INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

REFERENCES

APPENDIX/ANNEXURE

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **_5000 WORDS_**.

10. **FIGURES &TABLES**: These should be simple, crystal clear, centered, separately numbered &self explained, and **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. It should be ensured that the tables/figures are referred to from the main text.

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12. **REFERENCES**: The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:

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- Use (**ed.**) for one editor, and (**ed.s**) for multiple editors.
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- The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
- For titles in a language other than English, provide an English translation in parentheses.
- The location of endnotes within the text should be indicated by superscript numbers.

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BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

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CRITICAL FACTORS FOR SUSTAINABLE CHANGE MANAGEMENT PROCESS: A REVIEW

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ABSTRACT

In present era of Human Resource Management, Change is a must for companies to survive and compete in today's economic environment. As understood, change is a complex process and requires involvement from top management to increase the readiness for change among the individuals in an organization. The greatest fear an employee faces is of unknown change and in some cases outright resistance. It has been observed that organizations like ICICI, Infosys etc. are undergoing a major structural change for their sustainable business growth. Effective communication plays an important role in successful implementation of a change process. This research paper aims at reviewing various literatures in the area of change management at national as well as international level.

KEYWORDS

Change management, Communication, leadership, resistance, sustainable change process, top management.

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INTRODUCTION

Authors have reviewed thirty articles all on change management over a period of sixteen years from 1997 to 2013. Because of the changes in the economy, organizations are moving towards change to sustain the changes in the environment. Majority of the organizations fail to implement the desired change as it is not an easy process. The authors have reviewed the articles for industries in different countries including Europe, Dutch land, Pakistan, India and US covering both public and private Industries. Change resistance during acquisition or merger of organization has also been studied. The papers on reasons of resistance by employees for change have been covered. Papers on various change models including Kurt Lewin's Model, Nadler's Model, ADKAR Model, TOC, KAIZEN etc. have been reviewed by the authors. Role of CEO and other executives in change management and the competencies required by managers to execute change successfully have been reviewed by the authors in addition to the papers on the methods of increasing readiness among individuals for the change in an organization. Correlation of Total Quality Management and organizational change has been reviewed by the authors.

LITERATURE REVIEW

Crawford John, Fisher Tom and Abraham Morris and (1997) discussed Management of organization and Quality culture and change of the award winning organizations. These organizations followed Nadler's principles. A questionnaire covering details of organization, Vision, Management practices, Motivation and rewards systems was prepared. 14 organizations were studied using 25 questionnaires. Five questionnaires to each of the following categories were distributed-senior and middle line management, operations employees, support and technical staff, and administrative support staff. It was assumed that these organizations undergo time bound changes. Because of its focus on the dynamics of the change process Nadler's model was selected. Importance of Vision was indicated by the low mean scores. Involvement from CEO is necessary for unfreezing the existing system. A leadership behavior is required by leaders and managers for successful change management. The author understands that Nadler Model principles were used by organizations to make a successful change transition for a fruitful culture. Information management systems, rewards and recognition, standards of performance, learning and development were all used simultaneously to ensure realization of the change. The author understands that development of a strategic vision, participation from top executives, inviting participation from the employees, a detailed planning and feedback mechanism are the variables needed to change in a balancing way for an organization to move to a new steadiness state.

Marie McHugh University of Ulster, Newtonabbey (1999) studied the Front line staff which led to the Organizational transformation. Various methods of public management in countries like UK etc.suggestedlowering down the bureaucratic systems in private and non-governmental sectors would be playing an important role in future. The research was done on in Dublin area's two local offices. A questionnaire that consisted of seven parts including workand relationships, services offered to customers,change management, work culture, career and development, technology provided and welfare was filled by the staff. Managers emphasize their energy on changing the work itself by synchronizing employee roles and duties, and interactions to address the organization's most important competitive task. Welfare service for society has been scrutinized regularly due to involvement of finances from public and its quality of services in current years.When it comes to external environment, in response to top management becomes more aware regarding the need for change. In addition to the above mentioned facts, Managers are required to be in the role of a good facilitator rather than a controller.The author understands that organizational change starts at the edge and is headed by the frontline staff at a junior level while top management just acts as a facilitator in the transformation process.

