

The Relationship Between Organisational Culture Towards Change Management in The Small Hydropower Industry in Klang Valley, Malaysia

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Abstract

There is still relatively limited research proving relationships between organisational culture and communication, training and development, teamwork, and shared value toward change management in the context of Malaysian small hydro industry personnel. Additionally, this research aims to uncover the ties that bind the Klang Valley's small hydro industry personnel in terms of communication, training and development, cooperation, and a sense of shared value. This study employed Schein and Lewin's Theory as the core theory to further strengthen the association between each variable. This study used quantitative methods and required 500 small hydro industry workers in Klang Valley to fill out questionnaires. The questionnaires were sent out to these employees. Researchers discovered a strong connection between employee engagement and communication, training and development, teamwork, and a sense of shared value among the participants. Hence, this study contributes to the subject of organisational culture through the construction of a more complete set of factors connected to change management.

Keywords: Organisational Culture, Communication, Training and Development, Teamwork, Shared Value, Change Management

Introduction

Organizations nowadays must adapt to a changing external environment by transforming their performance in order to remain viable and advance. There is a growing body of evidence (Hossien et al., 2017). Organizations that are looking to expand and sustain themselves may find that change is a need. That being said, it is imperative that the right theories of change be used to effectively transform corporate strategies, processes, and structures (Hussain et.al., 2016). The globalisation of change has influenced every sector. Most of a company's

members will have little choice than to adapt to the changing environment or suffer extinction, which may be devastating if the organisation refuses to adjust. Adaptability and the ability to channel change to an organization's benefit are crucial in this environment. In order to avoid being left behind, firms that take too long to adapt to changes will be at danger (Keller, 2020).

Organisational culture and organisational transformation are intertwined, Maggie Ward claims (Ward, 2021). A company's culture may have a significant impact on the execution of change and the overall efficacy of change, as well as the way in which change is expressed. The culture of the organisation would likewise be profoundly affected by a major organisational transformation. Organizational culture has a considerable impact on change management in the Malaysian hydropower business, which will be investigated in this study. The effectiveness of change management in the hydropower sector is closely related to the success of organisational culture, which in turn may have an impact on the organization's performance. The primary objective of this study is to investigate the relationship between organisational culture and change management in Malaysia's hydropower industry. In the hydropower business, organisational cultures are critical because they influence the ability to successfully execute change management, which in turn affects the organization's effectiveness.

It's never a simple process to implement change. Teamwork and leadership, inflexible corporate cultures, self-centred personalities, and fear may all be obstacles to change implementation projects if they aren't addressed. Organizational culture and organisational transformation are also influenced by the ability of an organisation to adapt (Ward, 2021). In today's world, organisational restructuring, mergers, downsizing, acquisitions, in-sourcing, outsourcing, a new incentive plan, a new management team, and other similar initiatives are all possible (Torabi et al., 2020). Even though making changes is never simple, it is always necessary for the business (Jyoti, 2021). Today's organisations are being put to the test by constant change, which need efficient change management (Kirchhoff et.al., 2020). Developing the capacity to deal with the many facets of change is critical in this situation (Torabi, 2020). Since so much change is predicted in the hydropower business, this becomes extremely important.

In order to stay ahead of the competition, various companies will turn to a variety of organisational transformation ideas especially in small hydropower industry. We can learn a lot about how to deal with change from the Lewin, Kotter, and McKinsey approach (Lewin, 1947; Kotter, 1996; Peters & Waterman, 1982). The most thorough strategy to managing change would be to combine the theoretical model with the requirements of the organisation (Torabi, 2020). Intertwined with and enhancing one other, organisational reform and organisational culture are mutually beneficial. Organizational culture has a substantial impact on the efficacy of change, on how change is communicated, and on how change is facilitated. (Ward, 2021). A company's culture can be influenced or altered by substantial organisational change under certain situations. Organizational culture includes communication, training and growth, shared values, and cooperation (Hasanaj & Manxhari, 2017; Amedin, 2018; Schlatter, et. al., 2020).

External or internal forces may be responsible for these shifts. An organisational change's common commandment is that of failing to adapt (Kirchhoff et. al., 2021). Organizational

transformation, in reality, is designed to increase performance and adapt to the changing environment (Hosseini, et. al., 2021). In the hydropower business, the capacity to adapt to change is becoming increasingly important. Organizational culture and change have a direct impact on an organization's ability to adapt (Ward, 2021).

