
Organisational change and success in a government enterprise: Malaysia's Federal Land Development Agency

The Economic and
Labour Relations Review
2017, Vol. 28(2) 234–251
© The Author(s) 2017
Reprints and permissions:
sagepub.co.uk/journalsPermissions.nav
DOI: [10.1177/1035304617706847](https://doi.org/10.1177/1035304617706847)
journals.sagepub.com/home/elrr
The SAGE logo consists of a circular emblem containing a stylized 'S' followed by the word 'SAGE' in a bold, uppercase, sans-serif font.

Michael O'Donnell
UNSW Canberra, Australia

Norma Binit Mansor
University of Malaya, Malaysia

Kunaraguru Yogeesvaran
Economic Planning Unit, Prime Minister's Department, Malaysia

Azlan Rashid
Economic Planning Unit, Prime Minister's Department, Malaysia

Abstract

This article charts and analyses the change path and various transformations of Malaysia's state-owned enterprise, the Federal Land Development Agency, from its establishment in the 1960s to the present. The analysis supports arguments that the model of the developmental state, based on planned public/private cooperation, provides an alternative policy prescription to that of sole reliance on the self-regulating market. The Federal Land Development Agency is shown not only to have survived but also to have thrived as an economic development arm of the Malaysian state, successfully adapting to the changing environment in which it operates. To delineate the changes, a framework of punctuated equilibrium is utilised as it best captures the instances of rapid discontinuous change and the periods of incremental change and relative stability.

JEL Codes: L73; O13; O21; P41; Q15

Corresponding author:

Michael O'Donnell, School of Business, UNSW Canberra, Northcott Drive, Campbell, ACT 2612, Australia.
Email: m.odonnell@adfa.edu.au