CHAPTER THREE

RESEARCH METHODOLOGY

3.1 RESEARCH FRAMEWORK

As identified in the previous chapter, this study was based on the relationship between organization characteristics, intervention characteristics, institutionalization process, indicators of institutionalization and performance. Performance is the dependent variable, while the dependent variable were represented by two groups of factors namely, organization characteristics, intervention characteristics, institutionalization process, indicators of institutionalization as the main factors, and position in the organization, department, sex and tenure as the demographic factors. The conceptual framework used in this study based on Yusof Omar institutionalization framework can be represented diagrammatically as below :
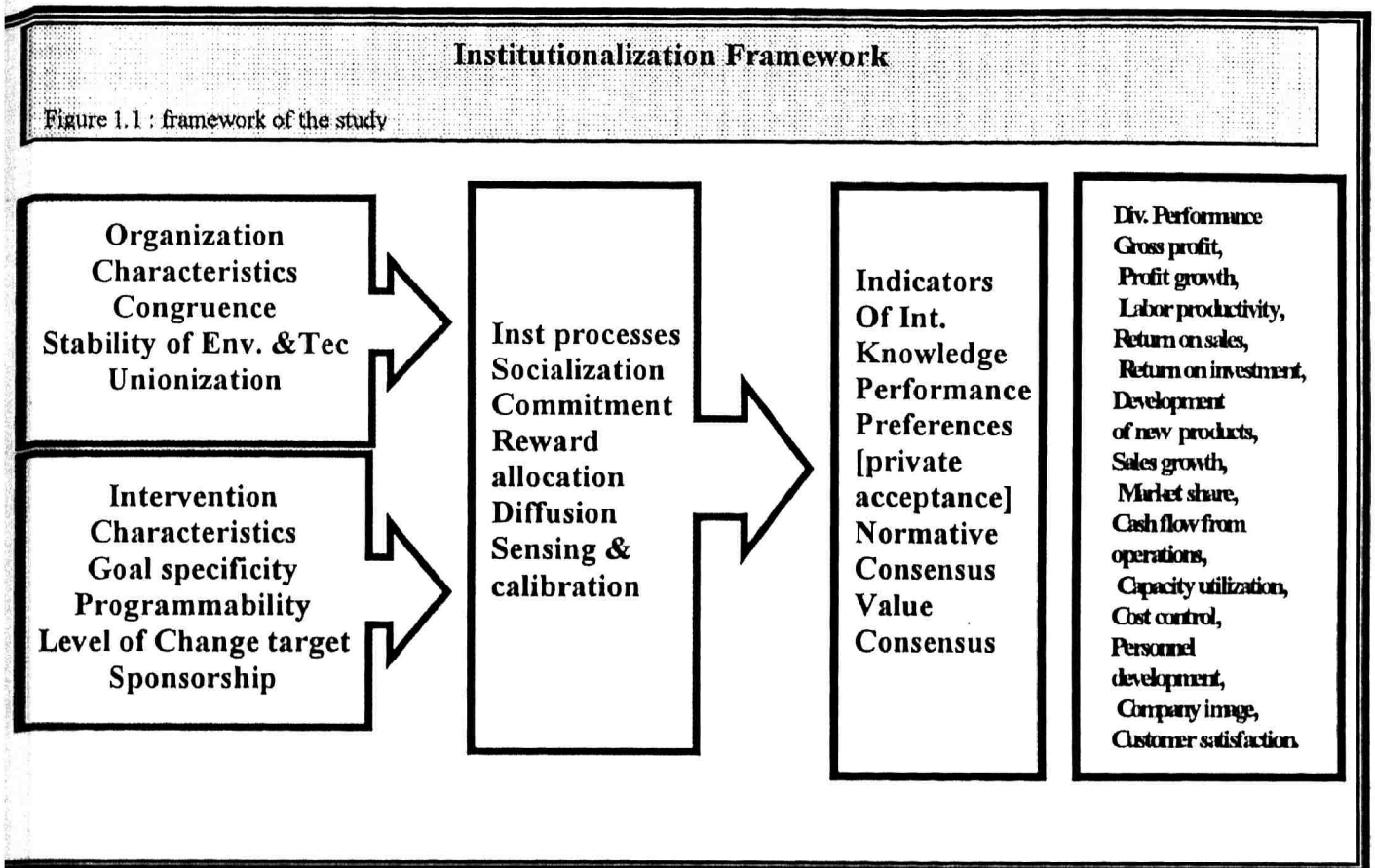
Figure 2 :Yusof Omar Institutionalization framework.

