utilizing in tandem with the quantitative and cross-sectional approaches. The method of data collection was mainly on survey. The study is focused on operating environment of two Malaysian financial institutions namely Bank Simpanan Nasional (BSN) and Affin Bank Berhad (ABB) which is consistently proactive to change as part of its survival in sustaining in competitive, turbulent, dynamic and global environment. Case study is being deployed in this research to verify the meaning of the bounded system, hence the outcome is to

describe and interpret the case (Vanderstoep & Johnston, 2009). Therefore, combination of research methods or the mixed methods were utilized in the study in order to ensure the data collection and findings are relevant to the research investigation.

The scale was developed to contribute to the literature in the field, and indirectly assist leaders of organization to gauge the level of revitalization at any one time of its employees in embracing change (Hayden, 1998; Taylor & Bowers, 1972). There are 45 items instrument questionnaires and directly administered to all the managers in both studied organizations. The independent variables (motivating change, vision of change, continuous innovation, and sustaining momentum) have been drawn to predict the relationship to the dependent variable (revitalization).

In order to get the depth understanding on the results from the quantitative data, the qualitative approach was deployed. Interviews with management team members; two managers from each studied organizations are a key part of the methodology as it facilitates understanding of key factors that would influence the revitalization. This qualitative approach, therefore, is considered to be an attractive technique to provide rich descriptions of the research data in natural settings (Miles & Huberman, 1994).

Detailed descriptions of motivating change, vision of change, continuous innovation, and sustaining momentum, and revitalization, and semi-structured interviews provide the avenue that leads to the in-depth study. Therefore, the semi-structured interviews seem to be a very practical way to reflect the realities of the two studied organizations.

3.3 Unit of Analysis

The research context for this case study is two Malaysian financial institutions namely, Bank Simpanan Nasional and Affin Bank. The cases were defined as two difference organizations and as two entities which considered holistic design and type (Yin, 2003). In the case organizations, the total population was 435 (BSN: population = 223; ABB: population = 212). The population is summarized in Table 3.1 and Table 3.2.

Table 3.1

The Distribution of Managers at Bank Simpanan Nasional (BSN).

Location	Position	Approximate Number
Head Office	President/Chief Executive Officer (CEO)	1
	Deputy Presidents/ Deputy CEOs	3
	Vice Presidents	13
	Departments/Sections/Units Managers/Senior Managers	59
Branch	State Managers and Department Managers	65
	District Managers	82
	Total	223

Table 3.2

The Distribution of Managers at Affin Bank Bhd (ABB).

Location	Position	Approximate Number
Head Office	President/Chief Executive Officer (CEO)	1
	Senior Management	29
	Departments/Sections/Units Managers/Senior Managers	92
Branch	Branch Managers	90
	Total	212

This study used all respondents in the setting in order to provide all the information as a whole and breadth (Hair, Money, Samouel & Page, 2007) and since this study has no constraints in terms of the costs and feasible to be embarked (Veal, 2005). Therefore, it enables the researcher to collect data from all managers of the case organizations under investigation, which is in line with Hair et al. (2007). Therefore, the relevant unit of analysis for this study was the individuals (managers) at different levels; General Manager/President, Deputy General Managers/Deputy Presidents, Senior Managers/Vice Presidents, and Managers/State Managers on their perception of revitalization in their organizations.

The researcher must also be proactive for further analysis in terms of using the census study for precision (Sakaran, 2005). Meyers and Gamst (2006) stated that for a sample size to use the multivariate, it requires larger sample than ANOVA. A minimal sample size heuristic is that the number of case per cell must exceed the number of dependent variable. Some authors such as Hair, Black, Babin, Anderson, and Tatham (2006) argued for at least 20 cases per cell to achieve minimal level of power. Also for the normality test it is recommended to have 200 observations or above to make the analysis smoother, however, these effects may be negligible. Therefore, the choice of census study is appropriate in the current study given the total population is 435 managers.

Furthermore, Tabachnick and Fidell (2007) reported that correlation coefficient tend to be less reliable when estimated from small samples. Therefore, it is important that sample size be large enough for correlations to be reliably estimated. The required sample size

also depends on the magnitude of population correlations and number of factors. If there are strong correlations and a few, distinct factors, a smaller sample are enough. This is different in the cross border context where the heterogeneity is obvious as stated earlier.

Beside, the methodology specifies for the principal components and factor analysis, for example Comrey (1973) gave as a guide sample of 50 as very poor, 100 as poor, 200 as fair, 300 as good, 500 a very good, and 1000 as excellent. As a general rule of thumb, it is comforting to have at least 300 cases for factor analysis. Solutions that have several high loading marker variable ($>.80$) do not require such large sample sizes (about 150 cases should be sufficient) as solutions with lower loadings and/or fewer marker variables. Roscoe (1975) provided the rule of thumb and mentioned the larger sample the better, around 10 times of the variables particularly to run the multivariate analysis.

3.4 Case Study Approach

In meeting the objectives of the theoretical component of this study, two Malaysian financial institutions were selected (BSN and Affin Bank). The case study chosen was utilized both deductive and inductive approaches. The former enabled to understand more the nature of theoretical foundation and the latter developed the sub-theory in the area of change management, or a naturalistic generalization (Yin, 2003). The researcher selected the two cases to study according to their potential for helping to expand on or refine the concepts and theory that have already been developed (Yin, 2003; Taylor & Bogdan, 1998). Analytical generalization concerns how a developed theory is supported by a case

study, thus in this study context, hopefully to give rise to the developed concepts and frameworks (Yin, 2003; Strauss & Corbin, 1998).

It should be highlighted here is that case study can be either quantitative or qualitative; or may mix the both methods (Yin, 2003) thus this study uses the latter or called ‘triangulation study’ (Strauss & Corbin, 1998; Yin, 2003). This assisted the researcher to answer the research questions and to meet the study objectives of both breadth and depth understanding on the investigation to contribute to the body of knowledge.

3.4.1 Case Study Organizations

- **Bank Simpanan Nasional**

Bank Simpanan Nasional (BSN) is the public sector organization that participated in this study and it is under the supervision of the Ministry of Finance. BSN was selected because it shares many similar/identical attributes possessed by Affin Bank (Private Financial Institution). BSN was incorporated in 1974. Its principle activities are similar to Bank B, involving the carrying out of banking and finance related services. BSN vision is to become “A Comprehensive Financial Service Provider and A Preferred Choice Bank By Malaysians”.

Currently BSN has 13 main state branches and 82 district branches throughout Malaysia and as a public financial institution, BSN provides a variety of services, among them: Loan Products (Personal Loan, Housing Loan, Micro Credit, and Hire Purchase), Savings

Products (Giro, Fixed Deposits, SEDAR Account, CHESS Account, Premium Savings Certificate and Youth Saver Club), Cards (Credit Cards and Debit Cards), Islamic Banking Products, and Services Products (e.g. Western Union).

BSN not only functions as a bank entrusted to encourage savings among Malaysians and to provide financial and banking access but is also capable of responding quickly in line with the developments in the banking industry. The present financial performance of BSN proves that its transformation has placed it on a stronger platform and has strengthened its position to realize the long-term goal to become an excellent financial institution in the domestic banking and financial arena. For the financial year 2008, BSN generated an income of RM851.4 million and recorded an after-tax profit of RM168.2 million where its profit was made up of financing, investment, debts recovery and fee income as well as expenditure control activities.

In addition, to strengthen its position and to ensure that it remains strong and able to face challenges in the progressively intense circumstances of the financial industry, a shift and transition from the aspects of the mind, work culture, and optimum use of existing resources were implemented, besides increasing efficiency of service delivery. Further, various efforts and initiatives were implemented encompassing management processes and operation development, customer management, innovation and also the mandate entrusted to BSN. Emphasis was also placed on learning and human capital development, information technology and organizational structure revolving around leadership culture and team spirit.

BSN also looks at Corporate Governance as an important element and it also receives the attention of BSN's stakeholders. BSN is committed to efforts to adhere to corporate governance practices that will lead it to a more propitious future. A strong corporate governance foundation will ensure BSN becomes a solid financial institution with continued support from all its stakeholders. Thus, BSN's board of Directors has formed four board committees to carry out supervisory tasks.

Most importantly, BSN has presented an attractive study target because it has developed a well focused long-term goal. BSN plans to be one of the dynamic banking institutions in Malaysia capable of playing its role in balancing its commercial goals and social obligations. In line with this, in 2008, several programmes and initiatives were carried out to strengthen and maintain its position in terms of continuous income and sustainable growth.

BSN intensive efforts have enable it to implement a number of programmes including: Products and Services (Public Housing Financing, Money Transfer Facility (Western Union), BSN Mobile Banking Units, Cash Deposit Machines, Credit Clinic, Banking Operations on Weekends, SMS Banking, Micro Finance Centres, Young Generation Savings, and BSN Tutor Online Study Package), Upgraded Operations (BSN Broadband and Branch Rationalization project) and others including Amal Jariah Project and Human Capital Development.

- **Affin Bank Berhad**

The private financial institution studied was Affin Bank Berhad (ABB) and it is under the supervision of Bank Negara Malaysia (BNM). Affin Bank was selected because it is a service provider organization and it shares many positive attributes with Bank Simpanan Nasional. Affin Bank was incorporated in 1975 with authorized share capital of RM2 billions and issued and paid-up share capital of RM1.439 billions. Its principle activities involve the carrying out of banking and finance related services. Affin Bank's vision is to become "A Premier Partner for Financial Growth and Innovative Services".

Currently, Affin Bank has 90 network of branches throughout Malaysia and as a private financial institution, Affin Bank provides a variety of services, among them: Personal Banking (Deposit Products, Loan Products, Credit Cards, and Hire Purchase Products), and Business Banking (Deposit Products, Loan Products, and Trade Financing Products). The following Table 3.3 depicts the Distribution of Managers in Affin Bank.

In Affin Bank's statement of corporate governance, the Board of Directors and Management appreciate the importance of adopting high standards of Corporate Governance towards enhancing business prosperity and corporate accountability with the ultimate objective of safeguarding shareholders' interests. The Board and Management are fully committed and constantly strive to ensure that the principles of the Malaysian Code on Corporate Governance and Bank Negara Malaysia (BNM) Guidelines on Corporate Governance for Licensed Institutions are adopted and practiced throughout the

bank. This is imperative in ensuring that Affin Bank is managed safely and soundly where risks and business prudence are appropriately balanced in order to maximize shareholders' return and protect the interests of all stakeholders. Throughout 2008 and to date, Affin Bank continues to conduct its business with high integrity and exercises a high level of transparency and objectivity.

For year 2008, Affin Bank continued with the implementation of its transformation plan, notwithstanding difficult economic conditions in the second half of the financial year arising from the financial crisis afflicting the global economy. By focusing on effort to strengthen its position as a mid-sized anchor financial institution, the Bank successfully achieved several important milestones in 2008.

In 2008, the Bank reported a profit before tax of RM454 million, the highest ever achieved in the history of the Bank. The Bank's long-term credit rating was upgraded one notch by Rating Agency Malaysia from A3 to A2 while the Bank's short-term rating was reaffirmed at P1. This is a major achievement for the Bank in view of the present market uncertainties. It is the Bank's goal to further improve their financial position and achieve a double A rating over the medium term. The Bank's net NPL ratio has also been reduced from 7.69% to 3.22% at the end of 2007.

In April 2008, Affin Bank's Islamic banking became the first domestic Islamic bank in Malaysia to enter into a Musharakah Agreement with a notable property developer in Penang. The Bank had also successfully launched its retail internet banking portal

affinOnline in December 2008. In addition, the Bank had also won several industry accolades in 2008, and it was ranked among the Top 30 Malaysia's Most Valuable Brands (MMVB). The Bank had also been recognized in the MasterCard Asia Pacific/Middle East and Africa Product Awards 2008 for Best Debt Programme for its Debit MasterCard. Moving forward, the Bank remains committed to continuously provide quality and innovative products and services to meet the needs and requirements of customers and clients. The bank will continue with its strategy on sustaining business growth, improving asset quality, enhancing operational efficiency and raising the quality of its human capital.

According to the researcher's contact persons in the organization, Affin Bank presented an attractive study target because it is known as a progressive organization. Evidence of Affin Bank's progressive culture exists in the fact that the company devoted three years and large amounts of human and financial resources to a change management effort – the Strategic Change Initiatives (SCI) process. Six SCI groups focused on improving specific functions of the organization. The focus areas of each of the six groups were: (1) to develop/implement a new marketing and business development strategic plan, (2) design a new human resources system, (3) design an advanced management information system, (4) enhance the bank loan recovery system, (5) implement a new risk management system, and (6) improve the bank's internal control and communication system.

The following Table 3.3 depicts The Similarities between Bank Simpanan Nasional (BSN) and Affin Bank Berhad, while Table 3.4 depicts The Differences between Bank Simpanan Nasional and Affin Bank Berhad.

Table 3.3

The Similarities between Bank Simpanan Nasional and Affin Bank Berhad

Products And Services	Bank Simpanan Nasional	Affin Bank Berhad
<ul style="list-style-type: none"> • Loans (Consumer and Business) • Savings Account • Islamic Banking • Credit Cards • Banking services (Money transfer e.g. Western Union, ATMs, etc.) • Branches • Auditor (Internal and External) 	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>

Table 3.4

The Differences between Bank Simpanan Nasional and Affin Bank Berhad

Items	Bank Simpanan Nasional	Affin Bank Berhad
<ul style="list-style-type: none"> • Shareholder 	Ministry Of Finance (MoF), Malaysia.	Affin Holdings Berhad
<ul style="list-style-type: none"> • Regulated by 	BSN Act. 1974	BAFIA Law 1989 and Companies Law 1965
<ul style="list-style-type: none"> • Supervision 	Ministry Of Finance (MoF), Malaysia.	Bank Negara Malaysia (BNM)
<ul style="list-style-type: none"> • Formation by 	Malaysian Parliament - Statutory Body	Companies Commission Of Malaysia/ Previously known as Registrar of Companies (ROC)

3.5 Operational Definition

Based on the previous literature review such as Beer et al. (1990) on the revitalization; Cummings and Worley (1993) on the motivating change and sustaining momentum; Hoyle (2010), Hayden (1998), Sharma (2007), Kotter (1995/1996) and Kanter (1983) on the vision of change and continuous innovation, the researcher has established the operational definitions of all the variables included in the research framework.

Dependent variable	Revitalization
No of items	8 items
Definition	Revitalization is the extent to which the organization possesses routine structures and functions designed to facilitate changes initiated by leaders or managers.
Independent variable	Motivating Change
No of items	9 items
Definition	Motivating change is the extent to which leaders or managers of the organization creating a readiness for revitalization among organization members and helping them to address resistance to revitalization.

Independent variable	Vision of Change
No of items	5 items
Definition	Vision of change is the extent to which leaders or managers of the organization describe the core ideology (provide a purpose and reason for revitalization) and constructing the envisioned future (describes the desired future state).

Independent variable	Continuous Innovation
No of items	8 items
Definition	Continuous innovation is the extent to which leaders or managers of the organization provide a setting that fosters revitalization by creating an environment that values and supports continuous innovation.

Independent variable	Sustaining Momentum
No of items	6 items
Definition	Sustaining momentum is the extent to which managers of the organization providing resources for revitalization; building a support system for revitalization agents; developing new competencies and skills; reinforcing new behaviors; and preventing members from falling back on old ways if the new forms and methods become difficult.

3.6 Instrument Development

3.6.1 Questionnaire Development

A seven-page questionnaire was developed as a research tool for this study. The questionnaire was designed in a simple manner so that the questions are clear and easy for the respondents to understand. The format questionnaires adapted from those of Taylor and Bowers (1972), Beer et al. (1990), and Hayden (1998) were used as guidelines to the questionnaire development since it has similar background of searching revitalization. In addition, the items were deployed based on the relevant research studies such as Hayden (1998) and Beer et al. (1990). The questionnaire of this study was designed to search for the measurements at the individual level and considering other key variables. The questionnaires, therefore, have been changed or modified according to the research needs.

The questionnaire consisted of three major sections. Section 1 concerned on the motivating change, vision of change, continuous innovation, and sustaining momentum. Section 2 encompassed the measurement of the revitalization and Section 3 covered the respondents' demographic. Respondents had to assign a scale measurement of five-point to each of the perspectives listed. The questionnaire was distributed to the respondents' via post mail. The respondents answered the questionnaires which were then returned to the researcher.

