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ORGANIZATIONAL CULTURE AND CHANGE MANAGEMENT IN PUBLIC SECTOR ORGANIZATION

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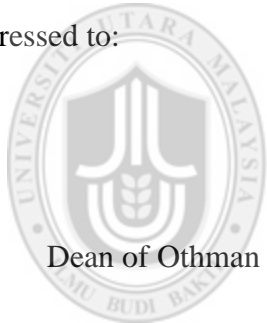
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ABSTRACT

Government is facing the wave of change in ensuring the best possible service can be provided to the public. The unification of a number of employees have bring together various of people and perceptions, and therefore a specialty of organizational cultures are combined. The organizational culture of an organization has an effect on the change management. A fit between the organizational culture and the employees will increase the effectiveness of change management towards improved the delivery of service. The objectives of this study is to examine the relationship between organizational culture and change management in public sector organization. This study also will identify the impact between organizational culture and change management in public sector organization. A total of 400 sets of questionnaires have been distributed by hand to employees who work at Ministry Of Home Affairs, Prime Minister's Department and Ministry Of Education in Malaysia as a representatives of employees in public sector organization and 390 questionnaires were returned for analysis. Data were analyzed using SPSS version 20. Research findings revealed there was a change management existed among the respondents. Significant values for each element in independent variable which the items of communication, training and development, shared values and teamwork were reliable which the reliability value for independent variables are Communication; 0.785, Training and Development; 0.843, Shared Values; 0.890 and Teamwork; 0.820. It can be concluded that organizational culture has a significant effect on the change management of public sector organization in Malaysia. For the future research, it is better for researcher to explore more on shared values and training and development to get the best result. Besides, other elements such as corporate vision, entrepreneurial, bureaucratic and leadership can be included.

Keywords: Organizational Culture, Change Management, Public Sector Organization

ABSTRAK

Kerajaan sedang mengharungi arus perubahan dalam memastikan perkhidmatan terbaik dapat diberikan kepada masyarkat. Penyatuan semua pekerja telah membawa bersama-sama pelbagai lapisan masyarakat dan persepsi, dan oleh itu pelbagai budaya organisasi digabungkan. Budaya organisasi sesebuah organisasi mempunyai kesan ke atas pengurusan perubahan yang berkesan. Gabungan antara budaya organisasi dan pekerja akan meningkatkan keberkesanan pengurusan perubahan ke arah penyampaian perkhidmatan yang lebih baik. Objektif kajian ini adalah untuk mengkaji hubungan antara budaya organisasi dan pengurusan perubahan dalam organisasi sektor awam. Kajian ini juga akan mengenal pasti kesan antara budaya organisasi dan pengurusan perubahan dalam organisasi sektor awam. Sebanyak 400 set soal selidik telah diedarkan dengan tangan kepada pekerja di Kementerian Dalam Negeri, Jabatan Perdana Menteri dan Kementerian Pendidikan di Malaysia mewakili pekerja dalam sektor awam dan 390 soal selidik telah dikembalikan untuk dianalisis. Data dianalisis dengan menggunakan perisian SPSS versi 20. Hasil kajian menunjukkan terdapat pengurusan perubahan yang berkesan wujud di kalangan responden. Nilai penting bagi pembolehubah bebas iaitu komunikasi, latihan dan pembangunan, nilai-nilai bersama dan kerja berpasukan adalah boleh dipercayai di mana nilai kebolehpercayaan bagi pembolehubah bebas adalah Komunikasi; 0.785, Latihan dan Pembangunan; 0.843, Nilai Bersama; 0.890 dan Kerja Berpasukan; 0.820. Dapat disimpulkan bahawa budaya organisasi mempunyai kesan yang besar ke atas pengurusan perubahan yang berkesan bagi organisasi sektor awam di Malaysia. Untuk penyelidikan masa depan, adalah lebih baik bagi penyelidik untuk meneroka lebih banyak berkenaan nilai-nilai bersama dan latihan dan pembangunan untuk mendapatkan hasil yang terbaik. Selain itu, unsur-unsur lain seperti visi korporat, keusahawanan, birokrasi dan kepimpinan boleh dimasukkan.

Kata Kunci: Budaya Organisasi, Pengurusan Perubahan, Organisasi Sektor Awam

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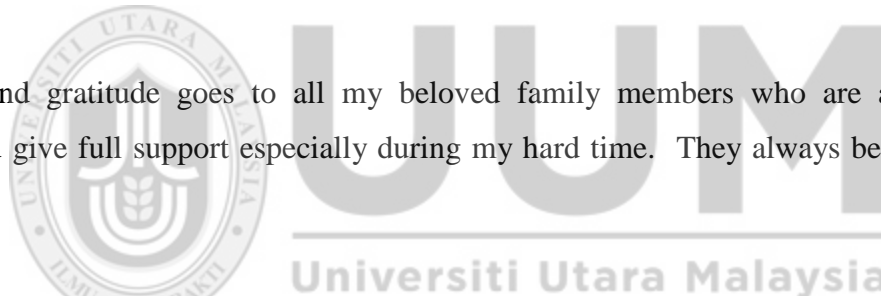
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INTRODUCTION

1.1   BACKGROUND OF RESEARCH
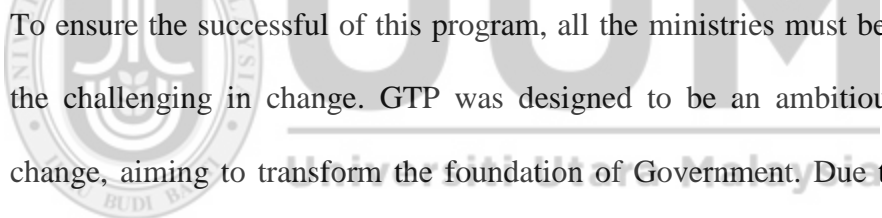
Culture is the characteristic and knowledge about particular group of people and it can be shaped by several elements such as language, religion, cuisine, social habits, music, and arts. It gives impact in our daily routine life. Mintzberg (1998) describes culture as the soul of organization – the beliefs and values, and how they are manifested. It is the flesh and blood of the organization. Organizational culture also has strong impact on organization and management.   It is the combination of assumptions, values, norms and attitudes which has been practiced by the organization together with the experiences they face (Janicijevis, 2011). These assumptions, values, norms and attitudes can form and shape the organization and unite the members as well.

Organizational culture plays an important role in the successful of the management in the organization which can give impact to the organization (Chow et al. 2001). If employees are committed and having the same norms and values as per organizations have, can increase the performance toward achieving the overall organization goals (Shahzad et. al., 2012). In today's business environment, organizational culture is used as a powerful tool that portrays many facets of a

workplace as well as to quantify the way a business functions (Gray, et. al. 2003). Organizational culture significantly influences knowledge sharing and job satisfaction and that knowledge sharing plays an important mediating role between organizational culture and job satisfaction (Canon Tong et. al., 2015). Research has confirmed that organizational culture is not only able to change, guide and display but also give significant contributions by influencing the thought, feeling, interacting and performance in the organization (Ab. Aziz Yusof & Juhary Ali, 2000). According to Daniel I. Prajogo, Christopher M. McDermott (2011) developmental culture was found to be the strongest predictor among the four cultural dimensions, as it shows relationships with three of the performance measures: product quality, product innovation and process innovation.

Managing the change is the important parts in the organization which can give impact to the organizational culture (Janicijevic, 2012). In order for organization to survive, organization and the culture must continuously evolve and change. Therefore, the Government Transformation Programme (GTP) was launched by Malaysian Prime Minister, Dato' Sri Mohd. Najib bin Abdul Razak on 28 January 2010 in order to further improve government performance with better outcome and benefits for the people through effectiveness and accountability. The GTP that consists of seven National Key Result Areas (NKRA) which are reducing crime, fighting corruption, assuring quality education, raising living standard of low income households, improving rural development, improving urban public transport and addressing cost of living. These 7 NKRAs involves several

ministries such as Ministry Of Home Affairs, Prime Minister's Department, Ministry Of Education, Ministry of Women, Family and Community Development, Minister of Rural and Regional Development, Minister of Transport and Deputy Prime Minister. All these are supported and executed through the 10th Malaysia Plan (RMKe-10) in accordance with the national strategic framework towards the realization of Vision 2020 (www.pemandu.gov.my). Besides the GTP, on 25 October 2010, Economic Transformation Program (ETP) was also launched to stimulate the nation's economy in turning Malaysia into high-income country sustainably and inclusively by 2020 (www.etp.pemandu.gov.my).

To ensure the successful of this program, all the ministries must be ready to face the challenging in change. GTP was designed to be an ambitious program of change, aiming to transform the foundation of Government. Due to this, buy in from all stakeholders and civil servants to the private sectors and public was most important. Civil servants who are the key players on behalf of the government need to be ready and prepared with sufficient knowledge and emerging skills as well as being committed and flexible to serve the people (Ali, 2013).

The focus of this research is to investigate the relationship between organizational culture and change management at Public Sector Organization. Organizational culture at Public Sector Organization is important as it may affect the change management which, in turn, may affect the service delivery within the public sector.

1.2   PROBLEM STATEMENT

Currently, there is very little empirical literature on organizational culture within the context of the Malaysian Public Sector, particularly on how organizational culture in Public Sector can affect the change management. The perception of public to public servants in Malaysia was very negative such as delay in delivering services to the public, very much bureaucracy and so on. So it can be considered the organizational culture is strategically and tactically important for gaining a competitive advantage. Public Sector Organization currently facing big wave of change in the operation. It is important in order to change the perception of public to the service in the public sector. One of the program introduced by the Government is Government Transformation Plan (GTP). GTP aims to transform Malaysian Civil service into a dynamic, innovative and people focused administration through the 7 National Key Results Area (NKRAs).

