A CASE STUDY EXAMINING THE ORGANIZATIONAL CHANGE PROCESS IN A PRIVATE COMPANY

By

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Chairman : **Professor Amer Hamzah bin Jantan, PhD**
Faculty : **School of Business and Economics**

The primary purpose of this study is to investigate the organizational change process in a private company. In the property industry, there is a demand for improvement and developers know they have to step out of their comfort zone, be flexible, and adapt to the homebuyers' ever-changing wants and needs. The company repositioned itself by moving away from the traditional way to the present trends. There is limited research on employees' readiness to accept change in an organization. This study-appraised change from the perspective of the employees and how they understand the change process. This study is a single case study on a construction company. The company's leadership decided to use Lewin's change theory as a guide for the change initiative. This helps address the uncertainty and resistance to change experienced at all staff levels within the company. The primary informants for the study range from executives to senior managers from fourteen (14) departments.

The results from the interviews conducted discover variances and changes in employees' working styles. The results can be grouped under nine different themes. The themes are: Theme One: Need for Change; Theme Two: Resistance to Change; Theme Three: Perception Towards Change and Transformation; Theme Four: Reaction Towards Change; Theme Five: Organizational Culture; Theme Six: Communication; Theme Seven: Leadership Effectiveness; Theme Eight: Participation in Change and Theme Nine: Performance. Informants stressed that good and strong leadership is compulsory to ensure an effective organizational culture. Leadership is also key in handling problematic and challenging team members. There is a positive impact of leadership style on the change process in terms of employee involvement, employee motivation as well as knowledge sharing at the individual and organizational levels. Organizations should take the time for deliberation, reflection, and experimentation in approaching planned change and recognize that all evidence-based principles will require local adaptation and adjustment. The goals of employees and the employer should be in tandem to ensure that the change initiatives are accepted and supported.

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Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

KAJIAN KES YANG MENYELIDIK PROSES PERUBAHAN ORGANISASI DALAM SYARIKAT SWASTA

Oleh

FARA WAHIZA BINTI AHMAD PUZI

November 2021

Pengerusi   : **Profesor Amer Hamzah bin Jantan, PhD**
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Tujuan utama kajian ini adalah untuk mengkaji proses perubahan organisasi dalam syarikat swasta. Dalam industri Hartanah, wujud tuntutan terhadap perubahan dan mereka perlu keluar dari zon selesa mereka, bersikap fleksibel dan menyesuaikan diri untuk memahami kehendak dan keperluan pembeli rumah yang sentiasa berubah. Syarikat telah mengubah kedudukannya dengan beralih daripada cara tradisional kepada aliran semasa. Terdapat kajian yang terhad tentang kesediaan pekerja untuk menerima perubahan dalam organisasi. Kajian ini menilai perubahan dari perspektif pekerja dan bagaimana mereka memahami proses perubahan. Kajian ini merupakan kajian kes tunggal ke atas sebuah syarikat pembinaan. Kepimpinan syarikat memutuskan untuk menggunakan teori perubahan Lewin sebagai panduan untuk inisiatif perubahan. Ini membantu menangani ketidakpastian dan rintangan terhadap perubahan yang dialami di semua peringkat kakitangan dalam syarikat tersebut. Pemberi maklumat utama untuk kajian terdiri daripada eksekutif kepada pengurus kanan daripada empat belas (14) jabatan.

Hasil daripada temu bual yang dijalankan menemui kelainan dan perubahan dalam gaya kerja pekerja. Dapatan boleh dikumpulkan di bawah sembilan tema yang berbeza. Temanya ialah: Tema Pertama: Keperluan Perubahan; Tema Kedua: Penentangan terhadap Perubahan; Tema Tiga: Persepsi Terhadap Perubahan dan Transformasi; Tema Empat: Reaksi Terhadap Perubahan; Tema Kelima: Budaya Organisasi; Tema Enam: Komunikasi; Tema Tujuh: Keberkesanan Kepimpinan; Tema Lapan: Penyertaan dalam Perubahan. Tema Kesembilan: Prestasi. Informan menegaskan bahawa kepimpinan yang baik dan kuat adalah wajib untuk memastikan dan keberkesanan budaya organisasi. Kepimpinan juga penting dalam menangani ahli pasukan yang bermasalah dan mencabar. Terdapat kesan positif gaya kepimpinan terhadap proses perubahan dalam tempoh penglibatan pekerja, motivasi pekerja serta perkongsian pengetahuan di peringkat individu dan organisasi. Organisasi harus meluangkan masa untuk pertimbangan, refleksi dan eksperimen dalam mendekati

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perubahan yang dirancang dan menyedari bahawa semua prinsip berasaskan bukti memerlukan penyesuaian dan penyesuaian tempatan. Matlamat pekerja dan majikan harus seiring untuk memastikan bahawa inisiatif perubahan diterima dan disokong.

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This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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Declaration by graduate student

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SHSB	Setia Haruman Sdn. Bhd.
PWC	PricewaterhouseCoopers
GDP	Gross Domestic Product
COAA	Construction Owners Association of America
ICT	Information and Communications Technology
HR	Human Resource
OD	Organizational Development
CIPD	Chartered Institute of Personnel and Development
SLT	Strategic Learning Training
ED	Executive Director
EPIC	Excellent, Pride, Integrity, and Care
KPI	Key Performance Indicator
RM	Ringgit Malaysia
MSC	Multimedia Super Corridor
HOD	Head of Department
SOP	Standard Operating Procedure
OC	Organizational Chart
CAB	Change Advisory Board
UPM	University Putra Malaysia
IT	Information Technology
SME	Small Medium Enterprise
QDA	Qualitative Data Analysis
PNC	Private and confidential

HRIS	Human Resources Information System
SMS	Short message service
SWOT	Strengths, weaknesses, opportunities, threats
HRM	Human Resources Management
TA	Thematic Analysis
CSP	Case Study Protocol

CHAPTER 1

INTRODUCTION

1.1 Introduction

As the first chapter of this study, also known as the introduction chapter, this chapter serves to lead the reader from a general subject area to a particular field of this research. The introduction establishes the context of the study. It summarizes the background information about the topic, stating the purpose of the work in the form of the hypothesis, question, and the research problem. Other than that, this chapter briefly explains the researcher's rationale, highlighting the potential outcomes this study could reveal and describing the remaining structure of this research paper. With this introduction chapter, the research paper would provide the readers with the researcher's initial impressions about the logic of the argument, which allow readers to understand more about the whole idea of this study.