The issue is that communication is frequently thought of as a top-down process. The majority of organisational reforms take a rationalistic approach, with the premise that goals should be set from the top and then followed and implemented. In fact, organisational changes are situational and non-linear, and often unpredictable. Because people constantly perceive and interpret change projects differently, the upshot is that there is frequently a significant disconnect between management goals and actual results (Heide & Johansson, 2008).

According to Lewin (1947); Kotter (1996), communication is critical to the effectiveness of change management during the process of transformation. The negative effects of a shift are exacerbated if communication about the change is poorly managed (Hasanaj & Manxhari, 2017). The change message is likely to be resisted, therefore it must be delivered clearly and regularly throughout the organisation in a consistent and effective manner (Torabi, 2020). Ineffective change management is frequently the result of a breakdown in communication.

Communication barriers can be the main reason for communication breakdown, and a factor of why personnel is unwillingly to change (Lunenborg, 2010). Simultaneously, quality of communication also plays a major role in ensuring a successful change in an organization. Employees should not be kept in the dark, the more transparent there are, the lesser the occurrence of resistance (Nor et al., 2018). The study review presents the current state of affairs in terms of challenges pertaining to change management and how they are being addressed. Specifically, the issue statement addresses why change management is critical for businesses in this industry, in which most organisations must adapt in order to survive and maintain a competitive edge. It is the organisational culture that has the most effect on the successful implementation of change management. Communication, training and development, shared values, and teamwork are some of the aspects of organisational culture that have been examined in the study. This study will also make recommendations for various action plans to be implemented in order to ameliorate the current challenges relating to organisational culture in the context of change management.

Research Objectives

The objectives of this study are as stated below

1. To investigate the relationship between communication towards change management in the hydropower industry in Malaysia.
2. To investigate the relationship between training & development towards change management in the hydropower industry in Malaysia.
3. To investigate the relationship between shared values towards change management in the hydropower industry in Malaysia.
4. To investigate the relationship between teamwork towards change management in the hydropower industry in Malaysia.

Literature Review

Change Management

Change management is a structural strategy used to transition organizations from a less desirable current state to a desired future state (Jouany & Matric, 2020). It involves transforming an organization's goals, core values, procedures, or technologies in an organized manner (Jouany & Matric, 2020). In the 21st century, change is ubiquitous and has impacted every business. It can be triggered by organizational restructuring activities, external forces, or the company itself. Navigating change becomes even more critical in the hospitality and tourism industries (Stobierski, 2020). Organizations must adapt to stay afloat and compete, and failure is common (Keller, 2020). Internal and external factors can trigger change, with internal pressures stemming from growth difficulties and external pressures from market forces (Torabi, 2020). Researching existing change models is crucial for understanding its impact on an organization's sustainability.

Organisational Culture

Internal change is necessary to compete with other organisations and provide the best service and product to customers. The performance of employees associated with the organization's aim was boosted by employees who were satisfied and willing to adjust to the changes that occurred in the organization (Nor et al, 2018). According to Yasas (2019) there is a strong correlation between an organization's culture and its ability to carry out its mission and goals. Additionally, this illustrates the various aspects of organisational culture. Evidence suggests that members of a corporate group fail because they lack cultural integration among one another. In order to better understand the role of culture in influencing an organization's performance, further research is needed. In that paper also recover that to increase the overall performance of employees and companies, managers and executives are urged to build a strong organisational culture.

Communication

Communication is crucial for successful change management in businesses and organizations. It helps employees understand the organization's goals, express the change's vision, and present a concise, forceful, precise, and convincing message (Manxhari, 2017). Effective communication can overcome resistance to change by providing employees with information about the process, its effects, anticipated benefits, and the stability of their employment (Lotich, 2017).

Employees also want assurances on their employment stability, and organizations must anticipate and adapt to change effectively. Effective communication increases trust in management during large-scale organizational transformation (Silva, 2020). Physical forms of communication, such as individual talks, emails, and circulars, can be used to deliver information.

Effective communication is essential for enlisting employees in successful change management efforts, as they cannot participate without clear and open lines of communication. It engages employees in the process by delivering the change's overall meaning. Communication about operational issues is also important for social requirements, such as career growth and employee equity (Tamara, 2020).