First section contains twenty eight (28) items obtained from previous studies by Hayden (1998) and Beer at al. (1990) were used to assess the independent variables. The measurement for independent variables utilized a five (5)-choice Likert Scale that asked respondents to indicate how accurately the statements describe their typical behaviors consistent with motivating change, vision of change, continuous innovation, and sustaining momentum. Second section consists of eight (8) items adapted from previous studies by Hayden (1998) and Beer at al. (1990) were used to measure the revitalization (dependent variable), with a five (5)-choice Likert Scale to reflect the agreement towards the statements. The last section consists of nine (9) items to indicate gender, age, ethnic/racial, education background, current position, years in present position, years with organization, and location in the organization.

The draft questionnaires were discussed with two (2) experts from the academic field, and three (3) senior managers from three different financial institutions. They reviewed the questions and identified any vagueness of wording so that respondents can easily understand the questions and understand the same meaning. Their comments increased the validity and reliability of the research instruments (Veal, 2005).

The preliminary questionnaire had been pilot tested on the individual (manager) from two different financial institutions, estimated to be sent to at least forty (40) managers in each financial institution as appropriate for the pilot testing (Hair et al., 2006). The selection of respondents to pilot testing were based on the individual with similar background of the study setting such as the manager from financial institutions which undergone change

project for the past three years. This is due to many studies such as Ahmad and Francis (2008) who highlighted the time frame of three that is reasonable for the respondents to recall their perception on that.

The researcher realized the advantages of the questionnaires, which were able to increase the level of confidence in the research findings (Veal, 2005). Furthermore, it allows a form of quantitative analysis of the data, which is easy to administer (Sekaran, 2007). However, the questionnaire survey has several limitations. The researcher has no control on who actually responds to the questions. Even though, the questionnaire was personally addressed and sent direct to the particular manager, some managers have delayed the respond for numerous reasons particularly on work commitment. As a result, some of the questionnaires were answered beyond the time frame, which affected the data entry for the study. However, in order to avoid this problem, the researcher made several follow-up calls to researcher contact persons to encourage their colleagues to answer the questionnaires.

Sekaran (2007) noted that the response rate in a mail survey is always low. Therefore, to encourage participation the questionnaire has to be brief and precise. After that, the researcher had exported the coding into the quantitative analysis software to enable to perform the analysis part.

Another concern is the perceived importance scale, which is widely covered in almost all parts of the questionnaire. Although a Seven (7)-point scale is more sensitive to elicit the ranking orders, a Five (5)-point scale had to be utilized here to avoid confusion. The researcher's decision is in line with the previous studies by Mowen et al. (2007), Kahne (2005), and Herscovitch and Meyer (2002).

3.6.2 Semi-Structured Interview Development

The development of the semi-structured interview questions was done through the discussions with the same respondents as in the survey questionnaire. Interviews were conducted with several middle and front-line managers in each studied organizations to verify and get the deep explanation on the mail survey questionnaire findings. This triangulation approach is suggested by Yin (2003) particularly to reduce bias. In addition, it helps to give a basic idea of how the views of the participants are connected with the theoretical conception.

Six main semi-structured questions were constructed as follows:

1. Based on your experience, why your organization must revitalize?
2. Based on your experience, is there a possibilities of revitalization failure?
and why?
3. Based on your experience, does motivating change positively influence
the revitalization in the organization? and how?

4. Based on your experience, does vision of change positively influence the revitalization in the organization? and how?
5. Based on your experience, does continuous innovation positively influence the revitalization in the organization? and how?
6. Based on your experience, does sustaining momentum positively influence the revitalization in your organization? and how?

Each interview session took approximately forty (40) minutes to fifty (50) minutes. See **Appendix B** for the consent form and the interview protocol. The researcher had utilized the categorical approach (Yin, 2003), where the participants for the interviews were identified based on their level in the hierarchical structure or based on the hierarchical position. The participants were categorized as in Table 3.5

Table 3.5
Categorical Approach to Identify Participant

Position	BSN Number of Participant	Affin Bank Number of Participant
Middle Managers	1	1
Front-line Managers	1	1
Total	2	2

3.6.3 Ethical Procedures

Basically, the ethical procedures applied in this study complied with those requirements in the research setting suggested by Sekaran (2007). The researcher ensures that the respondents were requested to answer the questions voluntarily. In the introduction part

of the survey as well as in the interviews, the researcher explained briefly about the research nature, the research objectives, and the duration of the study. Furthermore, the researcher has ensured the anonymity of the respondents. It should be noted that the information obtained were confidential and to be treated solely for academic purposes. The researcher also highlighted the anticipated research benefits and explained to the participants in order to alleviate any concerns they may have about the use of the information they provided.

3.7 Data Preparation

Data from the mail questionnaire survey were coded into the Excel, and subsequently the researcher transmitted into the SPSS software. The data were also scrutinized to avoid any misleading results.

Before each interviews session, researcher explained to the respondent what the research is all about, how it will benefit them and the organization. As soon as that has been achieved, they were requested to sign the consent form as a way of accepting responsibility to participate in the study. At the same time, all respondents were also informed that they were under no obligation to participate in the study. This meant that they only participated out of their own free will. “Emphasis was therefore placed on accurate and complete information so that subjects would fully comprehend the investigation and consequently be able to make a voluntary, thoroughly reasoned decision about their possible participation” (Strydom, 2000). During the interview, a written note

of the conversation was made. Written notes, apparently, was a quicker way to give input to the researcher and allowed the researcher to cross-check the results with survey findings. Furthermore, during the process of analyzing and interpreting data the respondents name will not be disclosed.

3.8 Quantitative Data Analysis and Hypotheses Testing

In order to establish the relationship between the motivating change, vision of change, continuous innovation, and sustaining momentum, and the revitalization, the Chi-square test on 2X2 contingency tables was utilized in this study. The researcher found it is a simple and more appropriate analysis method to answer the research questions stated earlier. This is parallel to Pallant (2005) who stated that chi-square tests are useful when researcher have small samples.

As stated earlier, data collected from respondents were coded in and compiled using the SPSS software. Reliability test to determine Cronbach Alpha coefficient was performed to establish that a construct could be used with confidence. The range of Alpha coefficient is from 0 to 1 with higher value signifies high confidence in the construct (Hair et al., 2006). As the overall procedures, a myriad of descriptive and analytical tools such as tables and percentage would be used for data analyses. Hypotheses were tested with Chi-square tests to evaluate the relationship between motivating change, vision of change, continuous innovation, and sustaining momentum and the revitalization. The detailed explanation on the analyses will be discussed in the following sections.

3.8.1 Descriptive Statistics

Descriptive statistics such as percentage, range, minimum, maximum, mean, standard deviation, variance, skewness and kurtosis were firstly conducted before any inferential statistics started. The objective is to generalize the central tendencies and dispersion of the data related to demographic and background (Bryman, 2008).

3.8.2 Inferential Statistics

In this study the Chi-square tests was utilized. The Chi-square test for a contingency table tests the null hypothesis of independent between two variables. “Chi-square can be used to summarize the intersections of focus and associated variables and understand the relationship (if any) between those variables.” (Jeff, 2003). The Chi-square methodology cross-tabulates the variables in row and column positions and produces corresponding percentages. The null hypothesis of a Chi-square test states that the row and column variables are independent of or not related to each other.

For example, with a row variable of “gender” and column variable of “intent to retire,” the null hypothesis would state that gender is not related to retirement intentions; males and females plan no retiring at approximately the same percentage rate. The alternative hypothesis states that the row and column variables are not independent of each other. Using the same example, the alternative hypothesis would state that gender is related to retirement intentions; being male or female makes a difference regarding retirement

intensions. Each row and column binary variable takes no additional variables into account, as would be the case in multiple regression.

The Chi-square test will yield a probability value or “p-value” that determines if the null hypothesis should not be believed (rejected) or be believed (not rejected). Because the tests being conducted are from a sample of the entire population, we can never really be 100 percent sure that the test results are accurate; there are many samples that did not take the survey making the results from this survey a guess. This is why the null hypothesis is said to be “rejected”, but never said to be “accepted,” as “acceptance” infers 100 percent validity of the test results. If the p-value is very small (normally accepted limits are 10 percent, 5 percent, or 1 percent) the null hypothesis will be rejected in favor of the alternate hypothesis (Becker, 2005).

The statistics calculated for this study were constructed through the use of the Chi-square tests on 2X2 contingency tables, all variables are recoded as dummy or binary variables. Dummy variables are constructed having the value of 1 representing “Low (1-2.99 on Likert-scale)” and the value of 2 representing “High (3-5 on Likert-scale)”. For example, Motivation (Motivating change) is measured using a variable that identifies Low Motivation_Cat = 1 and High Motivation_Cat = 2.

3.9 Qualitative Data Analysis

The researcher found the use of the qualitative data as appropriate to help to get insight of the revitalization. This view is in line with many authors of the case study research, for example, Yin (2003) who has identified that most of the case study relied on the qualitative data analysis. The qualitative data analysis was started after the data collection process in order to ensure the data were secured into the research. The researcher did the fieldwork and at the same time verified the data by repeating the questions to the same and other participants or interviewees. The researcher used both the table of descriptions and significant findings approach to support the quantitative results and get the deep explanation and understanding of the research context. This benefit the study as to cross-check the findings from the survey and to get the real insight of the two studied organizations, which has supported by many studies such as Hoyle (2010) and Fedor et al. (2008).

3.10 Reliability and Validity Estimates

In order to measure the consistency of the questionnaire, the reliability of the questionnaire was determined, where a questionnaire repeatedly administered to the same people would yield the same results. The reliability of each variables in the questionnaire was evaluated using Cronbach's alpha coefficient (a measure of internal consistency), which refers to the degree to which items in the set are homogenous. Based on Malhotra and Peterson (2006) the results may vary "0" to "1.0", where the alpha value of 0.6 or

more indicates satisfactory internal-consistency reliability. In terms of the content validity the literature review and the expert's opinion were considered as discussed in the previous sections. In addition, the returned questionnaire did not have missing values, and therefore confirmed the acceptability of the survey instrument.

3.10.1 Pilot Study

In keeping with the conventions of operationalizing a Likert scale, a reliability test was conducted for each scale. Reliability test assesses the cross administration stability of the scale, and provides an opportunity for revising the content of the scale before the questionnaire is administered. For this study, both the independent variables and dependent variable were measured using a series of Likert-type scale items.

The questionnaire was pre-tested to ensure that the questions posed are understood by the respondents and that there are no problems with the wording or measurement. Pre-testing was also carried out to test the appropriateness of the questions. For the purpose of this study; the pre-testing of the questionnaire was personally administered by the researcher to 80 respondents (managers), 40 respondents (managers) from SME Bank and 40 respondents (managers) from Bank Islam Malaysia Berhad (BIMB). The following Table 3.6 depicts the pre-testing result.

Table 3.6
Cronbach's Alpha for Variables

Variables	Cronbach's Alpha
Motivating change.	0.858
Vision of change.	0.852
Continuous innovation.	0.892
Sustaining momentum	0.840
Revitalization	0.909

The Cronbach's alpha for each variable indicates that the measurements are reliable and stable following the guidelines set by Nunnally (1978), where, an acceptable level of reliability is set at a minimum of 0.60. Similarly, the minimum level of 0.60 is consistent with Murphy and Davidshofer's (1988) criterion for a reliable scale. In comparing the alpha of the current study, it is obvious that the variables of this study are reliable to be used in measuring "motivating change, vision of change, continuous innovation, sustaining momentum, and revitalization".

3.11 Chapter Summary

This chapter describes the methodology and design of this study, particularly the deployment of the case study research. The triangulation was used in terms of the mixed methods of quantitative and qualitative approaches; in the data collection—as a plausibility check of the survey findings. The chapter also elaborated the data analyses and other measures for reliability, validity, and several others. The qualitative data analysis also been discussed in this chapter. The next chapter provides both quantitative and qualitative findings and interpretations of the findings.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the results of the survey, hypotheses and summary of key findings. The analysis includes a section for each of the two organizations studied, Bank Simpanan Nasional and Affin Bank Berhad. The chapter commenced with the data screening and transformation, followed by reliability test, respondents profile, test of association (Chi-Square tests), qualitative results, and hypotheses testing results. Subsequently, the summary of hypotheses testing results for both studied organization were also presented.

4.2 Data Screening and Transformation

Data preparation and screening involve the process of conversion of raw data from questionnaire to useable data file, dealing with missing data, making sure that the data have been entered accurately and that variables are normally distributes (Coakes, et al., 2006). Data screening can be summarized into the three steps; checking for errors, finding the error in the data file as well as correcting the error in the data file (Pallant, 2005). The actual process is explained in the next section.

4.2.1 Data Preparation and Accuracy

A total of 74 questionnaires from Bank Simpanan Nasional and 82 questionnaires from Affin Bank Berhad were retrieved, and were regarded valid and inputted into the statistical tools software. Pallant (2005) observed that a number of descriptive and graphical analyses are necessary to assess the accuracy of data file. In line with Pallant (2005), appropriate procedures were subjected to categorical and continuous variables. Likewise all items that measured constructs were subjected to descriptive analysis.

4.3 Bank Simpanan Nasional

4.3.1 Reliability Test

Based on the result of research with 74 respondents, the reliability of the questionnaire on each factor is presented. A reliability analysis of all the factors were undertaken and found to be reliable as in Table 4.1.

The reliability coefficient, using Cronbach's alpha coefficients, obtained for each scale were: Motivating Change 0.857, Vision of Change 0.881, Continuous Innovation 0.892, Sustaining Momentum 0.884, and the Revitalization was 0.920, which align with Nunnally (1978) and Murphy and Davidshofer's (1988), where, an acceptable level of reliability is set at a minimum of 0.60.

Table 4.1
Reliability Analysis (Fieldwork)

Variables	Cronbach's Alpha
Motivating Change	0.857
Vision of Change	0.881
Continuous Innovation	0.892
Sustaining Momentum	0.884
Revitalization	0.920

4.3.2 Respondents Profile

In Chapter Three, Bank Simpanan Nasional (BSN) was described as a fairly large, publicly held organization that offers banking services to its individual and corporate customers. It was originally estimated that approximately 223 managers at all organizational levels would become respondents. However, a total of 74 completed questionnaires were returned representing 33.2 percent response rate. Table 4.2 depicted the univariate frequencies for demographic characteristics at BSN including gender, age, ethnicity, education level, current position, years in current position, years in the organization, and the respondents' location in the organization.

Table 4.2
Respondents' Profile

Variables Categories	Number	Percentage (%)
Gender		
Male	49	66.20
Female	25	33.80
Age		
21-25 years	0	0.00
26-30 years	3	4.10
31-35 years	7	9.50
36-40 years	22	29.70
41-45 years	28	37.80
46-50 years	12	16.20
51-55 years	2	2.70
56-60 years	0	0.00
Ethnicity/Racial Identity		
Malay	71	95.90
Chinese	3	4.10
Indian	0	0.00
Kadazan	0	0.00
Iban	0	0.00
Other	0	0.00
Education Level		
SPM/STPM	9	12.20
Diploma	20	27.00
Degree	42	56.80
Master	3	4.10
PhD	0	0.00

Continue Table 4.2
Respondents' Profile

Variables Categories	Number	Percentage (%)
Current Position		
Manager/State Manager	61	82.40
Senior Manager/Vice President	13	17.60
Deputy General Managers/Deputy President	0	0.00
General Manager/President	0	0.00
Years in Current Position		
=< 1 years	5	6.80
1.5 – 5 years	17	23.00
5.5 – 10 years	25	33.80
10.5 – 15 years	19	25.70
15.5 – 20 years	8	10.80
=> 20.5 years	0	0.00
Years in the Organization		
=< 1 year	0	0.00
2 – 5 years	8	10.80
6 – 10 years	28	37.80
11 – 15 years	26	35.10
16 – 20 years	10	13.50
21 – 25 years	2	2.70
26 – 30 years	0	0.00
=> 31 years	0	0.00
Location in Organization		
Head Office	27	36.50
Branch	47	63.50

- **Gender:** The majority of the respondents were male managers (66.21 percent) while only 33.78 percent of the respondents were female managers. According to Rafiah (2010), currently there is only 8 percent female holding a higher position in the public listed company and further effort have been put in place to increase the number to 30 percent. In addition, this would probably suggest that the majority of male managers are attached at the branch office as compare to female managers.
- **Age group:** In terms of age distribution, 4.05 percent of the respondents were between the age of 26 to 30 years old, 9.46 percent were between the age of 31 to 35 years old, 29.73 percent were between the age of 36 to 40 years old, 37.84 percent were between 41 to 45 years old, 16.22 percent were between 46 to 50 years old, and 2.70 percent were between 51-55 years old. The wider range of age group indicates a diverse sample.
- **Ethnicity/Racial Identity:** The majority of the respondents were Malay (95.90 percent) managers while only 4.10 percent of the respondents were Chinese.
- **Education Level:** In terms of education level, 12.16 percent of the respondents had earned a SPM/STPM certificates, 27.03 percent had earned a diplomas, 56.76 percent had earned degrees, and another 4.05 percent had master degrees qualification.