Public servants can be regarded as a core of public sector administration. They are responsible to ensure the implementation of various policies and development program that need to be achieved. Somehow the public servants has a dual role which are as an organizational assets as well as implementing the Government aspirations in the country. Therefore, they are not serve only the basic part of national development but also the prime movers of the Government vision and mission. According to JPA (2014), currently, public servants covers about 1.3 million employees. Thus to ensure they are efficient and effective, all the necessary training and courses were given to them from time to time.

i.   Organizational Culture

A paradigm shift is required for changing to a culture of continuous improvement. This is important in ensuring the successful of the organization. For change to take place, it requires risk and ability to learn (Markovic, 2008). You, et al., (2010) suggested that a link between corporate culture traits such as consistency, mission, involvement, and adaptability and business performance exists. Heiko et al., (2010) had identify from the three main findings; identified interactions among different elements of service orientation in corporate culture, the positive association between the service orientation of corporate culture and business performance and the moderating effects of the type of organizational structure on interactions among service-orientation elements in corporate culture. This current research has tested whether a link between organizational culture traits and

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change management is present in Malaysian public sector, with its unique culture and concentrated business environment. This research was help to fill the gap in the existing literature using the public sector as an exemplar. Past studies have found that many significant organizational change initiatives fail to meet expectations although people are increasingly aware of the need for change (Burke, 2002; Probst & Raisch, 2005). In addition, one commonly cited cause for the lack of success of organizational change is "resistance to change" (Palmer et al., (2009)). Due to this resistance, it is unsurprising that change is a phenomenon encouraging strong visceral responses. Akiklolu et al., (2011) had found proper education, shared values, training and development, teamwork, effective communication, facilitation, motivation, negotiation, manipulation, co-optation and coercion as possible methods for managing resistance to change. Employee commitment to change can impact organizational change either positively or negatively (Herscovitch & Meyer, 2002; Fedor, et al., (2006); Peus et al., (2009)). Thus, a firm cannot afford to ignore its employees' commitment to change which may have an effect upon the operational performance of that organization. Ford, et al., (2008) emphasized that broadening the conversation about resistance to change should include its causes and its possible contributions to change management. In contrast, negative employee reactions can be unfavorable for organizations because these organizations are commonly subjected to negative influences, including, for example, employee withdrawal (Armstrong- Stassen, 1994) and poor performance (Weeks, et al., (2004)). Effective approaches to

organizational change will involve not only one element but also other relevant elements to the entire organization.

ii.   Change Management

The success and future of every organization depends on how well the management handles change, especially with respect to human issues. Kalyani and Sahoo (2011) stated that Human Resources (HR) are an intellectual asset, the sum total of the knowledge, skill and competency that an organization processes and channelizes for sustained organizational excellence. Moreover, Court (2011) suggested the future role of HR functions should include helping the organization to learn how to build a capability to change. HR processionals should play coaching and supporting roles in working alongside their staff and helping them in change programs. To bridge the flaws and gaps in recent literature, this researcher examine how firms firm managing change in human resource practices such as recruitment and selection, training and development, compensation systems and performance appraisal to sustain operational excellence in broad range of manufacturing firms (Ferguson & Reio Jr., 2009; Gurbuz & Mert, 2011; Kalyani & Sahoo, 2011; Stavrou-Costea, 2004; Dimba, 2010; Khan, 2010). There are numerous literature on organizational culture. Generally organizational culture can give negative and positive impact to the change management in organization. At the moment, there still no consensus on to what extent the organizational culture can contribute to positive impact to the public sector.

Therefore, there is a need to investigate further on whether the organizational culture is really impacted the change management in public sector organization.

1.3   RESEARCH QUESTIONS

1.3.1   What is the relationship between communications and change management?

1.3.2   What is the relationship between training and development and change management?

1.3.3   What is the relationship between shared values and change management?

1.3.4   What is the relationship between teamwork and change management?

1.3.5   What is the impact between organizational cultures and change management?
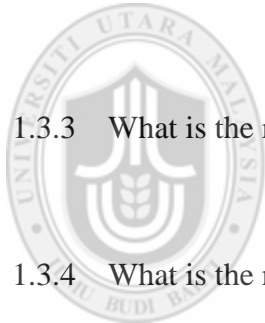
1.4   OBJECTIVES OF THE RESEARCH

1.4.1   To identify the relationship between communications and change management.

1.4.2   To identify the relationship between training and development and change management.

1.4.3   To identify the relationship between shared values and change management.

1.4.4   To identify the relationship between teamwork and change management.

1.4.5   To identify the impact between organizational cultures and change management.
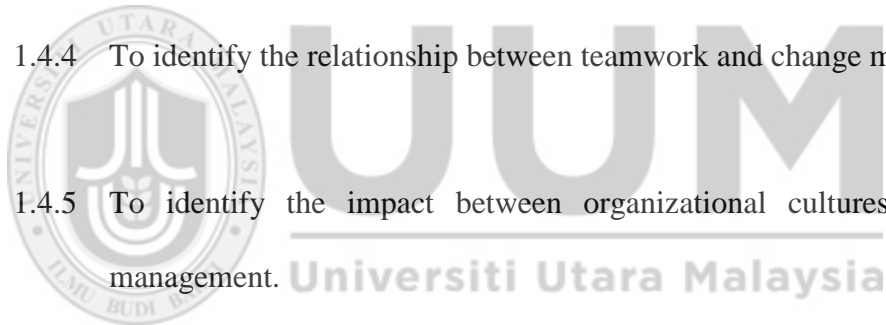
1.5   SIGNIFICANCE OF THE RESEARCH

The findings of this research is very useful and significant to theoretical and practical aspects of the organization for the academicians as well as practitioners.

As for the academicians, this research can help them in their future research to develop another theoretical and practical framework in understanding how organizational culture influence change management in public sector.   This

research also is able to generate new knowledge related to change management in public sector.

On the other hands, the practitioners can gain knowledge and information on how to make changes in their organization for their own benefits. The findings also can give guidance to the organization to create the best practices of organizational culture. The organization can use the findings to analyze the factors that organization can have in order to manage the change process effectively. They also can better understand the influence of organizational culture in the organization and find ways to increase the effectiveness of managing the change.

1.6 SCOPE AND LIMITATION OF THE RESEARCH

1.6.1 THE SCOPE OF THE RESEARCH

For the purpose of this research, the researcher has focused on the three (3) ministries, "Kementerian Dalam Negeri" (Ministry Of Home Affairs), "Jabatan Perdana Menteri" (Prime Minister's Department) and "Kementerian Pendidikan" (Ministry Of Education) in Malaysia. These three (3) ministries has been chosen because of the rapid changes in their operations that affect from the Government Transformation Plan (GTP). This research has involved all level of staffs in these ministries, so that the researcher can has wider organizational culture view.

1.6.2 THE LIMITATIONS OF THE RESEARCH

This research has several limitations. One of the main limitations is quite difficult to find the previous researches related with organizational and change management. The research on change are quite many but the research related to both variables is less especially in Malaysian Public Sector.

1.7 ORGANIZATION OF THE RESEARCH

1.7.1 Chapter 1 provides the overview of organizational culture and change management, background of the study, problem statement, research questions, and research objectives, significant of the research and scope and limitations of the research.

1.7.2 Chapter 2 contains of literature review and previous research related to this research. This chapter discusses on the research done by the previous scholars particularly on the relationship between organizational culture and change management process.

1.7.3 Chapter 3 describes the methodology that be used in this research. This chapter also discuss about the research design, the population and sample of the study, sampling method, variables and measurements and the data analysis method which was adopted for the research.

1.7.4 Chapter 4 shows the results from the analysis of data and findings from the research. In this chapter also, all the hypothesis have been discussed thoroughly to get the best result. The research question discussed and analyzed as well.

1.7.5 Chapter 5 presents conclusion from the analyses and results get. Recommendations for future research are also presented.
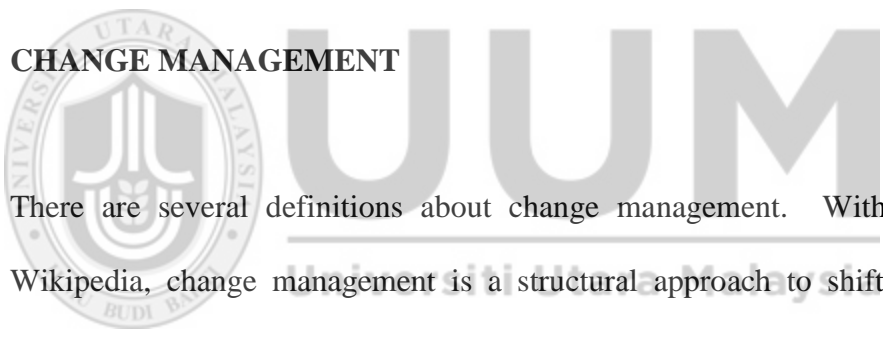
CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION
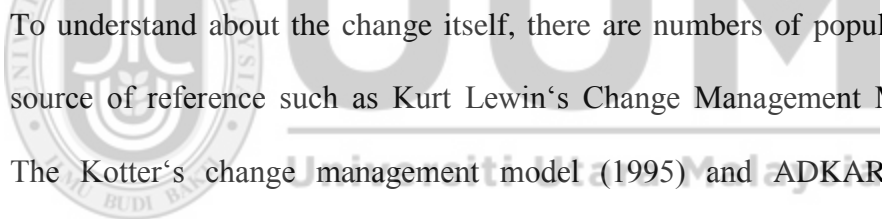
In this chapter two, literature review related to organizational culture and change management will be discussed in detail. Besides, the relationship between organizational culture and change management are included in this chapter.

