

## **Case Study Training the Employees: A Case Study of Sime Darby Group (Malaysia)**

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**ABSTRACT:** *Change in organizations is a common practice in the present world. The world is continuously changing. Hence it is the mandate of the organizations to adapt. The research proposes that organizational changes occur when a firm makes a changeover from its initial condition to some anticipated imminent conditions. A company that comes in mind when discussing organizational change is the Sime Darby Group. This is a worldwide company that is established in Malaysia and is operational in twenty-five countries. The company has about four territories and approximately 120,000 employees. Awang, et al. 2013 indicates that the group has four sub-groups, which are automobiles, plantations, belongings and logistics, and industrial apparatus(Awang, et al. 2013). This paperwork looks into the steps adopted by the Sime Darby Group in training the stakeholders in the Change Management Process.*

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### **I. INTRODUCTION**

The organization is an instrument individual organizations use to coordinate various actions aimed at obtaining desired outcomes to meet the goals of the company. The organizations have the capability of taking advantage of the economies of scale and scopes by using the computerized and automated company. Sime Darby Company began its initial extensive Genome Select plantation and achieved high yields of oil palms, a huge milestone which helped the company to manufacture oil with the prevailing land within seven years of successful decoding of the genome. Sime Darby, in 2009, was the first company to use the second generation technology to assemble, sequence, and explain the multifarious structure of 1.8 billion chemical components that makes the palm oil genetic code.

For almost 200 years, the revolutionary planters inaugurated rubber estates in Malaysia, a larger part of it was later transformed to oil palm. The company's top executive came roughly after two years when two high-ranking administrators were terminated due to Sime Darby's processing section discovered had incurred about one hundred and twenty million ringgit fails.

The company, therefore, adopted two approaches:

1. Filling the positions with external talents to address the short-term shortage of resources to make the company the employer of choice,
2. Developing the youth, extraordinary probable employees through job variation, coaching, project experience, and training.

### **Change of Communication Strategies**

Todne, et al. 2005, directs that when organizations work through significant changes, like a cultural or leadership change, vibrant and tactical communication assists the employees' understanding, adoption of the adjustment, and all primary to an effective change in management enterprise. The issue of organizational changes and the skills needed in the implementation of the changes is a concern and should be treated with great considerations (Todnem, 2005). About eighty percent of communication attempts and their contact are unsuccessful when measured by their influence to change the behaviors of people. Therefore, to change their behaviors, the employees need to answer five questions:

1. Why changes? What is the importance of my role?
2. What am I required to carry out differently?
3. How will the change in me be measured and what will be the consequences of the change?
4. What support and tools do I require to assist me in making the required change?
5. What is in me for me?

Majority of what is passed in change communication relies on a partial basis, that is, the employees and the management's understanding on why they should change or creating a shared visualization which are stages in the negotiation procedure (Klein, 1996). Change Communication entails renegotiation on the connection between the customer and the organization. Sime Darby Group communication's strategy targets:

1. Creation of a business occasion for change.
2. Describing the vision through the redesigned processes.
3. Developing the modules in the reformed process.
4. Implementation of the newly designed process.
5. Measuring the changes and establishing process enhancements.

Sime Darby group defines communication for individual change to entail:

1. Key Message Communication: This is based on the delivery of information, which do not require any reaction. It is the communication that has no discernible consequences even if it is ignored by the recipient.
2. Behavioral Communication: This entails the delivery of data, in any format or form, designed to initiate a certain action with precise measures, tools, consequences, and rewards.

To keep every person focused and aligned, communication should follow the following strategies.

1. The emphasis that changes is inescapable: This should remind every party in the Sime Darby Group that change is a ubiquitous part of life. Rules change, technology changes, people change, and hence the employees should adapt well to the newly adopted conditions to providing the best quality of service to the customers.
2. The emphasis that change is attained incrementally: To deal with change, it is important to remember that change never takes place instantly. SB Group enlightens the employee that even failure never is attained in a day.
3. Develop a sense of urgency: To overcome opposition, a person should develop enough momentum. The company should remind the team that change is not an option. However, individual persons can determine how to react to it. Once the team develops the required momentum, tuning to the change becomes easy. The SB Group designed a program for developing the youth, coaching, project experience, and training.
3. Elaborate what success is: For the team to accept the change and provide the momentum needed for success, the management should clearly explain what change is and its meaning to the organization. Additionally, the management should elaborate on the goals and the performance's target.