- **Current Position:** The majority of the respondents were managers or state managers (82.43 percent) while only 17.57 percent of the respondents were senior managers or vice presidents.
- **Years in Current Position:** In terms of number of years in current position, 6.76 percent of the respondents have been in their current positions for less or equal to 1 year, 22.97 percent have stayed between 1.5 years to 5 years, 33.78 percent have stayed between 5.5 years to 10 years, 25.68 percent have stayed between 10.5 years to 15 years and 10.81 percent have stayed between 15.5 to 20 years. The wider range of years in current position indicates a diverse sample.
- **Years in the Organization:** The pattern for the number of years in the organization showed that 10.81 percent of the respondents have stayed between 2 to 5 years, 37.84 percent have stayed between 6 to 10 years, 35.14 percent have stayed between 11 to 15 years, 13.51 percent have stayed between 16 to 20 years and 2.70 percent have stayed between 21 to 25 years in the organization. The wider range of years in the organization also indicates a diverse sample.
- **Location in Organization:** In terms of location, the majority of the respondents (63.51%) worked in the branch offices while only 36.49 percent of the respondents were located in the head office in Kuala Lumpur.

In summary, the profile of managers studied at BSN mostly comprised middle age, college-educated, Malays. Furthermore, these managers have worked in the organization for many years and have occupied their current positions for a long time as well. This would suggest a relatively low turnover rate. Since the majority of the respondents were from the middle and lower level management, it will be interesting to see if the low frequency of changes in managerial personnel is matched by a perception of high levels of revitalization.

4.3.3 Test of Association: Chi-Square Tests

This section aims to search for the answers to the following four research questions and the four research hypotheses. The details of the data analysis results are attached in **Appendix C**.

1. Is there a significant relationship between motivating change and the revitalization?

H₁: There is a significant relationship between motivating change and the revitalization.

2. Is there a significant relationship between vision of change and the revitalization?

H₂: There is a significant relationship between vision of change and the revitalization.

3. Is there a significant relationship between continuous innovation and the revitalization?

H₃: There is a significant relationship between continuous innovation and the revitalization.

4. Is there a significant relationship between sustaining momentum and the revitalization?

H₄: There is a significant relationship between sustaining momentum and the revitalization.

The Association Between Motivating Change and the Revitalization

A chi-square test was done, the results of which are shown in Table 4.3 and Table 4.4, the cross-tabulation percentage within motivation (% within Motivation_Cat) indicates that, 100.0 percent of the low motivation category were low revitalization while none was high revitalization. For high motivation category, 20.9 percent were low revitalization, 79.1 percent were high revitalization.

Furthermore, it may be seen that the Chi-square tests results on the association between motivation and revitalization indicate that the Fisher's Exact test significance level is .000 (1 cell has expected count less than 5), in this case the value of .000 is smaller than the alpha value of .05, therefore the study result is significant. In other word, the low/high motivation and the low/high revitalization are highly related. Hence hypothesis 1 has been supported.

Table 4.3

*Motivation * Revitalization Cross-tabulation*

Motivation	Revitalization		Total
	1 (Low)	2 (High)	
1 (Low): % within Motivation_Cat	100.0%	0.0%	100.0%
2 (High): % within Motivation_Cat	20.9%	79.1%	100.0%
Total: % within Motivation_Cat	28.4%	71.6%	100.0%

Table 4.4

Chi-Square Tests: Motivation and Revitalization

	Value	df	Asymp. Sig (2-sided)
Pearson (Continuity Correction)	15.815	1	.000
Likelihood Ratio	19.596	1	.000
Fisher's Exact Test			.000
Linear-by-Linear Association	19.249	1	.000
N of Valid Cases	74		

The Association Between Vision of Change and the Revitalization

The results of the chi-square test are depicted in Table 4.5 and Table 4.6, the cross-tabulation percentage within Vision (% within Vision_Cat) indicates that, of the low vision category, 72.2 percent were low revitalization and 27.8 percent were high revitalization. Of the high vision category, 14.3 percent were low revitalization, while 85.7 percent were high revitalization.

In addition, the Chi-square tests results on the association between vision and revitalization indicate that the Pearson (Continuity Correction) value is 19.736, with an associated significance level of .000. In this case the value of .000 is smaller than the alpha value of .05 thus, the result is significant. In other word, the low/high vision and the low/high revitalization are highly associated. Hence hypothesis 2 has been confirmed.

Table 4.5
*Vision * Revitalization Cross-tabulation*

Vision	Revitalization		Total
	1 (Low)	2 (High)	
1 (Low): % within Vision_Cat	72.2%	27.8%	100.0%
2 (High): % within Vision_Cat	14.3%	85.7%	100.0%
Total: % within Vision_Cat	28.4%	71.6%	100.0%

Table 4.6
Chi-Square Tests: Vision and Revitalization

	Value	df	Asymp. Sig (2-sided)
Pearson (Continuity Correction)	19.736	1	.000
Likelihood Ratio	21.077	1	.000
Fisher's Exact Test			.000
Linear-by-Linear Association	22.192	1	.000
N of Valid Cases	74		

The Association Between Continuous Innovation and the Revitalization

A chi-square test was done, the results of which are shown in Table 4.7 and Table 4.8, the cross-tabulation percentage within innovation (% within Innovation_Cat) indicates that, 45.8 percent of the low innovation category were low revitalization, while 54.2 percent were high revitalization. For high innovation category, 20.0 percent were low revitalization, while 80.0 percent were high revitalization.

Furthermore, the Chi-square tests results on the association between innovation and revitalization indicate that the Pearson (Continuity Correction) value is 4.129, with an associated significance level of .042. In this case the value of .042 is smaller than the alpha value of .05 therefore, the study result is significant. In other word, the low/high innovation and the low/high revitalization are related. Hence hypothesis 3 has been supported.

Table 4.7
*Innovation * Revitalization Cross-tabulation*

Innovation	Revitalization		Total
	1 (Low)	2 (High)	
1 (Low): % within Innovation_Cat	45.8%	54.2%	100.0%
2 (High): % within Innovation_Cat	20.0%	80.0%	100.0%
Total: % within innovation_Cat	28.4%	71.6%	100.0%

Table 4.8

Chi-Square Tests: Innovation and Revitalization

	Value	df	Asymp. Sig (2-sided)
Pearson (Continuity Correction)	4.129	1	.042
Likelihood Ratio	5.136	1	.023
Fisher's Exact Test			.029
Linear-by-Linear Association	5.253	1	.022
N of Valid Cases	74		

The Association Between Sustaining Momentum and the Revitalization

Based on the Chi-square test results which are shown in Table 4.9 and Table 4.10, the cross-tabulation percentage within momentum (% within Momentum_Cat) indicates that, of the low momentum category, 100.0 percent were low revitalization, while none was high revitalization. Of the high momentum category, 19.7 percent were low revitalization, while 80.3 percent were high revitalization.

Moreover, the Chi-square tests results on the association between momentum and revitalization indicate that the Fisher's Exact test significance level is 0.000 (1 cell has expected count less than 5). In this case the value of 0.000 is smaller than the alpha value of .05 therefore, the study result is significant. In other word, the low/high momentum and the low/high revitalization are highly associated. Hence hypothesis 4 has been confirmed.

Table 4.9

*Momentum * Revitalization Cross-tabulation*

Momentum	Revitalization		Total
	1 (Low)	2 (High)	
1 (Low): % within Momentum_Cat	100.0%	.0%	100.0%
2 (High): % within Momentum_Cat	19.7%	80.3%	100.0%
Total: % within Momentum_Cat	28.4%	71.6%	100.0%

Table 4.10

Chi-Square Tests: Momentum and Revitalization

	Value	df	Asymp. Sig (2-sided)
Pearson (Continuity Correction)	18.859	1	.000
Likelihood Ratio	22.786	1	.000
Fisher's Exact Test			.000
Linear-by-Linear Association	22.332	1	.000
N of Valid Cases	74		

4.3.4 Qualitative Results

In order to explain the effects of the motivating change, vision of change, continuous innovation, and sustaining momentum, and the revitalization, this section reveals the results from the in-depth interviews with two participants. The explanation of each construct is shown in Table 4.11.

Table 4.11

Description Table of the Qualitative Findings

Constructs	Descriptions
1. The significance of revitalization in the perspective of change.	<p>Revitalization is an organizational reality; for survival; to stay abreast with the internal and external changes; need to revitalize the business model to keep competitive; revitalization has also included almost every aspect of organizational life: strategy, structure, workforce, technology, and customers.</p> <p>A situation where all employees – not only the management level, but everyone, have the positive effort or energy to move forward either to achieve something better than the current situation (state), or trying to remedy the current situation which is not right.</p>
2. The possibilities of revitalization failure.	<p>Revitalization was not managed in the most professional ways; lack of structure in terms of implementation for example, lack of communication, planning, and execution, unclear vision; and without robust contingency plans.</p>
3. The significance of motivating change in the perspective of revitalization.	<p>Start preparing and motivate employees for revitalization as well as reducing employees resistance to revitalization – to motivate employees commitment to revitalization through 1) sensitize organizations to pressures for revitalization; 2) disclosing discrepancies between current conditions and future conditions; 3) clearly convey positive expectations for the revitalization.</p> <p>In reducing employees' resistance to revitalization – basically, leader must create more open relationship which not only provides useful information about resistance but also helps establish the basis for the kind of joint problem solving needed to overcome barriers to revitalization. Furthermore, leader must communicate revitalization information through multiple channels such as memos, emails, meetings, and presentations. In addition, leader must get employees involvement in planning and implementing revitalization. The act of participation itself can be motivating, leading to greater effort to make the revitalization work.</p>

Continue Table 4.11

Description Table of the Qualitative Findings

Constructs	Descriptions
4. The significance of vision of change in the perspective of revitalization.	Effective and clear communication of vision of revitalization – well managed information transcended into people in a timely and clear manner; simple and straightforward to be understood at various levels; fluid downwards; a persistent and consistent message need to be delivered to all level of staff; leaders should consistent in delivering messages on the need for the revitalization so that members can see the benefits of accepting the vision.
5. The significance of continuous innovation in the perspective of revitalization.	Revitalization is a continuous or constant for organizations and thus for managers; because revitalization cannot be eliminated, managers must learn how to manage it successfully; because innovation is often closely tied to an organization's revitalization efforts, managers must know how to manage it as well; innovation is the key competency that companies have to have to beat competitors; must manage the sources of innovation by supporting a creative work environment whereby creative thoughts and ideas are welcomed, valued and encouraged, and allow significant freedoms.
6. The significance of sustaining momentum in the perspective of revitalization.	To sustain the revitalization momentum leader should provide resources for the revitalization program, setting-up a support system for revitalization champions, developing new competencies and skills, rewarding the new culture required to implement the revitalization, and maintain the process. The main objective of sustaining momentum of revitalization is not to allow members to fall back to old ways of doing their tasks.

1. The significance of revitalization in the perspective of change

The participants or the interviewees stated that revitalization is important and in fact it is reality for the survival of the organization. The pressure for revitalizing in the current external and internal environment demand them to be conscious and appreciate that the organization has no other choice but to revitalize, specifically in revitalizing the business model to be competitive and to maintain a sustainable competitive advantage.

In addition, revitalization has also included almost every aspect of organizational life such as strategy, structure, workforce, technology, and customers. Although the company is already well established and have a good reputation and brand, it should not be too complacent of its current achievement as the competitors are closing in on them. As quoted below:

“For long-term survival in this kind of business, maybe we are going to have to rethink some of the ways we have done things in the past. Maybe we are going to have to revitalize how we are doing business. I have to admit that we have to do things differently; we have to measure ourselves differently than we have in the past, or we would not revitalize.”

(Senior Operation Manager)

The Training Centre Manager provide a good remark on revitalization as stated below:

“To stay competitive with current intense competitions, BSN must revitalize its business model whereby BSN must revamp its business strategy, technology, workforce, and structure and most important, the implementation process must be on continuous basis and be managed in a professional ways.”

(Training Center Manager)

2. The possibilities of revitalization failure.

However, some revitalization initiatives might fail if it is not being managed in the most professional manner; lacked of structure in terms of implementation i.e. lacked of communication and execution, unclear vision; innovation, and no contingency plans. Therefore, the roles of employees are importance, particularly the entire organization, both leaders (management) and staffs (followers). As stated by the interviewees that it is desirable for all staff to internalize the pressing need for this revitalization. The Senior Operation Manager has pointed one interesting point about the nature of the front line staff:

“In my own observation, mainly the front line staffs and their mind-set and their level of education sometimes hinder them in understanding and appreciating revitalization. They tend to be isolated in the appreciating the mainstream issues and quite contented in their current working environment.”

Furthermore, the Training Center Manager noted about the culture of complacency which to be noted:

“In my opinion, the culture in BSN is a bit complacent as realistically we are a government agency thus the perception is that this changes will not have major impact on us.”

3. The significance of motivating change in the perspective of revitalization

The participants highlighted the importance role of leaders (management team) as a critical condition for revitalization at BSN. Leaders must start preparing and motivate all employees regardless of their positions to internalize revitalization; to motivate employees commitment to revitalization through sensitizing employees to pressure for

revitalization; disclosing discrepancies between current conditions and desired conditions; and clearly convey positive expectations for revitalization. This was not a new concept, but an absolutely critical one. The Senior Operation Manager gives his remark as follows:

“We need leaders who are able to get into the ‘hearts and minds’ of people instead of arm-chair ‘top-down’ approach. Keeping people focus and motivation is crucial at this stage. Leaders must ‘walk their talk’ as they should demonstrate on their – day to day practice.”

The Training Center Manager gives the following comment with regard to motivating change in relation to revitalization:

“Without the support from all employees, revitalization became very difficult. I admit that it was critical that employees understand and accept revitalization as a long-term continuous process, not a short-term program. I believe that employee’s commitment was attained when they believed in a bottom-line impact from the revitalization initiatives.”

4. The significance of vision of change in the perspective of revitalization

The following condition for revitalization within BSN was a shared mindset (vision) on the future direction of the company. Leaders should be able to accurately share the vision of change with employees. They should articulate the business case clearly and able to convince employees on their crucial roles to make revitalization successful. Leaders need to heighten up their visibility to people during this process; and available to people during this uncertainty and be ready to interface with staff soonest.

In addition, the participants believed that revitalization needed to be felt through-out the organization and not only at certain segment. They stressed that communicating the business case for revitalization is crucial at every level. The participants said that all functions need to feel that they are in the same burning platform. There is also a need for an effective and clear communication to be transcended into people in a timely and clear manner. This is evidently emphasized by the Senior Operation Manager as quoted below:

“As far as I’m concern, BSN has been continuously trying to establish and communicate a clear vision which will focus the organization, so that everyone understands where the company is trying to go in the future and what that means to their individual roles. I must admit that employee’s active involvement was essential, when they were actively involved in the process, revitalization initiatives will take off.”

Furthermore, the above statement was well supported by the following claim from the Training Center Manager as quoted below:

“While there is fair amount of information available at the higher level and at the same time there is a need for more focused communication about the company future vision at the middle and lower level; because more often than not, it is the middle and lower level staffs that are tasked to execute the revitalization at operational level.”

5. The significance of continuous innovation in the perspective of revitalization

Both participants conclude that revitalization is a continuous process or constant for organizations and thus for managers; because revitalization cannot be eliminated, managers must learn how to manage it successfully; because innovation is often closely tied to an organization’s revitalization efforts, managers must know how to manage it as well. The participants said that innovation is the key competency that companies have to have to beat competitors therefore organization must manage the sources of innovation

by supporting a creative work environment whereby creative thoughts and ideas are welcomed, valued and encouraged, and allow significant freedoms. A quotation from the Senior Operation Manager was:

“In my opinion, in the dynamic world of global competition, organization had no other choice but must continuously create new products and services. In another word, the way we will thrive in this environment is by innovating–innovating in technologies, innovating in strategies, innovating in business models, innovating in work process.”

