



**UNIVERSITI PUTRA MALAYSIA**

**CORRELATION OF CHANGE COMMUNICATION FACTORS WITH  
PERCEIVED SUCCESS OF CHANGE INITIATIVES IN A SELECTED  
ORGANIZATION**

**MOHAMMAD FIRDAUS LOW BIN ABDULLAH  
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**By**

**MOHAMMAD FIRDAUS LOW BIN ABDULLAH**

Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,  
in fulfilment of the Requirements for the Degree of Doctor of Philosophy

September 2009





## DEDICATION

This study is dedicated to my beloved mom,

Kong Pong @ Lee Kum Foong

You've always been a special person, Mom  
Always caring for people and the world around you  
No one could ever take your place  
No one could ever replace you

And it doesn't matter how you love me  
Just that you do  
And it doesn't matter what sort of mom you are ...  
Just that you are mine.

Thank you for raising me the way you did ...  
I really love you ... Mom

This is just a small token of my love & affection  
and undying gratitude & appreciation for all you have done for me.

Thank you and May God bless you always.

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in  
fulfilment of the requirement for the degree of Doctor of Philosophy

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**September 2009**

**Chairman : Associate Professor Dr. Abdul Muati @ Zamri Ahmad, PhD**

**Faculty : Modern Languages and Communication**

This study focused on organizational communications. The study was conducted to determine 1) the differences between the executives and non-executives in terms of change communication factors; 2) the differences between the executives and non-executives in terms of perceived success of change initiatives; and 3) the predictive power for change communication factors on perceived success of change initiatives among the executives and non-executives in a selected organization. In this study, the change communication factors consisted of receiving information, providing input, quality of information, value of input, involvement in decision making and leader's vision. Data were gathered from 87 executives and 276 non-executives in the selected organization, using self-administered questionnaires. The study used t-test to differentiate the executive's and non-executive's change communication factors and their perceived on success of the change initiatives in a selected organization during restructuring and



re-branding. The study also uses correlation and multiple regression analysis to determine the predictive power of the effects of change communication factors on the perception success of change initiatives among the executives and non-executives in a selected organization.

Hypothesis 1 supported that only receiving information has statistically significant difference on perceived success of change initiatives between the executives and non-executives during restructuring and re-branding. Hypothesis 2 also supported that change communication factors has statistically significant positive effect on perceived success of change initiatives. In hypothesis 3, the study supported that there were positive relationship and statistical significance between change communication factors and perceived success of change initiatives among the executives and non-executives during restructuring and re-branding. Theoretically, the study contributes towards strengthening the Kurt Lewin's Change Model (1951), supported the Klein's (1996) communication needs and Uncertainty Reduction Theory (Berger & Bradac, 1982) on the importance of effective communications in the change initiatives programs. For future research, the researcher suggested to include items like gender, empowerment and trust.



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

**PENGHUBUNGKAIT FAKTOR-FAKTOR PERUBAHAN KOMUNIKASI  
KESAN KE ATAS KEJAYAAAN INISIATIF-INISIATIF PERUBAHAN  
ORGANISASI TERPILIH**

Oleh

**MOHAMMAD FIRDAUS LOW B. ABDULLAH**

**September 2009**

**Pengerusi : Profesor Madya Dr. Abdul Muati @ Zamri Ahmad, PhD**

**Fakulti : Bahasa Moden dan Komunikasi**

Kajian ini memfokuskan kepada komunikasi keorganisasian. Elemen-elemen komunikasi organisasi adalah modal insannya yang wujud dalam persekitaran komunikasi kepada pekerja. Kajian ini dijalankan untuk menentukan 1) perbezaan antara anggota eksekutif dan bukan eksekutif dari segi faktor-faktor perubahan komunikasi; 2) perbezaan antara anggota eksekutif dan bukan eksekutif dari segi kejayaan inisiatif-inisiatif perubahan yang dipersepsikan; dan 3) perbandingan kekuatan faktor-faktor perubahan komunikasi dari segi kejayaan inisiatif-inisiatif perubahan yang dipersepsikan antara anggota eksekutif dan bukan eksekutif dalam organisasi terpilih. Dalam kajian ini, faktor-faktor perubahan komunikasi adalah penerimaan maklumat, pemberian input, kualiti maklumat, nilai input, penglibatan dalam membuat keputusan dan visi pemimpin. Data telah dikumpul daripada 87 orang anggota eksekutif dan 276 orang anggota bukan eksekutif di organisasi pilihan dengan menggunakan borang soal-selidik yang diisi sendiri oleh responden.



Kajian ini menggunakan t-test untuk melihat perbezaan faktor-faktor perubahan komunikasi dan kejayaan inisiatif-inisiatif perubahan yang dipersepsikan antara anggota eksekutif dan bukan eksekutif dalam organisasi terpilih. Kajian ini turut menggunakan, perkaitan dan analisa regresi kepelbagaian untuk menentukan perbandingan kekuatan faktor-faktor perubahan komunikasi ke atas kejayaan inisiatif-inisiatif perubahan yang dipersepsikan antara anggota eksekutif dan bukan eksekutif dalam organisasi terpilih.

Hipotesis 1 menyokong bahawa hanya penerimaan maklumat sahaja mempunyai perbezaan signifikan terhadap kejayaan inisiatif-inisiatif perubahan yang dipersepsikan di kalangan eksekutif dan bukan eksekutif semasa penyusunan semula dan penjenamaan semula. Hipotesis 2 turut menyokong bahawa faktor-faktor komunikasi mempunyai kesan signifikan yang positif terhadap kejayaan inisiatif-inisiatif perubahan yang dipersepsikan. Dalam hipotesis 3 menyokong hasil kajian menunjukkan terdapat perkaitan signifikan yang positif di antara faktor-faktor komunikasi perubahan dan kejayaan inisiatif-inisiatif perubahan yang dipersepsikan di kalangan anggota-anggota eksekutif dan bukan eksekutif semasa penyusunan semula dan penjenamaan semula. Secara teori, kajian ini telah mengukuhkan lagi Model Perubahan Kurt Lewin (1951), dan disokong oleh kajian Keperluan Komunikasi Klein (1996) dan Teori Pengurangan Ketidaktentuan (Berger & Bradac, 1982) dengan menunjukkan pentingnya keberkesanan komunikasi dalam inisiatif-inisiatif program perubahan. Untuk kajian selanjutnya, penyelidik mencadangkan supaya aspek perbezaan jantina, pemberian kuasa dan kepercayaan dapat di pertimbangkan.



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I certify that a Thesis Examination Committee has met on 3 September 2009 to conduct the final examination of Mohammad Firdaus Low bin Abdullah on his thesis entitled “Correlation of Change Communication Factors with Perceived Success of Change Initiatives in a Selected Organization” in accordance with the universities and university colleges Act 1971 and the constitution of the Universiti Putra Malaysia [P.U.(A) 106] March 15, 1998. The Committee recommends that the candidate be awarded the Doctor of Philosophy.

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Date: 10 December 2009

## DECLARATION

I hereby declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted as a whole for any other degree at Universiti Putra Malaysia or other institutions.

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**MOHAMMAD FIRDAUS LOW B. ABDULLAH**

Date: .....

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