1.2 Background of the Study

The global economic downturn affects Malaysia's property industry and the international property industry. The increasing market competitiveness eventually makes the Malaysian property industry even more challenging with oversupplying properties, but the sales are slow during an economic downturn. Property development markets are vast and offer limitless opportunities during economic booms and have also played a significant part in Malaysia's economy from then till now. According to Newell and Steglick (2015), the property development business encompasses a diverse array of organizations and individuals engaged in creating and operating real property to satisfy the housing, employment, and social needs of communities. Buildings are a fundamental human necessity for protecting human life and health, and as such, people require them as protective shelter. Some people refer to them as property or real estate (Zainul & Amir, 2019). As is the case in Australia, property development contributes significantly to the country's property sector and economy (Newell & Steglick, 2015). Between the late 1980s and the mid-1990s, these sectors complemented other sectors of the economy by providing a foundation for the generation of production, income, profit, and employment through the construction of fixed assets, all of which are vital ingredients for economic growth.

These sectors, however, are incredibly susceptible to economic conditions, with their prices skyrocketing during boom times and collapsing during recessions. For example, the decline in property values in the early 1990s created difficulties for banking institutions that relied on real estate as collateral. The global property market has been performing well. However, there was a drop during the global economic crisis in 1997 and from 2008 to 2010 (Kepili & Masron, 2016). Since 2011, the global property market has witnessed an increase and downward trend from 2008 to 2010, with a

further decrease between 2014 and 2015, particularly in residential housing properties. However, throughout Europe and Asia, prices remained high (Zull & Masron, 2016). According to the data study, over half of nations saw worse markets in 2018 than in prior years. Unfortunately, China, Sweden, Turkey, and the majority of the Middle East suffered either property price declines or a severe slowing of price increases (Lalaine, 2018). Apart from that, Malta (+12.86 percent), Hong Kong (+11.11 percent), the Netherlands (+8.45 percent), Singapore (+7.93 percent), and Ireland (+7.21 percent) all had robust property markets in the year to Q3 2018. On the other side, Egypt (-20.91 percent), Turkey (-11.27 percent), Dubai, UAE (-8.73 percent), Kyiv, Ukraine (-6.27 percent), and Shanghai, China (-4.49 percent), all using inflation-adjusted numbers (Lalaine, 2018).

Thus, Malaysia was not a weaker country with price declines or slowed down; instead, it was in the middle of the two categories, with stagnant markets, but it remained tough for property development businesses. Malaysia's property market is still steady and has not shown signs of weakness or price declines. However, the stagnating continues until some good internal factors from the new Malaysian government or external ones rise with global markets. In Malaysia's property market, most purchasers do not intend to live in the property; in fact, most investors will purchase multiple units for investment purposes. Generally, people believe that building property is one of the most valuable investment factors because it provides long-term value-added through property price appreciation while providing a short-term return (Zaid, Kiani & Zainon, 2017). It will provide a higher rate of return than the stock market, with less volatility and a more excellent tangible asset value. Finally, in May 2018, Malaysia's government shifted, introducing new policies and incentives to bolster the property market (Xue, 2019). According to the Department of Statistics Malaysia (DOSM), 17,447 firms provided real estate services in 2015, up from 8,277 in 2010, a compound annual growth rate (CAGR) of 16.1 percent. The value of gross production created by services was RM28.1 billion; between 2010 and 2015, there was a gain of RM9.4 billion, representing an 8.5 percent compound annual growth rate.

Additionally, the value-added for real estate services increased by 8.8 percent annually to RM17.6 billion. According to the Annual Economic Statistics 2018 for the real estate industry (Department of Statistics Malaysia, 2019), real estate services generated RM32.8 billion in gross production in 2015, growing at an annual rate of 8.1 percent. The average annual growth rate of real estate services increased to 7.2 percent in 2017, resulting in value addition of RM20.7 billion. Additionally, the Department of Statistics Malaysia (2019) reported that the number of individuals engaged in real estate services registered in 2017 was 88,191 individuals; with real estate activities involving owned or leased property accounting for the highest number of individuals engaged at 74,885 individuals or 84.9 percent (2015: 83.9 percent).

Even though the Malaysian government has introduced new policies and incentives to strengthen the property market, on the other hand, the new Malaysian government has halted the majority of mega infrastructure projects awarded by the previous government, which will affect the Malaysian construction market (Xue, 2019). The

Bank Negara Malaysia's (BNM) quarterly report 2017 showed the Malaysian property market has become stagnant; supply and demand mismatches in the property market have risen significantly since 2015. The unsold property units are primarily residential properties priced over RM250,000.00 (Su, Stefanie, Muhamad, & Le, 2017). Malaysia had 43,219 unsold residential units valued at RM29.47 billion in the third quarter of last year, with Johor having the highest count with 13,767 unsold units, followed by Selangor (7,233 units) and Kuala Lumpur (5,114 units) (Xue, 2019).

The epidemic of Covid-19, which threatens the whole planet, is impacting Malaysia and the rest of the world. Thus, suspending the property sales galleries and building activities for an extended period throughout the Movement Control Order (MCO). The government imposed the action to contain the spread of the COVID-19 epidemic. According to a senior analyst at RHB Research Institute, property developers will have a modest buffer from unbilled sales in 2020 to offset the MCO's immediate impact. However, those with high gear and poor credit history would be in a dangerous position. In 2020, the National Property Information Centre stated that market activity for property transactions fell 15.8 percent to RM119.08 billion in 2020, compared to RM141.40 billion in 2019. With economic uncertainty created by the Covid-19 epidemic, analysts predict negative market mood to last until the end of 2020 before progressively improving in 2021. The housing industry will face a slowdown due to the Malaysian government's April moratorium, which will last until October 2020. While Bank Negara Malaysia's six-month loan deferral package will aid developers in overcoming some of the obstacles, they will still be responsible for operating expenditures such as wages. Smaller developers with poor performance might jeopardize their business and eventually collapse.

