



SDI FINAL EVALUATION FORM 1.1

PART 1:

Journal Name:	British Journal of Economics, Management & Trade
Manuscript Number:	2014_BJEMT_9201
Title of the Manuscript:	The Effect of Change Management on Operational Excellence in Electrical and Electronics Industry: Evidence from Malaysia

PART 2:

FINAL EVALUATOR'S comments on revised paper (if any)	Authors' response to final evaluator's comments
After the revision made from the authors, I could conclude that the paper is "a lack of clarity in the argument development and the measures used". The elements of change management is not clear in the sense that what sort of focus that the authors are trying to measure (perhaps to provide questionnaire can give a clearer picture). I also had concerns over the measures used in the study. For example as mentioned by the authors, the respondent would be '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' however, it is not particularly right for the CEO themselves to rate their own leadership style i.e whether they are transformational or transactional. This is obviously creates response bias. The measurement for human resources is also superficial in which I could not gauge what is the authors are trying to measure. The response that the old articles used because prominent authors such as Bass, Kanter, Burns, Voss, Danison, Peters & Waterman, etc. is not adequate because we need recent literatures to support our arguments. Of course old articles are important to serve as the foundation but we need the recent ones to provide current issues and approaches. The items in the measures could have been justified and developed more effectively which I could not find that in the revised version. Some sentences do not make sense and empirical and theoretical link introduced by the authors i.e. RBV is assumed rather than explained.	1. This study is to measure managing change of E&E companies with three soft systems (leadership, human resource & culture). Based on literature review, these three soft systems are important when firms trying to develop internal capabilities to cope with changes towards the business excellence. 2. Let me clarify on unit of analysis. In fact, all questionnaires were sent by post mail and attention to company's Chief Executives , their names as stated in Federation of Malaysian Manufacturers Directory (refer to attachment). But the cover letter has mentioned the target respondents. Therefore, the Chief Executives will pass down the survey questionnaire to senior manager/senior executive to answer accordingly. Data analysis shown 96% of respondents were answered by this group of people. 3. The leadership that we were measured in this study was referred to the top management leadership practices that perceived by the respondents (senior manager/senior executives). Kindly refer to attached questionnaire, Section A, Q1-Q12. 4. We have checked again the latest article (2011-2014) through on-line database included EBSCOHost, Emerald, ERIC, HBR, ScienceDirect, JStor, ProQuest, Google Scholar, etc. Relevant articles had been included under the Introduction (Line 29) and Literature Review (Line 135). 5. Revised 3.2 Instrument development and Measurement. 6. Revised Section 2.1. RBV (Line 92). 7. Attachments.  FMM Directory.pdf 2014_BJEMT_9201 (SURVEY QUESTIONN