UNIVERSITI PUTRA MALAYSIA

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

MOHAMMAD FIRDAUS LOW BIN ABDULLAH
FBMK 2009 21
CORRELATION OF CHANGE COMMUNICATION FACTORS
WITH PERCEIVED SUCCESS OF CHANGE INITIATIVES IN A
SELECTED ORGANIZATION

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

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

By

MOHAMMAD FIRDAUS LOW B. ABDULLAH

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 KEJAYAAN 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 dalam 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.

ACKNOWLEDGEMENTS

Writing a thesis is like going on a mountain trip, never certain to reach the summit, but always aware of difficulties lying ahead. A complicated factor on this trip was the availability of time for research, which was limited to only one day a week. A very tight schedule made things worse but tremendous support from a great number of people had helped me to complete this endeavour.

In this acknowledgement I would like to gratefully thank all those persons who have contributed in making this endeavour a success. To start off, I would like to thank my beloved chief supervisor, Assoc. Prof. Dr. Abdul Muati @ Zamri. This thesis would not have existed at all without Dr. Zamri, who accepted me as a doctoral student, despite my time constraint, and who believed in my project and in my declaration of dedication. His knowledge, guidance, energy, humor, friendship, openness, companionship and inspiration will always serve me as an example of the perfect supervisor.

I would also like to extend my gratitude to my supervisors Prof Dr. Md Salleh Hj. Hassan, Assoc Prof Dr. Saodah Wok and Dr. Zulhamri Abdullah who were always available to encourage challenging discussions and to inspire me to take the next step. Their wide knowledge and their logical way of thinking have been of great value for me.
I also wish to make a special mention of Dr. Narimah Ismail for everything that she has done to assist me. I really owe my sincere gratitude to her, who has given me untiring help during my difficult moments. My sincere thanks also go to all the academic staff of UPM who have taught me during my graduate studies and equally important the supporting staff who have been very cooperative and understanding.

My very special thanks go to Dr. Ruziah who willingly sacrifices her time to share the most critical moment of my research with me. She has provided me with priceless suggestions, hospitality, encouragement, patience and guidance throughout the whole period of my fieldwork.

My deepest appreciation goes to my friends, Dr. Hamisah, Mohd Faizal, Zafizal, Mohd Suffian, Raditah, Nasriah, Azlin, Delaila, Nazry and Abdul Lazi who have been patiently guiding, motivating, advising and for being such great friends for me. No friend has been so constant. No friend has been so true. No friend has ever meant as much as you. Thank you so much. And also not to forget – to all my beloved friends and classmates who have motivated and supported me during my studies in UPM.

I am also truly thankful to YBhg. Prof. Dato’ Sa Wai @ Boon Chock, Shamsimar Yusof, Mazenah Mohd Hassan, Norjahan, Azizah, Angie, Shahredza Minhat, Zety Kamal, and Norhaini for your endless concern, love and support.
My sincere appreciation also goes to Group Corporate Communication TM Team members. Thanks to Puan Mariam Bevi Batcha – thank you for being such an understanding, supporting and loving boss. Can’t do it without your blessing. I would also like to thank TM Group Human Resources and all the TM State Administrative officers for their cooperation and for allowing me to conduct my research study on TM.

I also want to express my sincere gratitude to all my sisters, adopted families, adopted brothers and adopted sisters – thank you for being the best sounding board in the world.

To my beloved mom Kong Pong @ Lee Kum Foong, the lady who has always been there… even when I did not want her to be there, I credit her for ingraining in me the ways of logic which have become an intricate part of who I am and who I will be. I only hope to one day surpass her. She deserves much credit for guiding me through life and making me the man I am today. I can’t ask for more from her, as she is simply perfect. I have no suitable word that can fully describe her everlasting love for me.

Thank you mom, for everything and thank you again to everyone who has made this thesis and me possible.
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.

Members of the Thesis Examination Committee were as follows:

**Siti Zobaidah Omar, PhD**  
Associate Professor  
Faculty of Modern Languages and Communication  
Universiti Putra Malaysia  
(Chairman)

**Musa Abu Hassan, PhD**  
Professor  
Faculty of Modern Languages and Communication  
Universiti Putra Malaysia  
(Internal Examiner)

**Ezhar Tamam, PhD**  
Associate Professor  
Faculty of Modern Languages and Communication  
Universiti Putra Malaysia  
(Internal Examiner)

**Shamsudin A. Rahim, PhD**  
Professor  
Faculty of Social Sciences and Humanities  
Universiti Sains Malaysia  
(External Examiner)

_______________________________

BuJang Bin Kim Huat, PhD  
Professor and Deputy Dean  
School of Graduate Studies  
Universiti Putra Malaysia

Date: 24 November 2009

IX
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:

**Abdul Muati @ Zamri Ahmad, PhD**  
Associate Professor  
Faculty of Modern Languages and Communication  
Universiti Putra Malaysia  
(Chairman)

**Md. Salleh Hj. Hassan, PhD**  
Professor  
Faculty of Modern Languages and Communication  
Universiti Putra Malaysia  
(Member)

**Saodah Wok, PhD**  
Associate Professor  
Faculty of Human Sciences  
International Islamic University Malaysia  
(Member)

**Zulhamri Abdullah, PhD**  
Lecturer  
Faculty of Modern Languages and Communication  
Universiti Putra Malaysia  
(Member)

---

**HASANAH MOHD GHAZALI, PhD**  
Professor and Dean  
School of Graduate Studies  
Universiti Putra Malaysia

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.