2.2 CHANGE MANAGEMENT

There are several definitions about change management. With reference to Wikipedia, change management is a structural approach to shift or transform individuals, teams and organizations from a current state to a desired future state. Change management can also be defined as the introduction and management of initiatives designed at "renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers" (Moran et al., 2001).

In this turbulent world, 'change is inevitable'. Organizations face the continuous need to change as they fight to stay afloat and compete in an increasingly competitive and globalized economy (Westover, 2010). Either internal or external pressures can trigger changes. Internal pressure could the problem of generating growth whereas external pressures could be finding solutions to overcome market forces. Much time and energy is required to review and research surrounding change models and to bring about a better understanding of change as it relates to an organization. Because of its exceptional complexity and dynamic nature, organizational change has been a relevant research problem since the establishment in the formation of social sciences.

To understand about the change itself, there are numbers of popular model as a source of reference such as Kurt Lewin's Change Management Model (1940), The Kotter's change management model (1995) and ADKAR (Awareness, Desire, Knowledge, Ability and Reinforcement) Change Management Model (www.prosci.com). These models explain about the phases involve in change management during the change process. The Kurt Lewin's Change Management Model had categorized the change process into three phases: unfreezing, changing, and refreezing. His classic research proposed that organizations could be unfrozen, moved and re-frozen, thereby discarding the old view of a unilinear path of change. Burnes (2004) referred to Lewin (1940) as one of the early pioneers in group dynamics and pointed out how individuals will typically go along with the group norm without considering the consequences of their actions.

Armstrong (2006) further described Lewin's change model, as a methodology for analyzing change, which is called field force analyses. The driving forces are factors propelling change, and the restraining forces are factors acting as barriers to change. In a state of equilibrium, driving and restraining forces interact together as a force field. For change to happen, the force field must be altered by either reducing retraining forces or increasing driving forces.

The Kotter's change management model (1995) emphasize the leadership is the critical ingredients to change. This model explain that change should be crafted into a vision that the organization identifies with and communicate the same across the organization. He also mentioned that change should be anchored on the corporate culture, ideals and values to make it stick together and achieved successfully.

ADKAR is a goal-oriented management model that allows change management to focus their activities on specific business results intended to help and coach employees through the change process (www.prosci.com). The success of the ADKAR model requires effective management of the people dimension requires managing five key goals namely Awareness of the need to change, Desire to participate and support the change, Knowledge of how to change (and what the change looks like), Ability to implement the change on a day-to-day basis and Reinforcement to keep the change in place.
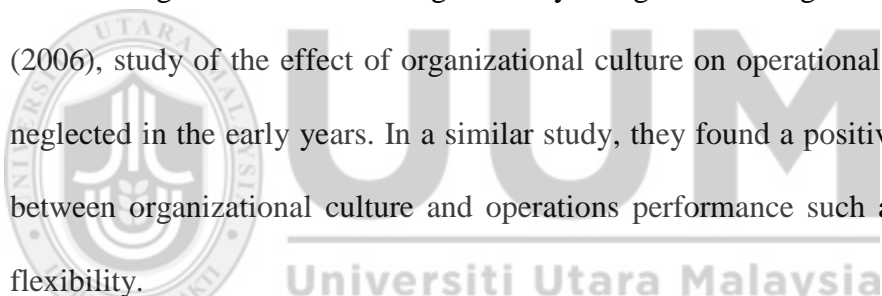
2.3   ORGANIZATIONAL CULTURE

Public sector organization is under pressure to increase efficiency while delivering improved and integrated services. Although people are increasingly more aware of the need for change, many significant organizational change initiatives fail to meet expectations (Burke 2002; Probst & Raisch 2005).

To define the organizational culture, there are various definition as stated in previous researchers. Lawson and Shen (1998) had defined organizational culture is not just any thoughts, values, and actions, but rather the unifying patterns that are shared, learned, aggregated at the group level, and internalized only by organizational members itself. Organizational culture can also be defined as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration (Schein, 1992). These values are then taught to new members in the organization as the correct way to think and will continuously followed by them. Gupta (2011) portrayed organizational culture as an inspiration that may influence individual commitment and performance by setting practices, positive value and a meaningful work climate.

Through words and behavior, senior executives establish norms that filter through the organization about, for instance, whether risk taking is desirable, how much freedom managers give employees, what is appropriate dress, and what actions earn pay raises, promotions, and other rewards.

Markovic (2008) defined organizational culture as a specific collection of norms and values that people and groups share in an organization and that control the way they interact with one another and with stakeholders outside the organization. He added, there was a call for a new idea of managing organizational change due to the emergence of new challenges and cyber age. According to Fang and Wang (2006), study of the effect of organizational culture on operational practices was neglected in the early years. In a similar study, they found a positive relationship between organizational culture and operations performance such as quality and flexibility.

There are so many elements of organizational cultures that being studied by numerous researchers. However, as for this research, it has been identified that four (4) elements of organizational culture which are communication, training and development, shared values and teamwork were analyzed. Researchers has research the relationship and effect of organizational culture and change management.

a. Relationship Between Communication And Change Management

Communication refers to the process whereby individuals and groups transaction a variety of ways and within different areas with the objective of carrying out organizational goals (Smidts et al., 2001; Brunetto and Farr-Wharton, 2004). Robbins (2001) suggested that there is a relationship between the quality of management-employee communication and the resultant level of employee motivation and commitment. According to Robbins & Judge (2007), communication is information exchange and happens in three dimensions, which are upwards, downwards and horizontally. Base on Drenth et al. (1998), communication refers to the sending and receiving messages by means symbols and sees organizational communication as a key element of organizational climate. So it is important for the message to send and received effectively and efficiently in order for the change management process to be successful.

b. Relationship Between Training And Development and Change Management

Training and development can be defined as the process of providing employees with specific skills or helping those correct deficiencies in their performance (Poh, 2001). Previous empirical studies have provided extensive evidence that training and development facilitate the updating of skills, and

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lead to increased commitment, well-being, and sense of belonging, thus directly strengthening the organization's competitiveness (Acton and Golden, 2002; Karia and Ahmad, 2000; Karia, 1999). Meanwhile, according to Cherrington (1995), a successful training and education program would create more-favorable employee attitudes and loyalty, and help employees in their personal development and advancement. Moreover, Deming (1986) stressed the importance of education and training for continual updating and improvement, identifying one source of human motivation at work as intrinsic motivation which is the desire to grow, learn, and to develop oneself. Therefore, all these theories with regards to training and development shall facilitate the change management.

c. **Relationship Between Shared Values and Change Management**

Studies in different contexts have found that organizations with corporate vision and shared values are successful in implementing change program. Ungan (2007) found that 79 corporate vision and shared values of organizational culture was significantly associated with the success of implementing services best practice. Cultures, which are open to new ideas and encourage creativeness, would logically be more successful in implementation. Inspiring every employee to be creative, offering suggestion and making change will promote continuous improvement culture within organization. Importantly, corporate vision and shared values are determinants

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for successful organizational change (Soumyaja et al., 2011; Herold et al., 2007).

d. Relationship Between Teamwork and Change Management

A case study by Osland (1997) in Central America showed that working together within a production unit led to better employee attitudes. Anschutz (1995) stated that participation in teamwork, continuous learning, and flexibility were the major factors for success within organizations in achieving a partnership between workers and managers. Another body of literature has examined the link between teamwork and organizational performance (Karia and Ahmad, 2000). These studies found that teamwork is one of the important dimensions in influencing organizational success as well as achieving good relationship between workers and managers. A study from Parumasur & Govinder (2013) also found team quality was related to project commitment and coordination with other teams.

2.4 SUMMARY

This chapter has presented related previous research on Change Management and Organizational Culture. The next chapter will present the theoretical framework, hypotheses, operational definition and methodology used in this research.

CHAPTER 3

METHODOLOGY

3.1   INTRODUCTION

Methodological aspects of the research includes framework, hypothesis, research design, operational definition, research instrumentation, population and sample, data collection procedures and technique data analysis. The purpose of this research design is to provide a clear and completed description of the specific steps employed in this research.

3.2   RESEARCH FRAMEWORK

In this research, a theoretical framework is needed in order to recognize the relationship of one variable to the other variables. There are two variable in conceptual framework which are dependent variable and independent variables. The researcher has identified what are the relationship of the organizational culture and change management.

