CHAPTER – II

REVIEW OF LITERATURE

2.1 Introduction

The first chapter has dealt with the introduction of the study, objectives, statement of the problem of this study and the concepts of organization development. A detailed organization profile is also presented. Once the problem is formulated, the researcher undertakes a survey of literature connected with the problem. For this purpose the research the researcher refers various journals, books, gets information through internet and previous studies etc, which are connected with the nature of the problem. This literature review will help the researcher to know about the related studies carried out by others with the same problem. This will help the researcher to make an effective study and differentiate from this study from the other’s studies.

The total number of reviews collected by the researcher is 93. In this 63 reviews are the empirical studies and the remaining 30 reviews are theoretical studies. These studies are divided into ten dimensions which are identified as OD dimensions of this study. The first part is the reviews based on the socio economic factors.

2.2 Reviews based on Socio economic factors

Elizabeth H Gorman (2000) studied The Effect of Marital Status on Attitudes toward Pay and Finances. Research has shown that marital status affects
wages and work behaviours that influence wages, but little attention has been paid to the impact of marital status on attitudes toward pay and finances. The finding is that the effects of marital status on pay valence and financial satisfaction do not differ by gender. The effects of marital status on both attitudes are attributable in part to the association between marital status and parenthood.

**Marsden Peter and Cynthia (2007)** studied the Gender Differences in Organizational Commitment - Influences of work positions and family roles. This study examined the gender differences and factors that arguably heighten or dampen it. The author found that the primary explanation for the gender difference is that men are more likely than women to hold jobs with commitment-enhancing features. Gender differences in family ties do little to affect male-female OC difference. When job attributes, career variables, and family ties are simultaneously controlled, in addition, women tend to exhibit slightly greater OC. Contrary to implications of some gender models, the correlates of OC do not appear to be appreciably different for men and women.

**Pollmann Mathias Schult (2010)** studied on Marriage and Earnings. The research question is, why do married men earn more than single men? The authors had investigated how marriage affects the wages of men. A variety of reasons have been proposed for why married men earn higher wages than single men. However, in the finding the wage differential between married and single men results from the division of labour within the household. It is further shown
that married men feel less satisfied with their financial situation as compared to their single counterparts. These results indicated that a lower level of pay satisfaction induce married men to put more effort into their work, which lead to higher wages.

**Paul G. W. Jansen and Josje S. E. Dikkers (2011)** studied the influence of age on the associations between HR practices and both affective commitment and job satisfaction: the results of the study on the age and work commitment were closely associated factors. The more age is associated with responsibilities; the young age is related to the enthusiastic mind.

**Julie A.Kmecl and Elizabeth H.Goreman (2011)** studied the ‘Gender and Discretionary Work Effort’ - Evidence from the United States and Britain. The objectives of the study was do men and women differ in the extent to which they work beyond the level required by their jobs and does this gender difference vary across national contexts. The authors answered these questions using survey data from the United States and Britain. The authors had concluded that the greater divergence of women’s and men’s labour force participation and careers, historically weaker regulation of workplace equality, and a sharper differentiation of gender roles in Britain than in the United States shaped gender differences in work orientations and behaviors.
2.3 Organizational Vision/Mission

Sotunde Olalekan Anthony (2012) studied the Influence of Vision and Mission Statement on Organizational Effectiveness: An appraisal of a private sector experience in Nigeria. The objective of this study was to determine whether vision and mission contributes to organizational effectiveness. The result revealed that vision and mission statement was essential if any organization could survive the unfavorable business environment in Africa.

2.4 Organizational Policy

Benjamin L. Crosphy (2005) has done a study on policy implementation – Organizational challenges. This study explored that the organizational challenges of implementing policy change offered a framework for understanding the tasks associated with implementation. Drawing on the experience of the US agency for International Development's Implementing Policy Change Project, The author had concluded with a brief statement that an organizational mechanism bridges the transition between pre-existing policy regimes and new ones.