As a result, the developers who find themselves in perilous positions have a poor track record of sales and cash flow. Hamzah, Yazid, & Shamsudin (2020) predict that the anxious and nervous climate post-Covid-19 is likely to have a knock-on effect for months to come. However, it is unlikely to be as severe as those experienced during the Asian Financial Crisis, which saw a 47.6 percent decline in housing value in 1998. However, careful preparation may enable the property developer to thrive in any circumstance.
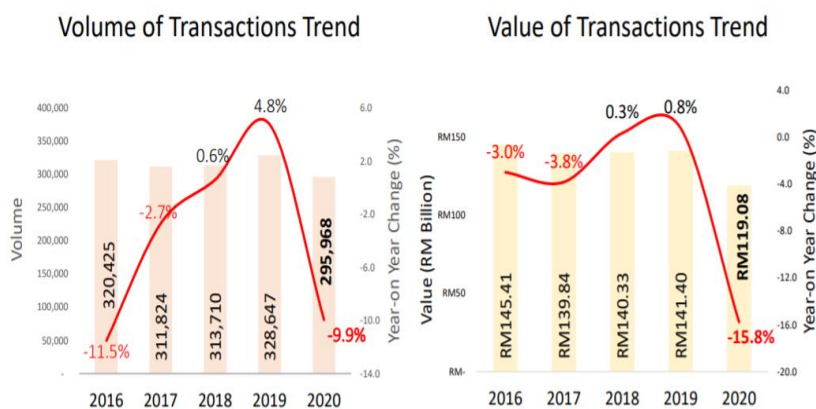
Table 1: Volume of Transactions Trend for Property Sector

While examining measures to encourage homeownership, the government must consider stimulating market demand while avoiding a sharp raise in house prices. Under the previous Malaysian Prime Minister Tan Sri Muhyiddin Yassin, the Economic Rejuvenation Policy re-introduced the Home Ownership Campaign (HOC). For the purchase of homes priced between RM300,000 and RM2 million, the stamp duty waivers on instruments of transfer and loan agreements for the Sales and Purchase Agreements signed between June 1, 2020, and May 31, 2021.

The transfer exemption covers the first RM1 million of the home purchase price. Additionally, homebuyers receive a minimum 10% discount from property developers. Meanwhile, from June 1, 2020, to December 20, 2021, Malaysian people would be free from paying Real Property Gains Tax (RPGT) on the sale of residential properties, subject to a cap of three properties per individual. The government attracted new housing purchasers, and the real estate sector participants appreciated such a move. Looking at the situations in this sector, property investors have accepted greater risk in exchange for a higher expected return. It indicates that property investors are still willing to invest even during an economic downturn. They have always used debt to purchase an investment property to increase the return on the investor's equity, and property investors have always used debt to buy an investment property to increase the return on the investor's equity (Nick, 2019). As a result, marketing strategy is critical for promoting property items to investors and prospective purchasers by emphasizing their advantages and favorable returns. Property development is a highly competitive and challenging industry in Malaysia; there are hundreds of property developer businesses. Some are bankrupt due to failed projects (Zaid, Kiani & Zainon, 2017).

Demands are evolving, and for many, a home is more than simply a place to sleep; it is an extension of their lifestyle. Developers are well aware that they must stretch their comfort zones, be adaptable, and respond to discriminating homebuyers' ever-changing desires and expectations. Additionally, there would be a stronger emphasis on sustainability and carbon reduction, as climate change has emerged as the defining

problem at this point. Additionally, the sector expects the government to step up and play a role in fostering a healthy property market. Numerous policies and regulations must be evaluated and amended to ensure they continue to meet current and future market demands and conditions. The Property Insight in 2019 compiled the latest news on the Malaysian construction industry.

The key stakeholders collaborate to improve the rules and regulations to meet the needs and desires of the people. In terms of the economy, increasing economic activity may increase income levels. According to the observation, as long as property developers can learn from and adapt to their previous mistakes, the sector should manage the problems better and seek out possibilities in the future decade. A study on the performance variations and communications with the key stakeholders could achieve the desired goals and shape the future of Malaysia's property developer sector. Because of the high percentage of change initiative failures (Hornstein, 2015), managers must recognize change management practices and their application within their organization. Disruptive innovation could disrupt the industry's change management process. The world is changing at a breakneck pace, and organizations need to handle change more effectively than ever before. Nonetheless, some of the change management efforts fall short of success.

1.3   Overview of Property Developer Industry in Malaysia

Demands are shifting, and today a house is more than just a roof over the head for many and is part of their lifestyles. The developers know they have to step out of their comfort zones, be flexible, and adapt to discerning the homebuyers' ever-changing wants and needs. Furthermore, there would be greater emphasis on sustainability and reducing carbon footprint, as climate change becomes the defining issue. The industry hopes that the government will step up and play its role in facilitating a healthy property market. The need to review policies and amend numerous laws arises to align with current and future market needs and conditions. The news's gathered in the Property Insight in 2019 on the challenge in Malaysia Construction.

The relevant stakeholders should consider that laws and regulations should suit the need and demands of the people. In terms of the economy, fostering more excellent economic activities could translate to greater income levels. From the observation, the property developers can learn and adapt from experience. The industry should handle the challenges better and look for opportunities in the coming decade. The variances in performance are analyzed and highlighted to the relevant stakeholders to develop the future of the property developer industry in Malaysia. The change management in the industry is about to be interrupted by disruptive innovation itself. The world is changing fast, and businesses need to manage change in a better way now than ever before. Still, the industry fails to achieve some of the efforts in change management.

Malaysia has an obligation and responsibility to maintain the wealth that is taking place nowadays for the future. In the mid-global opportunities, the increasing technological challenge should trigger the development of the construction industry in Malaysia. The property developer industry and private sector have assumed an essential role in generating wealth and improving the quality of life through the government's socio-economic policies into social and economic infrastructures and buildings. Furthermore, it creates a multiplier effect on the other industries, including manufacturing, financial services, and professional services. It is no longer sufficient to depend on the knowledge and experience of the past and an excellent plan to keep adequate and competitive in the market to achieve the various objectives in the property development industry as mentioned in Malaysia Construction in the Property Insight team in 2019.

The pandemic of Covid-19 threatens the whole world, not only affecting Malaysia. The government declared the Movement Control Order (MCO) to curb the spread of the COVID-19 outbreak, property sales galleries remained closed, and construction works halted. According to RHB Research Institute senior analyst, in 2020, property developers would have a slight buffer from unbilled sales to cushion the near-term impact of the MCO. However, those with high gear and bad credit records are precarious. Although Bank Negara Malaysia's six-month loan deferment package would assist in encountering some of the challenges; the developers still need to bear operational costs such as salaries. Smaller developers with poor performance would risk their business and wind up closing the business. Therefore, the developers in dreadful situations have poor sales track records and cash flow positions. However, good planning could make the property developer survive in any case.

1.4 The Characteristics of the Organization

SHSB deals in developing properties such as retail spaces, office buildings, and apartment suites to meet the market's demand. SHSB has three (3) divisions with fourteen (14) departments. The departments include Finance, Sales and Marketing, Corporate Sales, Legal, Operations, Contract Administration, Infra and Site Maintenance, Planning and Development, Project Implementation, Asset Management, Human Resources and Administration, Business Development, and Strategic Communication. The total number of the staff is one hundred twenty (120), not including the company's subordinates. As a developer company, the emergence of the new companies and the new ideas on doing business impact the reputation of SHSB. The EC takes the initiative to improve and implement the innovation to compete with competitors that offer the best package with a new design to attract consumers to purchase the product.