Andrew Crane, Lloyd C. and Harris (2002) conducted a research titled views of management (regarding diffusion, degree and depth of change) in the greenification of organizational culture. The research was conducted keeping in view that there is a need to hold responsibilities regarding beliefs, values and behaviors related to environment in addition to think beyond technological fixes. The methodology was adopted to collect data related to past and

presentorganizational changes. Forty four semi structured interviews were conducted with top and middle managers of different organizations. As per the analysis of the data and various narratives, it was found that diffusion, degree and depth were three most important cultural labels of greening. When the analysis of greening is done with respect to the cultural depth it was appreciated by members of the organization that greening plays an important role. Various factors like receptivity and green values were considered important for organization creation by the management and this was known as "Degree of cultural greening". It was considered that behavior, feelings and attitude of employees across the organization defined the diffusion of the cultural greening by the management.

Jon Mikaelsson, Volvo Car Corporation and The FEN X Program, (2002) published a study titled Change management in the development of product development in an organization a learning experience from Volvo Car Corporation to study the Collapse between Renault and Volvo Group which concluded to the acquiring of "Volvo Car Corporation" by "Ford Motor Company". During this period, the process of development of product was changed drastically fr—apoint of view of the organization. The change was divided into three phases' initial phase, development phase and system wide diffusion phase. There is a need of focus with respect to development of product in day today'sbusiness reality in the automotive industry.

While doing analysis of assets, it was found that knowledge; Time and Money are reserved assets. As per the rating, the people who are associated with the development of the product, analysis done by them and decision taken by them based on those analysis are extremely important. A research of several years by a large number of employees (thousands) is required for the development of a product in an automotive industry. The result of this research leads to design and manufacturing of various parts to form a complete car. Researcher scrutinized the need of change management in an organization associated with development of product. The author concluded that when the change initiative is considered, it is important to pay attention to two types of communication i.e. lateral and vertical. It is important to bring out the real time experiments and non-routine works rather than theoretical considerations to have a strong foundation for change. There are various methods by which non routine works can be analyzed, but the two most important used methods- One of them concentrates on the traditional value system of the organization designed to routinely learn the change process. The other path provides various possibilities by which anxiety levels can be dealt easily by continuously focusing on changes which are non-routine.

Ve´ronique Zardet and Olivier Voyant (2003) conducted a study on transformationof Organization based on socio-economic approach in the context of industries. The purpose of the research paper was to find out if the essential principles of classical organization theory school are found in present scenario and whether they are still an important part of industries in today's world. And in case they are, to find out their impact. The study takes into account four cases a) European industrial bakery established in 1975 with 300 employees, b) European group in consumer goods distribution with 1,500 employees, c) High tech company with 4,000 workers and d) Service Company with 350 employees. Socio economic methodology was implemented in all the industries in the entire company. Cost, performance are hidden factors which leads to dysfunctions in the work culture of an organization The study concluded that the various principles regarding the structure of the organization are extremely important for the organization as per the classical school theory. The leaders whose thinking were matching with that of classical schools were awaken for the evaluationof the hidden costs reducing from depth of specialization due to new technologies like certification and reengineering. Concepts which were considered very important for a long time like experience curve, fundamental separation, managerial decision making and economies of scale are actually inaccurate and this finding is the most important contribution of this research. Consecutive dysfunctions (which is as per the bureaucratic and classical organization concept) often cancels out the expected profit and this is proven by the hidden costs.

Melanie Bryant (2004) conducted a study titled "Conversion stories as shifting narratives of organizational change" which was concerned with the experience of employees which they talked out regarding their experiences of change in the organizational. Participants were identified and recruited through snowball sampling. Out of 22 participants, 11 were cited in d paper. It was suggested by majority of the participants that a limited career opportunity is because of poor employee-employer relationship at work. New managers were called by the participants as fantastic leaders. The researchers concluded that the shift from one view point that is old organization prior to change to another view point that is new after change workplace is the main feature of the change communication.

Anuradha Chawla & E. Kevin Kelloway (2004) published a research on the topic predicting openness and commitment to change on large scale organization for developing and testing a tool to predict it. The data was collected through survey on 164 employees to find out the variables that impacts employees commitment towards a change process and how it is affecting their behaviour. The study concluded job security and communication as an important tool in bringing out the commitment of employees and they act as a direct and indirect predictors and variables to openness. Their results showed the impact of procedural justice during restructuring on understanding commitment. Participation of employees in the process was found to be a direct as well as indirect variable to trust but was an indirect variable to openness. Finally, trust and openness does not affect an employee's decision to exit the company. They studied and found out that employee engagement and commitment are highly linked and so it resulted as communication and reliable (trust) are most important factors to employee engagement .They found a similarity of these two factors as important functions in the previous studies done by other researchers. They highlighted the participation of employees as most important factor to a successful change process.