Kotter (1996) suggests using various means and transmitting it frequently in every possible situation. The most common reasons for communication failure are a lack of effort on the part of the communicator. Overall, effective communication is essential for a successful transformation process and fostering employee engagement and growth.

Training and Development

Hydro business today revolves on the axis of human competency and abilities, and particularly the characteristics of employees. Because of this, the level of service quality given in this firm will be determined. The characteristics are based on information, thoughts, and abilities that contribute to the development and survival of a firm. The importance of a training and development programme cannot be overstated; it increases productivity by providing employees with the knowledge, skills, and perspectives gained through years of experience; it inspires and motivates employees by educating them about the importance of their work as well as the role they play within the organization; and it assists employees in realising the importance of their work and role within the organisation (Wang, 2008).

Training assists companies in preparing for and implementing changes, as well as in making such changes effective (Kappelman & Richards, 1996). It has been suggested by Patel and Randell (1994) that training is essential for survival and is particularly effective in bringing about beneficial organisational transformation. In order to increase employees' flexibility and adaptation when implementing change, training is essential. It is critical for a business to give proper training to its personnel in order to raise and maintain the requisite levels of competence on their part (Tai, 2006).

Despite the fact that training is one of the best ways to fix mistakes and improve skills, it can also be used to set up new procedures and make changes. Training is required for change, and this training is also a key factor in the effectiveness of change management efforts. Whether or not education has a significant impact on the success of change might be investigated further in order to make sure that it does not occur due to a lack of adequate instruction and knowledge transfer. (Gil et al, 2015).

Shared Values

Shared values in the workplace are the common attitudes and principles observed in the workplace, representing the degree to which an organization's performance aligns with its personnel's personal values. They are essential components in the fundamental corporate values of a company, as they encourage cooperation and establish a successful organizational culture. In an effective organizational culture, workers implement fundamental business principles to increase performance and productivity. The strength of people's beliefs and shared values reveals the amount to which they believe all the values listed should drive their decisions and behaviors.

Sashkin (2012) emphasizes the significance of shared values in the development of an efficient corporate culture. Organizations that pay attention to their common values are more likely to succeed in the long run. Employees who are more satisfied and motivated at work are more likely to help their company and their own values better match up.

Innovation, change management, organizational objectives, and economic profitability are all significantly affected by clear and shared organizational values. Shared values are the most

essential predictors of an organization's long-term success since they are universally recognized. When the objectives, vision, and shared values of a business are aligned, employees are more motivated to achieve those goals (Titov and Umarova, 2017).

Teamwork

In any firm, teamwork is a critical component to success. In a similar vein, the hydroelectric sector can benefit from this. Workplace collaboration is critical in increasing and sustaining the effectiveness of groups and task forces, and it has emerged as a critical component of organisational transformation. Effective cooperation is becoming increasingly vital in today's firms, which are undergoing continual change as a result of technological advancements as well as the present economic climate. As a result, collaboration would be essential in order to meet these difficulties head on. The notion is straightforward: working in teams, particularly those with a diverse range of experiences and skillsets, will increase agility, foster creativity, and, ultimately, result in better results (Pulakos & Kaiser, 2020).

Teamwork is critical for a company's long-term survival and success in today's highly competitive business market (Hussein et al., 2015). When a group of people who share a common interest in the moon, as well as a certain depth of understanding, expertise, and ability, come together to collaborate, Sheikh (2011) defines teamwork as the process whereby they work together collectively to collaborate, with the constructed by combining responsible for the outcome of their joint initiative. The ability to work together as a group is important to the success of any change initiative. However, teamwork must be researched on a different level between the organisation and the person to completely comprehend and evaluate change (By et. al., 2018).

Methodology

This study aimed to evaluate the association between change management and organizational culture features in the hydropower sector using an exploratory quantitative technique. A cross-sectional field study was conducted, targeting hydropower executives operating in Malaysia (MASHIA). A self-administered questionnaire was used to measure the relationship between independent and dependent variables. The questionnaire was divided into three sections: demographic features, organizational culture components, and change management.