The rapidity of change in the developer companies is due to globalization. SHSB planned the strategies to deal with the HR policy, customer contact, and corporate identity. Rebranding is the initial stage of the change. The EC shares the ideas with all the shareholders. SHSB repositioned itself by moving away from the traditional way to the present trends. The company considers improvements in updating new HR policies

and the vision and mission of the organization towards innovation to compete with the newcomers and the existing competitors.

The reason for corporate rebranding is to modernize the old-fashioned trends that exist over time. If SHSB does not update or change the situation, the company will have a bleak future. One of the motivations in rebranding is the modern image that could improve the status and reputation of SHSB as a Master Developer. SHSB makes changes in the organization to enhance its business. Moreover, the competitors have new products and suitable packages of price and material. Rebranding improves the unconstructive relations with the brand. As a result, a significant organizational change could affect the course, which the company has to take.

1.5   The Justification for a Company : Setia Haruman Sdn. Bhd.

A case study research makes it possible to explain the sense-making steps, interactions with people, decision-making processes, and predicting outcomes, which occur in complex real-life contexts (Woodside & Baxter, 2013). Furthermore, case studies can be most relevant when conducting qualitative research because it enables the researcher to gain a rich understanding and generate answers to the how what, and why questions. Such implication makes a case study more relevant to this research project (Saunders et al., 2012). An investigation could use a single case or two or more cases, which are, classified as multiple cases (Yin, 2009).

In this study, the researcher chooses a single case and explains the reasons in subsequent paragraphs. Yin (2009) argues that the researcher influences the choice of a case study method to provide explanations and descriptions of the phenomenon. As mentioned earlier, the study's main objective is to understand how and why employees need to understand change and the change process in the property developer company and how employees' participation affects the result of the behavior. The first chapter of the current study mentions the justification for choosing SHSB as the subject of the study. As a Property Developer that has constructed commercial, residential, and enterprise buildings to meet the growing community needs in Cyberjaya for the past 23 years, this company has started its operations in 1997. It has been recognized as the Master Developer of Cyberjaya and will be the I-City in the Klang Valley.

Operating actively in the construction industry for 23 years, the organization have set their vision to be competitive with the other developer companies operating in Cyberjaya. SHSB contributes to developing properties such as retail spaces, office buildings, and apartment suites to meet the market's demand. The researcher selects the company to investigate the change and change development processes in this company. The research uses the rare method of the case study strategy to explore a particular company's change and development processes. Furthermore, a case study focuses on one company as the subject matter. A case study approach illuminates the process, the rationale, and the effect of employees' participation in change and the company's involvement in the change development process.

According to Järvensivu and Törnroos (2010), a single case study could produce an extensive level of contextual insights. In contrast, multiple case studies are likely to provide a distorted picture or no picture of the case's underlying dynamics. According to Yin (2003), a single case study is better when the researcher wants to study, for example, a person or a group of people. The researcher chooses SHSB as the subject of the case study. The information obtained from the observation and interview creates a variety of opinions. It reveals the employees' experience of the change and its development. The case study could project a better understanding and an authentic context on the findings rather than quantitative studies that get the answer through the calculation on paper from the survey.

Therefore, the purpose of a case study research is to describe how the employees understand change and how to carry out the change management process extensively. The approach contextually discovers particular outcomes. SHSB has three (3) divisions with fourteen (14) departments. The departments are Finance, Sales and Marketing, Corporate Sales, Legal, Operations, Contract Administration, Infra and Site Maintenance, Planning and Development, Project Implementation, Asset Management, Human Resources and Administration, Business Development, and Strategic Communication. The total number of the staff is one hundred twenty (120), not including the company's subordinates. The size of the organization choosen is a medium-scaled and based on the Small Medium Enterprise (SME) criteria, which refers to the number of employees in the organization. As a developer company, the emergence of the new companies and the new ideas on doing business impact the reputation of SHSB. The EC has taken the initiative to improve and implement the innovation to compete with competitors that offer the best package with a new design to attract consumers to purchase the product.

The rapidity of change in the developer companies is due to globalization. SHSB has planned the strategies to deal with the HR policy, customer contact, and corporate identity. The management shares rebranding with the shareholders at the initial stage of the change. SHSB has repositioned itself by moving away from the traditional way to the present trends. The reason for corporate rebranding is to modernize the trends over time. If SHSB does not update or change the situation, the public considers it old-fashioned. One of the motivations in rebranding is the modern image that could improve the status and reputation of SHSB as a Master Developer. SHSB makes changes in the organization to enhance its business. Moreover, the competitors have new products and suitable of price and material. When the company implements rebranding, it improves the unconstructive relations with the brand. As a result, a significant organizational change could also affect the course, which the company has to take.

According to Yin (2014), a case study strategy helps answer 'how,' 'what,' and 'why' questions. Therefore, it is appropriate to achieve the objective of this study. The researcher chooses the organization due to the primary investigation in the company. It reveals the existence of the phenomenon of change. The case study strategy helps the researcher understand how the change process occurs in the organization and how the

employees react to the implemented organizational changes. The organizations need the changes. The researcher conducts a pre-test of the semi-structured interview as guidance to measure the change process and transformation of the organization.

The primarily case study uses exploratory and explanatory approaches to understand the real-life issues and recommend the answers to the research questions (Yin, 2014). With SHSB's achievement in constructing commercial, residential, and enterprise buildings to meet the demands of the thriving community in Cyberjaya, the size of this organization is appropriate for this research based on the number of employees required for the interview. Apart from that, the administrative procedures do not bound the small and medium scale organizations, which allow the researcher to investigate the phenomenon of change and the development of the process in the organization.

1.6 The Scope of the Study

The scope of this study focuses on Setia Haruman Sdn. Bhd. It is an organization involved in developing properties such as retail spaces, office buildings, and apartment suites to meet the market's demand. This company is changing. The mandate given to the new Executive Chairman (EC) is to start a change initiative in the company. The study's scope is limited to a single subject within a single industry within a single organization, per previous research recommendations (Yousef, 2017) that a study involving private-sector employees regarding their organizational commitment and attitudes toward organizational change be conducted, with the results compared to samples of government employees. The results are generalized, and the other companies can use them to execute change initiatives and simultaneously understand the change process.