### **Model of Change Management**

Changes are common threads that run through every business regardless of the age, industry, or size. Successful change initiators depend on various tools to achieve their mission. Kurt Lewin developed a powerful tool used by many institutions in carrying out change management. The model carries out an analysis in what prevents implementation of new technologies into a company (Anastasia, 2015).

These entails three processes: Unfreezing, moving, and re-freezing.

#### **1. Unfreezing:**

The current situation should be abandoned to give a chance for change to take place. When an idea has been put in practice for a while, routines, and habits are naturally adopted. This may make processes and the employees to stay off course. For instance, the usage of tasks that are currently relevant in the production process. Unfreezing this, the Sime Darby Company will be aimed at getting the employees to be up to date with the current technologies and processes of productions (Anastasia, 2015). The company should consider Lewin's first step of change management and adopt the use of new technologies, for instances, computers, new decision making schemes, and re-engineered processes. The employees should actively participate in these processes and get more information about the current situations and effectively make the best decision on what to undertake.

#### **2. Change:**

After the creation of the uncertainty in the unfreeze stage, the employees begin to resolve the uncertainties and find new approaches to accomplishing their duties. The employees begin to act and believe in the newly adopted ways that are in support of the new processes and technologies. This transition is a process (Anastasia, 2015). Hence the employees should be actively involved and understand the benefit of adopting new ways. Some section of employees should be used to spearhead the changes.

#### **3. Refreezing:**

After the changes have been embraced and the employees taken into practice the new methods of working, the company is ready to attain its stability. The enduring changes practiced by the Sime Darby through the various opportunities should be consistent. The changes depend on the employees being involved in the processes and adopting structural variations that considerably refreeze the behaviors (Anastasia, 2015).

### **Change Management Competencies**

Competency is a fundamental feature of an employee, for instance, trait, motive, social role, and source of knowledge that results in operative performance. Competencies are a set of skills, knowledge, or attributes, which help a person to effectively perform a duty or accomplish a task within a given function (Todnem, 2005). The Process identifies the employees' weaknesses and strengths through the use of intuitive tools. Competency Management processes in Sime Darby is one of the Company's management strategic processes aimed at retaining the present competence situations. The company continuously strive to attain reputable competency levels. Sime Darby Company applies the following competency development processes:

1. Preparation of the employees and the executive

The management system affects all the people within an organization, the structures, systems, and tasks. Therefore, it is important to prepare the Sime Darby for organizational changes. Implementing a CM system should be supported by the people in an organization. In preparing the employees and the organization, the following steps are considered:

- Build a sense of determination
- Develop a strong piloting committee and a project.
- Acquire the administration support and commitment
- Develop the plan
- Prepare means of eliminating obstacles

2. Develop the System:

The system to be adopted by the Sime Darby should be developed and well defined. The competence processes and structures of the management system should also be developed.

3. Apply the CM System:

Rolling out the new system is very a delicate procedure; hence the project team should be in full support of the process and be ready to react to the problems. In this stage, Sime Darby Company applies the following stages:

- Communicate the goal, visions, and strategy.
- Generate and communicate short-term goals
- Remove the prevailing obstacles

The employees should be enlightened to understand the whole process. The company faces competence needs hence the urgency to share competence and communicate the issues is a designed and flexible way. This model offers a structure and means of supporting the communication of competence issues in the company. The employees' participation and communication skills are of great importance that demonstrates their attitude towards sharing, their knowledge, and teamwork.

## **II. CONCLUSION**

It is evident from the study of the Sime Darby Group that Change Management is important in various organizations to make them align with the current production processes and the customers' need. However, this change needs the necessary steps and procedure to attain. The strategies implemented by the SB Group play a crucial role in enabling the company to achieve the required change. All the stakeholders should be incorporated in the change process to achieve the change. Therefore, team spirit and cooperation among all persons in the organization is very important.

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