3.2   RESEARCH HYPOTHESES

In line with the issues derived from the literature review, there are six research hypotheses to be tested in this study. The hypotheses are as follow :

H1 . Employee have the knowledge of the new implemented system and behavior associated with the improvement system has a positive relation with the statement regarding organization characteristic, intervention characteristics and institutionalization process

H2 . The new system implemented have promoted the concept of internal customer service and has a positive relation with the statements regarding organization characteristics, intervention characteristics and institutionalization process.

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H3 . The implementation of the new system have increase sales growth and has a positive relation with the statements regarding organization characteristics, intervention characteristics and institutionalization process.

H4 . The implementation of new system promote the concept of team work and cohesiveness and has a positive relation with the statements regarding organization characteristics, intervention characteristics and institutionalization process.

H5 . The implementation of new system promote the concept of continuous learning has a positive relation with the statement regarding organization characteristics, intervention characteristics and institutionalization process.

3.3   RESEARCH INSTRUMENTS

Survey research methodology was employed in this study. The survey instrument was a five page questionnaire prepared in English (Appendix A). the questionnaire was divided into five parts. Part 1 was designed to measure the demographics information of the individual employees, part two measures the organization characteristic, part three measures intervention characteristic, part four measures institutionalization process and part five measures indication of institutionalization.

The questionnaire is written in English, the sample of the questionnaire is attached as appendix 1.

Demographic Profiles

Section one of the survey is designed to collect demographic data of the respondents to give a meaningful interpretation of the results. This section covers position, tenure, department and sex of the respondent.

Explanation of the survey questionnaire.

The institutionalization framework as shown in figure 2, shows that two key antecedents – organization and intervention characteristics – affect different institutionalization processes operating in organizations. These process in turn affect various indicators of institutionalization. The model also shows that organization characteristics can influence intervention characteristics.

According to Cummings & Worley (2001, pp188) the organization characteristics is further divided into three main criteria.

1. *Congruence* – this is the degree to which an intervention is perceived as being in harmony with the organization's managerial philosophy, strategy and structure, its current environment and other changes take place.

   Congruence can be viewed as a "fit or best match between key variables." Thus congruence mean a number of things.... The interplay and interrelations of : environment and strategy, organizational tasks and technologies and the individual and organizational structure. Richard D (1999, pp 21-22)

   The survey which is based on Linkert – scale from 1 to 7. The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

2. *Stability of environment and technology* – this involves the degree to which the organization's environment and technology are changing. Unless the change target is buffered from these changes or unless the changes are dealt with directly by the change program, it may be difficult to achieve long term intervention stability.

   Assessing the surroundings, both in and outside the organization environment can be expected to improve efficacy by learning their

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institutional, political, resource, personal and administrative contexts. Laurence, (2002)

The recent emphasis on technology and many difficulties have in adapting to it in a productive fashion Lewis, (2001) should not obscure the more general point that stability or instability in technology of all sorts can be consequential for performance.

The survey which is based on Linkert – scale from 1 to 7. The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning : 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

3. *Unionization* – diffusion of interventions may be more difficult in unionized settings, especially if the changes affect union contract issues, such as salary and fringe benefits, job design and employee flexibility.

