

Table of Content

	Page
Title Page	i
Approval Page	ii
Declaration	iii
Preface	iv
Table of Content	vi
List of Figures	ix
List of Tables	x
Abstract	xi
Chapter 1: Introduction	
A. Research Background	1
B. Problem Statement	7
C. Research Objectives	7
D. Research Benefit	8
Chapter 2: Literature Review	
A. Literature Review	9
1. Driving Forces to Change	9
2. Types of Changes	10
3. Resistance to Change	12
4. Models of Change Management	14

5. Change Outcomes	23
B. Hypothesis	23
1. Vision in Change	27
2. Leadership and Management Practice in Change	28
3. Resource Allocation and Successful Change	29
4. Motivation And Rewards	30
5. Structural Arrangement to Manage Change	31
6. Communication	31
7. Universalistic Principles of Change Management	32
 Chapter 3: Research Method	
A. Population and Sample	33
B. Data Collection and Instrument	34
1. Exploring Secondary Data	34
2. Questionnaire Survey	35
C. Variables and Measures	35
1. Perceive Effectiveness of Change Initiatives	36
2. Vision	36
3. Leadership and Management Practices	37
4. Resources	38
5. Motivation and Rewards	39
6. Structuring for Change	40

7. Communication	41
D. Data Analysis	42
1. Testing The Goodness of Data	42
2. Hypothesis Testing	43
Chapter 4: Data Analysis and Discussion	
A. Data Presentation and Qualitative Analysis	46
1. Data Preparation	46
2. Profile of Respondents	46
B. Reliability Test	49
C. Data Analysis: Hypothesis Testing	52
D. Discussion of Research Findings	66
Chapter 5: Conclusions and Recommendations	
A. Conclusions	75
B. Recommendations	77
Bibliography	86
Appendix I: Reliability Analysis	87
Appendix II: Questionnaire Items, Means, Standard Deviations, and	
Correlation with Effectiveness	93

List of Figures

	Page
Figure 1.1. Telkom Transformation Scenario	3
Figure 1.2. Telkom Transformation Roadmap 2001-2007	5
Figure 2.1. Types of Organizational Change (Nadler & Tushman, 1989)	11
Figure 2.2. A Continuum of Reactions to Organizational Change (Judson, 1991)	13
Figure 2.3. Lewin's Three-Stages Model of Change (Lewin, 1951)	15
Figure 2.4. Kotter's Eight-Stages of Creating Major Changes (Kotter, 1996)	22
Figure 2.5. Activities Contributing to Change Management (Cummings & Worley, 2001)	24
Figure 2.6. Variables Contributing to Perceived Effectiveness of Change Initiatives (Ismail & Ahmad, 2003)	26

List of Tables

	Page
Exhibit 3.1. Independent Variables	44
Exhibit 4.1. Profile of Respondents	47
Exhibit 4.2. Reliability of All Independents Variable's Items	51
Exhibit 4.3. Reliability of Perceived Effectiveness of Scale	51
Exhibit 4.4. Regression Analysis of Vision	53
Exhibit 4.5. Regression Analysis of Leadership & Management Practices	55
Exhibit 4.6. Regression Analysis of Participative Leadership	56
Exhibit 4.7. Regression Analysis of Resource Allocation	57
Exhibit 4.8. Regression Analysis of Positive Rewards	58
Exhibit 4.9. Regression Analysis of Punitive Measures	60
Exhibit 4.10. Regression Analysis of Structuring for Change	61
Exhibit 4.11. Regression Analysis of Communication	62
Exhibit 4.12. Correlation of Dependents Variables to Effectiveness	64
Exhibit 4.13. Multiple Regression Analysis	65