David A. Foote, Scott J. Seipel, Nancy B Johnson, Michelle K. Duffy (2005) studied the “Employee Commitment and Organizational Policies”. The objective of this research was to propose new commitment construct-policy commitment, and to examine the influence of attitude, role clarity and role conflict on policy commitment, as well as the influence of policy commitment on citizenship behaviour. The authors had used the structural equation modeling
(SEM) techniques to examine the effects of attitude, role clarity, and role conflict on policy commitment, as well as the effect of policy commitment on the conscientiousness and civic virtue dimensions of citizenship behavior. The findings of this research was that, SEM revealed that attitudes and role clarity positively influenced policy commitment, and that policy commitment positively influenced conscientiousness and civic virtue.

**Riyaz Ahmad Rainaye (2006)** had conducted a study on an empirical investigation of the influence of organizational policies and organizational leadership on organizational commitment. The objective of this study was to estimate the relationship among organizational policies, organizational leadership, organizational commitment and the extent of influence of organizational policies and leadership on organizational commitment of employees. The finding of this study revealed that organizational commitment positively relates with organizational policies. The analysis revealed that employees’ commitment is based on their organizational policies. It was also found that organizational leadership plays a role, though not significant, to enhance the loyalty of the employees. The finding demonstrated that compatibility between organizational policies and personal values of an employee can be enhanced through effective leadership.

**Benjamin L Cros (2010)** had studied the Policy Implementation: The Organizational Challenge. This study explored the organizational challenges of
implementing policy change and offered a framework for understanding the tasks associated with implementation. The author has concluded with a brief treatment of organizational mechanisms for bridging the transition between pre-existing policy regimes and new ones. Policy change often requires difficult changes in stakeholder coalitions, shifts in the structures and rules of implementing agencies, and new patterns of interaction.

Roger I. Hall (2011) had investigated the Natural Logic of Management Policy Making: Its Implications for the Survival of an Organization A process-theoretic approach, seldom used but not without promise for organizational behaviour research, is employed to postulate a process model of the natural logic evident in organizational policy making. It was concluded that management science, in the form of systematic procedures for adaptive organizational design and updatable cause maps, may have an important future role to play in senior management affairs.

2.5 Organizational Change

Castle, Dian K. & Michael (2001) had studied that organizational understanding and change management that enables a successful implementation of IT projects. This study demonstrated the positive outcomes resulting from an IT-OD partnership. The researchers concluded that, historians characterize the 1990's as the decade of exponential change. Although these technologies are only
tools, when introduced and integrated into the organization appropriately, they are able to fulfill their promise of effectiveness and efficiency.

**Audrey Kors Gaard & Harry J. Sapienza, M (2001)** conducted a study on the role of procedural justice in planning change. This investigation examined the potential adverse effects of planning strategic change on the employment relationship. The findings supported the proposition that reactions to planning change depend upon perceptions of procedural justice in employee obligations. The intention to remain was only adversely affected by planning when employees perceived the process as unjust. Surprisingly, planning change did not affect trust for employees who perceived the process as unjust. It actually resulted in an increase in trust for employees who perceived the process as just.

**Mick Schraeder (2004)** studied the organizational assessment in the midst of tumultuous change. The assessment was designed to identify relationships between staff perceptions of communication within the organization, staff perceptions of change implementation, staff attitudes, and individual outcomes such as intent to turnover, absenteeism, job stress, and individual performance.

**Dawn Harrison (2004)** had explored the means by which professional staff employed in local government survived the changing process. This exploration determined the aspects of their job and work environment they have relied upon to provide them with support and security during change. The conclusion of this
study was, the aspects of the work and job environment have found to provide individuals with a feeling of security and well-being during change. Different aspects of the work and job environment provide this sense of security and well-being for different individuals.

**Ramakrishna Movva (2004)** has studied about the myths as a vehicle for transforming organizations. This study explored how myths represented reality in the minds of organizational members of what the organization was, is, and can be. The author concluded that how a typical modern organization can be stuck in a reductionist model. It closes with a discussion on how evolution of organizational consciousness is fundamental to organizational transformation that is made possible by using myths as a vehicle.