Malaysia's property industry has been developed and refocused on new strengths and capabilities. To lay a solid foundation for market into international markets and position the country as a world-class, innovative, and knowledgeable global solution provider, the industry should strive to achieve and establish a secure footprint in the worldwide construction marketplace. Property developers in Malaysia anticipate that as the subsequent decade advances, the country's demographics will shift, with an aging population rising and a more "millennial-centric" market emerging. Simultaneously, the millennial generation would enter the labor field. Successful organizations may sustain their competitiveness throughout times of change, and it does not seem like a singular event but a continuous process required for survival, progress, and perfection. As a result, this study is highly beneficial to property developer companies. It provides several benefits and critical components for resolving issues that frequently arise during the deployment stage. It also serves as a reference for other companies facing similar situations and challenges.

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The interview sessions collect the information. The participants in the interviews are the executive officers and the senior managers in the various departments. In addition, the researcher takes into account her observations during the change process in SHSB. The result of the study provides evidence-based understandings of the difficulty of change and change management in SHSB from the employees' perspective.

1.7   The Elements or Forces of Change

A wide range of factors constantly change and impact real estate price in local, national, and global organizations. There is a link between real estate economics and market forces. The changing circumstances are beyond control. However, investors and buyers can control and react to the changing circumstances to make the most of their opportunities if the factors seem a little intimidating. Despite the challenges that property investors face, it continues to be a favorable asset type for many. To survive against bigger competitors, small commercial enterprise adapts to change. Larger companies need to adapt rapidly when a more modest, innovative competitor comes into the field. Murthy (2007) states that technology, economy, increasing global competition, and government force drive organizational change.

1.7.1   Technology Innovations

Almost every industry adopted technology and changed to survive. Technological innovations impacted real estate over the coming years, including big data and data analytics, whereas artificial intelligence, robotics, and blockchain will influence in the distant future. To maintain a competitive advantage requires The real estate industry supports a needed competitive advantage to have a constant view on innovations within their own business and in similar companies. For instance, 92% of the respondents in KPMG's 2017 PropTech Survey perceive digital and technological change affect their business, only 34% acknowledges having an enterprise-wide digital strategy to seize the opportunities that arise. In KPMG's 2017 technology industry innovation survey, 54% of worldwide respondents recognize that access to alliances and partnerships is crucial for enabling technology innovation.

There are several strategies to consider when investing in corporate innovation: building innovation internally, buying start-ups, or partnering with innovative companies, which helps the real estate industry partner with innovative technology start-ups. According to Worley & Mohrman (2014), currently, technological change has highlighted why change is more frequent in organizations than twenty to thirty years ago. In some organizations, the change that results from the adoption of new technology is standard; although it can be troublesome, the difference can increase productivity and service. The technology has also affected the communication of valuable resources on experts by sharing the information online or on social media sites. Technology is crucial as it can improve the supply chain management in the organization, customer experience, inventory management, and loss prevention (Carr, 2014).

The development of today's communication technology allows organizations to learn more intensively than before. Technology is part of the implemented change to increase productivity and better service. The business world is not static; globalization and advances in technology are only two dimensions, forcing enterprises to change continuously (Corodeanu, 2014). Businesses need communication and connection to function. With the new wave of faster, better, and stronger Internet connections, the movement will be faster, better and create more positive human relationships to optimize communication in the organization.

Technology innovation has also increased data security. As the data enter the regular news cycle, consumers develop a greater awareness to treat their data, and there is greater corporate responsibility regarding data privacy. New security tools are emerging on the corporate and consumer sides, and the latest technologies create security risks awareness. It is crucial to keep up with the latest technologies and stay safe. Organizations should be leveraging these new technologies with the absolute fundamentals in place. By combining new technologies with basic security controls, the organization will be confident that information is safe and out of reach.

The organization needs to be aware of the dynamic internal and external environment, which affects the implemented changes in the extended area. The organization needs to manage the differences effectively to avoid numerous disagreements. Use the new procedures to train the employees when implementing new technology. Sometimes when the managers implement the new processes and systems, the latest technology leads to an increase in the activities in the organization. Furthermore, organizational change needs to evolve continually to be aligned with environmental factors and obtain a competitive advantage (Al-Haddad & Kotnour, 2015). In including these technological..innovations in their strategy to keep pace with their new competitors and maintain their edge, the traditional real estate players need to be agile and flexible.

1.7.2   Economic Environment

Generally, the real estate industry is very cyclical, and an individual developer is greatly affected by economic trends and the industry's outlook. The economy is one of the reasons why the organization needs to change. It has positive and negative impacts on the organization. Moreover, business change results are related to internal and external drivers. Inner drivers include innovative leadership, survival instinct, and financial goals. External drivers derive from social movements, technological evolutions, economic reality, and customer demand. External drivers influence changing the law in the workplace and affect labor relations in several companies, whereas; internal drivers can impact the organization's profitability. It also requires management to assess the effects of technological changes (Panaite, 2011).

Whether creative or reactive, change is inevitable to sustain the organization. According to Jitpaibon & Sharma (2011), competitiveness influences the ability of multiple organizations to synchronize and participate in their supply chain business

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activities and processes. Most of the companies consider expansion would involve the addition of stalls and new facilities. Economic factors require companies to change in many cases. Change is needed if current business activities, products, and services do not produce the revenue necessary to sustain profit. Often, companies that change early have a better chance of developing new revenue streams. Financial issues, such as high costs of replacing or buying new equipment, can be operated on specific terms in the business expenses; this can delay the process of change.

The other element to force the difference is personal problems with the company. From the economic implication, change basically may affect the payment or other rewards for the employees. A weak economy can create difficulties, as companies need to make difficult decisions that affect the employees, including salaries and benefits, and even threaten their jobs. Managing both ends of the spectrum is critical for organizations to maintain a strong brand and relationship with customers and employees. The housing and property industry addresses three key challenges; sustainability, innovation, and technology, in the recovery of the sector and the economy in the post-pandemic era. Tan Sri Michael Yeoh mentioned the facts in his welcome remarks at the 2021 Malaysian Housing and Property Summit.

1.7.3 Growth Opportunities

Organizations that apply change allow the employees to learn new skills, explore new opportunities in career development, and encourage creativity in various ways that ultimately benefit the organization in getting new ideas and increasing productivity. In SHSB, the change in the organization allows the employees to prepare themselves to be involved in training to acquire new skills and understand the policies introduced during the transition. The organization needs to evaluate the employees, capabilities and fill the gaps by understanding the current abilities and skills for the organization's growth. The present study discovered that experience in organizational change and accepting the move can be defined and generally learned by the other academics related to organizational change.

The employees could adapt to the change process because the organization provides the best training. Most authors have different opinions and ways to classify change. According to Cummings & Worley (2015), the theories involve entering and contracting, diagnosing, action planning, intervention, and evaluation. The importance of change management is to provide conceptual scaffolding to the people, the process, and the organization before implementing the change. It is used as a benchmark to support and understand the different effects on the organization and people.