The sample population consisted of 3,826 hydro workers in Kuala Lumpur and 4,807 in Selangor. The sample size required was 351, with three follow-ups conducted to ensure an appropriate response rate. The researchers collected data through a questionnaire that elicited opinions and viewpoints on the significance of organisational culture in change management. The variables were evaluated using the Likert scale, which includes seven demographic factors such as gender, race, age, marital status, educational attainment, job title and length of service in the organization, and duration of service in the organization. The sampling technique employed is simple random sampling, wherein each individual is given an equal probability of being chosen. This study employed descriptive analysis, reliability analysis, and correlation analysis.

Results and Discussion

Response Return Rate

A total of 366 completed surveys were received from a total of 500 questionnaires given to the intended respondents. 73.2 percent of the population is in favor of the measure. The American Association for Public Opinion Research rated the 60 percent response rate as satisfactory (AAPOR, 2015).

Analysis of Demographic Profile of the Respondents

A brief demographic analysis of the 366 respondents was performed on the data from Section A of the questionnaires. A summary of demographic data is illustrated in Table 1.

As per Table 1, the questionnaire data was collected from 366 respondents in Klang Valley area. A total of 366, 88.5 percent male respondents participated in the study as opposed to 42, 11.5 percent female respondents. This analysis indicates that male respondents had higher percentage of participation when compared to the female respondents.

The information for age gathered from the respondents as 206 people, or 56.3% of those that took part, were in the age bracket of 36 to 45, with the highest percentage of those who did so responding. Meanwhile, a total of 100 respondents aged between 26 and 35 years old represented 27.3 percent, and 30 respondents aged under 25 years represented 8.2 percent, respectively. In the aged of above 55 years old demographic, there are twenty respondents (or 5.5% of the total sample) was found to be in the study. The least aged group in this study were between 46 to 55 years consists of 10 respondents or 2.7% of the total respondents.

Total of 133 people participated in the survey, which equates to 36.3% of the total respondents, hold the highest education level of bachelor's degree, followed by the professional holder of 102 respondents, which represents 27.9% of the sample data collected. There were 83 respondents who held a master's degree, which represents 22.7% of the collected data. Meanwhile, there were only a limited number of respondents holding the remaining categories of education level, namely PhD Degree and STPM/Diploma education degree, which consisted of 22.7 percent and 7.7 percent, respectively.

According to Table 1, the majority of the 174 respondents (47.5 percent) had more than ten years of experience, while 90 respondents (24.6 percent) had less than one year of experience. In addition, another 62, 16.9 percent, had working experience of 5 to 10 years, and a minority, that is, 40, 10.9 percent, had experience of between 1 and 5 years. Table 1 below illustrates the demographic profile of the respondents that had participated in this study.

Table 1

Demographic Profile of the Respondent

Variables		n=366	Percentage (%)
Gender	Male	324	88.5
	Female	42	11.5
Race	Malay	259	70.8
	Chinese	63	17.2
	Indian	44	12.0
Age	Below 25 years	30	8.2
	26-35 years	100	27.3
	36-45 years	206	56.3
	46-55 years	10	2.7
	Above 55 years	20	5.5
Highest Education	Formal STPM/Diploma	28	7.7
	Bachelor's degree	83	22.7
	Master's degree	152	41.5
	PhD Degree	93	25.4
	Professional	10	2.7
Position Level in Organisation	Executive/Officer	83	22.7
	Line Manager	50	13.7
	Head of Department	41	11.2
	Director or C-Suite	61	16.7
	Non-Executives	131	35.8
Length of Service	Less than 1 year	90	24.6
	1 to 5 years	40	10.9
	5 to 10 years	62	16.9
	Above 10 years	174	47.5

Analysis of Measure**Reliability Analysis**

The reliability test for communication shows a correlation of 0.852, whereas the correlation for shared values is 0.888 and the correlation for training and development is 0.891. According to Arof (2018), a Cronbach's Alpha value more than 0.9 suggests an outstanding degree of dependability, a value between 0.80 and 0.899 shows a good level of dependability, and a correlation between 0.70 and 0.79 indicates an acceptable level of dependability. According to the results of the reliability tests as in the Table 2 for communication, shared values, training and development, it can be stated that the data was of high quality. Cronbach's Alpha for the teamwork is 0.897, which is a decent outcome. This independent variable's test result is excellent, which suggests it is extremely good. Due to the fact that the value nearly 0.9, the dependability test is regarded to be significantly dependable in this circumstance.

