

## **ABSTRACT**

This study aims at calibrating change initiatives in a manufacturing firm, LRC Hospital Products Sdn Bhd. The research was done based on Mohd Yusof Omar's calibrating change model. Three change initiatives measured in this study were 'Balanced Scorecard'; 'Good Manufacturing Practices' and 'Health, Safety and Environmental policies' introduced to the company for a period of two years.

Theoretical aspects of the three changes were studied in terms of its philosophies, benefits and paradigm. Applications of the change initiatives in the company were also been examined. The core of the study was to measure the level of institutionalisation of its changes initiative based on Mohd Yusof Omar's institutionalisation framework. It was done through a survey on the company's employees based on questionnaire constructed according to the model. Five dimensions were measured – organisation characteristics, intervention characteristics, institutionalisation process, indicators of institutionalisation and divisional performance. The higher the mean score the more successful the institutionalisation of change programs were.

Results of analysis shows that the company is having a total failure in its change initiatives where 33 out of 35 items in the first four dimensions were under satisfactory level (mean score < '4'), with 27 items scoring critically low (< '3'). All the items under local management control in divisional performance were also scoring below satisfactory level (< '4'). Difference of perceptions between employees holding different positions and length of service in the company was also detected. In general, employees holding higher positions and having longer length of service perceive more highly than employees at lower ranks and having shorter length of service on the level of institutionalisation the company achieved.

Suggestions for corrective actions where proposed at the end of the chapter based on Cummings intervention model, which include human processes intervention, technostructural intervention as well as human resources management intervention.