**Isaiah O. Ugboro (2006)** studied the relationship between job redesign, organizational restructuring and the strategic changes. It focused on middle level managers and employees in supervisory positions because survivors of this group are often called upon to assume expanded roles, functions and responsibilities in a post restructuring and downsizing environment. The results showed statistically significant positive relationship between job redesign and strategic changes of the organization. It provided the empirical data to support theoretical models for managing and mitigating survivors; intent to quit and subsequent voluntary turnover among survivors of organizational restructuring and downsizing.
Yin Teng Chew & Siew Ming Choo (2008) studied the “Change Management and Challenges in a Bank”. The purpose of this study was to discuss the driving and resisting forces that occurred during a transitional programme in a Malaysian bank. This observation suggested that organizational leaders should give careful attention to how each activity can be designed and well integrated when planning and implementing organizational change. The study results revealed that the change management efforts were associated with various technical and HR problems.

Liz Jones Bernadette Watson & Elizabeth Hobman (2008) have studied the influence of organizational level employees’ perceptions and reactions to a complex organizational change involving in proposed work force redesign, downsizing and a physical move to a new hospital. This study concluded that, subjective experience of organizational change, and how perceptions of change differed across levels of the organization. Three broad categories of issues were identified: emotional and attitudinal issues, change process issues and outcome issues. All participants emphasized their positive attitudes toward the change; they also highlighted the problematic nature of achieving effective communication, conflict and negative attitudes to the change. There was a strong emphasis on planning challenges.

Dennis G. & Erwin Andrew, N (2009) have studied about the resistance to organizational change: linking research and practice. This study is based on
published research works that provide research-based guidance to organizational change agents and managers in addressing individual resistance to organizational change initiatives. The conclusion of this research was linking research findings with practice guidance, provides a starting place or beginning checklist useful to practitioners in considering resistance in the planning for change initiatives. Researchers have provided insights into the cognitive, affective, and behavior dimensions of resistance, how various personality differences and individual concerns influence resistance, and what change agents and managers might be able to do to influence resistance.

Subhajit Basu Chowdhury (2010) had explored the nature of organizational change, reasons for resistance to it and the ways to manage it more successfully. It also discussed the different strategies and their relative effectiveness that managers commonly use to introduce change. This study has concluded that, managing change becomes an integral part of the manager’s job. Managers should create the climate for the organization to become a learning system, where employees are ready for organizational change and adaptation on a continuing basis by being open to various perspectives and viewpoints with a shared vision of progress. This is possible only in an organization that is committed to innovation and continuous improvement as an integral part of its culture. By sharing innovative ideas and thoughts, the employees transcend
organizational boundaries, become cohesive and shape the system to become a learning system on a continuing basis.

2.6 Organizational Culture

Brenda S. Seevers (2000) this study was investigated the possible relationships between organizational values and selected demographics characteristics. A values audit is an important first step where substantial differences were found between clarifying the values perceived by the members. The result of this study was specifically four of the top 14 values, High standards of excellence in educational programming, teamwork among co-workers, quick response to clientele concerns/requests and recognition for the employees are the organization’s greatest resource. It is encouraged that these values where identified as having the greatest differences between beliefs and practices.

Kirk L Rogg & David B.Schmidt (2000) had conducted a study on Human resource practices, organizational climate, and customer satisfaction. Results indicated that a support for the hypothesized mediated relationship. The indirect effects of HR practices on customer satisfaction were significant and relatively large while the direct effect was not significant and near zero. The results were supportive of a social context model of the impact of human resource practices on organizational outcomes.
**Kumar Suresh (2000)** has studied the Impact of Socio – Personal profile on organizational climate perception. The purpose of the study was to test the significant mean difference on organizational climate score according to the socio personal variable groups. The findings suggested that the majority of organizational climate dimensions were found to be significantly differed and the employees’ expectations were found to have been fulfilled in all formats. It was also found that most of the employees have perceived organizational climate as moderate. The mean difference on organizational climate perceptions also showed significant results. Thus, the perception groups were found to be significantly ranged.

