CHANGE MANAGEMENT: A CASE STUDY OF
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA

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ABSTRACT

The purpose of this study was to examine the level of effectiveness of planned change management from the perspective of managers at the International Islamic University Malaysia. More specifically, the study tried to examine the managers' perception on the effectiveness of management of change which was measured through five dimensions, i.e., organizational commitment, work culture, participative management, communication system and organization learning; managers' attitude towards change; managers' behavior in implementing quality principles; and the effectiveness of six organizational functions, i.e., organization purpose, organization structure, mechanisms, within organization relationships, rewards system and leadership support.

This is a quantitative study in which a questionnaire was utilized as the main means of gathering data. The sample comprises 160 administrative officers from five categories. Of the 160 questionnaires distributed, 118 were returned, representing a return rate of 74%. The analysis was conducted using both descriptive and inferential statistics. The results indicated that the level of effectiveness of management of change at IIUM is at a satisfactory level. In addition to that, the major findings of the study show that the higher managers' involvement in the change management, the positive attitude of the managers' towards change and the congruence behavior in implementing the desired target were highly correlated with the effectiveness of management of change. The study recommended that 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 the above mentioned variables on the effectiveness of the management of change.
DECLARATION

I hereby declare that this research report is the result of my own investigations, except where otherwise stated. Other sources are acknowledged by footnotes giving explicit references and a bibliography is appended.

Name: [Redacted]

Signature: [Redacted] Date: 19/2/04
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