In addition, the Training Center Manager stressed the need for continuous innovation as below:

“What companies come to our mind when we think of successful innovators? Maybe Sony, with its PlayStations, Cyber-Shot digital cameras, and MiniDV Handycam camcorders or maybe Toyota, with its continual advancements in product designs. Then we should ask ourselves, what can we do to make our organization more innovative?”

6. The significance of sustaining momentum in the perspective of revitalization

It is significantly quoted by the participants that to sustain the revitalization momentum leader should provide resources that support the revitalization program, setting-up support systems for revitalization champions, developing new competencies and skills, rewarding the new culture required to implement revitalization, and maintain the process. For them, the main objective is not to allow employees to going back to old habits or old ways of doing their jobs. This is emphasized by the Senior Operation Manager as quoted below:

“The critical condition to sustain the momentum of revitalization was management commitment and support, and this had to be demonstrated throughout the organization through providing training focused on the new initiatives and the new behaviors required to accomplish the strategic direction.”

This has been further verified by the Training Center Manager in stating the points below:

“In my opinion, we must also take into consideration the reward and recognition, career management, and other (monetary and non-monetary incentives) in order to sustain the momentum of the required behaviors.”

4.3.5 Hypotheses Testing Results at BSN

As stated in Chapter Two, current study focus on determining the relationship between motivating change, vision of change, continuous innovation, and sustaining momentum and the revitalization. The results revealed that there are significantly positive relationship between motivating change, vision of change, continuous innovation, and sustaining momentum and the revitalization. The findings of the hypotheses are summarized below in Table 4.12.

Table 4.12
Summary of Findings at BSN

H_a	Hypotheses	Results BSN
H ₁	There is a significant relationship between motivating change and the revitalization.	Supported
H ₂	There is a significant relationship between vision of change and the revitalization.	Supported
H ₃	There is a significant relationship between continuous innovation and the revitalization.	Supported
H ₄	There is a significant relationship between sustaining momentum and the revitalization.	Supported

Hypothesis 1: Motivating change is positively associated to revitalization.

The result confirmed that motivating change is positively related to revitalization. According to Cummings and Worley (2009) and Schein (1993), it is a must to create readiness by generating a need (feeling) to revitalization. They believe that revitalization happens in organizations that not only allow errors, but also allow to practice and make a lot of errors. They further proposes three activities to speed up the revitalization process such as influencing employees that the current methods of completing their tasks are no longer applicable, assisting employees to recognize the need to learn something new to meet important ideals or they may losing their jobs, and providing a manageable path for employees to feel that revitalization will not be catastrophic.

On assisting employees to overcome resistance to revitalization, Cummings and Worley (2009) suggests three strategies: a) providing specific information about the revitalization and its consequences, b) involving employees directly in planning and implementing the revitalization, and c) to actively listening to determine why employees are resistant.

This is further supported by the qualitative findings in which all interviewed managers highlighted the importance role of leaders in making employees understand why revitalization are required and the significance of revitalizing the existing work conditions; and than engaging employees in the revitalization process, the more leaders can get the employees involvement in the process, the more successful the process will be. In addition, leaders must reward those employees who support and work hard to

implement the revitalization process and also provide employees time and opportunity to disengage from old habits. It is also critical for leaders to make employees understand and accept revitalization as a continuous process, not a short-term program.

Hypothesis 2: Vision of change is positively associated to revitalization.

The result supported that there is a positive relationship between vision of change and the revitalization. Vision generally identifies broad parameters and give direction for guiding and assessing revitalization activities. The major task of leadership at all organizational levels is to create vision as a means to energize commitment in organizational members by providing a common challenge and goal. Leader can gain wider support of revitalization by encouraging participation in the development of the vision (Kotter, 2008).

This is further validated by the qualitative findings. The development of the vision must be followed by discontinuation or change throughout the organization so that management and employees can understand and accept it. Here managers and employees are united, whereby managers create and communicate a shared vision and common direction. The vision and direction must clearly spell out the desired future outcomes of an organization to their employees.

To do these managers must use all types of communications channel such as meeting and Internet. Furthermore, leaders must constantly establish and communicate a clear vision so that everyone understands where the firm is trying to go in the future; because more often than not, employees are tasked to implement the revitalization process at the operational level.

Hypothesis 3: Continuous innovation is positively associated to revitalization.

The result supported that there is a positive association between continuous innovation and the revitalization. Over the years research has been conducted to illustrate the significance of innovation and revitalization in organizations. Numerous studies in the management such as (Berson & Sosik, 2007), (Dickson & Abbey, 1993) have outlined strategies on how important leaders are to the innovation process. Thus, it is important to note that leaders are the backbone of implementing innovation in organizations (Nnanna, 2009).

According to Tjosvold and Ziyu (2008), companies are increasingly investing in innovation because of its overall impact on performance and daily processes to employees' functions. Innovation typically requires persistent teamwork focused on gradual improvement in delivering value to the company and in some cases final consumers. Innovation is about implementing new ideas, processes, product or services (Nnanna, 2009).

Furthermore, managers must make employees feel comfortable or secure by allowing them to make errors while trying out new ideas or methods. In addition, coalitions of individuals and groups can become obstacles that can delay the progress of revitalization, or they can support in moving revitalization forward. Those who support and assist revitalization serve as role models to influence the behaviors of non-supporters (Hayden, 1998).

This is further validated through qualitative findings in which all interviewed managers agreed that revitalization is a continuous process therefore, managers must know how to manage it successfully; since innovation is closely related to revitalization efforts, managers must manage the sources of innovation by supporting and encouraging a creative work environment whereby creative work, ideas and methods are welcomed and valued as well as allowing some freedoms and risk taking.

Hypothesis 4: Sustaining momentum is positively associated to revitalization.

The result confirmed that sustaining momentum is positively related to revitalization. Here the focus is on activities necessary to sustain energy and commitment to carry revitalization through to completion. The tendency to return to old, comfortable patterns is a strong force in the face of the practical problems of learning new ways of operating (Cummings & Worley, 2009).

Once revitalization is underway, sustaining the momentum can be approached in several ways: providing resources for revitalization; developing new competencies and skills; reinforcing new behavior by linking formal, monetary rewards and informal recognition to desired new behaviors (Burke, 2011).

This is further validated by the qualitative findings that the main objective of sustaining momentum is to not allowing employees to go back to old ways of doing their jobs. Here, managers consolidating the grassroot revitalization through measurement, reinforcement, and refinement in order to achieve the intended result. Refinements are based on obtained feedback and are essential for enhancing the effectiveness of implemented revitalization and achieving the desired results. In addition, leaders must provide support in the form of training, resources, support systems, and incentives program.

4.4 Affin Bank Berhad

4.4.1 Reliability Test

Based on the result of research with 82 respondents, the reliability of the questionnaire on each factor is presented. A reliability analysis of all the factors were undertaken and found to be reliable as in Table 4.13.

The reliability coefficient, using Cronbach's alpha coefficients, obtained for each scale were: motivating change 0.829, vision of change 0.859, continuous innovation 0.883, sustaining momentum 0.833, and the revitalization was 0.912, which align with Nunnally (1978), and Murphy and Davidshofer's (1988), where, an acceptable level of reliability is set at a minimum of 0.60.

Table 4.13
Reliability Analysis (Fieldwork)

Variables	Cronbach's Alpha
Motivating Change	0.829
Vision of Change	0.859
Continuous Innovation	0.883
Sustaining Momentum	0.833
Revitalization	0.912

4.4.2 Respondents Profile

Affin Bank Berhad was also described as a fairly large, privately held organization that offers banking services to its individual and corporate customers. It was originally estimated that approximately 212 managers at all organizational levels would become respondents. The net result of these events was the return of 82 completed questionnaires, and were regarded valid and inputted into the statistical tools software.

Table 4.14 depicted the demographic characteristics on the respondents at Affin Bank Berhad, presenting univariate frequencies for participants on the dimensions of gender, age, ethnicity, education level, current position, years in current position, years' in the organization and the respondents location in the organization.

Table 4.14
Respondents' Profile

Variables Categories	Number	Percentage (%)
Gender		
Male	48	58.50
Female	34	41.50
Age		
21-25 years	0	0.00
26-30 years	3	3.70
31-35 years	11	13.40
36-40 years	35	42.70
41-45 years	22	26.80
46-50 years	8	9.80
51-55 years	3	3.70
56-60 years	0	0.00
Ethnicity/Racial Identity		
Malay	69	84.10
Chinese	11	13.40
Indian	2	2.40
Kadazan	0	0.00
Iban	0	0.00
Other	0	0.00
Educational Level		
SPM/STPM	7	8.50
Diploma	13	15.90
Degree	49	59.80
Master	13	15.90
PhD	0	0.00

Continue Table 4.14
Respondents' Profile

Variables Categories	Number	Percentage (%)
Current Position		
Manager/State Manager	59	72.00
Senior Manager/Vice President	23	28.00
Deputy General Managers/ Deputy President	0	0.00
General Manager/President	0	0.00
Years In Current Position		
=< 1 years	0	0.00
1.5 – 5 years	15	18.30
5.5 – 10 years	39	47.60
10.5 – 15 years	23	28.00
15.5 – 20 years	5	6.10
=> 20.5 years	0	0.00
Years in the Organization		
=< 1 year	0	0.00
2 – 5 years	5	6.10
6 – 10 years	22	26.80
11 – 15 years	33	40.20
16 – 20 years	18	22.00
21 – 25 years	4	4.90
26 – 30 years	0	0.00
=> 31 years	0	0.00
Location in Organization		
Head Office	34	41.50
Branch	48	58.50

- **Gender:** The number of male managers (48 or 58.50 percent) was greater than the female managers (34 or 41.50 percent). Rafiah (2010) asserts that currently there is only 8 percent female holding a higher position in the public listed company but there is an effort have been put in place to recruit more female managers. In addition, this would probably suggest that the majority of male managers are attached at the branch office as compare to female managers.

- **Age group:** In terms of age distribution, 3 or 3.70 percent of the respondents were between the age of 26 to 30 years old, 11 or 13.40 percent were between the age of 31 to 35 years old, 35 or 42.70 percent were between the age of 36 to 40 years old, 22 or 26.80 percent were between 41 to 45 years old, 8 or 9.80 percent were between 46 to 50 years old, and 3 or 3.70 percent were between 51-55 years old. The wider range of age group indicates a diverse sample.
- **Ethnicity/Racial Identity:** The majority of the respondents were Malay managers (69 or 84.10 percent) while only 11 or 13.40 percent of the respondents were Chinese followed by 2 or 2.40 percent of the respondents were Indians.
- **Education Level:** In terms of education level, 7 or 8.50 percent of the respondents had earned a SPM/STPM, 13 or 15.90 percent had earned diplomas, 49 or 59.80 percent had earned degrees, and another 13 or 15.90 percent had a master qualification.
- **Current Position:** The majority of the respondents were managers or state managers (59 or 72.00 percent) while only 23 or 28.00 percent of the respondents were senior managers or vice presidents.

- **Years in Current Position:** In terms of number of years in current position, 15 or 18.30 percent have been in their current position between 1.5 to 5 years, 39 or 47.60 percent have stayed between 5.5 to 10 years, 23 or 28.00 percent have stayed between 10.5 to 15 years and 5 or 6.10 percent have stayed between 15.5 to 20 years. The wider range of years in current position also indicates a diverse sample.
- **Years in the Organization:** The pattern for the number of years in the organization showed that 5 or 6.10 percent of the respondents have stayed between 2 to 5 years, 22 or 26.80 percent have stayed between 6 to 10 years, 33 or 40.20 percent have stayed between 11 to 15 years, 18 or 22.00 percent have stayed between 16 to 20 years and 4 or 4.90 percent have stayed between 21 to 25 years.
- **Location in Organization:** In terms of location, the majority of the respondents (48 or 58.50 percent) worked in the branch offices while only 34 or 41.50 percent of the respondents were located at the head office in Kuala Lumpur.

In summary, the profile of managers studied at Affin Bank Berhad shows that the majority of the respondents were male, in the middle age group, college-educated, and are Malay. Furthermore, these managers have worked in the organization for many years and have occupied their current positions for a long time respectively. This would suggest a relatively low turnover rate. Since the majority of the respondents were from the middle and lower level management, it will also be interesting to see if the low frequency of

changes in managerial personnel is matched by a perception of high levels of revitalization.

4.4.3 Test of Association: Chi-Square Tests

This section aims to search for the answers to the following four research questions and the four research hypotheses. Here, the process of analysis will follow the same steps which have been implemented in the Bank Simpanan Nasional study. The details of the data analysis results are attached in **Appendix C**.

1. Is there a significant relationship between motivating change and the revitalization?

H₁: There is a significant relationship between motivating change and the revitalization.

2. Is there a significant relationship between vision of change and the revitalization?

H₂: There is a significant relationship between vision of change and the revitalization.

3. Is there a significant relationship between continuous innovation and the revitalization?

H₃: There is a significant relationship between continuous innovation and the revitalization.

4. Is there a significant relationship between sustaining momentum and the revitalization?

H₄: There is a significant relationship between sustaining momentum and the revitalization.

The Association Between Motivating Change and the Revitalization

A chi-square test was done and the result of which are shown in Table 4.15 and Table 4.16. The cross-tabulation percentage within motivation (% within Motivation_Cat) indicates that, 100 percent of the low motivation category was low revitalization while none was high revitalization. On the other hand, for high motivation category, 23.7 percent were low revitalization, 76.3 percent were high revitalization.

Moreover, it may be seen that the chi-square tests results on the association between motivation and revitalization indicate that the Fisher's Exact test significance level is .000 (2 cells have expected count less than 5), in this case the value of .000 is smaller than the alpha value of .05, therefore the study result is significant. In other word, the low/high motivation and the low/high revitalization are highly associated. Hence hypothesis 1 has been supported.

Table 4.15

*Motivation * Revitalization Cross-tabulation*

Motivation	Revitalization		Total
	1 (Low)	2 (High)	
1 (Low): % within Motivation_Cat	100.0%	0.0%	100.0%
2 (High): % within Motivation_Cat	23.7%	76.3%	100.0%
Total: % within Motivation_Cat	29.3%	70.7%	100.0%

Table 4.16

Chi-Square Tests: Motivation and Revitalization

	Value	df	Asymp. Sig (2-sided)
Pearson (Continuity Correction)	12.175	1	.000
Likelihood Ratio	15.937	1	.000
Fisher's Exact Test			.000
Linear-by-Linear Association	15.454	1	.000
N of Valid Cases	82		82

The Association Between Vision of Change and the Revitalization

The chi-square test results are shown in Table 4.17 and Table 4.18. The cross-tabulation percentage within vision (% within Vision_Cat) indicates that, of the low vision category, 72 percent were low revitalization, while 28 percent were high revitalization. Of the high vision category, 10.5 percent were low revitalization and 89.5 percent were high revitalization.

In addition, the chi-square tests results on the association between vision and revitalization indicate that the Pearson (Continuity Correction) value is 28.823, with an associated significance level of .000. In this case the value of .000 is smaller than the alpha value of .05 thus, the result is significant. In short, the low/high vision and the low/high revitalization are highly related. Therefore, hypothesis 2 has been well supported.

Table 4.17

*Vision * Revitalization Cross-tabulation*

Vision	Revitalization		Total
	1 (Low)	2 (High)	
1 (Low): % within Vision_Cat	72.0%	28.0%	100.0%
2 (High): % within Vision_Cat	10.5%	89.5%	100.0%
Total: % within Vision_Cat	29.3%	70.7%	100.0%

Table 4.18

Chi-Square Tests: Vision and Revitalization

	Value	df	Asymp. Sig (2-sided)
Pearson (Continuity Correction)	28.823	1	.000
Likelihood Ratio	31.136	1	.000
Fisher's Exact Test			.000
Linear-by-Linear Association	31.336	1	.000
N of Valid Cases	82		

The Association Between Continuous Innovation and the Revitalization

According to the chi-square test results as depicted in Table 4.19 and Table 4.20, the cross-tabulation percentage within innovation (% within Innovation_Cat) indicates that,

52.9 percent of the low innovation category were low revitalization and 47.1 percent were high revitalization. On the other hand, for high innovation category, 23.1 percent were low revitalization, while 76.9 percent were high revitalization.

In addition, the chi-square tests results on the association between innovation and revitalization indicate that the Fisher's Exact test significance level is .033 (1 cell has expected count less than 5), in this case the value of .033 is smaller than the alpha value of .05, therefore the study result is significant. In other word, the low/high innovation and the low/high revitalization are associated. Hence, hypothesis 3 has been supported.