1.8 Research Problem

The construction industries have obligations and responsibilities to preserve the riches created today for the future. Malaysia must perform competently to compete in the

mid-global possibilities, and the rising technical challenge should spur growth. The property developer industry and private sector have played a critical role in producing wealth and enhancing people's quality of life by investing in social and economic infrastructures and buildings due to the government's socio-economic policies. Additionally, it has a multiplier effect on other sectors, such as manufacturing, financial services, and professional services. With the numerous objectives of the property development industry, it is no longer adequate to rely on prior knowledge and expertise and a sound market plan to remain viable and competitive. This news was gathered in 2019 by the Property Insight team on the Malaysian construction challenge.

The global economic downturn affects Malaysia's property industry and the world property industry. However, the Malaysian property industry became increasingly competitive during the downturn, eventually becoming even more challenging due to a market of properties as more and more building is completed in the markets. However, sales are slow during the economic downturn. Thus, an effective marketing strategy is a critical component of all businesses, generally recognized and accepted. An effective marketing strategy has a significant beneficial impact on all organizations. Global property markets declined, particularly in residential housing buildings, although property values continued to rise rapidly in Europe and Asia.

However, according to statistics, more than half of nations' markets were weaker in 2018 than in prior years. Unfortunately, China, Sweden, Turkey, and the majority of the Middle East saw either property price declines or a severe slowing of price increases (Lalaine, 2018). The development of new economies has heralded the arrival of several commercial possibilities for both private and governmental entities. The nature of the real estate industry is cyclical, and economic trends and industry prospects significantly influence each developer. The economy is one factor for the organization's need for change. Change management is the process of continuously updating the organization's direction, structure, and abilities to satisfy external and internal demands (Hughes, 2011).

Change is an inescapable fact of life, whether internally or due to market or industry change. Effective change building is not only crucial for survival but also for establishing and sustaining a competitive edge. Change may also imply a change in the organization's structures, plans, policies, processes, technology, or culture. Empowerment is critical to ensuring that everyone participating in the planning and change management processes can perform their assigned duties (Hughes, 2011). It enables workers to comprehend and commit to the change and perform successfully due to the organizational change. It has a mixed effect on the organization. The industry executives prepare for organizational change. They first define the change, comprehend its rationale critically, and acquire support from related literature. Organizational change is required for businesses to thrive and develop.

According to the literature, prior researchers discovered that organizational change is a well-documented aspect of modern life that has been clearly characterized and thoroughly investigated by various change and change management theorists. Change management is critical to the effectiveness of change acceptance and utilization within the organization. A small business firm must adapt to change to compete with larger rivals. When a more modest, inventive competitor enters the industry, larger firms must react quickly. According to Murthy (2007), the economy, rising global competitiveness, and government coercion fuel organizational change. Furthermore, the effect on company change is dependent on both internal and external forces. Internal motivators include creative leadership, a survival instinct, and financial objectives. External factors include social movements, technical advancements, economic realities, and consumer desire. External factors have an impact on altering workplace laws and on labor relations in a variety of firms. Internal drivers, on the other hand, affect the organization's profitability.

Additionally, management must be aware of the impacts of technology advancements (Panaite, 2011). Planning the change occurs years in advance or is imposed on an organization due to an environmental upheaval. Since organizational change affects the employees, the executive should seek their views on their personal life and the nature of their job, either directly or indirectly. It affects them through changes in employment circumstances, benefits, and future ambitions. It might be radical in and fundamentally alter the organization's operations, or in nature and gradually modify the typical way.

In each instance, regardless of the form, change entails letting go of old ways of doing things and adapting to a new way. Thus, it is a process that involves the successful management of the organization's employees. The executive first develops a plan that clearly articulates and quantifies progress and describes how the change impacts the organization, and its workers, customers, stakeholders, and communities will be affected. The change process should be linked with corporate objectives and describe the organization's implementation and sustainability. It is necessary to identify the potential obstacles and adapt them to meet the goals. McClellan (2011) argues that change fails because those in charge frequently repress the development of opposing organizational meanings rather than viewing them as a way for participants to create new organizing discourses. Effective organizational changes boost employee happiness and performance, productivity, engagement, and other critical employee indicators.

The study aims to explore the understanding of change and change development process that contributes to the behavior of the employees, specifically at Setia Haruman's company. Founded in the 2000s and being one of the traditional property developer firms in Malaysia, the company was one of the leading property market players in the building industry in Malaysia. Following its massive success as a progressive building contractor in Klang Valley, it has expanded its business into property development projects. However, the company remained in the traditional sales method for the past 22 years. It does not focus on marketing strategies and branding or a vision and mission. Due to this matter, the company faced a slow and steady sale

value, which failed to meet the shareholders' expectations. According to the annual report, the company had unstable revenue from 2005 to 2019, and shareholders must do something to limit the losses; otherwise, the company cannot survive and retrench the staff. The HR representative disclosed the information in the interview session. The Master Developer title can be transferred to another Property Developer if the existing company cannot perform based on the achievement and development awarded and can ruin the company's reputation.

1.9 Literature Gaps

Despite the various researches on change management, there is still a gap in the literature on change management and change implementation (Jo-Li et al., 2021; Yousef, 2017; Hussain et al., 2018; Al-Ali et al., 2017). The implication of not having a good communication strategy has always been one of the reasons for the failure of change initiatives. As emphasized in Jo Li et al. (2021) research, transparent internal communication could encourage employees to cope with organizational change proactively, assist them in reducing change-related uncertainty, and ultimately cultivate quality while facing changes. However, the study did not focus on a single industry or a company. The study selects all full-time employees with different job positions at small, medium, and large organizations.

Yousef (2017) investigates the relationships between job satisfaction, organizational commitment, and attitudes toward organizational change in a non-Western multicultural setting. He discovered that certain facets of job satisfaction have direct and indirect effects on various dimensions of attitudes toward organizational change. Yousef (2017) explained that organizational commitment mediates between multiple aspects of job satisfaction and different attitudes toward organizational change. However, the study used the non-government departments' (private sector employees) to generalize the findings. It also gave attention to the corporate culture to reduce resistance. Observing whether the present organizational culture fits into the change objectives is necessary. Before starting the change process, they considered the factors. Failure to create good communication and lack of knowledge on the employee's needs caused difficulty implementing organizational change.

According to Beatty (2015), communication is vital in successful change initiatives. The research findings show a very high correlation between change success and communications efforts (Pearson correlation r=0.567, significant at the 0.01 level). In contrast, ineffective internal communication is a substantial contributor to the failure of change initiatives. In her research, Beatty (2015) also emphasizes that the change leaders must have a coherent communication strategy, use appropriate communication vehicles (and not rely on email), ensure middle managers support the change, and persist in communication efforts right to the end the initiative.