**Wolfgang Bilsky & Karen A. Jehn (2002)** has studied about Organizational culture and Individual values: Evidence for a Common Structure: to bridge the gap by highlighting some basic commonalities. Data analysis is accomplished by applying non-metric multidimensional scaling. Mapping scale scores and items of the ‘Organizational Culture Profile’ (OCP), the author has concluded that, whether on the impact of organizational culture on interpersonal behavior in general or for instance, on interpersonal and intra-organizational conflict in particular.

**Md Zabid Abdul Rashid, Murali Samasivam & Azmawani Abdul Rahman (2004)** have investigated the influence of organizational culture on attitudes toward organizational change in Malaysia. The results showed that there
is an association between organizational culture and the affective, cognitive, and behavioral tendency of attitudes toward organizational change and also different types of organizational culture have different levels of acceptance of attitudes towards organizational change. This means that certain type of organizational culture could facilitate the acceptability of change, while other types of culture could not accept it.

**Meriam Ismail (2005)** has conducted a study on the creative climate and learning organization factors: their contribution towards innovation. The purpose of this study is to explore the effects of two independent variables, creative climate and learning organization, on innovation separately and simultaneously. The results indicated that both learning culture and creative climate contributed to the explanation of the observed variances in the innovation construct. The study also found no significant differences in the mean scores among the small, medium, large and very large organizational population sizes in the members' perceptions on innovation, creative climate and learning culture.

**Mike Schraeder, Rachel S. Tears & Mark H. Jordan (2005)** have studied the Organizational culture in Public Sector Organizations: promoting change through training and leading. The purpose of this study was to provide two possible approaches for enhancing organizational culture awareness and promoting cultural change in public sector organization. The major findings were, training and leading by example can serve as effective methodologies for
promoting culture awareness and bringing about culture change in organizations. The study has highlighted some interesting similarities and differences between culture in public organizations and culture in private sector organizations.

**Kumar Siva K. (2008)** has conducted a research on organizational climate in Tamil Nadu Cements, Ariyalur. The objective of this study was to find the existing organizational climate and quality of worklife of the employees. The major outcome of this research was the organizational climate in this organization was good. Age was not a factor which influenced the organizational climate. This study suggested a comparative study must be conducted between other organizations on organizational climate. This study concluded that, the quality of worklife and the organizational climate was interrelated with other employees. The organizational policy has to provide the opportunity to improve the organizational climate.

**Jain Mathew (2008)** has conducted a research on Organizational Climate in relation to leader behaviour of mangers and business strategy in IT industry at Bangalore. The aim of the study was to investigate the relationship between organizational climate and its dimensions with leadership behaviour in IT industry and to test the relationship between the organizational climate and its demographical variables. The finding of this study, the organizational climate in the IT industry was something different comparatively with other manufacturing industry. People who are working here were psychologically affected very much
due to over work load. There was no adequate interrelationship with other employees. All the people were task oriented. The researcher has concluded that, there is a significant relationship between organizational climate and leadership behaviour. The unit leaders are playing a vital role in creating better organizational climate in the industry.

Birgit Schyns & Marc van Veldhoven (2009) this study attempted to identify Organizational Climate, relative psychological climate and job satisfaction” The example of supportive leadership climate. The purpose of the study is to analyze how organizational climate has been shown to predict job satisfaction and other employee attitudes. The conclusion of this study was, organization climate research is currently attempting to integrate the individual and organizational climate. This study has comparing the association between job satisfaction and three climate concepts, supportive leadership climate, supportive leadership climate strength and individual relative leadership climate. The findings confirm that supportive leadership climate and our new climate concept, individual relative leadership climate, are uniquely associated with job satisfaction.