In theoretical framework, the relations between change management and organizational culture (dependent variable and the independent variables) are factors that focusing on educational degree, marital status, jobs status. Based on approach of literature review, the schematic diagram for the theoretical framework is as follows:

Figure 3.1

Theoretical Framework of Organizational Culture & Change Management
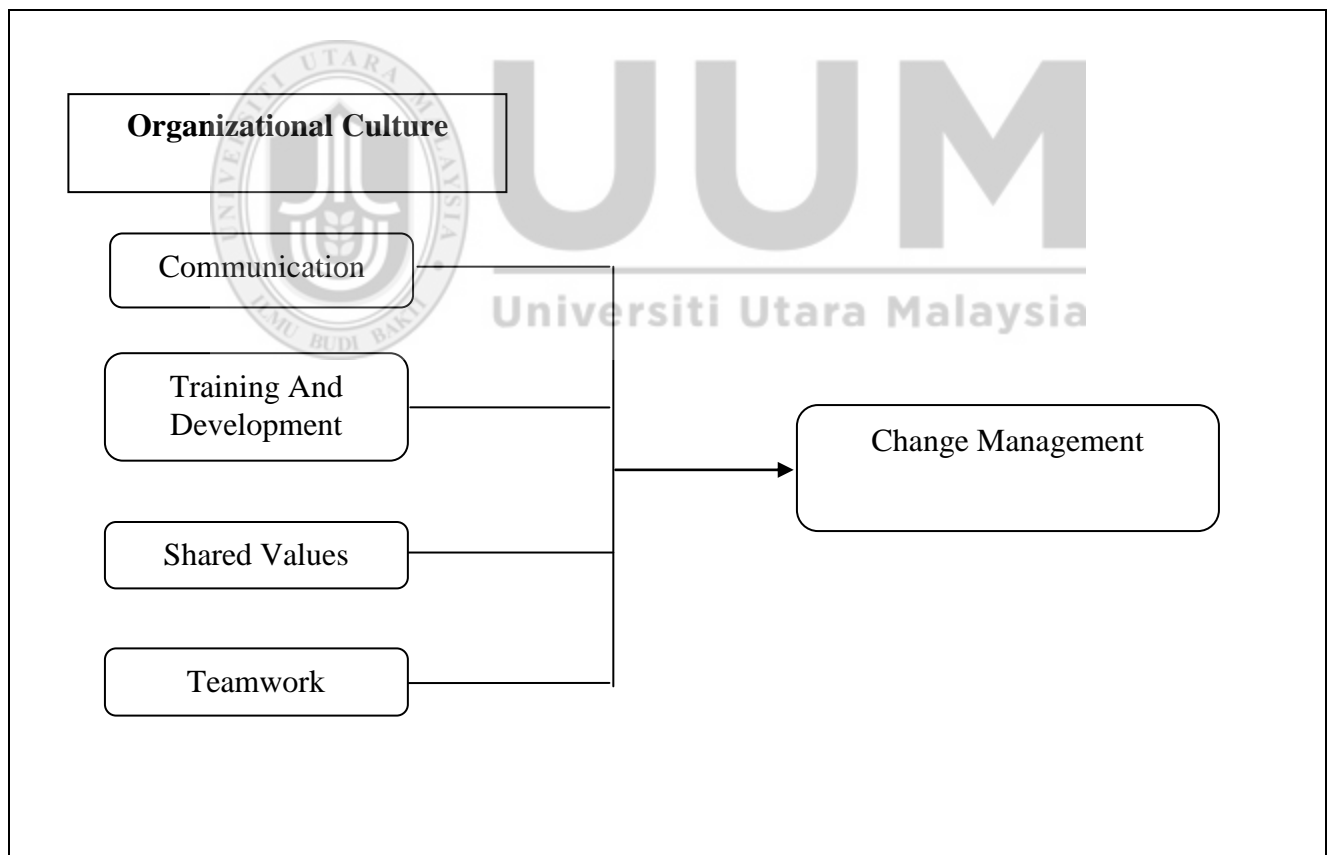
3.3   HYPOTHESIS

Ha1:   There is significant relationship between communication and change
management

Ha2:   There is significant relationship between training and development and
change management

Ha3:   There is significant relationship between shared values in the organization
and the change management

Ha4:   There is significant relationship between teamwork in organizational
culture and the change management

Ha5:   There is a significant relationship between organizational cultures with
change management

Ha6:   There is a significant influence between organizational cultures with
change management
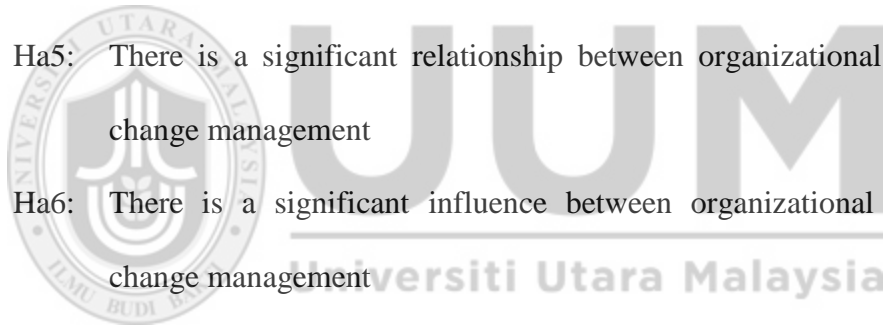
3.4   RESEARCH DESIGN

This is an exploratory research that aims to explain the relationship between
organizational culture and change management. The research was designed in
accordance with the principles of a cross-sectional field survey, where
questionnaire was used for data collection. This method was chosen due to its
practicality, where time and budget are the main constraints. Above all, handling

of questionnaires is relatively easy while at the same time provides the breadth and speed in terms of its coverage.

A given research design can employ not only one but also a combination or a variety of methods for collecting and analyzing data. The quantitative research method and design selected for this research is the most fitting given the purpose and problem statement for the research. This quantitative research aims to determine the moderating effect of organizational culture in the relationship with change management, based on the views of the employees who are attached to public sector organization.

3.5   OPERATIONAL DEFINITION

Table 3.1:

Operational Definition

Terms	Definition
Organizational Culture	• pattern of shared basic assumptions that the group learned as it solved its problems that has worked well enough to be considered valid and is passed on to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 1992)
Change Management	• the introduction and management of initiatives designed for renewing an organization's structure, capabilities and direction to serve the ever-changing needs of external and internal customers (Moran & Brightman, 2001; Peus et al., 2009)

Terms	Definition
Communication	• refer to how change is communicated and whether or not the communication is effective and through interaction with the management (Bouckenooghe et al., 2009)
Training And Development	• process meant to provide both new and existing employees the knowledge and skills they need to do their current job, as well prepare them for changes on-the-job and also future job demands (Dessler, 2011)
Shared Values	• Jones and George (1998) argue that shared values are the primary vehicle through which people experience the highest form of trust, "unconditional trust". Barber (1983) further suggests a reciprocal process between shared values and trust, with shared values helping to create a relationship built on trust, and trust serving to maintain and express those shared values
Teamwork	• Teamwork is an action – it is something people do. Teamwork enables individuals to do together what they cannot accomplish by themselves

From the table 3.1 above, according to Schein (1992), organizational culture is style of understanding that have been learned together and passed down to other people as a guided to perceive, think and feel. Moran & Brightman (2001) and Peus et al., (2009) said about change management as initiative of organization to restructure in order to fulfill the needs of the internal and external clients. According to Bouckenooghe et al., (2009), communication is how organization interact about change for assuring the effectiveness of change. Dessler (2011) defined training and development as the process to provide information to all the employees in the organization related to their current and future jobs. Barber,

(1983) said about share values as the process related to trust. Meanwhile teamwork is job or work which do together.

3.6   RESEARCH INSTRUMENT

3.6.1   Unit of Analysis

Neuman (1997) defined the unit of analysis as the type of unit a researcher uses when measuring the variables. It is used to describe the units themselves and 'what' or 'who' that is being studied. Typically, a unit of analysis in social science research would include individuals, groups and organization. This research attempts to determine the organizational culture and change management that involved public sector organization in Malaysia. Therefore, the unit of analysis is individual employees, whom work at Ministry Of Home Affairs, Prime Minister's Department and Ministry Of Education in Malaysia. They have been evaluated by the questionnaire given to prove whether there is any relationship between organizational culture and change management.

3.6.2   Survey Instrumentation

A survey is a research technique in which data are collected from a sample of population through a questionnaire. A questionnaire consists of formalized and prespecified set of questions designed to obtain responses from potential

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respondents. Questions in the instrument reflect the research objective under investigation. Structured questionnaires are used widely in field research, in experiments and other data collection activities because they are essential to and most directly associated with survey research (Babbie, 2005). In line with present research, a set of questions was developed. The questionnaire should ascertained the link, if any, between independent variables and the dependent variable.

A questionnaire has been designed in 3 sections which consist of Section A, B and C. Measurement scale for section are based on a Likert Scale of 1 to 5 for the section B and C. The scale is 1 - strongly disagree, 2 - disagree, 3 - uncertain, 4 - agree and 5 - strongly agree. A sample of questionnaire used in this research is attached at **Appendix A**.

Section A consists of demographics section concerning personal background. It consists of gender, race, age, marital status, educational levels, and position level in the organization and length of service.

Section B consists of organizational culture which is an independent variable for this research. This measure is based on the three dimensions of corporate culture consist of communication, training and development, teamwork which have been developed by Anita Salleh (2012). However, for the shared values, researcher has adapted from the study made by Gillespie and Mann, (2004). Under the Communication, the items involves are encourages freedom of speech and open

communication, keeps employees well informed on matters important to them, communication is regularly used for improvement of work process and sufficient effort is made to determine the thoughts and responses of people towards change.

In Training and Development dimension, the items involves are employees are expose to change process through training session implemented, given sufficient training for change process, specific training about change are given to all level of employees and most employees are trained on how to implement change in routine work.

In Shared Values dimension, the items involves are shared values has been informed to all employees, shared values encourages team and individual contributions, employee is fully understand the shared values strategy and the management committed to the shared values strategy.

While in Teamwork dimension, the items involves are work within appointed around groups, more comfortable working in a team rather than individually, teamwork in valued in the organization and they are cooperate each other when need assistant.

