



**SDI Review Form 1.6**

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| Journal Name:            | <b><u>British Journal of Economics, Management &amp; Trade</u></b>                                                              |
| Manuscript Number:       | <b>2014_BJEMT_9201</b>                                                                                                          |
| Title of the Manuscript: | <b>The Effect of Change Management on Operational Excellence in Electrical and Electronics Industry: Evidence from Malaysia</b> |
| Type of the Article      |                                                                                                                                 |

**General guideline for Peer Review process:**

This journal's peer review policy states that **NO** manuscript should be rejected only on the basis of '**lack of Novelty**', provided the manuscript is scientifically robust and technically sound.

To know the complete guideline for Peer Review process, reviewers are requested to visit this link:

(<http://www.sciencedomain.org/page.php?id=sdi-general-editorial-policy#Peer-Review-Guideline>)



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**PART 1: Review Comments**

|                                     | <b>Reviewer's comment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Author's comment</b> <i>(if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <b>Compulsory</b> REVISION comments | <ol style="list-style-type: none"> <li>1) Page 2, line 50 to 51, please explain clearly the different between soft and hard system in relation to change management.</li> <li>2) Why the authors only focus on E&amp;E industry. It would be beneficial if the authors focus for manufacturing sector.</li> <li>3) The literature in the subject area could be updated. As it stands, most articles are written in early 2000 and 1990s. To prove that this subject is of interest at this present moment, up to date literature would be useful.</li> <li>4) The theoretical underpinning that support the establishment of the relationship among variables is missing and the hypotheses are not articulated well. In fact, the literature used to support the explanation on the relationship of change management and operational excellent is weak and very old which does not reflect the contemporary issues.</li> <li>5) My concern is on the dimensions of change management. The definition of change management is very superficial and ambiguous and please explains the rationale of relating the concept of change management concept with leadership style, human resource and culture. I could not see how these dimensions can be converged into the change management concept.</li> <li>6) How do you relate the soft and hard system in managing change pertaining to leadership, HR and</li> </ol> | <ol style="list-style-type: none"> <li>1) Included explanation and examples of soft and hard systems are under "Introduction".</li> <li>2) The scope of study is only focus on leading manufacturing sector with population of 1952 firms.</li> <li>3) Included latest articles, e.g. 2013. Old articles used because prominent authors such as Bass, Kanter, Burns, Voss, Danison, Peters &amp; Waterman, etc.</li> <li>4) Add on new Section, 2.1. Resource-based view.</li> <li>5) Correction and justification in Section 2.4.</li> <li>6) Correction and justification in Section 2.4.</li> <li>7) Explained in section 2.4.1 Row 170-172.</li> <li>8) Explained in section 2.4.2 Row 190-195.</li> </ol> |



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|  | <p>culture?</p> <p>7) For leadership style, please explain on why only transformational leadership is selected?</p> <p>8) The explanation on HR practices is very weak and does not indicate what actually the authors are trying to measure. What are the HR practices that really contribute to the excellence?</p> <p>9) The operationalisation of culture is very weak and suddenly the authors jump into involvement traits as a culture of the company. Please elaborate on how you relate the involvement trait to organisational culture.</p> <p>10) What is your unit of analysis? Manager of operation? Or company?</p> <p>11) The number of total company of E&amp;E in Malaysia is not mentioned.</p> <p>12) If the respondent is the employees (which is not suitable for this study), how many employees per company has been selected? How you actually run simple random sample in this context?</p> <p>13) In your article (page 7), you mentioned that the respondent should be someone with operation knowledge, thus I presumed the unit of analysis will be the organisational level. However, looking at the profile of the respondents, it seems that the respondents are individual with the element of position hold (and this include lawyers, accountant etc !!! someone with no operation excellent..) Obviously this represents response bias already.</p> <p>14) Please clarify n=121 represent number of company or employees?</p> <p>15) Using SPSS may invite flaws in analysis also with the latest trend of using SMARTPLS.</p> <p>16) The authors have critically explained the discussion section but the arguments are not well structured.</p> | <p>9) Explained in section 2.4.3. Row 212-220.</p> <p>10) Add on Section 3.1</p> <p>11) Add on Section 3.1</p> <p>12) Unit of analysis is "organization. Correction: method is systematic random sampling. Refer to Section 3.1.</p> <p>13) The mailing questionnaire were posted with attention to Managing Director/CEO of each company, we believed he/she assigned to a right person to response to the questionnaire as mentioned in cover letter. In order not to confuse the readers, I've amended it to Consultants &amp; Advisors instead of lawyer &amp; accountant.</p> <p>14) Add on Section 3.1. One respondent represent one organization.</p> <p>15) SPSS is sufficient for present research. May consider use SMARTPLS in future research if involve more variables.</p> <p>16) Rearrange the sentence structure to make it presentable. Section 4.3 &amp;</p> |
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|  | Perhaps the authors should elaborate/structure the rationale of the findings, the implications, the contribution to theories and practice as well as the limitation and future studies clearly so that the readers can digest the information accordingly. | 5.3. |
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| <b><u>Minor</u></b> REVISION comments   | <ol style="list-style-type: none"><li>1) Abstract is very lengthy and does not provide the summary of the article. Abstract should consist of 1) purpose of the study, 2) Methodology –sample and technique, 3) Analysis and 4) conclusion and implication.</li><li>2) In your abstract also, please define what do you mean practical adoption of change management?</li><li>3) Please check line 47 to 49, kindly explain contemporary influential system in your context of study.</li><li>4) The explanations of the results in the data analysis (findings) are not critical enough, just merely reporting.</li><li>5) The article needs significant English editing.</li></ol> | <ol style="list-style-type: none"><li>1) Removed the unnecessary information in abstract.</li><li>2) Practical adoption means put in practice.</li><li>3) Explain from Row 35 to 38.</li><li>4) On top of reporting, also justified the findings.</li><li>5) Re-check.</li></ol> |
| <b><u>Optional/General</u></b> comments |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                  |