Lee Huey Yiing, Kamarul Zaman & Bin Ahmad (2009) has studied The moderating effects of organizational culture on the relationship between leadership behaviour and organizational commitment . The purpose of this study is to investigate the moderating effects of organizational culture on the relationship
between leadership behaviour and organizational commitment between job satisfaction and performance in the Malaysian setting. The findings of the study was, leadership behaviour was found to be significantly related to organizational commitment, and organizational culture played an important role in moderating this relationship. Organizational commitment was found to be significantly associated with job satisfaction, but not with employee performance. However, only supportive culture influenced the relationship between commitment and satisfaction. Possible causes and implications for managers were discussed.

Fenwick Feng Jing, Gayle C. Avery & Harald Bergsteiner (2010) have studied about the Organizational Climate and Performance in retail pharmacies. This study aimed to address an important gap in the literature by investigating the relationship between organizational climate and performance in small businesses. The major finding was, supportive climates tend to be associated with higher organizational performance (i.e. financial performance, staff satisfaction, customer satisfaction) in small retail pharmacies, and may reduce staff turnover. The results suggested that managers should consider creating warm and supportive organizational climates to enhance business performance, employee job satisfaction and organizational commitment, and increase employee tenure.

Head Thomas S (2010) has conducted a study on O.D. assisted peaceful economic development related cultural transformations. The author tried to explain the role of OD for economic growth and development and its impact on
nation's cultural value set. The author concluded that when undergoing economic growth cultural change is inevitable and has caused significant conflicts within many countries. Organization development techniques could prove highly beneficial for proactively managing the cultural transformation process.

**Leena James (2010)** has conducted a research on CSR practices in relation with organizational culture and business ethics in IT industry at Bangalore city. The purpose of the study was to test the relationship between the CSR practices and Organizational culture and to investigate the influencing factors. At present invariably all the organization has emphasized the CSR activates. Because the CSR activities are creating a better opportunities to mingle with the stockholders easily. These were the finds of this study. The result of this study was the business ethics was highly influenced in CSR practices and the organizational culture and business ethics is correlated with each other.

**Shanmugam Kavitha (2010)** has conducted a research on the CSR practices in a manufacturing unit of India. The objective of this study was to identify the characteristics of CSR in general and to describe the CSR profile in the study unit. CSR activities are varied from one and another, based on environment and the model of the business. The result of this research was that the CSR must be generalized and linked in all business units in India.
Ramanathan S (2010) has conducted a research on Organizational Climate in India Cements, Ariyalur. The purpose of the research was to test the level of employee’s perception towards organizational climate and influencing factors. The conclusion of the research states that organizational climate is more important in all the ways of its growth and development. If the organization does not possess a favorite organization climate, it will meet the growth in easier way.

Balamurugan G (2011) has conducted a research on a study on the influence of organizational climate and personality characteristics on the job satisfaction of college teachers at Tanjore Dt. He analyzed the job satisfaction, job factors, demographic conditions, teaching attitude, personality characters of the college teachers. The outcome of this research was, most of the teachers were not happy with groupism, casteisem and political affiliation among the teachers and these factors were dominating teachers among their academic atmosphere. Junior teachers were paid very low salary by the self financing colleges. These are the out comes of this research.

Subramaniyan K (2011) has done the research on the organization climate in TNPL Karur. The objective of the study was to test the organizational climate with relevance of the executives’ perception and how it was influenced in the performance. The researcher concluded that, the organization climate was linked into the employees’ behaviour in various aspects. The morale and the quality of worklife were highly influenced with organizational climate. Overall the
organization climate in TNPL was satisfied according to the result of the researcher.

2.7 Training and Development

Raquel Velada, António Caetano, John W. Michel, Brian D. Lyons and Michael J. Kavanagh (2002) have studied the transfer of training to the work context. It examined the relationship between three types of predictors on transfer of training, including training design, individual characteristics and work environment. The results suggested that in order to enhance transfer of training, organizations should design training that gives trainees the ability to transfer learning, reinforces the trainee’s beliefs in their ability to transfer, ensures the training content is retained over time and provides appropriate feedback regarding employee job performance following training activities.