Table 2

Summary of Reliability Test Result

Variable	Case Processing Summary	%	N	Cronbach's Alpha	N of Items
Communication	Valid	100.0	366	0.852	5
	Exclude	0			
	Total	100.0			
Training and Development	Valid	100.0	366	0.891	6
	Exclude	0			
	Total	100.0			
Shared Values	Valid	100.0	366	0.888	5
	Exclude	0			
	Total	100.0			
Teamwork	Valid	100.0	366	0.897	5
	Exclude	0			
	Total	100.0			

Correlation Analysis

Due to the non-normal distribution of the data, the Spearman Correlation was employed to get the coefficients for inter-correlation (r). The relationship between the four independent variables is demonstrated when they are assessed using multiple-item scales and their correlation coefficients are presented in Table 3. Correlation coefficients quantify the strength of the relationship between two variables under investigation in a study. A correlation is considered significant at the 0.01 level, indicating its importance. This significance is determined using a two-tailed test. Table 3 displays this information. As seen, all of the independent variables exhibit a robust correlation with one another. The data indicates a correlation between the two variables, with a range of 0.841 to 0.975. The statistics indicate a substantial correlation between all aspects of organisational culture and change management, particularly with regards to teamwork, which exhibits the strongest association with change management. The teamwork required to ensure that change occurs and is accepted by employees in order for an organisation to be successful is therefore critical in its development. Communication have one of the highest correlation coefficients ($r=0.894$, $p=.000$). Correlation coefficients of training and development scores of 0.841 are considered to have a high degree of correlation. The data indicate that shared values have a strong link with change management ($r=0.862$, $p=.000$). According to the findings, teamwork is the most significant predictor of change management ($r=0.899$, $p=.000$), with the greatest correlation value of all variables.

Table 3

Correlation Relationship Between Variables

		Change Management	Communication	Training and Development	Shared Values	Teamwork
Change Management	Spearman Correlation	1	.894	.841	.862	.899
	Sig. (2 Tailed)		<.001	<.001	<.001	<.001
	N	366	366	366	366	366
Communication	Spearman Correlation	.894	1	.899	.910	.900
	Sig. (2 Tailed)	<.001		<.001	<.001	<.001
	N	366	366	366	366	366
Training and Development	Spearman Correlation	.841	.899	1	.975	.878
	Sig. (2 Tailed)	<.001	<.001		<.001	<.001
	N	366	366	366	366	366
Shared Values	Spearman Correlation	.862	.910	.975	1	.878
	Sig. (2 Tailed)	<.001	<.001	<.001		<.001
	N	366	366	366	366	366
Teamwork	Spearman Correlation	.899	.900	.898	.878	1
	Sig. (2 Tailed)	<.001	<.001	<.001	<.001	
	N	366	366	366	366	366

Table 4

Summary of Hypotheses Testing

Hypotheses Statement	Results
H1: There is significant relationship between communication towards change management	Supported
H2: There is significant relationship between training and development towards change management	Supported
H3: There is significant relationship between shared values towards change management	Supported
H4: There is significant relationship between teamwork towards change management	Supported

Relationship Between Communication Towards Change Management

According to the findings of the study, communication was critical in the management of change in the hydropower business in Malaysia, particularly in the transmission sector. As Hasanaj and Manxhari (2017) point out, communication is critical in managing change, as are the views of Kotter and Schlesinger (1996); Ronalda (2014); Kotter (1996) on the necessity of communication in managing change. This conclusion was only moderately strong in comparison to the other characteristics that have shown a substantial link with change management. The bond between the two of them is still solid, although it isn't particularly strong.

Relationship Between Training and Development Towards Change Management

Results of a correlation test show that training and change management are strongly linked. A similar conclusion has been reached by Kappelman and Richards (1996); Patel and Randell (1994); Tai (2006), who have all highlighted the importance of training and development in the context of change management. According to Jorge and Mataveli, personnel should not be allowed to implement new practices unless they are properly trained.

Relationship Between Shared Value Towards Change Management

This study found that the strongest link between change management and shared value was found. Shared value is a critical component of change management, according to research conducted by Sashkin (2012); Ambler (2002), as well as O'reilly and Pfeffer (2000); Barrett (2010), and shared value has been proven to be an important component of change management, according to (Titov and Umarova, 2017). Furthermore, the fact that the McKinsey 7S model incorporates the idea of shared value serves to underscore the importance of this concept.