Table 4.19
*Innovation * Revitalization Cross-tabulation*

Innovation	Revitalization		Total
	1 (Low)	2 (High)	
1 (Low): % within Innovation_Cat	52.9%	47.1%	100.0%
2 (High): % within Innovation_Cat	23.1%	76.9%	100.0%
Total: % within Innovation_Cat	29.3%	70.7%	100.0%

Table 4.20
Chi-Square Tests: Innovation and Revitalization

	Value	df	Asymp. Sig (2-sided)
Pearson (Continuity Correction)	4.453	1	.035
Likelihood Ratio	5.409	1	.020
Fisher's Exact Test			.033
Linear-by-Linear Association	5.735	1	.017
N of Valid Cases	82		

The Association Between Sustaining Momentum and the Revitalization

A chi-square test was done, the results of which are depicted in Table 4.21 and Table 4.22. The cross-tabulation percentage within momentum (% within Momentum_Cat) shown that, 83.3 percent of the low momentum category were low revitalization while 16.7 percent were high revitalization. For high momentum category, 20 percent were low revitalization, 80 percent were high revitalization.

Furthermore, it may be seen that the chi-square tests results on the association between momentum and revitalization indicate that the Fisher's Exact test significance level is .000 (1 cell has expected count less than 5), in this case the value of .000 is smaller than the alpha value of .05, thus the study result is significant. In short, the low/high momentum and the low/high revitalization are highly related. Hence, hypothesis 4 has been well supported.

Table 4.21
*Momentum * Revitalization Cross-tabulation*

Momentum	Revitalization		Total
	1 (Low)	2 (High)	
1 (Low): % within Momentum_Cat	83.3%	16.7%	100.0%
2 (High): % within Momentum_Cat	20.0%	80.0%	100.0%
Total: % within Momentum_Cat	29.3%	70.7%	100.0%

Table 4.22

Chi-Square Tests: Momentum and Revitalization

	Value	df	Asymp. Sig (2-sided)
Pearson (Continuity Correction)	16.907	1	.000
Likelihood Ratio	18.274	1	.000
Fisher's Exact Test			.000
Linear-by-Linear Association	19.606	1	.000
N of Valid Cases	82		

4.4.4 Qualitative Results

The process of in-depth interviews to explain the effects of the motivating change, vision of change, continuous innovation, and sustaining momentum, and the revitalization with two participants from Affin Bank Berhad will follow the same steps which have been implemented in the Bank Simpanan Nasional study. The explanation of each construct is shown in Table 4.23.

Table 4.23

Description Table of the Qualitative Findings

Constructs	Descriptions
1. The significance of revitalization in the perspective of change.	To maintain and growth business position; must monitor business environment; loss of competition performance due to globalization; loss of customers based; need to regularly revitalize existing business activities or processes in order to continue the business and stay competitive with future business condition.
2. The possibilities of revitalization failure	Too much complacent among leaders, managers, and employees; underestimate the importance of change vision and too many red tape to block the change vision; the habit of following common rules and procedures; systems and procedures that promote existing values and cultures.

Continue Table 4.23

Description Table of the Qualitative Findings

Constructs	Descriptions
<p>3. The significance of motivating change in the perspective of revitalization.</p>	<p>The most important and difficult leadership responsibilities are to motivate, guide, and facilitate the process of revitalization. Make them feel the need for an urgent revitalization. Employees can be motivated through – providing the training they need to succeed, effective coaching, give rewards and awards; give feedback in a timely manner, recognize achievements, and freedom to act.</p> <p>Employees tend to resist revitalization for many reasons, including distrust, doubts about the need for revitalization, doubts about the feasibility of revitalization, doubt that the benefits from revitalization would justify the costs, fear of losing status and power, and fear of personal failure.</p> <p>Resistance to revitalization can be minimized through – leader behavior, including examples set by the leader, what the leader attends to, how the leader react to crisis, how the leader allocate rewards, and how the leader makes selection, promotion, and dismissal decisions.</p>
<p>4. The significance of vision of change in the perspective of revitalization.</p>	<p>Clearly describe and define the future condition, future outcomes, and future shape of the company if the company has accomplished the revitalization process. By clearly defining the vision, employees can predict where the company is headed so that they can believe and support the revitalization process.</p> <p>Company need to create and continuously communicate the new vision and strategies so that employees can see the benefits of accepting the vision such as effectively involves people in decision-making, inspires people to commit to achieving the vision, develops effective strategies to achieve the vision, share in the development or revision of the mission, clearly stated that they need to change in pursuing the vision.</p>

Continue Table 4.23

Description Table of the Qualitative Findings

Constructs	Descriptions
5. The significance of continuous innovation in the perspective of revitalization.	<p>The environment of most organizations is becoming increasingly dynamic and competitive; competition is becoming more intense; customer expectations are rising; less time available to develop and market new or improve products and services, and they become obsolete sooner. To succeed, organization need to encourage people at every level who are oriented toward learning and continuous improvement (innovation) by - Is Ok to make mistakes, encourage to come up with new ways of doing things, employees are encourage to get involve in revitalizing the organization, and revitalization is routine and expected.</p> <p>The new knowledge and information for innovation must be conveyed to the people who need it and apply to improve products, services, and work processes.</p>
6. The significance of sustaining momentum in the perspective of revitalization.	<p>Once revitalization is under way; management must sustaining the effort and commitment; if not the excitement and activity will disappear; tendency among the employees to return to existing behaviors and existing well-known business processes is there; thus, employees must receive sustained support and reinforcement for carrying the changes through to the end. Management must continuously support the new work culture and behavior by providing resources so that employees can continuously maintain the desired new behaviors; such as training to develop new skills and competencies; providing rewards, giving formal and informal recognition and a well thought plan if not the initiatives will go no where.</p>

1. The significant of revitalization in the perspective of change

Company must have the ability to adopt and adapt to all sort of business environments in order to maintain and growth its business position; this can be done through closely and regularly monitor the changes in business environment, if not the company will loss its competition performance for example, due to globalization. Furthermore, company may also loss its customers based due to its own negligence for not be able to keeping up with the market competition; therefore, company need to regularly revitalizing its existing business activities or processes in order to continue the business and stay competitive with current and future business condition. Both participants give their comments as follows:

“I must admit that business operate in a constantly changing environment. Recognizing and adapting to internal and external environment changes can mean the difference between continued success and going out of business. For me, the bank must continue to revitalize their business process, activities or whatever they call it in order to meet the regular changing in consumers demand and preferences as well as to face the current and future competitions.”

(Head, Deposits Business)

“Companies that fail to revitalize run the risk of business decline that will further threaten their survival. In my opinion, we must not be overconfidence with our current position because if we fail to revitalize we may loss of market share. I can see that our customers are getting more and more sophisticated. The demands coming from them are so many. A good bank must be able to solve problems quickly.”

(Branch Manager)

2. The possibilities of revitalization failure

According to the participants, revitalization failure come from many sources including too much complacent among leaders, managers, and employees; underestimate the importance of change vision and too many red tape to block the change vision; the habit of following common rules and procedures; systems and procedures that promote existing values and cultures. The Head, Deposits Business gives his comment as follows:

“In my opinion, revitalization should be company-wide, if not all effort, no matter how noble will fail. The possibility is always there. Not only the boss needs to work hard to ensure the success but all members play a big role here.”

Interesting to note that there are potential blockers to revitalization as commented by the Branch Manager:

“Of course it is possible. Some people can be stubborn and stick to the old ways of doing things. Sometimes I think, people report only the good things or make bad things look good. In my opinion, complacency due to ignorance of external environment challenges, or too comfortable with our past success and ‘over doze’ of previous change programs which has no clear success contribute to the failure as well.”

3. The significance of motivating change in the perspective of revitalization

Participants have agreed that a critical condition for revitalization at Affin is to motivate employees for revitalization. Leaders must have the knowledge and skills on how to motivate, guide, and facilitate employees to success in the process of revitalization. In addition, employees can also be motivated through specific training that can assist them to succeed in the process as well as effective coaching by internal experience staffs. At

the same time, leaders must also provide instant feedback and recognizing staffs achievements, and give employees freedom to act.

On the other hand, employees tend to resist revitalization for many reasons and among others including lack of understanding and distrust, conflict of interest (losing status and power), uncertainty about the need for revitalization, doubts about the feasibility and benefits of revitalization. On minimizing resistance to revitalization leaders must set good examples such as how they cope with company crisis, how they distribute rewards, and how they manage human resource issues. The Head, Deposits Business gives his remark as follows:

“Revitalization comes with the motivation to not only change, but to change for the better, to be the best! Thus, to ensure successful revitalization, we need to motivate the people using various strategies. Motivation is a key tool to implement revitalization.”

The Branch Manager gives the following comment with regard to motivating change in relation to revitalization:

“My personal view is that motivation is an important element that will encourage employees to support and get them involve in the process of revitalization, without their commitment revitalization may not happen. Therefore, leaders must make them (staffs) to understand and accept the importance of revitalization for company future survival.”

4. The significance of vision of change in the perspective of revitalization

The participants refer the vision of change as to clearly describe the future condition of their company to their employees. The vision and direction must clearly define the desired future outcomes of the company; to visualize the future shape of the company if

the company has accomplished the revitalization process. By clearly defining the vision, employees can predict where the company is headed so that they can believe and support the revitalization process. To do this they must fully make use of various communication mediums such as regular meetings and electronic messages.

Leaders must also continuously informing employees about the benefits of accepting the vision such as people involvement in decision-making process, promote staffs commit to achieve the vision, develops effective strategies to achieve the vision, share in making or revise the company mission, clearly stated that they need to change in pursuing the vision. This is evidently emphasized by the Head, Deposits Business as quoted below:

“All great accomplishments start with communicating a clear vision, without vision of change, people become complacent. They don’t move forward. They just rock their chairs. Therefore, I personally believed that revitalization starts with a vision, it gives us a clearer picture of future directions to take!”

Furthermore, the above statement was well supported by the following claim from the Branch Manager as quoted below:

“Clearly and effectively communicating the vision of change throughout the organization is a must. For me the change vision must be a simple one and straightforward as well so that all staffs can easily understand and see the advantages of accepting the vision of change.”

5. The significance of continuous innovation in the perspective of revitalization

The business environment of most organizations is becoming increasingly dynamic and competitive; competition from local and foreign banks are becoming more stiff and intense; customer demand and expectations for more user friendly products and services are rising; and at the same time less time available to develop and market new or improve

products and services and furthermore, they become obsolete sooner.

To succeed in this ever changing business environment, organization have no other choice but must encourage their staffs at every level to continuously do improvement (innovation), to come up with new ways of doing things; at the same time management must also communicate and convince their staffs that it is *Ok* to make mistakes in trying new business processes or ideas; this can encourage them to get involve in revitalizing the organization, and revitalization is routine and expected.

In addition, all new knowledge and information which can support innovation must be conveyed to the people who need it and apply to improve products, services, and work processes. A quotation from the Head, Deposits Business was:

“If we are unwilling to abandoned or to let go our old values and work cultures and then try to learn new things, to do things in new ways, to revitalize, then the customers will just go to another bank to get better products or services. Therefore, I must admit that continuous innovation and revitalization has a positive relationship and it is the formula to success in this current and future business condition.”

In addition, the Branch Manager stressed the need for continuous innovation as below:

“Innovate or die. Innovation is a pillar of competitiveness. If we don’t regularly innovate we will be left behind and our current market position will be taken over by our competitors. It has been proven that large established firms innovate most and success as well. I hope the organization realize the importance of constant innovation for future sustainability.”

6. The significance of sustaining momentum in the perspective of revitalization

Once company revitalization is under way, all attention must be directed to sustaining the effort and commitment for implementing them. The initial excitement and activity of revitalizing often disappear in the face of practical problems of trying to learn new methods of operations, new skills and etc.,. There is a strong tendency exists among the employees to return to existing behaviors and existing well-known business processes unless they receive sustained support and reinforcement for carrying the changes through to the end.

In this situation, the management must continuously support the new work culture and behavior by providing resources that can help employees to continuously maintain the desired new behaviors such as training to develop new skills and competencies; providing rewards, giving formal and informal recognition and a well thought plan if not the initiatives will go no where. This is emphasized by the Head, Deposits Business as quoted below:

“Starting is always much easier than maintaining the momentum. The winner is always the one who keeps going. This deals with the issue of sustainability and sustainability is the buzzword now. In my view, we must put up a well thought plan to ensure the momentum is always there or we will be out of business.”

This has been further verified by the Branch Manager in stating the points below:

“For me, to sustain the momentum of revitalization is simple and yet difficult to implement. In this situation, the management must continuously support the new work culture by providing resources that can help staffs to continuously maintain the desired new behaviors such as training to develop new skills and competencies; providing rewards, and formal and informal recognition if not the initiatives will go no where.”

4.4.5 Hypotheses Testing Results at Affin Bank Berhad

The current study focus on determining the relationship between motivating change, vision of change, continuous innovation, and sustaining momentum and the revitalization. The results revealed that there are significantly positive relationship between motivating change, vision of change, continuous innovation, and sustaining momentum and the revitalization at Affin bank. The findings of the hypotheses are summarized below in Table 4.24.

Table 4.24
Summary of Findings at Affin Bank Berhad

H_a	Hypotheses	Results Affin Bank
H₁	There is a significant relationship between motivating change and the revitalization.	Supported
H₂	There is a significant relationship between vision of change and the revitalization.	Supported
H₃	There is a significant relationship between continuous innovation and the revitalization.	Supported
H₄	There is a significant relationship between sustaining momentum and the revitalization.	Supported

Hypothesis 1: Motivating change is positively associated to revitalization.

The result confirmed that motivating change is positively associated to the revitalization and this is inline with Cummings and Worley (2009) suggestion that leaders must actively involves in prompting employee's to get ready for revitalization and overcome their built-in resistance to revitalization. Member's readiness for revitalization depends on making a felt need for revitalization, which involves creating such dissatisfaction with

the current organization status that they are motivated to try new skills, technologies, work methods, or behave accordingly. They further claim that creating such dissatisfaction can be difficult; generally, employees and organizations need to experience deep levels of difficulty before they will seriously undertake meaningful revitalization. The methods to create dissatisfaction include exposing staffs to difference approaches, ideal models, and communicating realistic.

In managing employee's resistance to revitalization, Maurer (1996) in his statement claims that new ideas often fail not on their merits, but on whether they survive the power of resistance. Maurer believes that the lack of "user" involvement in the early development stages of revitalization is the single largest reason for revitalization failures. He suggests strategies to overcome resistance that include anticipating resistance, recognizing its various forms, and engaging and working with those who resist revitalization. Furthermore, Beer (1988) found that organizations obtain employees support and commitment by providing information to all their employees.

This is further validated by the qualitative findings in which all interviewed managers have agreed that leaders must know how to motivate, guide, and assist employees in making revitalization a success process. Among the suggestions made by them to motivate employees include giving employees a special training and coaching that support employees to succeed in the process and at the same time, employees must have access to feedback. In addition, leaders must also recognize employee's achievements, and give employees freedom to act as well.

On the other hand, employees also tend to resist revitalization for many reasons such as lack of understanding and distrust, conflict of interest (losing status and power), uncertainty about the need for revitalization, doubts about the feasibility and benefits of revitalization. To address this issues leaders must set good examples such as how they cope with company crisis, how they distribute rewards, and how they manage human resource issues.

Hypothesis 2: Vision of change is positively associated to revitalization.

The result supported that there is a positive association between vision of change and the revitalization. According to Kotter (1995), successful revitalization is hinged on a picture of a desirable future. Vision can provide both a corporate sense of being and a sense of enduring purpose. Without a sensible vision, revitalization efforts can dissolve into a list of confusing projects that take the organization in the wrong direction. It is important that the vision be easy to communicate and understand.

Furthermore, Sullivan and Harper (1996) state that vision can empower and encourage leaders and followers to implement revitalization. Cummings and Worley (2009) echoes Kotter, and Sullivan and Harper in their statement that vision of change activity concerns creating a vision that builds on an organization's core ideology. It describes an envisioned future that includes a bold and valued outcome and a vividly described future state. The core ideology and envisioned future articulate a compelling reason for implementing revitalization.

This is further supported by the qualitative findings in which all interviewed managers concur that the company vision and direction must clearly define the desired future state of the company. They further claim that, in order to succeed in any business, it is a must for leaders to continuously communicate the company vision throughout the organization so that employees can support the revitalization process. This can be done through making use of various communication methods such as intranet, meeting on a regular basis, memos distribution and etc.

