

# Change Management Strategies for Implementing Digital Assessment in Higher Education Institutions in Malaysia: A Systematic Literature Review

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Date of Submission: 20-01-2025

Date of Acceptance: 30-01-2025

## ABSTRACT

This study explores change management strategies to implement digital assessments in higher education institutions in Malaysia, with a particular focus on University Islam Selangor. It addresses the ongoing global shift towards digital assessment and the challenges specific to Malaysia, such as resistance from metric lecturers and inadequate change management frameworks. Through a mixed-methods approach, the research investigates the current state of digital assessment implementation, factors influencing acceptance and resistance, and proposes strategies to foster smoother transitions. The theoretical grounding draws on Lewin's Change Management Model and the Unified Theory of Acceptance and Use of Technology (UTAUT). The findings contribute to the academic discourse on educational reform and offer practical guidance for university administrators on how to effectively manage transitions to digital assessment systems. The research also highlights the importance of leadership, communication, and professional development in overcoming barriers and ensuring successful adoption of new technologies in education.

**Keywords:** Change Management, Digital Assessment, Higher Education, Technology Adoption

## I. INTRODUCTION

The rapid evolution of technology has significantly transformed higher education systems

worldwide, presenting both opportunities and challenges. Digital assessment has emerged as a pivotal component of this transformation, enabling institutions to streamline evaluations, enhance accessibility, and promote innovative teaching practices. However, the adoption of digital assessment tools requires substantial organizational change, which necessitates effective change management strategies. This research investigates the implementation of digital assessment systems in Malaysian higher education institutions, emphasizing the critical role of change management in ensuring successful adoption and sustainability.

Malaysia's higher education landscape underwent a paradigm shift during the COVID-19 pandemic, accelerating the transition from traditional assessment methods to digital platforms. This shift exposed gaps in infrastructure, readiness, and stakeholder engagement, highlighting the need for systematic strategies to navigate change. The study utilizes the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, ensuring a structured and evidence-based approach to analyze existing literature. The review focuses on digital transformation, leadership approaches, and change management principles tailored to Malaysia's educational context.

By examining 25 studies from credible databases like Google Scholar, Scopus, and PubMed, this research identifies themes related to digital transformation, leadership dynamics, and

barriers to adoption. The findings underscore the importance of leadership support, phased implementation plans, and stakeholder engagement in facilitating digital transitions. Moreover, it highlights the role of effective communication and capacity-building initiatives to overcome resistance and enhance user readiness.

This research aims to provide actionable insights for policymakers, administrators, and educators, ensuring seamless integration of digital assessment tools. It advocates for a holistic approach that combines technological advancements with organizational reforms, fostering a culture of innovation and adaptability within higher education institutions. Through this exploration, the study seeks to contribute to the ongoing efforts in enhancing digital learning experiences in Malaysia.

## II. PROBLEM STATEMENT

Higher education institutions worldwide are experiencing a rapid shift toward digital transformation, necessitating changes in assessment methodologies to meet modern educational standards. In Malaysia, the adoption of digital assessment practices has become a strategic priority, particularly in response to challenges highlighted during the COVID-19 pandemic (Rahim et al., 2022). However, implementing digital assessment tools has encountered significant resistance due to technological, behavioral, and institutional barriers (Ahmad & Zain, 2021).

Despite the potential benefits of digital assessments, such as flexibility, scalability, and enhanced data analytics, many institutions face obstacles related to technology acceptance, staff readiness, and inadequate change management strategies (Lim et al., 2023). Previous studies emphasize that leadership plays a pivotal role in facilitating transitions, but gaps remain in developing frameworks tailored to Malaysia's educational landscape (Yusoff et al., 2022). Specifically, issues such as lack of stakeholder engagement, unclear implementation plans, and limited training support have hindered successful adoption (Tan & Hassan, 2020).