Section C consists of change management which is dependent variable for this research. The items in change management has been developed by referring to Azahari Jamaludin, (2012). The 10 items which included in this section are employees have clear reason of change, clarify the mechanics of actually doing things differently, given consideration to the way the feeling about making changes, plays an active role in helping other colleagues understand that change is beneficial, encourage employees and other colleagues when changes are implemented, receive training, counseling and coaching to develop new skills, optimistic about the direction of the organization, change is routine and expected in the organization, organization's vision includes the need to change and personally tell me about changes.

3.7 PILOT TEST

According to Neuman (1997), a pilot test is essential because it improves the questionnaires. The purpose of a pilot test is to identify flaws in research design and instrument use, and to supply proxy data for selection of a probability sample (Cooper & Schindler, 2006). The outcomes of the pilot test should discover ambiguities, misunderstandings, and useless items (Wiersma, 1993).

For the purpose of this research, the pilot test has been conducted in a small group of people which consist of 30 respondents from various Government's ministries and departments. Pilot test is important in order to ensure that potential problems such as, non-reliable data, can be identified and resolved before commencing the

actual research. The information gained has been used to improve the methods or instruments where applicable.

3.7.1   Reliability Test

Reliability refers to consistency or stability in measurement. Reliability is the tendency of a respondent to respond in a consistent or in a similar manner to an identical or a near identical question. Adversely, inconsistent errors produce a low reliability in the measuring instruments. This research used Cronbach's coefficient alpha, the mostly widely used reliability coefficient to estimate the internal consistencies of items in an instrument (Onwuegbuzie & Daniel, 2002; Sekaran, 2003). According to Nunnally (1994), Cronbach's alpha score above 0.7 is the most widely accepted criteria for a research instrument. An instrument is considered to be more reliable and share a high internal consistency when the value of Cronbach's alpha is closer to "1". Therefore, this researcher used Cronbach's alpha value of 0.7 in this study.

Sekaran (2003) stated that "Cronbach's alpha is a reliability coefficient" that show the items compatibility as a set of question and the closer the alpha value to 1, the higher the reliability. Alpha value that is less than 0.6 is considered low while the value of 0.7 can be accepted. Hence, a pilot test is being carried out to determine the reliability and validity of the items adapted.

The findings of the pilot test helped the researcher to remove the questions which are consider vague or unclear to the participants. The researcher is able to learn whether the respondents understand the questionnaire given. Reliability is the degree to which measures are free from random error and therefore yield consistent result.

The consistency reliability (Cronbach's Alpha) for change management in this research are summarized in Table 3.2 below. It can be said that the variables in change management is reliable.

Table 3.2:

Consistency Reliability for Dependent Variables

Section C Change Management	No. Of Item	Consistency Reliability (Cronbach's Alpha)
Change Management	10	0.792

The consistency reliability (Cronbach's Alpha) for every dimension for independent variables in this research are summarized in Table 3.3 below. From the table, the most reliable independent variable is teamwork and followed by shared values. The communication and training and development are not reliable since the Cronbach's Alpha value is below 0.7.

As for communication and training and development, the researcher need to relook the questionnaires distributed and to modify the questionnaires accordingly as the Cronbach's Alpha for these two (2) variables is below 0.7.

Table 3.3:

Consistency Reliability for Independent Variables

Section B Organizational Culture	No. Of Item	Consistency Reliability (Cronbach's Alpha)
Communication	4	0.584
Training And Development	4	0.460
Shared Values	4	0.816
Teamwork	4	0.829

Besides the dimensions stated in these two section, the consistency reliability (Cronbach's Alpha) for all the dependent variables and independent variables are summarized in Table 3.4 below. From the table below, it shows all the variables are reliable with the value of Cronbach's Alpha is 0.909.

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Table 3.4:

Consistency Reliability for Dependent Variables and Independent Variables

Dependent Variables and Independent Variables	No. Of Item	Consistency Reliability (Cronbach's Alpha)
All variables	26	0.909

From the result of this pilot test, researcher have modified the questionnaires to ensure respondents understood the questionnaires.

3.8   DATA SCREENING

In data screening process, the researcher has performed normality test to screen the data received.

3.8.1   Normality Test

Normality Test is used to determine either the data set well-modeled by a normal distribution or not, or to compute how likely an underlying random variable is to be normally distributed. Skewness and Kurtosis test has been used by the researcher to examine the normality of the data. If the data are normally distributed then the data points are close to the diagonal line. As suggested by Hair et al. (1998), this study has used +- 1.96 as the value of Skewness and Kurtosis.

Table 3.5 below shows the result of normality test. Base on this table, it shows that most of the value of Skewness and Kurtosis were fall within the limit. However, there are 12 items exceed the value of Skewness and Kurtosis.

Table 3.5:

The Result Of Normality Test

DESCRIPTIVE		STATISTICS	STD. ERROR
Communication 1	Skewness	-0.174	0.427
	Kurtosis	-0.491	0.833
Communication 2	Skewness	-0.266	0.427
	Kurtosis	0.945	0.833
Communication 3	Skewness	0.095	0.427
	Kurtosis	**1.744**	**0.833**
Communication 4	**Skewness**	**-1.015**	**0.427**
	Kurtosis	-0.303	0.833
Training And Development 1	Skewness	0.022	0.427
	Kurtosis	0.623	0.833
Training And Development 2	Skewness	-0.355	0.427
	Kurtosis	0.293	0.833
Training And Development 3	Skewness	-0.702	0.427
	Kurtosis	1.314	0.833
Training And Development 4	**Skewness**	**-0.964**	**0.427**
	Kurtosis	0.196	0.833
Shared Values 1	Skewness	-0.067	0.427
	Kurtosis	-0.178	0.833
Shared Values 2	Skewness	-0.013	0.427
	Kurtosis	-0.168	0.833
Shared Values 3	Skewness	-0.632	0.427
	Kurtosis	-0.381	0.833
Shared Values 4	**Skewness**	**-1.094**	**0.427**
	Kurtosis	**1.834**	**0.833**

DESCRIPTIVE		STATISTICS	STD. ERROR
Teamwork 1	Skewness	-0.003	0.427
	Kurtosis	0.229	0.833
Teamwork 2	**Skewness**	**-0.913**	**0.427**
	Kurtosis	0.275	0.833
Teamwork 3	Skewness	-0.387	0.427
	Kurtosis	-0.483	0.833
Teamwork 4	Skewness	-0.615	0.427
	Kurtosis	0.615	0.833
Change Mgt 1	**Skewness**	**-1.227**	**0.427**
	Kurtosis	**3.724**	**0.833**
Change Mgt 2	Skewness	-0.422	0.427
	Kurtosis	0.042	0.833
Change Mgt 3	**Skewness**	**-1.328**	**0.427**
	Kurtosis	-0.257	0.833
Change Mgt 4	Skewness	-0.705	0.427
	Kurtosis	**1.788**	**0.833**
Change Mgt 5	Skewness	0.095	0.427
	Kurtosis	**1.744**	**0.833**
Change Mgt 6	Skewness	-0.409	0.427
	Kurtosis	0.591	0.833
Change Mgt 7	Skewness	-0.556	0.427
	Kurtosis	0.864	0.833
Change Mgt 8	Skewness	-0.556	0.427
	Kurtosis	0.864	0.833
Change Mgt 9	Skewness	0.242	0.427
	Kurtosis	-0.634	0.833
Change Mgt 10	**Skewness**	**-0.993**	**0.427**
	Kurtosis	0.599	0.833

Base on this normality test, 12 items from 26 items are not normally distributed. It is because of the value of Skewness and Kurtosis are exceed the range of ± 1.96. All the items are in the variables of this study.

3.9   DATA ANALYSIS

3.9.1   Factor Analysis

The purpose of factor analysis is to summarize the information contains in a large number of variables into a smaller number or variables (Zikmund, 2003). The most popular method for determining construct validity is by using factor analysis (Sekaran, 2003). Therefore, this study executes factor analysis to determine the Change Management variables and the variables of Organizational Culture. Before performing factor analysis, researcher has tested the Kaiser Meyer Olkin (KMO) and Bartlett's test. This test is to indicate multi-collinearity. The KMO value must be over 0.5 while Bartlett's test must be significant (Coakes and Steed, 2003). Anti-image correlations matrix diagonals are the negative matrix values of partial covariance and correlations among items (Cooper,2003). They reflect the degree to which the factors explain each other. According to the rules of thumb by Cooper (2003), anti-image correlations matrix diagonals should be above 0.50 and items with values less than 0.50 must be excluded from further analysis. To perform the factor analysis, the researcher follows the following prerequisites:

a.   Eigen values must be more than 1

b.   Cumulative % of Eigen value must be more than 60%

c.   Factor loading for 150 samples is 0.45 (Hair et. al., 1998)

d.   Cross loading exists when more than one factor exceeding factor loading (in this study 0.50). If cross loading occur, the researcher selected the item that scores higher factor loading to be the item for the respective factor

e.   Anti-image correlations matrix diagonals should be above 0.50

f.   The overall measure of sampling adequacy is 0.50 or higher (Kaiser, 1974)

Table 3.6:

The Results of Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.463
Bartlett's Test of Sphericity	Approx. Chi-Square	387.171
	df	120
	Sig.	.000

By referring to the table above, it can be said the independent variables are multi-collinearity since the value of KMO is approximately to 0.5. The value of Bartlett's Test is 0.000 which is significant.