Hypothesis 3: Continuous innovation is positively associated to revitalization.

The result confirmed that continuous innovation is positively related to the revitalization. To achieve superior competitiveness, continuous innovation has become a major business strategy that promotes companies to excel in the ever-changing markets and environments. It consists of several components: technical innovation, administrative innovation, and product innovation (Yamin, Gunasekaran, & Mavondo, 1999); strategic innovation, process innovation, and behavior innovation (Liao & Wu, 2010).

Accordingly, continuous innovation supports firms to survive and sustain in the coming future operations. Likewise, continuous innovation consists of revitalizing the structure and processes of an organization due to implementing new managerial and working concepts and practices in order to gain superior business performance and success (Armbruster, Bikfalvi, Kinkel, & Lay, 2008).

This is further validated by the qualitative findings whereby, continuous innovation becomes a critical tool in helping enhance performance, profitability, and competitive advantages. It has an important positive influence on firm sustainability and organizational performance. Firms with higher innovation are likely to gain superior organizational sustainability and achieve better performance in the competitive markets and dynamic environments. It explicitly tends to become a valuable strategy in order to sustain and survive in long-run. Hence, continuous innovation is positively associated to revitalization.

Hypothesis 4: Sustaining momentum is positively associated to revitalization.

The result supported that there is a positive relationship between sustaining momentum and the revitalization. According to Cummings and Worley (2009), the last activities in the change management is sustaining momentum. The aim is to carry the revitalization through to completion by implementing activities that can sustain employee's commitment and energy. This includes providing the resources for the revitalization program, developing a support system for revitalization agents, creating new competencies and skills, reinforcing the new behaviors required to implement the changes, and staying the course.

In addition, Senge (1990) assert that an imperative element in bringing about and sustaining change is leadership. Leaders in successful organizations focus on managing and solving organizational concrete problems and realigning employee's tasks and

responsibilities to deal with revitalization in the work itself. Successful leaders create a climate for revitalization and provide a general direction in which to move without imposing specific solutions. This will encourage employees at all level to give their inputs for revitalization based on their experience, and to concentrate their energies on solving organizational specific problems. Here the leader's task is that of facilitator and guide, while giving the employee's empowered responsibility to use its energy collectively to resolve the critical organizational issues related to the revitalization.

This is further supported by the qualitative findings that once the revitalization is under way, all effort and commitment must be directed to sustain the momentum. To ensure the changes are sustained, conscious efforts are required to not only keep the new ways going but also to respond appropriately to stimulus to keep adapting. If an organization continues the newly acquired practices in a rigid manner, then all the organization has achieved is the adoption of another way of operating, without developing a culture of continuous improvement. Only in cultures of continuous improvement can deep, sustaining revitalization occur.

4.5 Summary of Hypotheses Testing Results at BSN and Affin Bank

The following Table 4.25 depicted the summary of the study findings at Bank Simpanan Nasional (BSN) and Affin Bank Berhad whereby, the findings revealed that motivating change, vision of change, continuous innovation, and sustaining momentum were proven to have a strong relationship with revitalization.

Table 4.25

Summary of Findings at BSN and Affin Bank

H_a	Hypotheses	Results BSN	Results Affin Bank
H₁	There is a significant relationship between motivating change and the revitalization.	Supported	Supported
H₂	There is a significant relationship between vision of change and the revitalization.	Supported	Supported
H₃	There is a significant relationship between continuous innovation and the revitalization.	Supported	Supported
H₄	There is a significant relationship between sustaining momentum and the revitalization.	Supported	Supported

4.6 Chapter Summary

This chapter finding demonstrated that all hypotheses were well supported. The answers to the research questions and key findings from the research were laid out before the chapter closes with discussions on the findings of this study. It confirmed the hypotheses in both studied organization (BSN and Affin Bank) that, motivating change, vision of change, continuous innovation, and sustaining momentum have significant positive relationship with revitalization. Chapter five lays the summary of research background, challenges and limitations, managerial implications, recommendations for future research, and conclusions.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter draws conclusive findings on the research undertaken. It discusses the contribution of the research in terms of the theoretical and practical implications. The following section discussed the study limitation and finally lays forward the recommendations for future research.

5.2 Summary of Research Background

The overall problem addressed was a revitalization effort embarked by BSN and Affin Bank Berhad in respond to the emergence of threatening substitute products and changes in customer preference which warrants a transformation of business model and change of manager's mindset. The current study aims to investigate the relationship between motivating change, vision of change, continuous innovation, and sustaining momentum and the revitalization. The current study used all levels of managers at BSN and Affin Bank as the unit of analysis. Overall, 156 (BSN = 74; Affin Bank = 82) respondents participated in the survey.

In summary, the study reports an exploratory investigation of the relationship between motivating change, vision of change, continuous innovation, and sustaining momentum, and the revitalization at BSN and Affin Bank. By examining the organizations as the case study and as a context of the research, the findings are considered to have made a significant contribution and served as a real-life example in the area of management of change. Particularly, the study has come out with the in-depth explanation and understanding of the revitalization in the said settings.

While the nature of the study limits generalization of the results to a larger population or different contexts, it fills the gaps of previous study (Hayden, 1998) which conducted her study in two difference organizations (public and private) in the United States and furthermore, her study respondents were made of top management. This research further leverages on Nadler and Tushman (1990) theory of congruence which asserted that revitalization readiness need to be achieved and felt in the entire organization via managers at all levels instead of random.

Hence, in terms of the theoretical foundation, current study has established the theoretical building in the area of management of change i.e. revitalization which discussed in section 5.3.

5.3 Conclusive Findings

This study encompassed four research objectives which have been met. First, it established the relationship between motivating change and the revitalization. Second, it established the relationship between vision of change and the revitalization. Third, it established the relationship between continuous innovation and the revitalization. Finally, it established the relationship between sustaining momentum and the revitalization.

The current study have met the research objectives as stated in Chapter One and discussed its relevance to the existing knowledge in the field of management of change. The findings of the study concerning revitalization in the case participants discovered that motivating change, vision of change, continuous innovation, and sustaining momentum have a directional influence to the revitalization, which is the antecedent of successful revitalization. The study prove that motivating change, vision of change, continuous innovation, and sustaining momentum have influenced the revitalization in a positive way or direction.

According to Sparrow and Cooper (2003), employees who resonate and internalized the reason for revitalization and believe on the company's vision will show ownership in the process of revitalization. Leaders should understand that different individuals have different trait(s) that should be managed fittingly to ensure the revitalization remain at the desired level.

The study qualitative findings support the quantitative results and revealed that motivating change, vision of change, continuous innovation, and sustaining momentum is positively associated to revitalization. The first activity is motivating change, whereby revitalization readiness need to be achieved and felt in the entire organizations (Nadler & Tushman, 1990); and at the same time managers must smartly handle employees resistance to revitalization. The second activity is vision of change that builds on an organization's core ideas. It describes an envisioned future that includes a bold and valued outcome and a vividly described desired future state. The core ideas and envisioned future articulate a compelling reason for embarking revitalization.

The third activity is continuous innovation that develops on an organization's ability to setting an environment that cherish, support and encourage organizational members to continuously do improvement to their tasks and responsibilities. At the same time the new skills, information, and knowledge must be disseminated to the people who need it and apply to improve products, services, and work processes. The final activity is sustaining momentum for the changes so that they are carried to completion. This includes providing resources for the revitalization program, creating a support system for revitalization agents, developing new competencies and skills, reinforcing the new behaviors required to implement the changes and staying the course. All in all, organization need to emphasis on manager's importance along with infrastructure and design needs of a transformation plan.

5.4 Contribution of Research

This study mainly contributes to the body of knowledge in the study of revitalization which is relatively in infant stage. The researcher has divided the discussions into the theoretical contribution which encompasses the area of study i.e. the management of change and the revitalization; followed by the practical contributions which has included the managerial implications and suggested actions to be further expanded. In particular, the research was embarked in a real life setting of two changed organizations – not a hypothetical situation. This enable the study to investigate in depth the actual revitalization felt by managers who are facing an actual period of uncertainties.

5.4.1 Contribution to Theory

This study contributes to the stream of management of change research and particularly scope to the revitalization. It provides further supportive evidences to substantiate the relationship found in previous research relating to the key factors for the revitalization. The study was set to find clarity over previous conflicting findings of researches in the same subject and further attempt to overcome the limitations highlighted by the previous studies. Therefore, the study findings have contributed to advance the body of knowledge pertaining to the relationship between the motivating change, vision of change, continuous innovation, and sustaining momentum to the revitalization.

It has been asserted by the study that the area in which the study explored is empirically scarce. In this study, “motivating change” was evidenced to have a positive relationship with revitalization, which is consistent with Cummings and Worley (1993) study. Thus, would further enhance the theoretical foundation in the area of management of change.

Moreover, as far as the study concern, no previous studies have empirically tested the hypotheses against two organizations in the same industry but under difference jurisdictions and the findings revealed that they are no difference in term of adapting to revitalization. Thus, provides a significant contribution to the existing literature on the management of change area.

Furthermore, the findings on the relationship between motivating change, vision of change, continuous innovation, and sustaining momentum and the revitalization would offer added-value to the relevant literature. For example, the current study respondents were made of all levels of managers as compare to previous study by Hayden (1998), thus, compensate the weaknesses in such study.

In addition, the previous study had emphasized on the hypothetical deduction alone, and none explore the depth of the area. Therefore, the current study leads to the understanding the area in both breath and depth. The in-depth finding has established clearly the direction of the theory in the management of change i.e. revitalization should be more organic approach hence need for more people-oriented approach. This is an achievement of the current study, which has explored beyond what had been known.

Therefore, the study is hoped to make the reader understanding in more in-depth by providing the real example and first hand data from the participants. The emergences of the findings using the inductive approach hope to give a significant contribution to the body of knowledge.

5.4.2 Practical Implication

Embarking on major change effort is a daunting job that faces any organization. Statistics of change failures are plenty and potential disruptions are not only limited to reputation risk but include long term deterioration of staff motivation and morale, “if in doubt – don’t” warned Kilpatrick (1999). Based on the findings of both quantitative and qualitative findings, the current study recommended the followings:

1. The current study framework works well. Evidence of that is provided by study outcomes—that is, each independent variable showed positive relationship at a relatively high level with the dependent variable. Therefore, based on the findings of this study, there is strong support that the framework is equally applicable in other organizations. Recommendations for research improvements are presented later in this chapter.
2. Traditional concepts of change are useful when the change occurs in stable environments. However, traditional concepts that views change as a discrete event are problematic because isolating the change event—removing or controlling for all other

factors that impact the organization is difficult, if not impossible. Organizations are complex and composed of a plurality of views that come from individuals and groups with different, and often competing mental models. These differences in view impact organizational strategies and motivate people in their pursuit of personal goals within the context of work. As such, the concept of revitalization is a viable concept because it tacitly recognizes the “ever-present” nature of change as a process that occurs over time, not as a discrete event. Revitalization recognizes that factors in the organizations environments are in continuous flux. Revitalization provides the potential for organizations to stay ahead of the change curve. The concept helps all members grasp the inevitability of change as well as helping them to pursue a course of action that will build-in the capacity to adapt to change.

5.5 Limitations of the Study

The current study is subject to the following limitations:

1. The use of modified instrument lacks the established knowledge of its validity and reliability within the context of the studied organizations. In order to manage this, the researcher did a prior thorough data preparation and reduction to determine the reliability and valid items. Furthermore, researcher has minimized the ambiguity by having census study, in-depth approach as well as triangulation of multiples sources.

2. The researcher has no control on who actually responds to the questions. Even though, the questionnaires are personally addressed and sent directly to the particular personal, some staffs may delay the response. This may lead to the questions being answered beyond the time frame, which will affect the data entry for the study. However, to mitigate this problem, the researcher made several follow-up calls as a reminder to the respondents in general.
3. The research sample represents only two entities (Bank Simpanan Nasional and Affin Bank Berhad) and cannot be generalized to the total population. Contradict to the statistical research, which are used to consider whether the findings can be generalized from the sample to the universe, a “weak” form of generalization often associated with case studies is ‘naturalistic generalization’ (Hammersley, Foster & Gomm, 2000). However, parallel to Yin (2003) stated the generalization of the sub-theory, making knowledge that is transferable, with external validity. This is known as the naturalistic generalization, which concerns on the real-life findings to inductively contribute to the development of sole theory or branch of theory. Therefore, in this research context, hopefully to give rise to the developed concepts and framework which is in line with Strauss & Corbin (1998) and Yin (2003).
4. This study used Chi-Square cross-tabulations to analyze the data. Cross-tabulation tables (2x2) are easily interpreted as they consist of only two variables with column and row percentages that show “frequency”, “percent”, “row percent”, and “column percent”. Even though Chi-Square cross-tabulations are easily interpreted and provide

a valuable preliminary examination of the survey responses, they also have the shortcoming of testing for a relationship between only two variables. Multiple regression is a much more comprehensive type of analysis that allows several explanatory variables to be used to explain a dependent variable in a single equation. It is recommended that follow-on studies use multiple regression analysis to investigate these data further.

5.6 Recommendations for Future Research

There are some issues that could be addressed to further improve or extend the conceptualization of the proposed change management model especially in the following areas:

The unit of analysis in the current study was individual managers in BSN and Affin Bank Berhad. The improvement to the proposed change management model would be to differently define the unit of analysis as well as making some changes in the composition of the sample. By defining the unit of analysis by department, section, or unit within an organization, then it is possible that there would be more variation in the independent variables and dependent variable. This method would allow surveying respondents within a department, section or unit and averaging their responses into a single observation.

With respect to the composition of the sample, at both organizations, the majority of the respondents were first-line managers (70-80 percent) and the sample may have been under-represented by the middle and top-level managers. A sample representative of all employees of an organization would have the tendency of producing more variation and valuable information. For example, middle or top-level managers could be compared to first-line managers. In addition, by increasing the number of organizations studied would have increased the potential of producing more variation and richer information, thus, the outcomes would be more generalizable.

Furthermore, Beer et al. (1990) defined four factors (inter-functional coordination, organizational decision making, work organization, and concern for people) that influence work performance quality, thus the level of revitalization. Most probably, these dimensions did not, or at least do not adequately take into consideration the significance of technology resources as a critical tool for an organization's effectiveness. As such, the future research should examine the constructs of revitalization by taking into consideration the importance of technology resources as an indicator of organizational ability to adapt to continuous change.

5.7 Conclusion

In conclusion, the findings of this study add to the theoretical framework of many scholars. The immense discussion of organizational change now includes the micro-level study of individual contribution in terms of predicting the revitalization against

motivating change, vision of change, continuous innovation, and sustaining momentum. This study offers an exclusive finding over a study of two entities which is scarce and the source of limitation from previous studies. The significance of two entities study served to validate the theory that revitalization need to blanket the entire organization.

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APPENDIX A
Research Questionnaire

From:

Azahari Jamaludin,
Malaysian Institute of Information Technology (MIIT)
Universiti Kuala Lumpur, City Campus,
1016 Jalan Sultan Ismail,
50250 Kuala Lumpur.

To Whom It May Concern:

Dear Sir/Madam,

I am a Doctorate (DBA) student working under the direction of Dr. Fais Ahmad at Universiti Utara Malaysia, City Campus. As part of my doctoral requirement, I am conducting a research on how organizations manage change, and I am interested in your assessment of several issues related to organizational change. This packet contain a questionnaire and a post-paid self-addressed envelop for you to return back the questionnaire to me.

I would appreciate if you can spend 15-20 minutes of your valuable time to complete the questionnaire and return it directly to me. Further, I would like to ensure you that personal identities will remain confidential. Once you have completed the questionnaires and returned it to me or my representatives, all indentifying features will be destroyed. Your participation in this study is voluntary and return of the questionnaire will be considered your consent to participate.

If you have questions, please call me at 03-2175 4204 or 017-664 5540. Thank you very much for participating in this study.

Thank you,

Sincerely,

AZAHARI JAMALUDIN

Daripada:

Azahari Jamaludin,
Malaysian Institute of Information Technology (MIIT)
Universiti Kuala Lumpur, City Campus,
1016 Jalan Sultan Ismail,
50250 Kuala Lumpur.