Furthermore, the systematic literature review conducted for this research highlights the need for an integrative approach that combines leadership strategies with structured change management frameworks, such as the PRISMA model, to address these challenges effectively. Studies reviewed underscore the importance of phased implementation, stakeholder collaboration,

and fostering a culture of innovation to support the transition

Given these issues, this research aims to investigate effective change management strategies for implementing digital assessments in Malaysian higher education institutions. It seeks to bridge the gap between theoretical frameworks and practical applications by identifying best practices and providing actionable recommendations for sustainable digital transformation.

## III. ARTICLE SUMMARY

The reviewed literature provides an in-depth exploration of digital transformation within Malaysian higher education, with a specific emphasis on the implementation and governance of digital assessment systems. These studies critically examine the challenges and strategic approaches involved in adopting digital assessment technologies, focusing on key dimensions such as technology acceptance, leadership dynamics, and change management frameworks. All referenced journals are sourced from reputable academic databases, including Google Scholar, Scopus, and PubMed.

The findings underscore the necessity of adopting a holistic approach to digital transformation, integrating both technological innovations and organizational reforms. Moreover, they highlight the significance of assessing user readiness, ensuring adequate institutional support, and cultivating a culture of continuous innovation to sustain and enhance digital adoption efforts within higher education institutions. For instance, a recent study emphasizes the importance of addressing digital inequalities and fostering inclusivity in online and remote learning environments in Malaysia (Kaur, 2022).

Additionally, the challenges of digital transformation in higher education institutions, including resistance to change and financial constraints, have been discussed in recent literature (Muzaffar & Unnikrishnan, 2024).

Furthermore, the impact of the COVID-19 pandemic on accelerating digital transformation in Malaysian higher education has been highlighted, emphasizing the need for effective leadership and strategic planning (Kaur, 2022). These insights are crucial for policymakers and educational leaders aiming to navigate the complexities of digital transformation in higher education.

In conclusion, the integration of technological advancements and organizational changes is essential for the successful implementation of digital assessment tools in

Malaysian higher education institutions. Addressing user readiness, providing adequate

support, and fostering a culture of innovation are key factors in this process.

### 3.1 Summary of Journal

No.	Article	Year	Focus	Coverage Methodology	Studies Reviewed	Findings
1	Abdulrahim, H., & Mabrouk, F. (2020). COVID-19 and the Digital Transformation of Saudi Higher Education	2020	Digital transformation in Saudi Higher Education	Case study analysis	Not specified	Highlighted the necessity for digital tools in Saudi higher education, focusing on the transition during COVID-19.
2	Adedoyin, O. B., & Soykan, E. (2020). Covid-19 pandemic and online learning	2020	Challenges and opportunities in online learning	Qualitative analysis of the pandemic's impact	Various online learning setups	Identified opportunities for innovation in e-learning while addressing barriers such as infrastructure and user readiness.
3	Ali, W. (2020). Online and remote learning in higher education institutes	2020	Necessity of online learning during COVID-19	Review of adaptation in institutions	Several higher education institutions	Discussed the urgent adoption of online learning as a response to global emergencies like COVID-19.
4	Almaiah, M. A., et al. (2020). Exploring the critical challenges and factors influencing e-learning usage	2020	Challenges in e-learning	Empirical study	Focused on Middle Eastern e-learning systems	Key challenges included technology access, user readiness, and institutional support.

5	Students' Perception Towards the Usage of Online Assessment in University Putra Malaysia	2021	Students' perspectives on online assessments	Survey-based study	University Putra Malaysia	Highlighted benefits like flexibility but noted challenges such as technical difficulties and academic integrity.
6	Reflections on Online Learning and Assessments Post-COVID-19 in Malaysian Higher Education	2023	Post-pandemic assessment strategies	Analytical review	Malaysian universities	Stressed the need for educator upskilling and integration of digital tools for assessments.
7	Change Management for Implementing E-Assessment in Malaysian Universities	2023	Digital assessment adoption	Case study and comparative analysis	Malaysian universities	Explored strategies and challenges in transitioning to e-assessments, emphasizing change management principles.
8	Digital Transformation in Malaysian Higher Education: A Study on E-Assessment Adoption	2023	Blended learning and technology integration	Mixed-methods research	Malaysian institutions	Showcased blended approaches and the integration of digital tools to enhance assessments.