3.9.1.1 Total Variance

Table 3.7:

Total Variance

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.266	39.163	39.163	6.266	39.163	39.163	3.646	22.787	22.787
2	2.105	13.157	52.320	2.105	13.157	52.320	2.901	18.129	40.916
3	1.652	10.324	62.644	1.652	10.324	62.644	2.055	12.844	53.760
4	1.371	8.572	71.215	1.371	8.572	71.215	1.901	11.883	65.643
5	1.256	7.848	79.063	1.256	7.848	79.063	1.666	10.414	76.058
6	1.020	6.373	85.437	1.020	6.373	85.437	1.501	9.379	85.437
7	.784	4.900	90.337						
8	.491	3.071	93.408						
9	.379	2.369	95.776						
10	.218	1.361	97.137						
11	.163	1.019	98.156						
12	.112	.701	98.857						
13	.071	.445	99.302						
14	.063	.396	99.698						
15	.036	.228	99.926						
16	.012	.074	100.000						

Extraction Method: Principal Component Analysis.

By referring to the Table 3.7 above, there are six (6) components (factors) which the Eigen value is more than 1. The cumulative Eigen Value percentage is 85.437 which is more than 60%.

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3.9.1.2 Rotated Component Matrix

Table 3.8:

Rotated Component Matrix

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
COMMUNICATION				.605		
COMMUNICATION	.693					
COMMUNICATION					-.849	
COMMUNICATION			.918			
TRANING AND DEVELOPMENT	.768					
TRANING AND DEVELOPMENT						.910
TRANING AND DEVELOPMENT				.897		
TRANING AND DEVELOPMENT					.752	
SHARED VALUES	.811					
SHARED VALUES	.799					
SHARED VALUES	.545			.502		
SHARED VALUES			.561			
TEAMWORK	.534	.671				
TEAMWORK		.827				
TEAMWORK		.902				
TEAMWORK		.551	.562			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 12 iterations.

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By using factor loading 0.50, factor one consist of questions communication 2, training and development 2, shared values 1, shared values 2, shared values 3 and teamwork 1. Factor two consist of all the questions in teamwork. In factor three, the questions involve are communication 4, shared values 4 and teamwork 4. Factor four consist of questions in communication 1, training and development 2 and shared values 3. Factor five consist of questions communication 3 and training development 4. In factor 6 only has training and development 2.

From the result of reliability test, normality test and factor analysis, researcher has decided to modify the questions in the questionnaires. This is to ensure the respondents more understand the questions and can answer properly.

3.7   POPULATION AND SAMPLE

For the purpose of this research, the population is focus on employees who work at Ministry Of Home Affairs, Prime Minister's Department and Ministry Of Education in Malaysia as a representatives of employees in public sector organization. With refer to the source at Public Service Department of Malaysia, the public servant in public sector consist of more than 1.3 million in population. As mentioned in Chapter 1, GTP was designed to be an ambitious program of change, aiming to transform the foundation of Government. So, these three ministries were chosen because their large involvement in GTP.

In this research, the stratified random sampling method has been chosen in order that every component in the population is considered and has an equal chance of being chosen as a subject (Sekaran, 2003). By using the stratified sampling method, 400 sets of questionnaires have been distributed to these three ministries. According to Krejcie and Morgan (1970), the total number of sample needed is 384.

Table 3.9:

Stratified Random Sampling

	TOTAL POPULATION	% PORTION	QUESTIONNAIRES	
			DISTRIBUTED	RETURNED
MINISTRY OF EDUCATION	320,000	66%	260	258
MINISTRY OF HOME AFFAIRS	120,000	24%	96	94
PRIME MINISTER DEPARTMENT	50,000	10%	40	39
TOTAL	490,000	100%	400	390

3.8   DATA COLLECTION PROCEDURES

For the purpose of this research, a total of 400 questionnaires have been distributed to the respondents by hand and post. For the populations around Klang Valley, the questionnaires were distributed by hand while out of Klang Valley, the questionnaires were distributed by post. The questions were written in English and all the questions were simplified in order to ensure that all respondents can answer the questions well.

Researcher have distributed the questionnaires to the respondents from 15 October 2015 and after 3 weeks, out of 400, 390 questionnaires were received.

This research is focus on employees in public sector organization. Data collection in this study used questionnaires a Likert scale of 5 - point scale where 1 represents 'strongly disagree', 2 'not agree', 3 'moderate', 4 'agree' and 5 'Strongly agree'. The respondent may have the perception and different interpretation of this scale. This study is across section whereby it cannot examine the effects of changes in variables that was studied.

3.9   TECHNIQUES OF DATA ANALYSIS

Upon completing data collection, preliminary test was conducted to determine the response rate, inter-rater agreement, reliability, and validity of the research construct. Factor analysis and reliability analysis were used to assess the validity and reliability of the independent variables (Organizational Cultures), and dependent variable (Change Management). The response rate is computed by calculating the frequency of response and compared to the overall sample. The descriptive statistics namely mean, median, standard deviation, frequencies, and percentage were used to describe the main characteristics of the sample.

For the purposes of answering all the objectives, both descriptive and inferential statistics analysis were carried out:

a. The descriptive statistics to provide the frequencies, measurement of central tendency (mean) and percentage.

b. The inferential statistics to perform the Pearson Correlation.

Cohen (1990) suggested the strength of correlation, 'r' value to be use in order to identify and to determine the strength between two variables. The level of correlations or 'r' value; 0.10 to 0.29 or -0.10 to -0.29 is small/weak, 0.30 to 0.49 or -0.30 to -0.49 is medium/moderate and 0.50 to 1.0 or -0.50 to -1.0 is large/strong.

3.10 SUMMARY

This chapter has explained the qualitative methods that were used by researcher in conducting the research. All the tests and analyses done in this chapter are based on 30 respondents (pilot study). The next chapter discussed the findings of the quantitative analysis using two techniques that is the descriptive and inferential statistics.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter discusses the data collected and the statistical analysis conducted on the data. Among covered are the rate of response, reliability analysis, demographic profile of the respondents, descriptive statistics of each of the variable in the research, correlation analysis among the variables and the regression analysis for the framework developed for this research.

4.2 RATE OF RESPONSE

The primary data collected for this research is from questionnaires distributed to the staff from several Government ministries, namely Ministry Of Home Affairs, Prime Minister's Department and Ministry Of Education in Malaysia which has been selected as the sample for this research. Prior to statistical analysis, the raw data were screened to ascertain the accuracy of the input data. A total of 400 questionnaires were distributed and 390 are returned. The questionnaires were distributed by hand to the respondents. The table below is the summary of the number of questionnaires distributed, collected and usable for further statistical analysis.

Table 4.1:

Distribution of Questionnaire

	Number	**%**
Number of questionnaires distributed	400	100
Number of questionnaire collected	390	97.5
Number of usable questionnaires	390	97.5

4.3   RELIABILITY ANALYSIS

There are four independent variables in this research. These four independent variables have been tested by using the Cronbach's Alpha to analyze the reliability. As mentioned before, researcher has decided to use Cronbach's alpha value of 0.7 and more to be considered as acceptable. Values below 0.7 are considered poor.

From the research, the reliability value for Communication is 0.785, Training and Development is 0.843, Shared Values in 0.890 and Teamwork is 0.820. As a whole, all these independent variables are considered as accepted. For the Communication, the reliability value is slightly more than 0.7 which can be considered as accepted. For the Training and Development and teamwork, they are considered as normal reliability, while for the shared values, the reliability is considered as good reliability. The reliability for the dependent variable, which is

known as change management also is a good reliability with the values of 0.900.

Table 4.2 shows the reliability values of all variables.

Table 4.2:

Reliability Analysis Results

Variables	No. Of Item	Cronbach's Alpha
Communication	4	0.785
Training And Development	4	0.843
Shared Values	4	0.890
Teamwork	4	0.820
Change Management	10	0.900

4.4 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

All the questionnaires are distributed to the respondents as random. From the table below, researcher found that most of the respondents are female which represent 76.9% of the respondents, while 21.1% are male.

From the demographic profile, researcher also found that, most of the respondents are Malay which represent 93.1% of the respondents. For Chinese, Indian and other race respondents, they are represent 2.8%, 1.3% and 2.8% respectively.

Researcher also look at the age of the respondents in the demographic profile. From the Table 4.3 below, it can be revealed that the majority of the respondents are at the age from 26 – 35 years old which represent 47.7%. The respondents with the age below 25 years old is 9.2%, 36 – 45 years old is 27.9%, 46 – 55 years old is 13.3% and more than 55 years old is only 1.8%.

From the table also it shows that most of the respondents are married which 74.4% and only 25.6% are still single.

From the demographic profile, it shows 38.5% of the respondents have Bachelor Degree. For SPM holder and below, it represented 11.5%, STPM/Diploma is 32.8%, Master Degree is 12.8% and PhD is 2.8%. This research also has professional background respondents which represent 1.5% of them.

Most of the respondents also come from staff grade 36 and below which represent 54.9%. The position level of the respondents who are in grade 41 to 52 is 43.8% and only 1.3% are from grade 54 and above.

For the length of service, 38.5% from respondents are those who have been worked for more than 10 years followed by 36.4% of them have been worked from 5 to 10 years. 3.8% of the respondents have work for less than 1 year and 21.3% have been worked for 1 to 5 years. Table 4.3 shows the frequency of demographic profile of the respondents.