Donald B. Fedor and David M. Herold (2004) studied through on research titled effects of change and change Management on employee responses: An Overview of Results from Multiple Studies. The purpose of this paper is to provide detailed findings on managing change process in an organization. The research divided the study into three parts in which study 1 focused on the change in behavior of employees towards their job and organization during the process. Study 2 researched on degree of resistance of employees towards change and how it is leading to stress. Study 3analyzed the degree of commitment of an employee to change and how the process of change has impacted their commitment to the company. The methodology included data collection from 21 different sectors of industries mainly services, manufacturing, healthcare and engineering which took close to 92 change initiatives 34 for Study 1, 27 initiatives for Study 2 and 31 different change initiatives in US. Method of sampling were common for the three studies where manager of each company were asked about the initiatives they took for bringing out change at work place and how the step has impacted certain employees at the workplace . Study 1 suggested that good practices of change management has a positive impact on the working of younger employees but raises a problem on how to deal with older for a successful implementation of change. Study 2 analyzed the reasons and level of strain employees faced in their jobs during change process depends on the high level of personal demands and the degree of change. Final conclusion suggested the change process management should also consider the work unit as well as individual job level.

Dr.Nidhi Pandey, Asst Professor conducted a research on the title Strategic Human Resource Management, TQM and organizational change and development (2005). The paper is aimed to bring out the relation between the TQM and organisational development. The study revealed the basic assess preconditions and the present state of organisation to ensure that there is clear need for change and thus TQM is the apt strategy. Culture of the organisation and the styles of leadership should be in congruence with the TQM. It is also mentioned that if this is not found then TQM should not be implemented or at least avoided or delayed till the conditions are favourable. There is need on the part of the leaders for commitment maintenance, visible process delivery, providing the required support and making people accountable for their results. Maximise the usage of inputs from various stakeholders like clients, funding sources, referring agencies etc.

Don Chrusciel, Ames, Iowa (2006) carried out a search study titled Importance of emotional intelligence (EI) while dealing with adaptation in decision management. The purpose of this paper was to show that how staff performance and productivity can be improved and assessed by the use of Emotional Intelligence. It can also be used for the development of effective human resource strategy which helps to deal with changes in the organization. Necessary training is important for improvement of one's emotional intelligence after identification of importance of emotional intelligence. It is not necessary to be satisfied with present level of emotional intelligence and to accept all the levels if they are inadequate. Identification and use of emotional intelligence requires suitabletraining which would not only benefit the individual but also the organization.

James Thomas Kunnanatt (2007) conducted a study titled "Influence of ISO 9000 on climate of organizational Strategic change management in an Indian organization, aimed to find out how the procedure of ISO 9000 applicationalters the machineries of organizational climate. The study was carried out in an electrical engineering organizationwhich was operating in the state of Kerala, India since last forty year. In this organization the change was implemented using "participatory approach". Measurement of climate both pre and postthe implementation of ISO 9000 was done using Pareek's (Motivational Analysis of Organizations-Climate) MAO-C instrument. It was concluded thatdependency, affiliation and control take a U-turn transformation and give a way to helpful climate conditions including extension, achievement and expert advice on implementation of ISO 9000.

The study is conducted by Asta Pundziene, Raimonda Alonderiene and Solveiga Buoziute (2007) tilted Managers' change communication competence links with the success of the organisational change. The study explores ways to increased communication competence amongst the managers which is required for successfully implementing change management in the enterprises. The aim of the survey is to come up with links and relation between the success of the change management and the competence of change management. Also the paper throws light on the communication competencies which are needed for organisational change and the effective ways to get hold of them. The literature of the change management shows the importance of the communication while implementing the organisational change. The study finds out the competence in communication required by the mangers during the change and also the ways of learning. An empirical research conducted in more than 40 Lithuanian enterprises shows that Lithuanian managers had developed competencies in communication and they could understand which form of the learning was most common. Insights in the literature conclude that internal communication is the most important factor responsible for organisation change. The survey indicates the process which leads to manager's learning and content. Also it reveals that learning through doing or informal learning is very common among Lithuanian managers.

