

# **TABLE OF CONTENTS**

<b>ITEMS:</b>	<b><u>PAGE:</u></b>
<b>CHAPTER 1: INTRODUCTION</b>	
1.1 Purpose and objectives of the study	1
1.2 Research questions	1
1.3 Scope of the study	2
1.4 Limitations of the study	2
1.5 Background of the company	2
1.5.1 Change initiatives by LRC Hospital Products Sdn Bhd	3
1.6 Organisation of the study	4
<b>CHAPTER 2: LITERATURE REVIEW</b>	
2.1 An institutionalist perspective of organisational change	6
2.2 Organisational change	8
2.3 Institutionalising organisational change	9
2.4 Institutionalisation Framework	10
2.5 Failure of organisational change	11
2.6 The research framework	13
2.7 Balanced scorecard framework	15
2.7.1 Balanced scorecard as a management system	15
2.7.2 The benefits of balanced scorecard	17
2.7.3 Applications of balanced scorecard in LRC	17
2.8 Good Manufacturing Practices (GMP)	19
2.8.1 The benefits of GMP	20
2.8.2 Applications of GMP in LRC	20
2.9 Health, safety and environmental policies	21
2.9.1 Health and safety	21
2.9.1.1 The benefits of safety and health	23
2.9.2 Environmental systems and policies	24
2.9.2.1 The benefits of environmental systems and policies	26
2.9.3 Applications of health, safety and environmental systems and policies in LRC	26
<b>CHAPTER 3: RESEARCH METHODOLOGY</b>	
3.1 Selection of measures	29
3.1.1 Organisation characteristics	30
3.1.2 Intervention characteristics	31
3.1.3 Institutionalisation processes	32
3.1.4 Indicators of institutionalisation	34
3.2 Design of Questionnaire	35
3.3 Type of scale	36
3.4 Sampling design	36
3.5 Data collection procedure	37
3.6 Data analysis techniques	38
<b>CHAPTER 4: RESEARCH FINDINGS</b>	
4.1 Demographic profile of respondents	39
4.2 Data analysis	39
4.2.1 Determining the reliability of data – reliability analysis	39

4.2.2	Analysis of institutionalisation framework's scores	41
4.2.3	Analysis of 'position' against statements/ items in institutionalisation framework	49
4.2.4	Analysis of 'years of service' against statements/ items in institutionalisation framework	55
4.2.5	Analysis of 'department' against statements/ items in institutionalisation framework	58
4.2.6	Analysis of 'gender' against statements/ items in institutionalisation framework	59
4.2.7	The relationships between dimensions - correlation analysis	60
4.3	Overall discussions	61

**CHAPTER 5: CONCLUSION AND RECOMMENDATIONS**

5.1	General conclusion	65
5.2	Recommendations	65
5.2.1	Cascade training	65
5.2.1.1	Hierachical	66
5.2.1.2	Process	67
5.2.1.3	Employee role	67
5.2.1.4	Project	67
5.2.1.5	Applications of cascade training	68
5.2.2	Intervention Model	68
5.2.2.1	Human process interventions	69
5.2.2.2	Technostructural interventions	70
5.2.2.3	Human resources management interventions	72
5.3	Implementation schedule	73
5.4	Further research	74

**BIBLIOGRAPHY**

**APPENDIX**

## LIST OF TABLE

<u>BLE NO.</u>	<u>TITLE</u>	<u>PAGE</u>
1	Demographic Profile of Respondents	40
2	Means Distribution for Scores at 'Satisfactory', 'Neutral' and 'Unsatisfactory' Level	42
3	Overall Mean Scores for Institutionalisation Framework Dimensions	46
4	Divisional Performance Mean Scores	48
5	ANOVA test result for 'position' against sttements in institutionalisation framework	54
6	ANOVA test result for 'years of service' against sttements in institutionalisation framework	57
7	Relationships between dimensions (correlation analysis)	61

## **LIST OF FIGURE**

<b><u>FIGURE NO.</u></b>	<b><u>TITLE</u></b>	<b><u>PAGE</u></b>
1	Institutionalisation Framework	11
2	Mohd Yusof Omar Calibrating Change Model	14
3	Balanced Scorecard Framework	16
4	Balanced Scorecard as a Strategic Framework for Action	18
5	Mohd Yusof Omar Institutionalisation Framework	30