

## **Case Study 1: Managing Organizational Development and Change: A Case Study**

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### **INTRODUCTION**

The NEP 2030 was launched by Prime Minister, Tun Dr Mahathir Mohamed on 11 July 2019. This policy emphasizes Shared Prosperity aimed at empowering the B40 group by inculcating a culture of entrepreneurship. The policy's primary goal is to promote innovation across all industries by assisting in the creation of a better business environment. Therefore, someone who can analyze and evaluating a potential company venture is referred to as being entrepreneurial competent (Edward, 2019). In the previous Malaysia Budget 2019, RM210 million was allocated for Readiness Assessment Programme and RM3 million for the Industry Digitalization Fund. It leads to the encouragement of the Fourth Industrial Revolution (4IR)- related technologies that will improve the productivity and competitiveness of business. Both entrepreneurship and economic progress are closely related. An entrepreneurial person must be proactive, innovative, and willing to take risks through every opportunity to build up the economy.

### **CASE SCENERIO**

The AB Currier Service used to be the leading company in the industry located in Malaysia. The company was founded in 1998 because the carrier service is one medium to connect people from one place to another. Company AB Currier Service is a leading provider of postal services that has evolved from a traditional postal service to a one-stop shop. It covers various services, including financial services, supply chain services and communication. With their theme "Looking Ahead Going Beyond", they need to anticipate the competitive business environment and try to adapt to the current trend of the market organization needs to implement the change. The company's key business is the delivery of parcels, documents, letters, and printed materials. However, the industry faced challenges due to globalization. Due to enhancements in technology, printed materials and letters delivered by couriers seem obsolete now. The rapid growth of technological and digital advances was the biggest challenge for the company since the document could be scanned and sent through e-mail.

### **OVERCOMING BARRIER TO ORGANIZATIONAL CHANGE**

An organization needs to respond and react to the need for development and change so the organization will be able to deal with the problem and difficulties. The managers' job is to ensure that any obstacles or resistance to the organizational transformation are adequately addressed. If not, it will lead to stress and emotional disorder in the employee's psyche (Belout, 2004), who said that if

employees are managed and efficiently, it will significantly impact many project outcomes. Educating those who oppose the change is the simplest method to overcome their opposition. A recent study demonstrates that people resist change because they do not fully comprehend the organization's transformation activity. The simplest way to overcome resistance is to educate the people who embrace change.

Kotter (2019) asserts that people's low tolerance for change is the cause of their opposition to it. In this situation, the leader should work to persuade and convince people to accept the change. According to McCartney (2005), success in an organization is a result of good management and leadership. A leader must constantly be upbeat and encouraging. Building trust with the employee is one way to achieve this. The manager should convey any issues that the business must solve. Senior (2002) claims that organizational change is crucial, and managing it becomes a necessary managerial competence. It is backed by (Cicmil, 2006), who recommended that managers engage in activities that go beyond the conventional control agenda and take advantage of their knowledge and capacity to lead organizational change. Another study (Crawford, 2014) also mentioned that managers should engage employees from the beginning to see initiatives as their own and not do a thing because of being told. It also will be promoted a sense of belongingness in the organization where the goal is to achieve the organization's objective. It is supported by (Abdul-Nasser, 2011) normative commitment is an emotional obligation towards the organization. Previous empirical studies have also shown that affective and normative commitment will promote an essential support behaviour. The word manipulates is defined as handling or controlling skilfully. There are two types of manipulation which are **persuasion** and **coercion**. The manager must keep the team engaged and motivated. According to (Kotter, 2019), a lead change required a group to work together as a team. Kotter and Schlesinger suggest the effective way to manipulate is to co-opt with the resister. It can be done by selecting the resister and making them a part of the change agent. (Kotter, 1995) also suggested empowering others to act on the shared purpose. When the subordinates face difficulties facing new changes, it's the leader's job to motivate and resolve them. But when there is no resolution to the problem, a manager can encounter resistance by offering incentives to them. Research on behaviour suggested that leader behaviour, including autocratic, democratic, or laissez faire (Gilley, 2009) works best when the resistor is in the position of power. Thus, the employee union may come out with agreements and negotiate with the management regarding pay and reimbursements, production processes, equipment, materials, working environmental conditions, leaves, vacations, and other grievances.

## **CONCLUSION**

Company AB Currier Service can achieve the desired goal with a plan before changes are implemented. Changes implemented gradually with the involvement of the impacted groups are more likely to increase employee comprehension and commitment. Three factors contribute to the success and failure of organizational change to be deliberate. First and foremost is leadership since a leader leads the organization during the transformational period. Resistance to change is the second factor. People oppose change because they are ill-informed about its causes and effects. Organizational change necessitates a lot of work and involvement from all group members. However, it is recommended to conduct further study on organizational change because the Project Management Institute (PMI) will revise the method based on norms, and human preferences will change based on time.