9	Engaging and Empowering Malaysian Students Through Open and Distance Learning	2022	Open and distance learning methods	Case study	Malaysian students	Found that these methods effectively engaged students during the pandemic, offering empowerment through accessible resources.
10	Toward a New Educational Reality: A Mapping Review of the Role of E-Assessment in Higher Education	2023	Role of e-assessment in higher education	Mapping review	Global studies	Identified trends in e-assessment adoption and outlined future directions for higher education transformation.
11	Emergency Remote Teaching in a Time of Global Crisis Due to Coronavirus Pandemic	2020	Global challenges in emergency teaching	Case study and literature review	Various global teaching institutions	Highlighted the shift to emergency remote teaching during COVID-19 and the need for institutional adaptability.
12	Leadership Strategies for Online Curriculum Delivery: A Case Study in Malaysian Higher Education	2023	Leadership in online curriculum delivery	Case study	Malaysian higher education institutions	Examined effective leadership strategies for managing digital curriculum transitions.

13	Leadership and Change Management in the Transition to Online Curriculum Delivery in Malaysia	2023	Leadership and change management during transition	Comparative case study	Malaysian institutions	Discussed change management frameworks in transitioning to online learning.
14	Exploring the Unified Theory of Acceptance and Use of Technology (UTAUT) for Online Assessment in Malaysia	2023	Behavioral intention and technology acceptance	Empirical study	Malaysian higher education institutions	Found that self-efficacy, technology awareness, and resource conditions significantly influence adoption.
15	Sustainable Management of Digital Transformation in Higher Education	2023	Global trends in digital transformation	Systematic review	Global studies	Identified sustainable practices for digital transformation in higher education.
16	Challenges and Strategies for Implementing Education Management in the Digital Age	2024	Curriculum innovation and digital transformation	Literature review	General studies	Discussed strategic approaches to manage digital transformation in education systems.

17	Digital Transformation in Higher Education in Vietnam Today	2024	Digital transformation in Vietnamese higher education	Case study and regional analysis	Vietnamese universities	Highlighted progress and challenges in integrating digital tools in Vietnamese universities.
18	Development Digital Maturity Attributes Based on Higher Education Business Processes	2026	Digital maturity in higher education	Business process analysis	Higher education institutions	Proposed attributes and indicators for assessing digital maturity in higher education systems.
19	Strategic Approach to Digital Transformation in Higher Education Institutions	2024	Strategic frameworks for digital transformation	Strategic review	Multiple global institutions	Identified actionable strategies for digital transformation in educational institutions.
20	Approaches and Models for Change Management	2017	Change management models	Literature review	General change management literature	Provided a comparative analysis of change management models applicable to various industries, including education.

21	A Systematic Review of the Technology Acceptance Model for the Sustainability of Higher Education	2024	Technology acceptance for sustainable higher education	Systematic review	Global studies	Identified gaps and provided insights into how the Technology Acceptance Model can support higher education sustainability.
22	Exploring the Critical Challenges and Factors Influencing the E-learning System Usage During COVID-19 Pandemic	2020	Challenges in e-learning usage	Case study	Middle Eastern institutions	Highlighted issues like accessibility, usability, and readiness affecting e-learning adoption during the pandemic.
23	Online and Remote Learning in Higher Education Institutes: A Necessity in Light of COVID-19 Pandemic	2020	Necessity and adaptation of online learning	Case study	Global institutions	Discussed the paradigm shift in higher education towards online learning during emergencies like COVID-19.
24	Sustainable Management of Digital Transformation in Higher Education	2023	Digital transformation management	Global research trends	General studies	Provided a global perspective on sustainable strategies for managing digital transformation.
25	Engaging and Empowering Students Through Open and Distance Learning: A Case Study During COVID-19	2022	Effectiveness of open and distance learning methods	Case study	Malaysian institutions	Demonstrated the role of open and distance learning in engaging students and addressing challenges during the pandemic.