Table 4.3:

Demographic Profile of Respondents

	Classification	Frequency	Percent
Gender	Male	90	21.1
	Female	300	76.9
	Total	390	100.0
Race	Malay	363	93.1
	Chinese	11	2.8
	Indian	5	1.3
	Others	11	2.8
	Total	390	100.0
Age	Below 25 Years	36	9.2
	26-35 Years	186	47.7
	36-45 Years	109	27.9
	46-55 Years	52	13.3
	Above 55 Years	7	1.8
	Total	390	100.0
Marital Status	Single	100	25.6
	Married	290	74.4
	Total	390	100.0
Highest Formal Education	SPM Below	45	11.5
	STPM/Diploma	128	32.8
	Bachelor Degree	150	38.5
	Master Degree	50	12.8
	PhD	11	2.8
	Professional	6	1.5
	Total	390	100.0
Position Level In Organization	Grade 54 And Above	5	1.3
	Grade 41 To 52	171	43.8
	Grade 36 And Below	214	54.9
	Total	390	100.0
Length of Service	Less Than 1 Year	15	3.8
	1 To 5 Years	83	21.3
	5 To 10 Years	142	36.4
	Above Than 10 Years	150	38.5
	Total	390	100.0

4.5   DESCRIPTIVE ANALYSIS OF THE VARIABLES

For the purpose of understanding the variability of the variables that use interval scale, the means, and standard deviations were computed. The results are illustrated in Table 4.4 until Table 4.8 below.

Table 4.4:

Descriptive Statistics for Communication Variable

	N	Min	Max	Mean	SD
This organization encourages freedom of speech and open communication.	390	1.00	5.00	3.6513	.77323
This organization keeps employees well informed on matters important to them.	390	2.00	5.00	3.9051	.69425
Communication is regularly used for improvement of work process.	390	2.00	5.00	**4.0205**	.60383
Sufficient effort is made to determine the thoughts and responses of people who work here.	390	2.00	5.00	3.8436	.66002
Valid N (listwise)	390				

By referring to the table above, 88% of the respondents agreed that communication is regularly used to improve the work process. But most of the respondents feel unsure whether communication is an effective tool to manage the change in public sector organization since they are uncertain about the encouragement of their organization in freedom of speech and open communication. But overall, they are likely agreed that communication can help in managing the change.

Table 4.5:

Descriptive Statistics for Training and Development

	N	Min	Max	Mean	SD
Employees are encouraged to accept education and training within this organization	390	1.00	5.00	**3.8128**	.58105
Resources are available for employee's education and training within this organization	390	1.00	5.00	3.7128	.70590
Specific work-skills training are given to all employees in this organization	390	1.00	5.00	3.6821	.72519
Most employees in this company are trained on how to use quality management methods (tools)	390	2.00	5.00	3.6692	.72829
Valid N (listwise)	390				

The table above stated the all the respondents are uncertain about the training and development in the organization regarding managing the change. But it can also be said that they are most likely agreed that they are encouraged to accept education and training within the organization.

Table 4.6:

Descriptive Statistics for Shared Values

	N	Min	Max	Mean	SD
Shared values of an organization has been informed to all employees.	390	1.00	5.00	3.7923	.62956
The organization shared values encourages team and individual contributions.	390	1.00	5.00	**3.8026**	.67986
I am fully understand the shared values strategy of the organization.	390	1.00	5.00	3.7487	.71591
The management of the organization committed to the shared values strategy	390	1.00	5.00	3.7513	.70779
Valid N (listwise)	390				

From the table above, most of the respondents agreed that the organization shared values encourages team and individual contributions. According to the table above also, they are quite agreed about shared values can be an effective tool to manage the change.

Table 4.7:

Descriptive Statistics for Teamwork

	N	Min	Max	Mean	SD
Work within this department is appointed around groups	390	1.00	5.00	3.9205	.63839
I am more comfortable working in a team rather than individually	390	1.00	5.00	**4.0436**	.71391
Team working is valued in this organization	390	1.00	5.00	4.0077	.68208
Other units or departments always cooperate with me when I need assistance	390	1.00	5.00	3.8949	.70745
Valid N (listwise)	390				

By referring to the table above, it can be said all respondents agreed that team work is highly is a good tool in change management process in their organization. The most respondents said that they are comfortable to work in team rather than work individually. It means that they agreed by working in a team, the organization can achieve the change effectively.

Table 4.8:

Descriptive Statistics for Change Management

	N	Min	Max	Mean	SD
When organizational changes are made, I always make very clear the reasons for changing	390	2.00	5.00	3.8256	.66523
I always help clarify the mechanics of actually doing things differently	390	2.00	5.00	3.8897	.54669
I always give consideration to the way the feeling about making changes	390	2.00	5.00	**3.8949**	.60565
When changes are instituted, I take an active role in helping other colleagues understand that change is beneficial	390	1.00	5.00	3.8128	.70499
I make personal efforts to encourage myself and other colleagues when changes are implemented	390	2.00	5.00	3.8462	.60582
I receive training, counseling and coaching to develop new skill	390	1.00	5.00	3.8897	.62563
We are always given the reasons to be optimistic about the direction of the organization	390	1.00	5.00	3.8077	.66606
There is a sense that change is routine and expected in the organization	390	1.00	5.00	3.7872	.67519
We have been told that pursuing the organization's vision includes the need to change	390	1.00	5.00	3.8256	.64562
My manager personally tell me about changes in the organization.	390	1.00	5.00	3.7308	.71476
Valid N (listwise)	390				

From the table above, most of the respondents likely to agree that in managing the change in their organization, they always give consideration to the way they feel about making change. They open their mind to accept change in their organization.

4.6   CORRELATION ANALYSIS

Correlation test is to show the strength of the association between the variables involved. Inter-correlations coefficients (r) were calculated by the means of Pearson's Product Moment. According to Cohen (1990), r ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r 0.30 to 0.49 may be regarded as indicating a moderate degree of correlation and r ranging from 0.50 to 1.00 may be regarded as a high degree of correlation.

The correlation matrix in Table 4.9 displays correlation coefficients between the four independent variables measured by using multiple-item scales. The correlation coefficients indicate the strength of the association between the variables. A coefficient is considered significant if the p-value is less than 0.05. There is significant correlation between all the independent variables, as listed in the Table 4.9. The correlation matrix reflects correlation coefficients that vary between 0.503 and 0.694. All organizational culture dimensions reflect a significant correlation with change management.

Table 4.9:

Correlation Statistics between Variables

		Change Management	Communication	Training And Development	Shared Values	Team Work
Change Management	Pearson Correlation	1	.545**	.630**	.694**	.503**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	390	390	390	390	390
Communication	Pearson Correlation	.545**	1	.556**	.581**	.519**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	390	390	390	390	390
Training And Development	Pearson Correlation	.630**	.556**	1	.610**	.496**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	390	390	390	390	390
Shared Values	Pearson Correlation	.694**	.581**	.610**	1	.614**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	390	390	390	390	390
Team Work	Pearson Correlation	.503**	.519**	.496**	.614**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	390	390	390	390	390

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.10 shows the relationship between communication and change management. The correlation of 0.545 is regarded as a high degree of correlation.

Table 4.10:

Correlation Between Communication and Change Management

	Change Management
Communication	0.545
Significant	0.000

Table 4.11:

Correlation Between Training And Development and Change Management

	Change Management
Training And Development	0.630
Significant	0.000

Table 4.11 above shows the correlation between training and development and change management. Training and development shows the significant at ($r=0.630$, $p<0.01$) which is also a high degree of correlation.

Table 4.12:

Correlation Between Shared Values and Change Management

	Change Management
Shared Values	0.694
Significant	0.000

From the table above, shared values has the highest score of correlation ($r=0.694$, $p<0.01$) than other variables.

Table 4.13:

Correlation Between Team Work and Change Management

	Change Management
Team Work	0.503
Significant	0.000

From the correlation in the table above, the score for team work is (r=0.503, p<0.01), which is the lowest score between all the independent variables. However, team work still contribute a high degree of relationship among independent variables. Thus, it can be concluded that all the independent variables are significantly related to change management, with shared values contributed to the higher degree of the relationship.

Table 4.14 shows the summary of correlation association for all the independent variables.

Table 4.14:

Summary of Correlation Association and Strength

	Pearson Correlation	**Association**	**Strength**
Communication	0.545	Positive	Strong
Training and Development	0.630	Positive	Strong
Shared Values	0.694	Positive	Strong
Teamwork	0.503	Positive	Strong

4.7   REGRESSION ANALYSIS

The regression analysis was used to test if communication, training and development, teamwork and shared values could predict the change management that took place within an organization. The results of the regression indicated that the four predictor variable could explain 56.0% (R^2 = 0.560, F = 122.507, P = .000) of the variance as shown in the following Table 4.16 and 4.17.

Based on the beta weights and structure coefficients as in Table 4.18, shared values (β = 0.430, p < 0.01) as the best predictor for change management in the public sector. This variable can give the highest impact to change management in the public sector organization. The next variable is training and development (β = 0.283, p < 0.01). For communication, since the β = 0.118 and p < 0.01, so this variable is also a predictor in change management. Teamwork is not the predictor since its β = 0.037 and p>0.01. It has no significant relationship with the change management.

As overall, these four variables gave 56% impact to change management and significantly related with change management.

Table 4.15:

Regression Analysis Results

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Teamwork, Communication, Training and Development, Shared Values	.	Enter

a. All requested variables entered.

b. Dependent Variable: Change Management

Table 4.16

Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748[a]	.560	.555	.31334

a. Predictors: (Constant), Teamwork, Communication, Training and Development,

Shared Value

Table 4.17

ANOVA

ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	48.113	4	12.028	122.507	.000[a]
Residual	37.801	385	.098		
Total	85.915	389			

a. Predictors: (Constant), Teamwork, Communication, Training and Development,

Shared Values

b. Dependent Variable: Change Management

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Table 4.18

Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.147	.136		8.445	.000
Communication	.104	.039	.118	2.635	.009
Training and Development	.235	.038	.283	6.257	.000
Shared Values	.341	.039	.430	8.694	.000
Teamwork	.032	.038	.037	.839	.402

a. Dependent Variable: Change Management

4.8   HYPOTHESIS TESTING

The study has six hypotheses that explained the variables which suite the change management. By referring to the Table 4.19 below, Ha1 to Ha5 explain the relationship between organizational culture and change management. While Ha6 explain the influence between organizational culture with change management.