A research was conducted by David M. Herold, Donald B. Fedor and Yi Liu (2008) titled the effects of transformational and change leadership on employees' Commitment to a Change: A Multilevel Study. The study aimed at analysing the role of transformational leader as change agent and its role for a successful implementation of change in an organization. They also tried to find out its relation with and impact on employees commitment and attitudes towards restructuring. For the collection of data they selected a sample size of 343 employees for 30 different organizations of sizes more than 1000 employees of different sectors in US. The industries surveyed were telecom, information technology, consulting, manufacturing, and BFSI. The sample size selected was from 14 to 300,000. It was concluded that transformational leadership has a positive impact on the followers' behaviour towards commitment to change. Also good management practices are closely related to change and are responsible for a smooth change process to occur. Concluding statement was made as transformational leader plays an important role as a change agent for an organization.

Katja Pook Perspectives, Goettingen, (2011) conducted a study titled Getting the involvement of people for the benefit of intellectual capital management that addressesthe HR challenges. The main purpose of the article was to understand the benefits and exposits the intellectual capital assessment to face theexisting challenges related to development in the organization and work issues of human resources. The research concludes that there is a substantialintersection of benefits of IC assessments (in some areas of human resources work) and challenges in which are substantially interlinked with development of organization. The contributions of IC management to HR work and organizational development are manifold, especially by providing a method to align individual perspectives and actions to enhance organizational success. Establishing IC assessment and the entire process of cultural change towards more participation in strategically relevant issues, intense knowledge sharing and empowerment of employees in strategy implementation, might show effects in the individual regarding satisfaction at the workplace, organizational commitment, work-related activity, etc. IC management is well worth investigating these kinds of effects.

Soparnot, Tours (2011) published a study titled "the concept of organizational change capacity" aimed to design a structure for identification of dimensions of change capacity and its components.A single case study was conducted by the author to observe an organization that had acquired the status of a company because of its capacity to change. The study was conducted by observations in one department of Renault with 160 employees. Three dimensions were identified important for change capacity as per the study which was related to learning dimensions, context and its process. If the deep analysis of these factors was done, it was found that various resources that facilitate the process change are the factor of context dimension. Similarly various principals involves in the implementation of change is the sub factor for process dimension and at the end the capacity related to introspection of an organization is a sub factor of learning dimension.

Deborah Blackman and Monica Kennedy (2011) titled "Sometimes, to change the people, you've got to change the people: when learning is not enough". This paper discusses organisational learning and change management in an Australian university undergoing a major change. The aim is to find out the major factors acting as resistance to change and how it is affecting the work. The research was done through survey of the staff and the leader performing different roles and occupations, through interviews. The secondary data was collected from the documents and reports at workplace. Analysis suggested the differences in the approaches of the leader and the members towards changes. The main head of the organization has a very formal approach towards change ignoring the people participation for a successful implementation of change which can lead to a change failure. The ambiguous information presented to the members lead to a greater resistance towards change disregarding the organizational information presented to them leading to change failure because of non-participation.

Marinel-Adi Mutate and Razvan Grigoras (2011) conducted a study titled change in knowledge based organizations-a procession – organic approach. The paper studied the change processes explained within the organic framework of investigation. The study defined a contrast difference between transformation and change process. They explained how the knowledge based companies are the one going to sustain in the future. The study concluded that for a company to survive change and undergo a smooth transition a proper research of the current stage and the future requirement of the change is to be done in order to survive the change process and save it from the failure of the change.