_____________________________________________
M O H A M M A D  F I R D A U S  L O W  B .  A B D U L L A H
Date: ..........................
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEDICATION</td>
<td>i</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>ii</td>
</tr>
<tr>
<td>ABSTRAK</td>
<td>iv</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>vi</td>
</tr>
<tr>
<td>APPROVAL</td>
<td>ix</td>
</tr>
<tr>
<td>DECLARATION</td>
<td>xi</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>xvi</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xxi</td>
</tr>
<tr>
<td>LIST OF ABBREVIATIONS</td>
<td>xxi</td>
</tr>
<tr>
<td>CHAPTER</td>
<td></td>
</tr>
<tr>
<td>1 INTRODUCTION</td>
<td></td>
</tr>
<tr>
<td>Background of the Study</td>
<td>1</td>
</tr>
<tr>
<td>Organizational Change</td>
<td>3</td>
</tr>
<tr>
<td>Communication in an Organizational Change</td>
<td>6</td>
</tr>
<tr>
<td>The Edict of Radical Change in a selected Organization</td>
<td>9</td>
</tr>
<tr>
<td>Problem Statement</td>
<td>14</td>
</tr>
<tr>
<td>Research Objective</td>
<td>17</td>
</tr>
<tr>
<td>General Objective</td>
<td>17</td>
</tr>
<tr>
<td>Specific Objectives</td>
<td>17</td>
</tr>
<tr>
<td>Significance of the Study</td>
<td>17</td>
</tr>
<tr>
<td>Scope of the Study</td>
<td>20</td>
</tr>
<tr>
<td>Limitations</td>
<td>21</td>
</tr>
<tr>
<td>Definition of Terms</td>
<td>21</td>
</tr>
<tr>
<td>2 LITERATURE REVIEW</td>
<td></td>
</tr>
<tr>
<td>Perceived Success of Change Initiatives</td>
<td>24</td>
</tr>
<tr>
<td>Receiving Information</td>
<td>27</td>
</tr>
<tr>
<td>Providing Input</td>
<td>29</td>
</tr>
<tr>
<td>Quality of Information</td>
<td>33</td>
</tr>
<tr>
<td>Value of Input</td>
<td>34</td>
</tr>
<tr>
<td>Involving in Decision Making</td>
<td>34</td>
</tr>
<tr>
<td>Leader’s Vision</td>
<td>36</td>
</tr>
<tr>
<td>Change Theory</td>
<td>38</td>
</tr>
<tr>
<td>Uncertainty Reduction Theory (URT)</td>
<td>46</td>
</tr>
</tbody>
</table>
The Effects of Change Communication Factors with Perceived Success of Change Initiatives in a Selected Organization

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receiving Information</td>
<td>48</td>
</tr>
<tr>
<td>Providing Input</td>
<td>49</td>
</tr>
<tr>
<td>Quality of Information</td>
<td>50</td>
</tr>
<tr>
<td>Value of Input</td>
<td>51</td>
</tr>
<tr>
<td>Involvement in Decision Making</td>
<td>52</td>
</tr>
<tr>
<td>Leaders’ Vision</td>
<td>53</td>
</tr>
<tr>
<td>Perceived Success of Change Initiatives</td>
<td>53</td>
</tr>
</tbody>
</table>

Hypothesis

3 METHODOLOGY

Research Design

Research Framework

Population and Sample

Sampling Procedure

Measurement & Instrumentation

Scaling

Validity

Content Validity

Face Validity

Malay Language Medium

Instruments

Section A: Demographic Background

Section B: Perceived success of change initiatives

Section C: Receiving Information

Section D: Providing Input

Section E: Quality of Information

Section F: Value of Input

Section G: Involvement in Decision Making

Section H: Leaders’ Vision

Pre Test

Data Gathering

Data Analysis

Exploratory Data Analysis
4 RESULTS AND DISCUSSION
Profile of Respondents 110
Age, Gender, Marital Status, Educational Qualification and Years of Services 111

Hypothesis 1: Change communication factors have a different effect with perceived success of change initiatives in a selected organization on executive’s and non-executive’s employees during restructuring and re-branding 112
Receiving Information 113
- Restructuring 113
- Re-branding 115
Providing Input 116
- Restructuring 116
- Re-branding 118
Quality of Information 119
- Restructuring 119
- Re-branding 121
Value of Input 122
- Restructuring 122
- Re-branding 124
Involvement in Decision Making 125
- Restructuring 125
- Re-branding 127
Leader’s Vision 128
- Restructuring 128
- Re-branding 130

Hypothesis 2: There is a significant difference between executives’ and non-executives’ perceived of success of change initiatives in a selected organization during restructuring and re-branding 131
Restructuring 132
- Mission & Vision Clarity 134
- Implementation 135
- Service Quality 137
- Communication 138
Re-branding 140
- Mission & Vision Clarity 141
- Implementation 143
- Service Quality 144
- Communication 146
Hypothesis 3: Change Communication Factors have a positive effect on executives’ and non-executives’ perceived of success of change initiatives in a selected organization during restructuring and re-branding.

Restructuring
Re-branding
Summary

5 SUMMARY, CONCLUSIONS AND IMPLICATIONS
Summary
Problem Statement
Objective of the Study
Methodology of the Study
Findings
Conclusions
Implications
  Implications for Theoretical Contributions
  Implications for Organizational Perspective
  Implications for Employees
Recommendations for Future Research

REFERENCES
APPENDICES
BIODATA OF THE STUDENT