Cooperative relationships between the unions and management tend to ease the transaction to work teams Joy M (2001, issue 2)

The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning : 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

Intervention Characteristics

The following five major features of OD interventions can effect institutionalization process:

1. *Goal specificity* – this involves the extend to which intervention goals are specific rather than road. Specificity of goals helps direct socializing activities to particular behaviors required to implement the intervention. Its also helps operationalize the new behaviors so that rewards can be linked clearly to them.

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Goal specificity reduced perceived coercion distrust and improved mood before and after the intervention. Powell (1995, pp 119-134)

The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

2. *Programmability* – this involved the degree to which the changes can be programmed or the extend to which the different intervention characteristics can be specified clearly in advance to enable socialization, commitment and reward allocation.

   Programmability implies that behaviors can be explicitly defined and readily measured. Malhotra, (2000, pp 5- 15)

   The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

3. *Level of change target* – this concerns the extend to which the change target is the total organization, rather than a department or small work group. Each level of organization has facilitators and inhibitors of persistence. Departmental and group change are susceptible to countervailing forces from others in the organization. These can reduce the diffusion of the intervention and lower its ability to impact the organization effectiveness. However this does not preclude institutionalizing the change within a department that successfully insulates itself from the rest of the organization.

   The focus of managing change in the organization as a whole, rather that change that pertains to a small groups or departments, represent a significant departure from the past managerial thinking by Paul and Robinson (2002, pp. 100 – 109).

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The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

4. *Internal support* – referring to the degree to which there is an internal support system to guide the change process. Internal support, typically provided by an internal consultant can gain commitment for the change and help organization members implement them.

Internal support system between the organization, consultant and the public, will lead to greater communication effect and a greater willingness to change. Kekale (1995, pp 210 – 220).

The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

5. *Sponsorship* – this concerns the presence of a powerful sponsor can initiate, allocate and legitimate resources for the intervention. Sponsors must come from levels in the organization high enough to control appropriate resources and they must have the visibility and power to nurture the intervention and see its remain viable.

Executive sponsorship and participation are critical to the success of change initiatives, sponsorship contribute the greatest success towards the change. Kreiser, (2002, pp. 895 - 905)

The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

Institutionalization Process

Five institutionalization process that can directly affect the degree to which OD interventions are institutionalized.

1. *Socialization* – the transmission of information about beliefs, preference, norms and values with respect to the intervention. Because implementation of OD interventions generally involves consideration learning and experimentation, a continual process of socialization is necessary to promote persistence of the change program.

   In socialization, knowledge is change through joint activities in order to produce some form of shared mental model, metaphor, analogy, or culture which can be employed as a framework for moving forward. Successful socialization requires that individual empathize with one another enough to incorporate the other's feeling and beliefs, such that a large sense of situation and possibility can emerge. Nonaka and Konno, (1998).

   The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

2. *Commitment* – this bind people to behaviors associated with the intervention. It include initial commitment to the program, as well as recommitment over time. Opportunities for commitment should allow people to select the necessary behaviors freely, explicitly and publicly.

   If employee involvement is key to the attainment of customer satisfaction, managing by process is key to engaging an organization's employee to take responsibility for what they are doing in relation to satisfying the customers. Oakland and Beardmore, (1995).

   The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree,

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3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

3. *Reward allocation* – this involves linking rewards to the new behaviors required by an intervention. Organizational rewards can enhance the persistence of interventions in at least two ways, intrinsic and extrinsic.

Rewards and recognition as one of the enablers which maximizes employee's potential and involvement and, in doing so become one of the main contributors to the company's journey to quality. Thiagarajan and Zairi, (1997, pp270).

The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

4. *Diffusion* – referring to the process of transferring interventions from one system to another. Diffusion facilitates institutionalization by providing a wider organizational base to support the new behaviors.

Diffusion theory is focused on the process by which innovation "is communicated through communication channels over time among members of a social system" Antony and Banuelas (2001, pp 119 – 121)

The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

5. *Sensing and calibration* – this involves detecting deviations from desired intervention behaviors and taking corrective action. Institutionalized behaviors invariably encounter destabilizing forces.

