CHAPTER SIX
DISCUSSION AND CONCLUSION

6.0. Introduction

The objective of this research is to study the effectiveness of the management of change from the managers' perspective at the International Islamic University Malaysia. This final chapter of the study is divided into three sections. The first section discusses the major findings of this study. The second section explains the limitations of the study. Finally, the last section provides suggestions for future research.

6.1. Discussion of Major Findings

This study provides empirical evidence that may enhance our knowledge on the impact of personal variables and organizational functions on the effectiveness of the management of change. The findings might be of interest and value to the managers of both public and private sectors especially to the IIUM. They might also be valuable as a reference for future researches.

6.1.1. The Effectiveness of the Management of Change at IIUM

In general, the analysis of results in Chapter Five indicates that the effectiveness of management of change at IIUM is at a satisfactory level. First, this is shown when the means for the managers' organizational commitment, work culture, participative management, communication system and organization learning is above 3.5 on a 5-point
scale. Second, the managers' attitude towards change is also at the satisfactory level as indicated by the means obtained i.e. 3.7 (S.D. = 0.55).

Third, the managers' behavior in relation to the implementation of quality principles, appears to be an achievement with the mean of 4.13 (S.D. = 0.46). The high mean obtained in this variable is due to the certification for the *MS ISO 9002: 94* in the teaching and learning services. The results revealed that the implementation of quality principles in the daily working activities has been well accomplished. The behavior of the organizational members is in line with what is expected from them in the management of change process to ensure quality prevails. Fourth, the organization functions can be said as effective where the means for the organizational purpose, organizational structure, mechanisms, within organization relationships, rewards system and leadership contribution are above 5.2 on a 7-point scale.

Based on the results obtained, there are several areas that need to be improved to increase its effectiveness. The most obvious is the rewards system. In this research, the rewards system was evaluated based on the following five items i.e. availability of the opportunity to grow (M = 5.94), equitability of treatment in terms of pay scale and benefits (M = 4.91), the availability of opportunity for promotion (M = 4.71), commensurable of the salary to the job perform (M = 4.93), and the association of incentives with all tasks (M = 4.10). The overall mean for rewards system is 4.9. This is considered low for an institution of this standing. Thus, it is suggested that the University should find ways for improvement of this aspect.
In addition to the above suggestion, communication system is another aspect which needs to be given due consideration for improvement. The items used to measure the effectiveness of the communication system are as follows: top management often share information with the managers (M = 3.47); different units plan and coordinate together (M = 3.37); rational manner of resolving conflicts (M = 3.54); communication across hierarchical levels is often experienced (M = 3.6); and the encouragement from top management to let them know about wrong things (M = 3.77). Based on the means obtained for the above items, it is suggested that the organization should have further evaluate to have more accurate information on which aspect that need to be improved especially in terms of the need to update members of the organization with the latest change efforts and progress.

Among the other variables that have low means is culture. As we know, the management of change program was started with the launching of 'Quality Culture Program' launched in early 2000. Its initial aim is to improve the existing culture which includes the aspect of administration and academic. After about two and a half years of its implementation, the results of the study show that the University should devote more effort to enhance its quality culture. Thorough evaluation should be made to have a clear picture of what aspect need to be changed for improvement.

Finally, in relation to attitude towards change, whether or not the organization resistant to change is uncertain. The mean of this item was only at satisfactory level i.e. 3.36 on a 5-point scale. In addition to this item, it could be said that the need to have further well-designed strategies arise when this item was rated only quite satisfactorily (M = 3.43).
6.1.2. The Correlation between Personal Variables and the Effectiveness of Management of Change

In order to see the extent of relationship between the dependent and the independent variables, a Pearson correlation has been employed. The study supports previous qualitative studies (Che Mahzan, 1995; Jelinek et al., 1995; Muse & Burkalter, 1998; Graetz, 2000; Coram & Burnes, 2001; Jick & Peiperl, 2003). The first major finding indicates that managers' involvement in the management of change which its dimensions include organizational commitment, work culture, participative management, communication system and organizational learning increases the effectiveness of management of change. Among these dimensions, communication system is highly correlated with the effectiveness of management of change \((r = .839)\) in comparison with the other four factors.

The second major findings shows that the more positive the managers' attitude towards change the more effective the management of change. Attitude towards change is also highly correlated with the effectiveness of management of change as shown by the correlation value \((r)\), i.e., .758. The third major finding revealed that the greater the implementation of quality principles the higher the level of effectiveness of management of change. However, the correlation between behavior and effectiveness of change management is not as high as the correlation with the other variables \((r = .421)\). Nevertheless, the correlation of the above two variables is significant.

Finally, the results of the study indicate that the more effective the organization functions which include the organization purpose, organization structure, mechanisms, rewards
system, relationship among individuals and units, and leadership, the most effective of the management of change. Among the six organization functions, helpful mechanisms \((r = .685)\), followed by leadership contribution \((r = .621)\) and close relationship between organization members and units \((r = .614)\) were highly correlated in comparison with the other three functions. As a conclusion, it could be said that there is significant correlation between the above four independent variables and the dependent variable with the \(r\)-value is above \(.4\).

6.2. **Limitations of the Study**

Due to time constraints, the study was conducted only in a single point of time (i.e. one shot study) instead of at two different points i.e. before and after the management of change process. It is more desirable to conduct such survey at two different times so that the comparison between the two situations could be made and the effectiveness of the management of change process could be done more accurately.

Another limitation of this study is the homogeneity of the sample. It includes only those at the managerial levels. It did not include organizational members from other background who basically have greater variance in terms of nature of tasks and educational background.

Respondents of the sample might not have been wholly serious and sincere when answering the questionnaire. Probably the construct of the questionnaire which used mainly a likert-scale form tend to make the findings of the study may not very conclusive.
6.3. Suggestions for Future Research

A more in-depth study which is similar to the present survey should be carried out to provide more convincing evidence of the impact of personal variable i.e. perception, attitude and behavior and the organizational functions i.e. purpose, structure, mechanisms, relationships, rewards and leadership on the effectiveness of the management of change. The limitations and findings of this study suggest some important observations and questions for future research.

It is recommended that a longitudinal study is more desirable. Data should be collected over a longer period of time and at two period intervals i.e. prior and after the change processes. Various survey methods should be employed instead of merely using questionnaire as the main method.

Future researchers could make comparative studies between higher educational institutions within Malaysia. Doing comparison studies would enable managers of HEIs to make good and effective decisions to enhance the qualities of the existing practices of managing change and thus able to introduce more creative means. In addition to that, other important variables that have been left out in this study due to the research question characteristics could be identified and they may reveal important findings that are important to ensure the effectiveness of the management of change process.