Table 4.19:

Summary of Hypothesis Testing

HYPOTHESIS	STATEMENT	RESULT
Ha1	There is significant relationship between communication and change management	Accepted
Ha2	There is significant relationship between training and development and change management	Accepted
Ha3	There is significant relationship between shared values in the organization and the change management	Accepted
Ha4	There is significant relationship between teamwork in organizational culture and the change management	Accepted
Ha5	There is a significant relationship between organizational cultures with change management	Accepted
Ha6	There is a significant influence between organizational cultures with change management	Accepted

4.9   SUMMARY

This chapter has explained the findings of the quantitative analysis using two techniques that is the descriptive and inferential statistics. The next chapter discussed the recommendations and conclusion of this research.

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CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1   INTRODUCTION

This last chapter discussed the conclusion and recommendations that can be practiced by public sector and to be used for future research.

As a whole, this research concerned with the literature of the research about relationship between organizational culture and change management. This study has achieved and meet all the objectives set. It can be seen in the Public Sector that there are relationship between all the item of organizational culture and change management. Factors such as, training and development, shared values, teamwork and communication are the main factors for public sector to continue to increase change management in their organization. If these factors are not to be emphasized and made improvements would affect the change management in the public sector. Human resource management-related factors that were analyzed in this research influence level of employee's commitment, the management of public sector should pay attention to various aspects of human resource management, which support the management, training and development, shared values, communication and teamwork. Based on this studies and finding, researcher would expect that with full and implementation of the four key areas

that was mentioned above could position itself to become a "model" for all the

Public Sector to be followed throughout Malaysia.

5.2. RELATIONSHIP BETWEEN COMMUNICATION AND CHANGE MANAGEMENT

Results of this study showed that communication have a high degree relationship

with the change management in the context of public sector organization. The

result is in line with Boon and Arumugam (2006) where their findings indicate

that respondents who perceived a greater awareness of corporate culture

dimensions exhibited more positive reactions towards change management. The

result from this study also consistent with some previous research which found

that communication is important for improving employee commitment (Varona,

1996). The latest study done by Emanuele Invernizzi Stefania Romenti Michela

Fumagalli, (2012), internal and external communication and the innovation

networks played a pivotal role in helping the company to regain its winning

position in terms of both sporting and financial success.

5.3   RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT AND CHANGE MANAGEMENT

Finding of this study is similar with the research of John Edmonds (2011). Training in change management can help to provide a deeper knowledge of its principles and an understanding of how to implement and manage change in an organization, John Edmonds (2011). Training is one tool which can help employers to increase employees' awareness towards their organization and leads employees to exert effort towards achieving goals (Hartline et al., 2000). Based on the study of training and development it shows a highly significant relationship between training and development and change management among employees in public sector. Therefore, the findings of this study can be proven with an earlier study by Karia (1999) on the link between training and development and change management. This indicates that continuous training program implemented in Public Sector have affected the commitment of staff and indirectly attract them to continue to serve in Public Sector and discharge their duties efficiently and effectively.

5.4   RELATIONSHIP BETWEEN SHARED VALUES AND CHANGE MANAGEMENT

Creating and implementing shared values is important for all organizations. They provide guidance for organizational decision-making and also provide a kind of ethical compass for organizational action. Based on the analysis of shared values,

it can be seen that there are relationship between shared values and change management. The values are shared and followed by all members of the organization when acting on behalf of the organization. According to V. Kashyap (2012), shared values motivate channel members to perform role requirements and to rise above and beyond role requirements to perform extra-role behaviors that are beneficial to achieving channel goals. It clearly shows the shared values highly important in managing change.

5.5 RELATIONSHIP BETWEEN TEAMWORK AND CHANGE MANAGEMENT

Based on the analysis of teamwork dimension in organizational culture, it showed that there are relationship between both variable. It was supported by Anschutz (1995), where he stated that participation in teamwork, continuous learning and flexibility were the major factors for success within the organizations in achieving a partnership between workers and managers. The result of this study supported Boon and Arumugam (2006). Silos (1999) stated that the key to Japanese efficiency was the people who work together and this suggested that teamwork resulted in more commitment and involvement of employees within the organization.

5.6   IMPACT BETWEEN ORGANIZATIONAL CULTURE AND CHANGE MANAGEMENT

The degree of organizational culture relies on whether organizations continue to work towards their vision and also extend to which the employees in Public Sectors are ready to change and to ensure the change management. As proven in the regression analysis, all the organizational culture under study in this research gave 56% impact to change management and therefore, organizational cultures have a significant relationship with change management and would be an important factor to be considered in planning change and development especially in Public Sector.

5.7   RECOMMENDATIONS FOR PUBLIC SECTOR ORGANIZATION

Based on the findings, the researcher has derived some recommendations as follows:

5.7.1   Apart from the theoretical implications, the findings of this study can offer some guideline to organization in promoting the policies and strategic management. Employers who aspires to have a success and change management with suitable organizational culture would obviously have to engage in a more serious approached in establishing a higher degree of communication, teamwork, training and development and shared values in

their organization. Although Public Sector is an organization that has provided a good working condition and provide more incentives to its employees, but it can improve the system and its administration.

5.7.2 Public Sector organization is a closed organization and the opportunity to improve their career and promotion opportunities are very limited. The management must look into this matter seriously and take steps to improve their career opportunities by creating incentives and fringe benefits such as special allowances, the opportunity to attend courses outside the country and also offers a higher position and better by placing them in the any of the Public Sector wholly owned company or their agencies. Continuous training programs also help to improve change management in Public Sector. Implementation of on the job training provided an efficient method can be done quickly and save time. By this method, workers with long work experience or manager can give personal guidance and coaching techniques are more effective leadership to employees. This training is in addition to save time and cost and it could impart skills indirectly to subordinates. In addition, several seminars and courses involving staff should be added to enhance Public Sector teamwork. This situation will increase intimacy between employees, enhancing the spirit of working cooperatively and enhance the degree of effective change management.

5.7.3   Communication is important to ensure the Government achieve change
management.   The change can be communicate via medium such as
advertisement, notice, email, poster and etc.   Change agent also should
play their role effectively and efficiently. The awareness of every staff is
important to ensure the change management.

5.7.4   The organization should also foster organizational culture stressing on the
need for aggressiveness among the staff. Aggressiveness here is viewed in
the positive sense where employees are daring to give opinions when the
management need them.   The management should also motivate the
employees constantly to ensure that they portray highly innovative and
creative management skills in their work.

5.8   RECOMMENDATIONS FOR FUTURE RESEARCH

Based on the findings, the researcher has derived some recommendations as
follows:

5.8.1   Base on regression analysis in Chapter 4, the independent variables which
are communication and teamwork shows low beta weight and coefficient
structure.   In another words, these variables are not best predictor to
change management.   It is recommended that, for future research the
researcher needs to find new dimensions on communication and teamwork
variables.

5.8.2   As for shared values and training and development, these variables are good predictor to change management. However it is recommended that for future research different elements of shared values and training and development variables are to be explored.

5.8.3   It is recommended that for future research, the researcher should include other elements of organizational culture such as corporate vision, entrepreneurial, bureaucratic and leadership using a similar approach. Future research may be beneficial if more items and better measures are developed. Then, the future researcher could investigate the relationship of organization culture and change management in private and public sector. This kind of investigation would help explain the comparison among the facets of organization culture in developing change management. The findings also could tell how the public and private working environment contributes to the hypothesis highlighted in chapter 3.

5.8.4   Another improvement for future research is to investigate the responsibilities and consequences of human resource management practices (HRM) on organizational culture and change management. The study might extend to include respondents from various organizations. Finally, future studies may also investigate whether variables such as

organizational commitment, leadership style, and communication satisfaction are related to change management.

5.9   SUMMARY

This research measured the relationship between organizational culture and change management in public sector organization. The instrumentation of this research is using questionnaire. There are 33 items in the questionnaire should be answered by respondents. It was design to collect the information about personal background, culture in the organization and change management towards their organization. The questionnaires have been distributed randomly to 400 employees at Ministry Of Home Affairs, Prime Minister's Department and Ministry Of Education in Malaysia.

The organizational culture questionnaire was adopted based on the four dimensions of organizational culture and developed by Anita Salleh (2012). While change management questionnaire was also adopted base on Anita Salleh (2012). All dimensions in dependent and independent variable were selected because they have previously been identified as those likely to have a greatest impact on other variable.

The three ministries, Ministry Of Home Affairs, Prime Minister's Department and Ministry Of Education in Malaysia have been chosen as respondents of this research to represent the public sector organization because of their large

involvement in GTP which introduced by the Government. This three ministries facing huge changing in their operation. According to Krejcie and Morgan (1970), the number of sample is 384. But researcher manages to get 390 samples from the population.

The final result of the research, showed that a change management existed among the respondents. Significant values for each element in independent variables which are communication, training and development, shared values and teamwork are reliable. The reliability value of the independent variables are Communication; 0.785, Training and Development; 0.843, Shared Values; 0.890 and Teamwork; 0.820. It can be concluded that organizational culture has a significant effect on the change management of public sector organization in Malaysia. For the future research, it is better for researcher to explore more on shared values and training and development to get the best result. Besides, other elements such as corporate vision, entrepreneurial, bureaucratic and leadership can also be included.

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