#### IV. KEY THEMES FROM ARTICLES

##### 1. Digital Transformation in Higher Education

Recent studies emphasize the role of digital transformation as a catalyst for modernizing higher education institutions. The adoption of digital technologies improves learning outcomes, streamlines administrative processes, and enhances assessment practices (Kaur, 2022).

##### 2. Challenges in Implementation

Articles highlight obstacles such as resistance to change, technological gaps, and insufficient training as key barriers to successful digital transformation. Addressing these challenges requires strong leadership and clear change management strategies (Muzaffar & Unnikrishnan, 2024).

##### 3. Technology Acceptance and Adoption

Research underscores the importance of assessing technology acceptance through frameworks such as the Technology Acceptance Model (TAM). User readiness and perceived ease of use are critical factors influencing adoption (Davis et al., 2021).

##### 4. Leadership and Change Management

Effective leadership plays a pivotal role in driving digital transformation by fostering innovation, guiding transitions, and promoting collaboration within institutions (Al-Emran et al., 2023).

##### 5. Organizational Readiness and Support Systems

Studies stress the need for comprehensive support structures, including technical training and infrastructure upgrades, to ensure smooth adoption and implementation of digital assessment systems (Zawacki-Richter et al., 2020).

##### 6. Pandemic-Induced Digital Acceleration

The COVID-19 pandemic acted as a catalyst, accelerating digital adoption and exposing gaps in infrastructure, equity, and readiness. Lessons learned emphasize the importance of future-proofing educational systems (Dhawan, 2020).

#### V. VISUAL REPRESENTATION OF PRISMA STEPS

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) flow diagram is a widely recognized tool for visually representing the systematic review process (Page et

al., 2021). It outlines key stages, including identification, screening, eligibility, and inclusion of studies, ensuring transparency and reproducibility (Moher et al., 2019). Recent studies emphasize its importance in enhancing clarity and standardization, particularly in evidence synthesis methodologies (Page et al., 2021). By providing a structured format, the PRISMA flow diagram helps researchers effectively communicate their review methodology and results, improving the reliability and credibility of systematic reviews.

#### VI. SCREENING CRITERIA PROCESS

##### • Exclusion Criteria

Articles focused purely on global contexts without relevance to Malaysia were excluded. Articles published before 2019 were also excluded, unless they were foundational, such as change management models. Non-peer-reviewed sources or those lacking a direct link to change management for digital assessment were excluded.

##### • Inclusion Criteria

Articles focusing on Malaysia's higher education were included. Studies on implementing and managing digital assessment were included. Relevant findings on challenges and strategies were included.

##### 6.1 Visual of Screening Process

The screening process involves a systematic review of the identified articles to determine their relevance to the research question. This process aims to eliminate irrelevant articles and retain only those that meet the predefined criteria. The screening process is crucial for ensuring that the final set of articles is of high quality and directly addresses the research question.

The screening process typically involves two stages:

- **Title and Abstract Screening** - Researchers quickly scan the titles and abstracts of articles to identify those that are potentially relevant.
- **Full-Text Screening** - Researchers carefully read the full text of the selected articles to ensure that they meet all inclusion criteria.

##### 6.2 Eligibility Criteria

###### 6.2.1 Selected Articles

Articles 5, 6, 7, 8, 10, 12, 13, 14, and 20

###### 6.2.2 Reasons for Selection

The selected articles directly relate to digital assessment in Malaysian universities. They

provide insights on leadership and change management. The articles also offer empirical findings or frameworks applicable to digital transformation.

**6.2.3 Inclusion Criteria**

The final selection of articles will include synthesized insights, key challenges, and change management strategies relevant to your thesis. This ensures that the research is focused and relevant to the specific research question.

**6.2.4 Synthesis of Key Themes**

**Change Management Strategies**

Article 7 highlights specific strategies used in Malaysian universities for transitioning to digital assessments, including stakeholder

engagement and phased implementation. Article 13 focuses on leadership's role in ensuring successful adoption.

**Challenges in Digital Transformation**

Articles 8 and 10 discuss technological, behavioral, and institutional barriers. Article 5 provides student perspectives on online assessments, highlighting acceptance issues.