Kepada sesiapa yang berkenaan:

Tuan/Puan,

Saya adalah seorang pelajar ijazah kedoktoran (DBA) yang bertugas dibawah selian Dr. Fais Ahmad dari Universiti Utara Malaysia, Kampus Kota. Untuk makluman tuan/puan, bagi memenuhi sebahagian daripada syarat graduasi program kedoktoran ini, saya dikehendaki menjalankan kajiselidik bagaimana sesebuah syarikat/badan melaksanakan/menguruskan perubahan organisasi, dan saya sangat berminat ke atas penilaian tuan/puan mengenai isu-isu tersebut yang berkaitan dengan pelaksanaan/pengurusan perubahan organisasi pihak tuan. Bersama-sama surat ini saya sertakan borang kajiselidik berserta sampul surat berstem yang beralamat sendiri untuk dikembalikan kepada saya..

Saya sangat menghargai jika tuan/puan dapat meluangkan masa selama 15-20 minit untuk melengkapkan kajiselidik ini dan kembalikan borang tersebut kepada saya. Di sini ingin saya nyatakan bahawa semua maklumat yang diberikan oleh tuan/puan adalah sulit dan persendirian. Sebaik sahaja saya menerima kembali borang kajiselidik tersebut, semua maklumat peribadi tuan/puan akan dihapuskan. Penglibatan tuan/puan dalam kajian ini adalah secara sukarela dan dengan mengembalikan borang kajiselidik ini kepada saya atau wakil-wakil saya, tuan/puan adalah dianggap telah bersetuju untuk terlibat di dalam kajian ini.

Jika tuan/puan mempunyai sebarang pertanyaan, sila berhubung terus dengan saya di talian 03-2175 4204 atau 017-664 5540. Terima kasih di atas sokongan tuan/puan di dalam kajiselidik ini.

Yang benar

AZAHARI JAMALUDIN

SECTION A

INTRUCTIONS: A series of statements are given below that describe how managers can encourage and guide their employees to recognize the need for change and assist them in making change a part of the routine of the organization. The specific interest is NOT in a particular change that may have been instituted recently, but in how your manager and organization *routinely* handle change. Please think about your direct manager in answering each question. Rate the extend to which you agree with each statement based on your experience by placing an “x” in the appropriate box. All information will be kept confidential; the researcher will not identify any individual respondent in any way to any party.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

1	When organizational changes are made, I always make very clear the reasons for changing.	1	2	3	4	5
2	I always help clarify the mechanics of actually doing things differently.	1	2	3	4	5
3	I always give consideration to the way employees feel about making changes.	1	2	3	4	5
4	I make personal efforts to encourage employees when changes are implemented.	1	2	3	4	5
5	When changes are instituted, I take an active role in helping employees understand that change is beneficial.	1	2	3	4	5
6	Realistic performance expectations are always communicated by me.	1	2	3	4	5
7	I personally tell employees about changes in the organization.	1	2	3	4	5
8	I frequently encourage people to ask questions about changes.	1	2	3	4	5
9	I make clear the difference between how things are and how they need to be.	1	2	3	4	5
10	I make sure employees know the mission of this organization.	1	2	3	4	5

11	An exciting vision of the organization is communicated by me.	1	2	3	4	5
12	I encourage employees to imagine the ideals this organization could achieve.	1	2	3	4	5
13	I encourage employees to share in the development or revision of the mission statement.	1	2	3	4	5
14	I make it clear that pursuing the organization's vision includes the need to change.	1	2	3	4	5
15	I make it clear that it is OK for mistakes to be made when employees tryout new ideas.	1	2	3	4	5
16	I consistently encourage employees to come up with new ways of doing things.	1	2	3	4	5
17	I always give positive reinforcement to people who support change.	1	2	3	4	5
18	I always encourage employees to become involved with and participate in changing the organization.	1	2	3	4	5
19	There is a sense that change is routine and expected in the organization.	1	2	3	4	5
20	I always communicate openly about new ideas for the organization.	1	2	3	4	5
21	I recognize people who influence others to accept changes.	1	2	3	4	5
22	I frequently give employees reasons to be optimistic about the direction of the organization.	1	2	3	4	5
23	I always make sure adequate resources are available to move changes forward.	1	2	3	4	5
24	I and employees receive training, counseling and coaching to develop new skills.	1	2	3	4	5
25	I remind employees to be persistent in working toward change-related objectives.	1	2	3	4	5
26	I help people maintain a commitment to the idea of change.	1	2	3	4	5

27	I reward people for efforts that contribute to the organization's changes.	1	2	3	4	5
28	I make sure that resources needed to sustain changes over the long haul are provided consistently.	1	2	3	4	5

SECTION B

INSTRUCTIONS: The questions below address an organization's capacity to change. Again, you are asked to respond based on your experience. Some questions ask about your part of or unit in the organization. When reference is made to "this organization", the entire organization is being referred to.

Little or No Extent	Some Extent	Moderate Extent	Great Extent	Very Great Extent
1	2	3	4	5

1	To what extent do different parts of the organization plan together and coordinate their efforts?	1	2	3	4	5
2	To what extent does your part in the organization receive cooperation and assistance from other parts of the organization?	1	2	3	4	5
3	To what extent do managers at your level in the organization delegate decision-making authority?	1	2	3	4	5
4	To what extent in this organization quick to use improved work methods?	1	2	3	4	5
5	To what extent does this organization have goals and objectives that are both clear-cut and reasonable?	1	2	3	4	5
6	In this organization, to what extent are decisions made by people with access to the most adequate and accurate information?	1	2	3	4	5
7	To what extent does this organization have a real interest in the welfare and overall satisfaction of those who work here?	1	2	3	4	5
8	How much does this organization try to improve working conditions?	1	2	3	4	5

SECTION C

INSTRUCTIONS: Please check or fill-in the appropriate blank and answer the following questions about yourself. All information will be kept confidential.

1. Gender: ☐ Male ☐ Female
2. Age: ☐ 21-25 years ☐ 26-30 years ☐ 31-35 years ☐ 36-40 years
☐ 41-45 years ☐ 46-50 years ☐ 51-55 years ☐ 56-60 years
3. Primary Ethnic/Racial Identity: ☐ Malay ☐ Chinese ☐ Indian
☐ Kadazan ☐ Iban ☐ Other
4. Education Completed: ☐ SPM/STPM ☐ Diploma ☐ Degree
☐ Master ☐ PhD
5. What is your current position? ☐ Manager/State Manager
☐ Sr. Manager/Vice President
☐ Deputy General Manager/Deputy President
☐ General Manager (CEO)/President
6. How long have you been in your current position? Years
7. How long have you been with this organization? Years
8. Location: ☐ Head Office ☐ Branch
9. Please use the space below to make any additional comments about change and your organization?

APPENDIX B
Interview Protocol

Thank you for agreeing to participate in this study. I will record our conversation/responses in writing to enable the researcher to have valid and reliable data (transcripts). The transcripts will only be viewed by the researcher, researcher supervisor and authorized members of the Universiti Utara Malaysia. Your answers will be considered confidential and your identity will not be disclosed without your permission. You can terminate your participation in this interview at any time. The results of this study may be published in professional journals or presented at professional conferences, but your record or identity will not be revealed unless required by law.

SECTION A

INSTRUCTIONS: Please check or fill-in the appropriate blank and answer the following questions about yourself. All information will be kept confidential.

1. Participant's Name: _____
2. Date: _____
3. Gender: ☐ Male ☐ Female
4. Age: ☐ 21-25 years ☐ 26-30 years ☐ 31-35 years ☐ 36-40 years
☐ 41-45 years ☐ 46-50 years ☐ 51-55 years ☐ 56-60 years
5. Primary Ethnic/Racial Identity: ☐ Malay ☐ Chinese ☐ Indian
☐ Kadazan ☐ Iban ☐ Other
6. Education Completed: ☐ SPM/STPM ☐ Diploma ☐ Degree
☐ Master ☐ PhD
7. What is your current position? ☐ Manager/State Manager
☐ Sr. Manager/Vice President
☐ Deputy General Manager/Deputy President
☐ General Manager (CEO)/President
8. How long have you been in your current position? _____ Years
9. How long have you been with this organization? _____ Years
10. Location: ☐ Head Office ☐ Branch

SECTION B

Kindly respond to all questions stated below.

1. What is the meaning of revitalization?
2. Based on your experience, why your organization must revitalize?
3. Are there possibilities of revitalization process failure? and why?
4. Based on your experience, does motivating change positively influence the revitalization process in the organization? and how?
5. Based on your experience, does vision of change positively influence the revitalization process in the organization? and how?
6. Based on your experience, does continuous innovation positively influence the revitalization process in the organization? and how?
7. Based on your experience, does sustaining momentum positively influence the revitalization process in the organization? and how?

Respondent's Signature

Date

End of Questions and Thank You

APPENDIX C
Data Analysis Results for Bank Simpanan Nasional


```
FREQUENCIES VARIABLES=Q53_Gender
/ORDER=ANALYSIS.
```

Frequencies

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Statistics

Q53_Gender		
N	Valid	74
	Missing	0

Q53_Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	49	66.2	66.2	66.2
	Female	25	33.8	33.8	100.0
	Total	74	100.0	100.0	

```
FREQUENCIES VARIABLES=Q54_Age
/ORDER=ANALYSIS.
```

Frequencies

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Statistics

Q54_Age		
N	Valid	74
	Missing	0

Q54_Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-30 years	3	4.1	4.1	4.1
	31-35 years	7	9.5	9.5	13.5
	36-40 years	22	29.7	29.7	43.2

Q54_Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	41-45 years	28	37.8	37.8	81.1
	46-50 years	12	16.2	16.2	97.3
	51-55 years	2	2.7	2.7	100.0
	Total	74	100.0	100.0	

```
FREQUENCIES VARIABLES=Q55_PrimaryEthnic
/ORDER=ANALYSIS.
```

Frequencies

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Statistics

Q55_PrimaryEthnic

N	Valid	74
	Missing	0

Q55_PrimaryEthnic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	71	95.9	95.9	95.9
	Chinese	3	4.1	4.1	100.0
	Total	74	100.0	100.0	

```
FREQUENCIES VARIABLES=Q56_Education
/ORDER=ANALYSIS.
```

Frequencies

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Statistics

Q56_Education

N	Valid	74
---	-------	----

Statistics

Q56_Education

N	Missing	0
---	---------	---

Q56_Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SPM/STPM	9	12.2	12.2	12.2
Diploma	20	27.0	27.0	39.2
Degree	42	56.8	56.8	95.9
Master	3	4.1	4.1	100.0
Total	74	100.0	100.0	

```
FREQUENCIES VARIABLES=YrsCurrentPost_cat
/ORDER=ANALYSIS.
FREQUENCIES VARIABLES=CurrentPosition
/ORDER=ANALYSIS.
```

Frequencies

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Statistics

CurrentPosition

N	Valid	74
	Missing	0

CurrentPosition

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Manager/State Manager	61	82.4	82.4	82.4
Senior Manager/Vice President	13	17.6	17.6	100.0
Total	74	100.0	100.0	

```
FREQUENCIES VARIABLES=YrsCurrentPost_cat
/ORDER=ANALYSIS.
```

Frequencies

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Statistics

YrsCurrentPost_cat		
N	Valid	74
	Missing	0

YrsCurrentPost_cat

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid ==< 1 year	5	6.8	6.8	6.8
1.5 - 5 years	17	23.0	23.0	29.7
5.5 - 10 years	25	33.8	33.8	63.5
10.5 - 15 years	19	25.7	25.7	89.2
15.5 - 20 years	8	10.8	10.8	100.0
Total	74	100.0	100.0	

FREQUENCIES VARIABLES=YrsOrganization_cat
/ORDER=ANALYSIS.

Frequencies

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Statistics

YrsOrganization_cat		
N	Valid	74
	Missing	0

YrsOrganization_cat

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2 -5 years	8	10.8	10.8	10.8
6 - 10 years	28	37.8	37.8	48.6
11 - 15 years	26	35.1	35.1	83.8
16 - 20 years	10	13.5	13.5	97.3
21 - 25 years	2	2.7	2.7	100.0
Total	74	100.0	100.0	

```
FREQUENCIES VARIABLES=Q59_Location
/ORDER=ANALYSIS.
```

Frequencies

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Statistics

Q59_Location

N	Valid	74
	Missing	0

Q59_Location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Head Office	27	36.5	36.5	36.5
	Branch	47	63.5	63.5	100.0
	Total	74	100.0	100.0	

RELIABILITY

```
/VARIABLES=Q1_Penerangan Q2_clarify Q3_Consider Q4_Encourage Q5_Activerole Q6_Performance Q7_Tellchanges Q8_Frequently Q9_Differen
ce
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Reliability

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	74	100.0
	Excluded ^a	0	.0
	Total	74	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.857	9

RELIABILITY

```

/VARIABLES=Q10_Mission Q11_Vision Q12_Idealsachieve Q13_Share Q14_Putsuing
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.

```

Reliability

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	74	100.0
	Excluded ^a	0	.0
	Total	74	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.881	5

RELIABILITY

```

/VARIABLES=Q15_Tryout Q16_Consistent Q17_Positive Q18_Involved Q19_Routine Q20_Communicate Q21_Recognizes Q22_Reasons
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.

```

Reliability

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	74	100.0
	Excluded ^a	0	.0
	Total	74	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.892	8

RELIABILITY

```
/VARIABLES=Q23_Adequate Q24_Training Q25_Persistent Q26_Commitment Q27_Contribute Q28_Resources  
/SCALE('ALL VARIABLES') ALL  
/MODEL=ALPHA.
```

Reliability

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	74	100.0
	Excluded ^a	0	.0
	Total	74	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.884	6

```

RELIABILITY
/VARIABLES=Q29_Plan Q30_CooperationAssistance Q31_Decisionmaking Q32_Improvedwork Q33_Goalsobjectives Q34_Peopleaccess Q35_Welfare
Q36_Workingconditions
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.

```

Reliability

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	74	100.0
	Excluded ^a	0	.0
	Total	74	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.920	8

```

CROSSTABS
/TABLES=Motivation_Cat Vision_Cat Innovation_Cat Momentum_Cat BY Revitalization_Cat
/FORMAT=AVALUE TABLES
/STATISTICS=CHISQ
/CELLS=COUNT ROW COLUMN TOTAL
/COUNT ROUND CELL.

```

Crosstabs

[DataSet3] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Crosstabs

[DataSet2] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Motivation_Cat * Revitalization_Cat	74	100.0%	0	.0%	74	100.0%

Motivation_Cat * Revitalization_Cat Crosstabulation

		Revitalization_Cat			
		1	2	Total	
Motivation_Cat	1	Count	7	0	7
		Expected Count	2.0	5.0	7.0
		% within Motivation_Cat	100.0%	.0%	100.0%
		% within Revitalization_Cat	33.3%	.0%	9.5%
		% of Total	9.5%	.0%	9.5%
	2	Count	14	53	67
		Expected Count	19.0	48.0	67.0
		% within Motivation_Cat	20.9%	79.1%	100.0%
		% within Revitalization_Cat	66.7%	100.0%	90.5%
		% of Total	18.9%	71.6%	90.5%
Total		Count	21	53	74
		Expected Count	21.0	53.0	74.0
		% within Motivation_Cat	28.4%	71.6%	100.0%
		% within Revitalization_Cat	100.0%	100.0%	100.0%
		% of Total	28.4%	71.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	19.512 ^a	1	.000		
Continuity Correction ^b	15.815	1	.000		
Likelihood Ratio	19.596	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	19.249	1	.000		
N of Valid Cases ^c	74				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.99.

b. Computed only for a 2x2 table

CROSSTABS

```

/TABLES=Vision_Cat BY Revitalization_Cat
/FORMAT=AVALUE TABLES
/STATISTICS=CHISQ
/CELLS=COUNT EXPECTED ROW COLUMN TOTAL
/COUNT ROUND CELL.

```

Crosstabs

[DataSet2] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Vision_Cat * Revitalization_Cat	74	100.0%	0	.0%	74	100.0%

Vision_Cat * Revitalization_Cat Crosstabulation

			Revitalization_Cat		Total
			1	2	
Vision_Cat	1	Count	13	5	18
		Expected Count	5.1	12.9	18.0
		% within Vision_Cat	72.2%	27.8%	100.0%
		% within Revitalization_Cat	61.9%	9.4%	24.3%
		% of Total	17.6%	6.8%	24.3%
	2	Count	8	48	56
		Expected Count	15.9	40.1	56.0
		% within Vision_Cat	14.3%	85.7%	100.0%
		% within Revitalization_Cat	38.1%	90.6%	75.7%
		% of Total	10.8%	64.9%	75.7%
Total		Count	21	53	74
		Expected Count	21.0	53.0	74.0
		% within Vision_Cat	28.4%	71.6%	100.0%
		% within Revitalization_Cat	100.0%	100.0%	100.0%
		% of Total	28.4%	71.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	22.496 ^a	1	.000		
Continuity ...	19.736	1	.000		
Likelihood Ratio	21.077	1	.000		
Fisher's Exact Test				.000	.000

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.11.

b. Computed only for a 2x2 table

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Linear-by-Linear Association	22.192	1	.000		
N of Valid Cases ^a	74				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.11.

b. Computed only for a 2x2 table

CROSSTABS

