

ABSTRACT

The main objective of this study was to determine “Effective” change Management Process, important Leader’s Characteristics, and the determinants that affect the level of employees’ job satisfaction in a company. The study comprised three main variables two of which were independent variables namely “Change Management Process” and “Leader’s Characteristics” as independent variables , and the dependent variable was “Determinants of Job Satisfaction”. Reviewing core ideas of various literatures and journals, Change Management Process consisted mainly with a) Recognizing and clarification of the need to change, b) Developing & communication of vision of change, c) Implementation of change, d) Measurement, monitoring and assessment during the change process and lastly, e) Reward and recognition. Meanwhile, important Leader’s Characteristics were a) Positive thinking, b) Vision, c) Trust, d) Courage and e) Continual Learning. As for important Determinants of Job Satisfaction, based on the study, consisted of a) Salary/Pay, b) Social environment, c) The work itself, d) Promotion opportunities and e) Working conditions. A Questionnaire was designed , comprised of 52 questions, based on conceptual framework, covering all important areas of the three main variables and respondents’ demographic profiles. Respondents of the study was from a big company in information technology industry covering three major departments of the company namely sales, marketing and services departments. Performance of these three departments was measured based on target revenue being assigned annually. If performance was not satisfied, change was likely to take place and

thus these were the three departments recommended by the company for this research study. Altogether 150 questionnaires were distributed with 116 found to be valid for the analysis. The overall result indicated that the respondents agreed that effective change management process comprised “Recognize/Clarify the need to change”, “Develop/Communicate the vision of change”, “Implementing change”, “Measure/Monitor/Assess” and “Reward/Recognition”. In terms of Leader’s Characteristics, the respondents agreed that an effective leader especially in time of change should possess these characteristics namely “Positiving Thinking”, “Vision”, “Trust”, “Courage” and “Continual Learning”, all of which “Vision” was scored with the highest mean. From research figures, it revealed that the respondents agreed with the determinants that would affect their level of job satisfaction i.e. “Salary/Pay”, “Social Environment”, “The Work itself” and “Working condition”. Within these four determinants, “The Work itself” was scored the highest. However, “Promotion Opportunities” was found to be at the “Undecided” stage for the respondents of being one determinants of job satisfaction. In terms of correlations, there was correlation of “The Works itself” towards all important Leader’s characteristics.