D. A. Olaniyan and Lucas B. Ojo (2008) have studied the relative importance of staff training and development in relation to organization effectiveness. This study resulted that, staff training and development has been identified by various scholars and anchors to be very crucial to an organization and its effectiveness, organizations are therefore encouraged to train and develop their staff to the fullest advantage in order to enhance their effectiveness. Any organization to succeed, training and re-training of all staff in form of workshops, conferences and seminars should be vigorously pursued and made compulsory. Staff training and development is a vital tool for organizational effectiveness.
Andrew Santhose (2008) has done a study on evaluating the effectiveness of Training programme at zonal training institute of Indian railways, Trichy. The objective of the study was to test the association between training effectiveness with certain demographic factors of the trainees and to measure the effectiveness of the training programme. The major outcome of this research was, the Indian railways should provide further opportunities for personal development. Overall conclusion was that the training programme given to the employee was good.

Selvarani A (2008) has conducted research on empirical study of training in BHEL employees, Trichy. This study objected as to test the reaction, behaviour relationship, perception effectiveness and growth of the training programme conducted in BHEL. The outcome of this study was the training must be given to meet globally and timely needs. The study concluded that the continuous improvements of the employees are possible only with continuous training provided by the organization. Further the organization has to reduce the training cost. The overall training programme provided by the organization to the employees was good.

Karthikeyan K (2008) has conducted a research on the method and effectiveness of training in selected public and private sector banks at Trichy. This study objected whether there is any relationship between the dimensions of the training programme and the effectiveness of the training programme. The findings of the study revealed ‘On the job training’ was the correct method to get proper
exposure in banking sectors. The conclusion of this study was the organization has improved the quality only through training.

**Vijayalaximi R (2008)** has conducted a research on the effectiveness of employee training in Dalmia Cements, Dalmiapuram. The objective of this research was to test the effectiveness of the training programme conducted in Dalmia cements. The outcome of the research was that every year employee training must be given to gain skills and knowledge and training for technology transfer was the thrust area. The researcher concluded that, the training programe had improved the workforce of the industry. Also the training had provided the employees to improve the better learning capacity in all levels.

**Ikhlas Altarawneh (2009)** has studied sought to explore the current practices and challenges of the T&D evaluation stage within Jordanian banking organizations through a combination of semi-structured interviews and a survey questionnaire, The study findings revealed the majority of the organizations evaluate their training programme, usually there is an absence of systematic and effective procedures for evaluation, and most of the organizations rely on external providers to evaluate their T&D programmes.

**Raja Abdul Ghafoor Khan, Furqan Ahmed Khan and Muhammad Aslam Khan (2011)** had studied the affect of Training and Development, On the Job Training, training design and delivery style on organizational performance.
The backbone of this study is the secondary data comprised of comprehensive literature review. Results show that Training and Development, On the Job Training, training design and delivery style have significant affect on organizational performance and all these have positively affected the organizational performance. It means it increases the overall organizational performance.

Haslinda Abdullah (2009) has conducted a study to examine challenges to the effective management of HR T&D activities in manufacturing firms in Malaysia. In order to achieve this objective, in-depth interviews were conducted with 58 HR managers managing employees’ training and development, employing a purposive or judgmental sampling technique. The findings of this study provided the HR professionals with a clear understanding and awareness of the various challenges in managing effective HR training and development. The author concluded that, the relevant, appropriate policies and procedures can be developed and implemented for an effective management of HR T&D.

Nguyen Ngoc Thang, Truong Quang & Dirk Buyens (2010) studied about, the relationship between training and firm performance”: This study aimed to describe the important theoretical approaches and analyzing training and firm performance issues. The authors concluded that, there were two approaches to gauge the impact of training on firm performance, namely the studies that use firm level data from a large sample of firms and the case study approach. Based on the
firm performance measures used in previous studies, firm performance was classified into financial firm performance and non financial firm performance.

