CHAPTER-2
REVIEW OF LITERATURE
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**Literature review** is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work. Literature review should be referred to as reviewing and analyzing the work of literature in relation to the specified topic in research.

Most often associated with academic-oriented literature, such as a thesis, a literature review usually precedes a research proposal and results section. Its ultimate goal is to bring the reader up to date with current literature on a topic and forms the basis for another goal, such as future research that may be needed in the area.

A well-structured literature review is characterized by a logical flow of ideas; current and relevant references with consistent, appropriate referencing style; proper use of terminology; and an unbiased and comprehensive view of the previous research on the topic.

**A.K. Siti-Nabiha, (2009)** research explains the institutionalization process of the performance management system (PMS) in a Malaysian government-linked company (GLC). The study specifically looks at the changes brought by the GLC transformation programme introduced by the government.

**Matthew Egan, (2009)** It explains modernization change in the Sydney water sector from the early 1980s to 2007 and comments on how those phases of change are likely to be impacting the nascent development of water management processes in Sydney-based water consuming organizations.
Lidija Polutnik, (2008) study is based on Two reasons and these are identified for studying the impact of capacity measurements on organizations. The second arises from the potential structuration effect of capacity metrics. Such an investigation makes capacity a visible, and hence an actionable, construct. This paper aims to address these issues.

Svanberg (2007) research gives the importance of leadership during the change process. It means that leader’s task during change processes is to convey the vision and the goal with the change. He claims that people in general can work very hard and suffer a lot, but to do so they have to know why they should do it and what the goal is. He also stipulates that as a leader, it is important to carry through with a change and be patient; the results will not come immediately.

Morgan (2007) examines key concepts in organizational change, with a discussion on implementing changes in schools with low performance records. The first section of the paper defines organizational change. The paper describes the characteristics necessary for a leader to implement change within an organization. The role of the human resources department is also examined in terms of an organizational change. Four methods for handling change are presented and defined. The importance of having a strategic plan for implementing a change is also explored.

Fleming (2006) study provide a picture of the future and how it will affect people and their willingness to change. They predict there will be a structural change with less layers of management and a reduction of the numbers of people working together. There will be a stronger pressure for individuals to work harder and longer. The working pattern is also assumed to change.
Fox, (2006) states that often in the event of any major organizational change internal managers are inclined to hire the services of an outside specialist as consultants to provide advice and assistance. These outside experts are said to be able to present an objective perspective, as opposed to insiders. On the other hand, outsider specialists may be at a disadvantage because they do not have an adequate understanding of the culture, history, operating procedures and personnel of the organization.

Hedberg (2005) evaluates the various theories of change management including the DICE model, business process reengineering, the Lewin model and the speed of change model. The paper selects business process reengineering as the successful approach to making change management effective at the process level. The paper also notes the role of leaders and the need for a strong sense of trust in the senior management that they are genuinely committed to change.

DuaKanti (2003) during her study at industrial hub of Delhi NCR (Noida, Ghaziabad, Gurgaon, Faridabad, Palwal & Kundli), she concluded that the short-term training programmes conducted by PDC department of an organization, helps in a large extent to employees. Because these short-term training programmes makes employees mentally prepare for their future perspective for their career development.

Beer and Nohria (2002) this research have shown that currently, many change projects and development programs produce unsatisfactory results. To increase the ability to change, the change competence must increase. Change competence is described as the ability to manage change in the environment and to be able to form a continuous renewal of this process. Change competence is also about choosing a change strategy that matches the organization and its member’s experience of change processes.
Mangalam S. (2001) studied on the employees’ performance at Ashok Leyland organization. He found that efficient HRM department plays an important role to motivate its workers for implementing the organizational change. Strategic planning adopted by HR department not only decreases the migration of workers but it also increases the efficiency of workforce.

Dacker (2001) this study assesses the effects of budget reductions and other organizational changes on the morale of hospital employees. A survey dealing with employee perceptions related to change, workload, and performance was given to hospital employees. Not surprisingly, the survey found that morale problems resulted from the organizational changes.

Wheeler (2001) In this research Increasing market pressures force companies to implement drastic organizational changes in order to remain competitive. Budget decreases, reduction efforts, and similar changes create significant morale and job satisfaction concerns. This study assesses the effects of budget reductions and other organizational changes on the morale of hospital employees.

Frederick (2001) study assesses the effects of budget reductions and other organizational changes on the morale of hospital employees. This study found that morale problems resulted from the organizational changes. This theory have stipulated that the emotional and psychological wellbeing of employees are potentially affected by organizational change.

Haydn Benett (2000) research has focused on the major change in the dissolution of internalized commitment on the part of employees. Implication for the organization and the future success of the change process are examined together with recommendations for further research.
Darren Lee-Ross (2000) this research may be used to identify attitudes of existing workers and in the recruitment and training of new personnel. It provides measures of service elements, cognitive expressions and a personal service outcome. This article moves the discussion towards the level of the individual employee and their experiences with change.

Dana Kausilas (2000) this research has focused on the major change in the nature of relationships among women and men. The research on friendships outside the workplace, work friendships involving women were not consistently rated as more satisfying and ratings varied across work settings.

Doran (1999) Organizational changes have a direct effect on the work environment in terms of empowerment and job satisfaction. To cope successfully with changes, special attention must be paid to personnel management. It seems that factors promoting and impeding empowerment can be used to measure effects of organizational changes as well.

Kreitner,( 1999) A generic typology of company change is described as being adaptive, innovative and radically innovative. Adaptive change is the reintroduction of a familiar practice. Innovative change is the introduction of a practice new to the company and radically innovative change will be a practice new to the industry.

Janell MPA,(1998) In this study, the author examined the effect of organizational change on workers in a large government office, and found that significant change greatly impacted both the psyche and performance of employees. The lesson of the work, the team says, is that when managers push through changes too quickly, without keeping employees in the loop, they may soon see employee performance drop -- or even lose those workers altogether.
Tushman (1997) explains that most organizations will be required to undergo discontinuous or frame-breaking change. This transposes into the fact that in any organization’s lifecycle, periods of relative tranquility will be punctuated with periods of frame breaking change. He mentions that frame breaking change is usually implemented rapidly.

Klein (1996), the primary objective during the unfreezing stage of Organizational change is readying people for the change, whereas reinforcing and institutionalizing the change are major objectives of the refreezing stage. They develop a research framework to demonstrate the relations of variables. In this study, the team creativity is the independent variables. Job satisfaction, work performance and organizational commitment are the dependent variables. The perception of organizational change is the moderating variable.

Ashford, (1995). When an organization is experiencing organizational change, such as: restructuring, downsizing, or merging, it will cause employees the feelings of anxiety, stress, and insecurity, and resulting impact on employees’ productivity, satisfaction, and commitment toward the organization.

Gibson (1994), evaluates that the change agent brings a different perspective to the situation and serves as a challenge to the status quo. Individual /group that bring outsiders viewpoints and perspectives to the organizational change process in most instances are used in some Combination of persons from inside and outside of the organization.

John P. Kotter (1994), an expert in the field of organizational change, has written abundantly on the importance of leadership and vision for the successful implementation of change initiatives. It has been identified, however, that although leadership is necessary, the change process is too unpredictable and highly sensitive to temporal and contextual dynamics to assume success.