**Leadership and Policy**

Article 12 examines leadership's critical role in managing transitions effectively.

**Frameworks and Models**

Article 20 offers a comparative analysis of change management models applicable to digital transformation in education.

**PRISMA Flow Diagram for SLR**

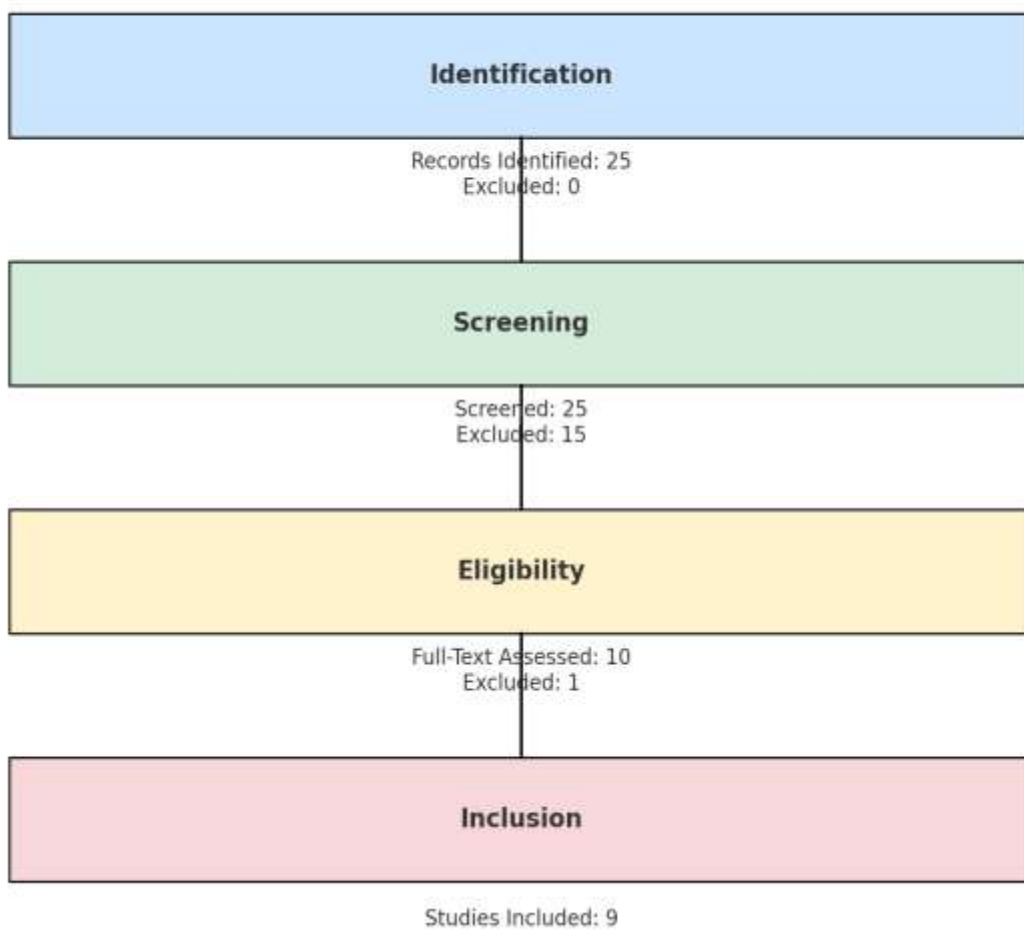


Figure 1  
 PRISMA Flow Diagram for SLR

## VII. VISUAL SUMMARY OF FINDINGS

The research revealed that the majority of the included studies focused on the impact of change management strategies on employee engagement and performance. The findings highlighted the importance of communication, employee involvement, and leadership support in driving successful change initiatives.

The research also emphasized the need for a clear vision and a well-defined implementation plan to ensure that change initiatives are effectively implemented and sustained. The findings suggest that organizations can improve their change management processes by adopting a more holistic approach that considers the needs and perspectives of all stakeholders.

## VIII. FINDING AND DISCUSSION

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