Indicator of Institutionalization

The extend of the following factors are present or absent indicates the degree of institutionalization.

1. *Knowledge* – it is a concerned whether members know enough to perform the behaviors and to recognize the consequences of that performance. Knowledge management caters to the critical issues of organizational adaptation, survival and competence in face of increasingly discontinuous environmental change. Essentially, it embodies organizational processes that seek synergistic combination of data and information processing capacity of information technologies, and the creative and innovative capacity of human beings. Angeles and Nath (2000, pp. 198 – 205)

   The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

2. *Performance* – this is concerned with the degree to which intervention behaviors are actually performed. It can be measured by counting the proportion of relevant people performing the behaviors.

   Performance include activities to ensure that goals are consistently being met in an effective and efficient manner. McNamara, (2003, pp57)

3. *Preferences* – involves the degree to which organization members privately accept the organization changes. This contrasts with acceptance based primarily on organizational sanctions or group pressures.

4. *Normative consensus* – this focused on the extend to which people agree about the appropriateness of the organizational changes. This indicator of institutionalization reflects how fully changes have become part of the normative structure of the organization. Changes persist to the degree members feel that they should support them.

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Where the participant themselves promote decision for the common good, has been describe as an example of communitarian participation. Bendall (1993).

The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

5. *Value consensus* – this is concerned with social consensus on values relevant to the organization changes. Value are beliefs about how people ought or ought not to behave. They are abstractions from more specific norms.

Values policy are seen as a standard for practice that sets priorities by influencing the entire organization on what to do and what not to do Thiagarajan and Zairi, (1997, pp273).

The respondents need to indicate the extend to which they agree on the statements by circling the appropriate numbers (1,2,3,4,5,6,7) which represents the following meaning :   1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = Neutral, 5 = slightly agree, 6 = Agree and 7 = strongly agree.

3.4   SAMPLING DESIGN

3.4.1   Research Location

The research was done in Mecomb Malaysia Sdn Bhd Group of companies that incorporated eight numbers of division. Location of the company is at Lot 20, Jalan 225. 46100 Petaling Jaya, Selangor.

3.4.2   Sampling Design

Type of data

The data explored for this study was obtained through primary data research done through conducting a survey. The questionnaires is administered personally through proper distribution among organization members.

Sampling Design.

Sampling is the process of selecting a sufficient number of elements from the population so that by studying the sample, and understand the properties or the characteristic of sample subjects, it would be possible to generalize the properties or characteristics of the population elements (Sekaran 2000).

3.4.3   Sampling Technique

The sample was confined to the employee of Mecomb Malaysia Group of Companies, the total number of employee under this group are 480 numbers. Krejcie and Morgan (1970) greatly simplified the sample size decision by providing a table that ensure a good decision model, from the table (Sekaran, Table 11.3) given the population size of 480 employee in the company the sample size is 214 numbers of sample is required for this paper.

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3.5   DATA COLLECTION PROCEDURE

The survey was conducted over a month period using self administrated method. The survey question is distributed among all the targeted department and to all the targeted employee. Each of the survey question, includes the cover letter explaining the purpose of the survey and the subjects were told that filling out the questionnaire was optional and were assured that their anonymity will be protected, to ensure anonymity they were not required to write their name on the questionnaire sheet.

3.6   DATA ANALYSIS TECHNIQUES

The survey data was analyzed using the Statistical Package for Social Sciences (SPSS) version 10.0 program. The analysis consisted of several parts namely :

- Summarization of the demographic profiles of the respondents. Statistical tolls such as frequency counts, means and standard deviations.
- The reliability was measured by Cronbach's Alpha.
- Bivariate Pearson product moment correlation was used to examine the relationship between variables.
- T-Test analysis was used to find the significant means of the two groups.
- Multiple regression
- One way ANOVA with Post-Hoc Analysis was used to determine differences in group means.