Kari Kerttula and Tuomo Takala (2012) conducted a study titled "Power and strategic change in a multinational industrial corporation" aimed to analyze the power usage in a strategic change method within a large industry related to forest. The organization had a total of seven thousand seven hundred employees, six to eight levels of organization and more than thirty units for production, a global sales network. For a period of more than two years and by using change narrative, observation by participants, the author collected the empirical.The management perspective was used to find out the usage of power. The researcher played two roles,in addition to being a researcher he was a part of the management as well.The study revealed many conclusions. As per the first conclusion revealed that the transformative change in a multinational organization involves a learning process that is very challenging and is of multistage. The second conclusion states that change which was taking place out of the well-established and well managed functioning of the organization does not represent a separate process. Change cannot take place by shortcuts was the third conclusion. It involves actions, thinking process of the people beginning from the understanding of the steps required for the change

J. Jenny Gregor, Mueller Frithjof, and F. Bauer Georg (2012) conducted a research titled "Readiness of Organisation and Individual for change", aimed for the proper management of occupational health and organizational interventions. This paper was designed to grow a survey based and health specific dimension for valuation of organizational and individual health focused level of willingness for change. A complete intervention study of management of stress was carried out across 9 large and medium enterprises in Switzerland with a sample size of 3,703 for a period lasting 10 years. A survey tool which was online known as S-Tool consisting of a simple section with 35 authenticated measures on stressors, health and wellbeing, resources and also an in depth unit with 12 scales on relations with customer, fairness, domain balance of life, burnout and coping the stress was filled by the respondents. Descriptive statistics (tables of mean and correlation) and reliability analyses were used for analyzing the total sample. From the conclusion of the study the authors understand that readiness which is health oriented for change is an effective tool for both organizations and individual to assess the present behavior and commitment for change.

P.J. DriessenPeter, M. Cramer Jacqueline andHeijden Angela (2012) conducted a study titled "Change mediator sense making for sustainability in a subsidiary which is multinational". They discussed the considerate of processes implementation for corporate sustainability accomplishment by provision of knowledge about the role of agents causing change. The paper inspected the sustainability in a subsidiary which was Dutch of the US based company which used to manufacturer carpet tile over a period of 10 years. It was detected that the sustainability visualization was realized from the top executives. Initially, CEO was considered to be the most important agent leading to change who is also known as the sustainability pundit". After a continuous hard work for 4 years on relocating the sustainability vision of the company, creation of awareness and building of concrete projects, the change mediators mirrored on their growth and recognized that their sustainability activities had not yet formed all the desired results. The dissimilarity in culture between the Europe and United States played a very significant role. In the year 2004 a descending trend was felt by the change representatives in their hard work and a control above sustainability. The results show that inserting sustainability by change negotiators is usually a growing process of change that comprises of minute random steps. Gradually change mediators became involved with the sustainability issues as the subject and the presentations of the company became attractive to them. The authors understand that the inference is that change mediators should include different ways to network and exchange information between people from different departments for engagement of all the employees in the organization.

Elizabeth Briody, Tracy Meerwarth Pester (2012) conducted a study titled "The impact of a story on organization's cultural change" aimed to explain the fruitful implementation of applications in the organization to ensue change in the organization as per the facts from manufacturing plan of General Motors. For the identification of important attributes of perfect plant culture, it is important to analyze and collect the Hoist story which was a part an ethnographic multi-year research project. With respect to various issues related to cultural change in the organization, the researcher worked in coordination with the members of the organization. The emphasis of the findings was first on the Hoist story which provided the ignition to the change process which involves a high degree of buy in throughout the organization and is in contrast with the literature of management "planned change". The findings emphasize both the Hoist Story's process impact and outcome impact. Several "packaged products" (e.g. a story script, video, collaboration tools) were developed as a result and it got its manufacturing process and a culture closer to that of GM. The second emphasis was on outcome impact. Further research can be conducted citing the importance of stories for the process of change.

Jana Deprez, Herman Van Den Broeck, Eva Cools and Dave Bouckenooghe conducted a study titled "Gender differences in commitment to change: impacted by gender or by being part of a minority group" (2012), aimed to research on the impact of gender towards change process and how differently change affects employees behavior towards their commitment to change initiative. The research methodology included a survey on a Belgian automotive company which was undergoing a total restructuring process. Data were collected through survey on a sample of 77 employees. The sample consisted of women as a minority group to check the impacts of change on gender. Independent t-tests were done to unleash main reasons for gender differences towards change and how they perceive it, context and variables of change process, and degree of commitment towards change. The study concludes that women do not behave differently and were found to show more positive attitude change process than men. But men scored significantly more on the scale for continuance commitment to change than women. The researchers contradicted the previous finding which showed women as more averse to risk than men and therefore negative attitude towards change. The findings of the survey can be of significance importance to policy makers and researchers to find approaches to change focusing on gender balanced approach leaving the old school approach of 'one-size-fits-all'.

