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**ORGANIZATIONAL CULTURE AND CHANGE  
MANAGEMENT IN PUBLIC SECTOR ORGANIZATION**



**MOHAMAD AZNILLAH BIN AHMAD**

**MASTER OF SCIENCES (MANAGEMENT)**

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Othman Yeop Abdullah  
Graduate School of Business

Universiti Utara Malaysia

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Nama Penyelia : **DR. JASMANI BINTI MOHD YUNUS**  
(Name of Supervisor)

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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 masyarakat. 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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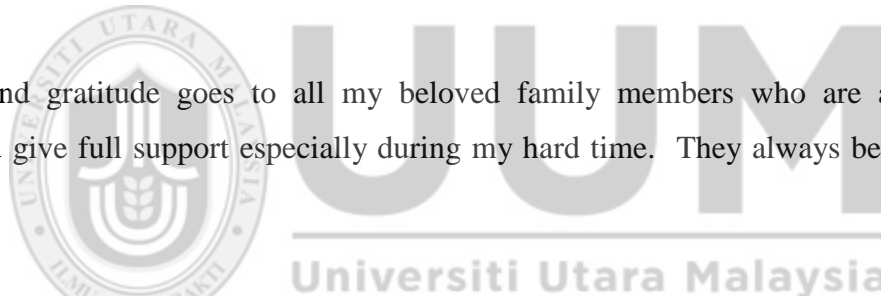
*By the Name of Allah, the Most Gracious and the Most Merciful*

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# CHAPTER 1

## 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 (Janicijevic, 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



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