Based on previous literature, between 2016 and 2020, various researches detected and explored the significant reasons for organizational change failure (Graamans, Aij,

Vonk, & Have (2020); Bruskin, (2019); Dobrovič & Loumová, Veronika, 2017). The factors contributing to the failure of organizational change are insufficient education and training, employees' indifference, inadequate management support, poor leadership, unsuitable corporate culture, inadequate resources, poor communication, improper planning, soft focus on the customer, and lack of monitoring and measurement system. A study done by Rafferty & Griffin (2006) shows that the aspects of change that are salient to individuals and that influence employee attitudes with three distinct characteristics include the frequency, impact, and planning of change. Lazarus & Folkman (1984) use the Cognitive Phenomenological Model of Stress and Coping to propose how these change characteristics influence individuals' appraisal of the uncertainty associated with change, job satisfaction, and turnover intentions. The findings show a repeated cross-sectional study on collected individuals' perceptions of change indicate change perceptions are moderate to strongly inter-correlate.

The research took the measurements one month before employee attitudes in consecutive years suggested that the change perceptions displayed differential relationships with outcomes. Previous research showed that the success of any change depends on the organization's employees because they are at the grassroots level. They were responsible for executing the change, formulated by the higher authority (Shah et al., 2016). Based on the available literature review, organizations are going through restructuring, downsizing, spinoffs, equity carve-out, and other similar changes, which the employees have to utilize, adapt and experience in the new situations. Therefore, the executive should carefully design the change path from the pre-change to the post-change and consider the employees' perceptions. Consequently, more studies are needed to emphasize the factors influencing employees to change.

This changed path should start with assessing employees' commitment to the change at the very outset and identifying possible barriers to change. The assessment should focus on the factors that determine the responsibility to change, including transformational leadership, vertical and horizontal communication, employees' adherence to the pre-change and post-change culture, the systems that structure the employees' workflows, and employee satisfaction. The Australian government conducted one of the previous renowned studies to investigate change and change management in one of the agencies dealing with construction works. Most of the papers discuss the various issues and challenges in the construction industry and provide suggestions for alleviating these issues that could give drawbacks to the company, customers, stakeholders, top management team, or employees.

The construction industry displays a significant role in aggregating the country's economy. It contributes to profits, capital formation, and employment creation, which ultimately support the gross domestic product (GDP) and the socio-economic development of Malaysia. Muhammad Najib Razali & Yasmin Mohd Adnan (2015) focus on assessing sustainability practices among listed property companies in Malaysia. The study indicates Malaysia is lagging behind the significant markets of Singapore, Australia, the UK, and the USA. Malaysia only introduced sustainability for

the property market to the mainstream market in the last two years. The research findings categorized the sustainable property development concept among listed property companies as low level; even there was an increase in this development.

They carried out the study due to the developing existence of construction companies worldwide and Malaysia. The construction industry is an important sector to portray the status of the national economy. It involves getting a piece of land, developing it, and renovating buildings, structures, and other real estate property. Australian Bureau of Statistic (2010) defines the construction industry as businesses that have high engagement with constructions of residential and non-residential buildings, engineering structures and, related commerce services. In Malaysia, change management is a trending topic in most organizations and construction companies. According to the Malaysian Construction Research Journal (2018), the most popular selected papers from the conferences organized in Malaysia are related to material and building technology, construction project management, supply chain management, building environment, and green technology.

The literature gaps are summarized in Table 2 as a guideline for the researcher to conduct this study.

Table 2: Summary of Literature Gaps in this Study

Author	Tittle	Year	Points	Research Gap
1. Li, Jo Yun 2. Sun, Ruoyu 3. Tao, Weiting 4. Yuenjae, Lee	Employee coping with organizational change in the face of a pandemic: The role of transparent internal communication	2021	● Many businesses and organizations have to implement changes to manage operational and economic changes due to the Covid-19 pandemic. ● Understanding how employees manage the changes during the process is critical to the success of the organization	● This study only tested the conceptual model in the Covid-19 outbreak where the participants of the organizations may have different policies and change procedures. ● Implement cross-sectional survey data collected at the early stage of the Covid-19 outbreak and change the organizational response and individual employees'

				●	●
					cognitive and behavioral responses. Longitudes designed to understand the effectiveness of transparent communication across the phases of organizational change not included
1.	Yousef, D. A	Organizational Commitment, Job Satisfaction and Attitudes toward Organizational Change: A Study in the Local Government	2017	● The focus is on the direct and indirect relationships among job satisfaction, organizational commitment, and attitudes toward organizational change and	● The sample of this study was confined to local Government department employees and excluded non-government departments' employees.
				their dimensions in the local government context in a non-Western multicultural setting.	
1.	Beatty, C. A.	Communicating during an organizational change.	2015	● Communication is a vital ingredient in successful change initiatives. ● Ineffective internal communication is a significant contributor to the failure of change initiatives. ● The change leaders must have a coherent communication strategy, use	● No theories applied in this study ● Backup Communication plan to respond the negative findings.

			appropriate communication vehicles, ensure middle managers support the change, and persist in communication efforts right to the end of the initiative.	
1. Alannah E. Rafferty 2. Mark A. Griffin	Perceptions of Organizational Change: A Stress and Coping Perspective	2006	• The aspects of change that are salient to individuals influence employee attitudes. • Three distinct change characteristics: frequency, impact, and change plannin	• It focuses on processes at the individual level of analysis. It will be essential to obtain measures of change events at the group and organization levels that are independent of respondent perceptions.
1. Muhammad Najib Razali 2. Yasmin Mohd Adnan	Sustainable property development by Malaysian property companies	2015	• It focuses on assessing sustainability practices among listed property companies in Malaysia. • Malaysia is lagging behind the significant markets of Singapore, Australia, the UK, and the USA. It introduces sustainability for the property market only to the mainstream market in the last two years.	• The study does not include employees' behavior. • Not emphasizing several sustainability issues such as corporate responsibility, sustainable performance assessment, and financial performance from implementing the sustainability concept.
1. Wasim Abbas 2. Imran Ashgar	The role of leadership in organizational change – Relating the successful Organizational	2010	• This research focuses on the role of leadership in the phenomena of organizational	• The article, literature, and case studies produce the model that needs to be tested and

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Table 2: Continued

	change to visionary and innovative leadership		change and innovation. ●70% of organizational changes fail to get their goals.	further developed in the future. ● The interview only involved two representatives from selected companies for this study.