The study conducted by Ajayi Samson Adeniyi titled by an analysis of employee resistance towards organisational changes (2012). The study reveals that the employees are completely against the process change, change dynamics, causes for the caused change and the procedure adopted by the employees to bring in change in the organisation. The study focuses on the various reasons responsible for resistance amongst the employees towards the changes being introduced in the organisation. The data collection is through secondary and primary methods. This data is later represented in form of simple percentages table and then they are analysed and conclusions are interpreted. The important findings from this study reveal that the main cause for resistance amongst the employees is required change being poorly communicated, lack of motivation and lack of encouragement to make these changes functional and lastly the changes being introduced in a very inhuman way. In the end the study concludes that the Airtel Networks ltd underwent a failed change management process. There was no proper communication amongst the employees when the changes were introduced and the management failed to put forward the hazardous nature of the task before implementing such changes. Thus it is recommended that employees need to be well communicated about the nature of the changes being introduced in the organisation. This should be followed by proper process as well as relevant inventive packages and motivation.

Ralf & frank (2013) conducted a study titled mind the gap the relevance of post-change-periods for organizational sense making. This paper talked about exploring the gap by using qualitative in-depth analysis at the national branch of a major MNC in communication sector, they have been analysed by means of sense making theory which is combined with neo-institutionalism and sociological systems theory. The case portraits how corridors of future success are defined by retrospection and throws light on the change in the moment which was ignored earlier. The conclusion was drawn that the on individual space of sense making is driven by the requirement to recreate the past of the particular company and company's own story. The emerging contradictions which were apparent in sense making stories on organisational levels are the expressions for the major structural contradictions, where the organisational system is mainly confronted with.

The study which is titled eighteen shades of grey has been conducted by Ralf Wetzel and Lore Van Gore in the year of 2013. It is an explorative and extensive literature review based on the theoretical flavours of an organisation and its change research published in the Journal of Organisational Change Management. The motive of this research is to understand the grounding nature of the theoretical research because broadly these theoretical foundations are very mostly diffuse or continuously boring. In order to get more insights about the selection, 85 articles on organisational change were chosen and then published in renowned journals of 2010. A reference analysis was conducted based on 18 prominent theories of organisations and their prime contributing authors. The results initially show a very in depth theoretical selectivity in OCR mainly focusing on learning, cognitive, neo-institutional and discursive theories. Rests of the theories were almost neglected. Later our analysis reveal that this particular practice is a sign that in present scenario OCR is struggling hard with changing the cognitive frames mainly of topical OT into fruitful accesses to its own object. Application of the theory finally appears as a dissatisfying escape technique performed in order to cover theoretical antagonisms and to escape even deeper confrontation with respect to the underlying assumptions of identity and OCR conditions.

ZenabKazmi,SyedaAsiya,and MarjaNaarananoja (2013) conducted a study titled "Relative approaches of key models of change management - a fine variety to pick from as per needs of the situation", to get an awareness over the selection conditions of the leaders of change to choose the most appropriate from a diversity of models for change management for smooth makeover of the organization. Relative analysis was carried out to inspect the existing work condition and find out the gaps between the preferred levels of selected dimensions (i.e., Creativity, Care, Confidence and Commitment). Results were attained through the interview feedbacks, questionnaire and discussion sessions which were open with the aimed sample. The authors certain well known models for management of change and complemented those alongside the feedback obtained from the samples. It was establish that Kurt Lewin's model cannot be used as it is over simplified for fairly modem work situations where the multifaceted ego subjects were evidently present in the behaviors of team members. Elizabeth Kubler-Ross's model is relatively more appropriate in stages when an individual is met with the misfortune such as the loss of the family member or the friend leading to too much misery, there is a choice to leave the environment of the organization remains an alternative for the employee. Kotter's Model of Change Management is very alike to Lewin's model is not appropriate to contemporary circumstances as it totally evaded any conversation stressing that how this great level method ties into Management of Project. Understandings on the change management explanation choices in the worldwide situation persuaded the authors to select one from the 3 i.e., TOC, ADKAR and KAIZEN Models. Author understands that ADKAR is the comparatively feasible model as it has strong capability to evaluate the level of "readiness" amongst the employees and also it gives the choice of "barrier point," that delivers the chance to evidently classifying the difficulty confronted by the team member. Author understands that ADKAR delivers the motives to comprehend that when the employees lack acknowledgement, reward and support for change, then deterioration in their passion and level of energy about the change is predictable. In few cases workforces tend to just return back to ancient ways of doing work finally leading to the failure of the change process.