Relationship Between Teamwork Towards Change Management

While teamwork has been found to be associated with the change process by Hussein et al. (2015); Kuipers & Procter (2018), the results of the research reveal that it is the least associated with change management among the four factors examined. Teamwork and change management appear to have a significant link, as seen by the modest association (Nor, S. M, et.al.2018). However, based on these findings, teamwork is the most significant predictor of change management, and it can be concluded that teamwork in the Malaysian hydropower industry plays a big role in managing change.

Recommendations

This study examines the link between organisational culture components (communication, training & development, shared values, and teamwork) and change management in the hydropower business in Malaysia, namely the transmission and distribution sector. It is recommended that the following be included in future research:

- i. **Increase the Population and Sample Size**
Sample size must be determined by taking into account the size of the population to ensure that the research has a representative enough sample to allow for a more accurate interpretation of the data collected. As an example, in Malaysia, 10 percent of the entire hydro staff population was chosen as a sample size (approximately 5,800 peoples). A larger sample size is likely to lead to more accurate analytical results. As a

result, the research results in more accurate, acceptable, and trustworthy data interpretations.

ii. Broader Geographical Location

The research in this topic area has the potential to be expanded to include a larger population or sector in Malaysia. A comparable study may be carried out in Malaysia's financial institutions sector, utilities sector, or medical business, to name a few examples.

iii. Focus on Wider Population/ Industry

To conduct future study, it will be necessary to implement other data gathering methods. Methods such as interviews and other analysis techniques can be used to obtain a more accurate depiction of the data, and therefore the ambiguity of the questionnaire can be reduced or eliminated.

iv. Combine with Qualitative Approach

For future study, it should be used with a qualitative technique in order to produce more accurate results. As a result, a more realistic interpretation of the facts may be given.

Conclusions

Based on these findings, successful change management in Malaysia's hydropower industry necessitates teamwork and efficient communication. The study's results can assist industry participants and stakeholders in Malaysia in examining and constructing organisational communication plans and strategies for effectively handling change. Efficiently conveying change can be revitalising.

This study emphasises the crucial role of training and development in effectively managing organisational transformation. The process of training and transformation are closely interconnected when facilitating the change of an organization. Training and development can assist the workers in facilitating organisational and team learning, as well as adapting to change. Industry participants and individuals with a vested interest will now provide backing to Human Resource Management within their businesses, resulting in overall benefits for the industry. To ensure successful adaptation to change, the organisation should allocate resources towards training, mentoring, implementing a communication plan, fostering team cohesion, and embedding company values in its employees. Industry participants and individuals involved in the sector have the opportunity to benefit from training and courses that are eligible for reimbursement by HRDF. This research suggests that organisations in this field require robust organisational cultures in order to effectively adapt to and oversee change. The involvement of government entities, particularly MESTECC, is necessary for this. Malaysia's key industry participants and stakeholders require regulations, grants, incentives, and guidance to establish optimal practices in organisational culture within their respective businesses.

Malaysia's tiny hydroelectric company implements conventional change management practices. External disruptions such as a pandemic are still new and unfamiliar. Although the administrators of this organisation acknowledged the concept, there is no evidence of its implementation. This study may aid in the more efficient implementation of changes in hydropower management. With the exception of cooperation, each element of organisational culture examined in this study demonstrates a significant connection to change

management. The study discovered a correlation between organisational cultures and the effective execution of change management in Malaysia's hydropower industry. An assessment will be conducted to ascertain the permissible entities within this industry, based on the policy and framework. This will provide access to novel research prospects, such as involving stakeholders and industry participants in the implementation of change management methodologies.

The research on change management in Malaysia's hydropower industry provides significant theoretical and contextual insights. It emphasizes the importance of teamwork, communication, and training in successful change management. The study also highlights the role of government entities, particularly MESTECC, in supporting the industry's adaptation to change. Practical recommendations include allocating resources towards training, mentoring, communication plans, team cohesion, and embedding company values in employees. The Human Resource Development Fund (HRDF) can provide opportunities for training and courses. The study also highlights the challenges faced by small hydroelectric companies in implementing change and the correlation between organizational culture and effective change management. This research not only enriches theoretical perspectives but also provides practical recommendations and industry-specific insights, making it a valuable contribution to both academia and industry.

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