1.10   Research Objectives

Generally, the objective of this study is to examine the employees' understanding of the change and change management process in SHSB. The specific objectives of this study are:

1. To identify the employees' understanding of the need for organizational change in SHSB.

2. To examine the employees' understanding of the outcomes of being resistant to change in SHSB.

3. To study employees and their behavior in experiencing the situation in SHSB towards the transformation.

4. To analyze employees' experience in the change process in a property developer company in Cyberjaya.

5. To investigate the factors that influence employees to change.

1.11   Research Questions

The main research question concentrates on understanding the change and change management process from the employees' perspective. The questions below guide the researcher in this study:

1. Do the employees understand the need for organizational change in SHSB, and what do they understand?

2. Do the employees understand the outcomes of resistance to change and how they experience the situation in SHSB?

3. What are the employee's behaviors in experiencing the situation in SHSB towards the transformations?

4. What are the employee's experiences in the change process?

5. What influential factors influence the employees to change in SHSB?

1.12 Significance of the Study

This study involves examining employees' acceptance level towards transformation and their experience throughout the process would be beneficial to all the sectors, mainly the property development sector. It provides a better understanding of developing organizational change in property development. In the past, the industry was not explored much by researchers. Findings from this study identify the employee's perspective towards transformation and the experience they face throughout the process. It enables any related companies to plan their implementation of the changes by considering the possible responses they will be meeting during the performance of the process.

In addition, this study also investigates the factors, which influence employees to change. It will provide information about the best solutions to manage employee resistance in property development companies. Thus, management can avoid any.company problems, reduce employees' turnover rate, and deflate employees' absenteeism. Nonetheless, the study also provides the best insight into the approaches or techniques to be practiced by property developer management on managing the resistance among their employees.

It provides methods to be employed and approaches to managing change resistance in their companies. Based on the fact that there are limited studies on change management in property developer organizations, the researcher decided to venture into the topic. Moreover, there is a need to explore the moderating effects and relationships of attitude to change and the intention. The studies on change management are n conducted in Western countries; thus, the current study attempts to contribute to an expanding stream by adding Malaysia into the list of references. It is crucial to extend the scope of change research outside Western countries to bridge the literature gap substantially.

With the increase of business competition, changing purchase demands, and advancement of technology used in the property development industry, the issues of change management and the success of change may reveal specific findings that will enrich the current limited understanding of the change management process. Further study on the change process in a property development organization could also develop a more theoretical framework for future reference. The study adds information to the body of literature in spreading the research on change and change management. In addition, the study could also enhance the knowledge of individuals involved in the change process, the relationship between change management initiatives and success, particularly in terms of resistance to change.

To improve understanding of the theoretical and methodological perspectives of change, a better view of personal practice, demographic changes, economic conditions, technology growth, law and regulations, workforce diversity, cultural diversification, and the infrastructural system should be explored. All these factors tend to play significant roles in moulding the business strategy of most property developer

organizations, which endlessly compete with one another to recruit new employees who are committed and have the high spirit to attain better productivity performance. More importantly, the findings of this study could be helpful in the development and betterment of the industry as a whole, whereby the organizations utilize the employees in formulating organizational change and change process management initiatives effectively and successfully. The study provides proper motivation and becomes an essential reference source for practitioners and intellectual discussions in conferences, seminars, or forums. This study becomes a starting point for future in-depth change management research in property developer companies.

1.13 Motivation for this Study

The researcher considers the study on the property developer organization in Cyberjaya, Selangor, due to several issues relating to understanding change and organizational change management processes related to the property development industry. Occasionally, most organizations are not in favor of the organizational change. Instead, they prefer to seek other alternatives such as saving, acquisition and mergers, rearrangement, or introducing new products (Cawsey et al., 2015). They are unaware that the change process could maximize the innovations or adapt to a new direction, and the management is the critical factor driving the change itself.

Today, change has become part of the transformation process in the organization to ensure it remains competitive in the current market. In this context, the study makes specific references to the employees in the organization. The executive allows the employees to express their views on change and change management processes. The employees have direct experiences that impact their work environment in the organization. This study sought to investigate the collective group of employees into the debate on change and to understand the change management process of the property developer organization.

The data collection process is based on the workers' perspectives and understanding the methods and practices deployed by the organization through interviews. The chapter provides an introduction to the research. It gives the background of the study, followed by the elements or forces that influence the change. The section continues with the presentation of the problem statement, followed by research questions and the general objective.

1.14 Operational Definitions

1.14.1 Organizational Change

Organizational change and organizational strategy are inseparable, or vice versa (Rieley & Clarkson, 2001). Organizational change takes place over time to increase the

probability of success. It is essential to plan for change, set a clear timeframe, and address the critical factors that affect change success (Chrusciel & Field, 2006; Kenny, 2006). In this study, organizational change refers to the actions in which an organization alters a significant component of its organization, such as its culture, the underlying technologies or infrastructure it uses to operate, or its internal processes.

1.14.2 Change Management Process

As a subset of OD, change management is "the process of continually renewing an organization's direction, structure, and capabilities. It serves the ever-changing needs of external and internal customers" (Moran & Brightman, 2001). According to Burnes (2004), change is an ever-present feature of organizational life, both at operational and strategic levels. In this study, corporate change management refers to the method of leveraging change to bring about a successful resolution, and it typically includes three major phases, which includes preparation, implementation, and follow-through.

1.15 Thesis Outline

The thesis consists of six chapters. Chapter One discusses the positioning of the investigation of the present study. Chapter Two presents the literature review, which explores the fundamental concepts in understanding the change and the development of organizational change management. It also examines specific theories and approaches related to the research and the information on the company that been study. Chapter Three presents the methodology of the case study. The chapter identifies the method of data collection and justifies the choice made. It also discusses the validity and ethical consideration in the case study of this nature. Chapter Four presents the discussions on the findings of the case study. Chapter Five explains the summit of the results, and finally, Chapter Six presents the conclusion of the findings for future research.

1.16 Chapter Summary

The study is to understand the acceptance in handling the change and change development in the organization. According to Donahue & Tuohy (2006), organizational change is a challenging process that affects the daily life of corporate members. The difficulty is in ensuring its success. The higher authority in the organization must be aware of the effects of change and should be concerned with the employee's acceptance or resistance. Once the management decides to change, it is essential to determine the requirements of the change for that particular organization. According to Yu (2009), the change would affect the performance and goals of the organization. The change processes should include the top management, which makes the decision, and the entire staff in the organization. The study would develop the findings, discussion, and conclusion in Chapter Four, Chapter Five, Chapter Six and Chapter Seven. In the following chapter, the literature review will explore the theories related to change and change management.

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