```

/TABLES=Innovation_Cat BY Revitalization_Cat
/FORMAT=AVALUE TABLES
/STATISTICS=CHISQ
/CELLS=COUNT EXPECTED ROW COLUMN TOTAL
/COUNT ROUND CELL.

```

Crosstabs

[DataSet2] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Innovation_Cat * Revitalization_Cat	74	100.0%	0	.0%	74	100.0%

Innovation_Cat * Revitalization_Cat Crosstabulation

			Revitalization_Cat		Total
			1	2	
Innovation_Cat 1	Count		11	13	24
	Expected Count		6.8	17.2	24.0
	% within Innovation_Cat		45.8%	54.2%	100.0%
	% within Revitalization_Cat		52.4%	24.5%	32.4%
	% of Total		14.9%	17.6%	32.4%
2			10	40	50

Innovation_Cat * Revitalization_Cat Crosstabulation

			Revitalization_Cat		Total
			1	2	
Innovation_Cat 2	Expected Count		14.2	35.8	50.0
	% within Innovation_Cat		20.0%	80.0%	100.0%
	% within Revitalization_Cat		47.6%	75.5%	67.6%
	% of Total		13.5%	54.1%	67.6%
Total	Count		21	53	74
	Expected Count		21.0	53.0	74.0
	% within Innovation_Cat		28.4%	71.6%	100.0%
	% within Revitalization_Cat		100.0%	100.0%	100.0%
	% of Total		28.4%	71.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5.324 ^a	1	.021		
Continuity Correction ^b	4.129	1	.042		
Likelihood Ratio	5.136	1	.023		
Fisher's Exact Test				.029	.022
Linear-by-Linear Association	5.253	1	.022		
N of Valid Cases ^b	74				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.81.

b. Computed only for a 2x2 table

CROSSTABS

```

/TABLES=Momentum_Cat BY Revitalization_Cat
/FORMAT=AVALUE TABLES
/STATISTICS=CHISQ
/CELLS=COUNT EXPECTED ROW COLUMN TOTAL
/COUNT ROUND CELL.

```

Crosstabs

[DataSet2] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Momentum_Cat * Revitalization_Cat	74	100.0%	0	.0%	74	100.0%

Momentum_Cat * Revitalization_Cat Crosstabulation

			Revitalization_Cat		Total
			1	2	
Momentum_Cat	1	Count	8	0	8
		Expected Count	2.3	5.7	8.0
		% within Momentum_Cat	100.0%	.0%	100.0%
		% within Revitalization_Cat	38.1%	.0%	10.8%
		% of Total	10.8%	.0%	10.8%
	2	Count	13	53	66
		Expected Count	18.7	47.3	66.0
		% within Momentum_Cat	19.7%	80.3%	100.0%
		% within Revitalization_Cat	61.9%	100.0%	89.2%
		% of Total	17.6%	71.6%	89.2%
Total	Count	21	53	74	
	Expected Count	21.0	53.0	74.0	
	% within Momentum_Cat	28.4%	71.6%	100.0%	
	% within Revitalization_Cat	100.0%	100.0%	100.0%	
	% of Total	28.4%	71.6%	100.0%	

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	22.638 ^a	1	.000	.000	.000
Continuity Correction ^b	18.859	1	.000		
Likelihood Ratio	22.786	1	.000		
Fisher's Exact Test					
Linear-by-Linear Association	22.332	1	.000		
N of Valid Cases ^b	74				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.27.

b. Computed only for a 2x2 table

APPENDIX D
Data Analysis Results for Affin Bank Berhad

```

DATASET ACTIVATE DataSet1.
DATASET CLOSE DataSet3.
FREQUENCIES VARIABLES=Q53_Gender
  /ORDER=ANALYSIS.

```

Frequencies

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Statistics

Q53_Gender		
N	Valid	82
	Missing	0

Q53_Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	48	58.5	58.5	58.5
	Female	34	41.5	41.5	100.0
	Total	82	100.0	100.0	

```

FREQUENCIES VARIABLES=Q54_Age
  /ORDER=ANALYSIS.

```

Frequencies

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Statistics

Q54_Age		
N	Valid	82
	Missing	0

Q54_Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-30 years	3	3.7	3.7	3.7

Q54_Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31-35 years	11	13.4	13.4	17.1
	36-40 years	35	42.7	42.7	59.8
	41-45 years	22	26.8	26.8	86.6
	46-50 years	8	9.8	9.8	96.3
	51-55 years	3	3.7	3.7	100.0
	Total	82	100.0	100.0	

```
FREQUENCIES VARIABLES=Q55_PrimaryEthnic
/ORDER=ANALYSIS.
```

Frequencies

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Statistics

Q55_PrimaryEthnic

N	Valid	82
	Missing	0

Q55_PrimaryEthnic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	69	84.1	84.1	84.1
	Chinese	11	13.4	13.4	97.6
	Indian	2	2.4	2.4	100.0
	Total	82	100.0	100.0	

```
FREQUENCIES VARIABLES=Q56_Education
/ORDER=ANALYSIS.
```

Frequencies

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Statistics

Q56_Education

N	Valid	82
	Missing	0

Q56_Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM/STPM	7	8.5	8.5	8.5
	Diploma	13	15.9	15.9	24.4
	Degree	49	59.8	59.8	84.1
	Master	13	15.9	15.9	100.0
	Total	82	100.0	100.0	

```
FREQUENCIES VARIABLES=CurrentPosition
  /ORDER=ANALYSIS.
```

Frequencies

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Statistics

CurrentPosition

N	Valid	82
	Missing	0

CurrentPosition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager/State Manager	59	72.0	72.0	72.0
	Senior Manager/Vice President	23	28.0	28.0	100.0
	Total	82	100.0	100.0	

```
FREQUENCIES VARIABLES=Q57_YCurrentposition
  /ORDER=ANALYSIS.
FREQUENCIES VARIABLES=YearCurrPos_cat
  /ORDER=ANALYSIS.
```

Frequencies

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Statistics

YearCurrPos_cat

N	Valid	82
	Missing	0

YearCurrPos_cat

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.5 - 5 years	15	18.3	18.3	18.3
	5.5 - 10 years	39	47.6	47.6	65.9
	10.5 - 15 years	23	28.0	28.0	93.9
	15.5 - 20 years	5	6.1	6.1	100.0
	Total	82	100.0	100.0	

FREQUENCIES VARIABLES=YearOrganiz_cat
/ORDER=ANALYSIS.

Frequencies

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Statistics

YearOrganiz_cat

N	Valid	82
	Missing	0

YearOrganiz_cat

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 - 5 years	5	6.1	6.1	6.1
	6 - 10 years	22	26.8	26.8	32.9
	11 - 15 years	33	40.2	40.2	73.2
	16 - 20 years	18	22.0	22.0	95.1
	21 - 25 years	4	4.9	4.9	100.0
	Total	82	100.0	100.0	

```
FREQUENCIES VARIABLES=Q59_Location
/ORDER=ANALYSIS.
```

Frequencies

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Statistics

Q59_Location		
N	Valid	82
	Missing	0

Q59_Location					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Head Office	34	41.5	41.5	41.5
	Branch	48	58.5	58.5	100.0
	Total	82	100.0	100.0	

```
RELIABILITY
/VARIABLES=Q1_Penerangan Q2_clarify Q3_Consider Q4_Encourage Q5_Activerole Q6_Performance Q7_Tellchanges Q8_Frequently Q9_Differen
ce
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=SCALE.
```

Reliability

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	82	100.0

a. Listwise deletion based on all variables in the procedure.

Case Processing Summary

		N	%
Cases	Excluded ^a	0	.0
	Total	82	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.829	9

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
32.27	16.915	4.113	9

RELIABILITY

```

/VARIABLES=Q10_Mission Q11_Vision Q12_Idealsachieve Q13_Share Q14_Putsuing
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=SCALE.

```

Reliability

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataPaiz.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	82	100.0
	Excluded ^a	0	.0
	Total	82	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.859	5

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.80	10.974	3.313	5

RELIABILITY

```

/VARIABLES=Q15_Tryout Q16_Consistent Q17_Positive Q18_Involved Q19_Routine Q20_Communicate Q21_Recognizes Q22_Reasons
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=SCALE.

```

Reliability

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	82	100.0
	Excluded ^a	0	.0
	Total	82	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.883	8

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
28.13	22.784	4.773	8

RELIABILITY

```

/VARIABLES=Q23_Adequate Q24_Training Q25_Persistent Q26_Commitment Q27_Contribute Q28_Resources
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=SCALE.

```

Reliability

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	82	100.0
	Excluded ^a	0	.0
	Total	82	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.833	6

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.84	14.036	3.747	6

```
RELIABILITY
/VARIABLES=Q29_Plan Q30_CooperationAssistance Q31_Decisionmaking Q32_Improvedwork Q33_Goalsobjectives Q34_Peopleaccess Q35_Welfare
Q36_Workingconditions
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=SCALE.
```

Reliability

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	82	100.0
	Excluded ^a	0	.0
	Total	82	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.912	8

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.76	34.508	5.874	8

CROSSTABS

```

/TABLES=Motivation_Cat Vision_Cat Innovation_Cat Momentum_Cat BY Revitalization_Cat
/FORMAT=AVALUE TABLES
/STATISTICS=CHISQ
/CELLS=COUNT ROW COLUMN TOTAL
/COUNT ROUND CELL.

```

Crosstabs

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Motivation_Cat * Revitalization_Cat	82	100.0%	0	.0%	82	100.0%

Motivation_Cat * Revitalization_Cat Crosstabulation

			Revitalization_Cat		Total
			1	2	
Motivation_Cat	1	Count	6	0	6
		Expected Count	1.8	4.2	6.0
		% within Motivation_Cat	100.0%	.0%	100.0%
		% within Revitalization_Cat	25.0%	.0%	7.3%
		% of Total	7.3%	.0%	7.3%
	2	Count	18	58	76
		Expected Count	22.2	53.8	76.0
		% within Motivation_Cat	23.7%	76.3%	100.0%
		% within Revitalization_Cat	75.0%	100.0%	92.7%
		% of Total	22.0%	70.7%	92.7%
Total		Count	24	58	82
		Expected Count	24.0	58.0	82.0
		% within Motivation_Cat	29.3%	70.7%	100.0%
		% within Revitalization_Cat	100.0%	100.0%	100.0%
		% of Total	29.3%	70.7%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	15.645 ^a	1	.000		
Continuity ...	12.175	1	.000		
Likelihood Ratio	15.937	1	.000		
Fisher's Exact Test				.000	.000

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.76.

b. Computed only for a 2x2 table

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Linear-by-Linear Association	15.454	1	.000		
N of Valid Cases ^a	82				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.76.

b. Computed only for a 2x2 table

CROSSTABS

```

/TABLES=Vision_Cat BY Revitalization_Cat
/FORMAT=AVALUE TABLES
/STATISTICS=CHISQ
/CELLS=COUNT EXPECTED ROW COLUMN TOTAL
/COUNT ROUND CELL.

```

Crosstabs

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Vision_Cat * Revitalization_Cat	82	100.0%	0	.0%	82	100.0%

Vision_Cat * Revitalization_Cat Crosstabulation

			Revitalization_Cat		Total
			1	2	
Vision_Cat	1	Count	18	7	25
		Expected Count	7.3	17.7	25.0
		% within Vision_Cat	72.0%	28.0%	100.0%
		% within Revitalization_Cat	75.0%	12.1%	30.5%
		% of Total	22.0%	8.5%	30.5%
	2	Count	6	51	57

Vision_Cat * Revitalization_Cat Crosstabulation

			Revitalization_Cat		Total
			1	2	
Vision_Cat 2	Expected Count		16.7	40.3	57.0
	% within Vision_Cat		10.5%	89.5%	100.0%
	% within Revitalization_Cat		25.0%	87.9%	69.5%
	% of Total		7.3%	62.2%	69.5%
Total	Count		24	58	82
	Expected Count		24.0	58.0	82.0
	% within Vision_Cat		29.3%	70.7%	100.0%
	% within Revitalization_Cat		100.0%	100.0%	100.0%
	% of Total		29.3%	70.7%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	31.723 ^a	1	.000		
Continuity Correction ^b	28.823	1	.000		
Likelihood Ratio	31.136	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	31.336	1	.000		
N of Valid Cases ^b	82				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.32.

b. Computed only for a 2x2 table

CROSSTABS

```

/TABLES=Innovation_Cat BY Revitalization_Cat
/FORMAT=AVALUE TABLES
/STATISTICS=CHISQ
/CELLS=COUNT EXPECTED ROW COLUMN TOTAL
/COUNT ROUND CELL.

```

Crosstabs

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Innovation_Cat * Revitalization_Cat	82	100.0%	0	.0%	82	100.0%

Innovation_Cat * Revitalization_Cat Crosstabulation

			Revitalization_Cat		Total
			1	2	
Innovation_Cat	1	Count	9	8	17
		Expected Count	5.0	12.0	17.0
		% within Innovation_Cat	52.9%	47.1%	100.0%
		% within Revitalization_Cat	37.5%	13.8%	20.7%
		% of Total	11.0%	9.8%	20.7%
	2	Count	15	50	65
		Expected Count	19.0	46.0	65.0
		% within Innovation_Cat	23.1%	76.9%	100.0%
		% within Revitalization_Cat	62.5%	86.2%	79.3%
		% of Total	18.3%	61.0%	79.3%
Total		Count	24	58	82
		Expected Count	24.0	58.0	82.0
		% within Innovation_Cat	29.3%	70.7%	100.0%
		% within Revitalization_Cat	100.0%	100.0%	100.0%
		% of Total	29.3%	70.7%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5.806 ^a	1	.016		
Continuity Correction ^b	4.453	1	.035		
Likelihood Ratio	5.409	1	.020		
Fisher's Exact Test				.033	.020
Linear-by-Linear Association	5.735	1	.017		
N of Valid Cases ^b	82				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.98.

b. Computed only for a 2x2 table

```

CROSSTABS
  /TABLES=Momentum_Cat BY Revitalization_Cat
  /FORMAT=AVALUE TABLES
  /STATISTICS=CHISQ
  /CELLS=COUNT EXPECTED ROW COLUMN TOTAL
  /COUNT ROUND CELL.

```

Crosstabs

[DataSet1] C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\Affin_finalDataFaiz.sav

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Momentum_Cat * Revitalization_Cat	82	100.0%	0	.0%	82	100.0%

Momentum_Cat * Revitalization_Cat Crosstabulation

			Revitalization_Cat		Total
			1	2	
Momentum_Cat 1	Count		10	2	12
	Expected Count		3.5	8.5	12.0
	% within Momentum_Cat		83.3%	16.7%	100.0%
	% within Revitalization_Cat		41.7%	3.4%	14.6%
	% of Total		12.2%	2.4%	14.6%
2	Count		14	56	70
	Expected Count		20.5	49.5	70.0
	% within Momentum_Cat		20.0%	80.0%	100.0%
	% within Revitalization_Cat		58.3%	96.6%	85.4%
	% of Total		17.1%	68.3%	85.4%
Total	Count		24	58	82
	Expected Count		24.0	58.0	82.0
	% within Momentum_Cat		29.3%	70.7%	100.0%

Momentum_Cat * Revitalization_Cat Crosstabulation

		Revitalization_Cat		Total
		1	2	
Total	% within Revitalization_Cat	100.0%	100.0%	100.0%
	% of Total	29.3%	70.7%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	19.848 ^a	1	.000		
Continuity Correction ^b	16.907	1	.000		
Likelihood Ratio	18.274	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	19.606	1	.000		
N of Valid Cases ^b	82				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.51.

b. Computed only for a 2x2 table

GET

FILE='C:\Documents and Settings\bjazahari\Desktop\Azahari_26Sept2011\BSN_DataFaiz.sav'.
DATASET NAME DataSet2 WINDOW=FRONT.

CROSSTABS

/TABLES=Motivation_Cat BY Revitalization_Cat
/FORMAT=AVALUE TABLES
/STATISTICS=CHISQ
/CELLS=COUNT EXPECTED ROW COLUMN TOTAL
/COUNT ROUND CELL.