Dr. C. Swarnalatha, T.S. Prasanna (2013) conducted a detailed study on the topic titled Employee Engagement and Change Management. The paper aimed to study the common link between employee engagement and its relation to change. It was a detailed study on the two concepts and to find out to what extent are they related and what functions are common between two of them. The methodology included review of different papers published by recognized authors and study their finding to conclude and summaries all the results in one. By studying different papers they came to a conclusion that a successful implementation of change process and restructuring requires a proper employee engagement activities including clear communication with the employees and gaining trust for a process. They also found out many common functions are being shared between the two processes.

Saquib Yusaf Janjua, Majid Khan, Majid Khan and Farrukh Nawaz Kayani (2013), conducted a research study titled change factors driving management development needs: empirical evidence from Pakistan. The paper analysed the impact of different environment external and internal on organizational changes and competencies required in managers to handle change process. The study analysed the external and internal developments impacting change process in the business in Pakistan. The research methodology included a survey on 500 working managers in the respective companies in major cities of Islamabad and Rawalpindi. Respondents were asked open ended as well as close ended questions related to what factors are main drivers to bring out change and to rank them in order of priority. A multivariate analysis was then done on these responses to bring out the empirical evidence. It provided a detailed analysis on how change drivers affect business organizations. Technological changes are the main variable affecting the working of business along with policies of government and the

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economic scenario and the stability of political system in the country. The internal environment included the changes in the polices at workplace, job redesigning and innovative practices related to technology up gradation as the main driver to affect the competencies needed for the managers at workplace.

Srinivasan Tata Chari (2013) conducted a research titled changes in organizational and professional identifications during socialization of newcomers. This methodology of the research study was done through a survey of fresh graduates joining the top IT companies. The sample size was 365 newcomers including both male and female. The batch of the sample was selected from the phase when economy started to recover after recession including major changes and restructuring at organizational level. A hierarchical regression was done on the responses.The study showed a positive relation in the perceived organization identification and the expectation of the newcomers leading to a positive impact of newcomer oneness towards organization. The study has suggested the importance of mentoring and proper induction of the newcomers to understand the business leading to increase in oneness an employee feels towards their companies.

CONCLUSION

Researchers would like to conclude that this paper has covered a brief review of organization change. Conclusions that can be drawn from the research are discussed here. Development of a strategic vision, participation from top executives, inviting participation from the employees, a detailed planning and feedback mechanism are the variables needed to change in a complementary way by which a new equilibrium state can be reached by an organization.There is a need of information exchange and various ways of interaction between and within different departments by change agents for engagement of all the employees in the organization as effective communication plays an important role. Lack of recognition, reward and reinforcement for change, may decline the level of energy and passion across the people otherwise employees tend follow back the old ways of doing work which finally leads to the downfall of the change process.Successful employee engagements are considered as an antecedent to successful change implementation. Intense knowledge sharing and empowerment of employees leads to smother change management process. Finally, there are no shortcuts to change. It is a slow and steady process that starts from thinking and then implementing the measures required over a period of time.

FINDINGS

Major findings are:
1. Majority of papers were about the involvement of top management in change process.
2. Most of the papers reviewed focused mainly on the resistance among employees and how to overcome it.
3. Organizations change processes mainly followed conventional change models like Kurt Lewin's Model.
4. Most of the researches were conducted by collecting primary data from employees as well as managers.
5. Change processes were mostly initiated when an organization acquired a subsidiary in another country, merger and acquisition and transformation of a public subsidiary to private or vice versa.

SCOPE FOR FUTURE RESEARCH

Further research can be done on:
1. The study can be done to define different kinds of change and the critical factors required for success.
2. An extensive research can be done on the relation between engagement and change management.
3. In order to evaluate the value of new frameworks, different methods of measuring the success of organizational change management should be designed.
4. In addition to individual, efforts should be made to study the actual behavior reactions, attitudes and emotions influenced by transformational or other leadership dimensions.
5. Instead of "one-fits-all" approach, the policy makers can work further on gender balanced change approach as studies conclude that women are more apprehensive towards change.

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