Ng Kueh Hua, Rusli Ahmad & Azman Ismail (2011) have conducted a research on the Impact of the supervisor's role in Training programmes on the transfer of training: A case study in four east Malaysian local governments. This study attempted to rectify the lack of literature by investigating the relationship between a supervisor's role in training programmes, and the transfer of training in four east Malaysian local governments. These findings have implications for human resource management (HRM) policies and practices by detailing guidelines to improve organizational remuneration system as well as pathways for enhancing the role of supervisors in training programmes in order to facilitate the transfer of training, particularly within the Malaysian public sector.

2.8 Team Building

Dick McCann & Richard Aldersea (2000) have explored Managing Team Performance: unrealistic vision or attainable reality. This research used to help teams in trouble and to fine tune teams that are already performing well. The conclusion of this research was that the successfully managing team performance starts by identifying where the team is performing well and where it needs further development.
Barbara Bulleit (2005) has studied the effectively managing team conflict. The objective of this study was to illustrate team conflict symptoms and causes; to determine how to address team conflict using specific tools, skills, and processes; and to improve the ability of managers to build teams that can deal effectively with both healthy and unhealthy conflict. This study concluded that, every team has internal conflicts at some points. However, team conflict is not always negative. It can be destructive, or it can be healthy and productive. How it’s handled is the key. How a manager leads a team and helps the team to manage the conflict can change a negative to a positive. Sometimes conflict can force teams and managers to look at themselves or issues in a new way, producing solutions and results far better than originally anticipated. The conflict in this situation can act as a catalyst, again based upon how it is handled. Productive conflict occurs when team members are able to disagree and continue to dialogue. It requires skill and maturity to achieve this, and it can be learned.

Atreyi Kankanhalli & Bernard C.Y. Tan (2005) have examined the antecedents of GVT (Global Virtual Team) conflict and the circumstances under which conflict affects team performance. The conclusion of the study was the relationship between functional diversity and task conflict can be extended from traditional teams to GVT. Also moderating impact of task characteristics on the relationships between conflict and team performance apply in traditional teams as well as in GVT. This study pinpoints the role of communication technology in
bringing about conflict in GVT. It identifies two technology characteristics (large volume of electronic communication and lack of immediacy of feedback) that lead to task conflict in GVT. Also this study provides some clues on the relationship between conflict attribution and conflict resolution approaches in GVT.

IsmiArif Ismail, Habibah AbJalil, Steven Eric KraussAminuddin Hassan (2008) have studied the sustaining faculty organizational development through Team building activities. This study aimed to evaluate the impact of team building activities on faculty organizational culture. The findings of the study contributed to the knowledge on how team building activities can assist universities in developing sustainable organizational culture in academia.

Kyle B. Stone (2010) has studied the Integrated HRD practices for successful team building. This study had introduced lean thinking, including a brief overview of lean origins, guiding principles for kaizen events and associated teams, and their location within team-building research and literature. The just-in-time team-building learning modules for kaizen events are presented with appropriate resources for additional research of relevant theories. Lean thinking has evolved as an operational strategy over the past few decades and is integral to the fabric of many leading organizations. Within lean organizations, the pursuit of identifying and eliminating none-value-added activities and processes from the value stream is achieved through self-directed teams commonly called kaizen teams.
Deborah DiazGranados Cameron Klein C.Shawn Burke Kevin C Stagl

Gerald F. Godwin Stanley (2010) have conducted a study on does team training improve team performance: A Meta-Analysis. This research effort leveraged the science of training to guide a taxonomic integration and a series of meta-analysis to gauge the effectiveness and boundary conditions of team training interventions for enhancing team outcomes. Several meta-analytic integrations were conducted to examine the relationships between team training interventions and team functioning. The results suggested that moderate, positive relationships exist between team training interventions and each of the outcome types. The findings indicated that training content, team membership stability, and team size moderate the effectiveness of these interventions. The conclusion was that team training interventions are viable approach organizations that can enhance team outcomes. They are useful for improving cognitive outcomes, affective outcomes, teamwork processes, and performance outcomes. Moreover, results suggested that training content, team membership stability, and team size moderate the effectiveness of team training interventions.

Melisa A, Valentne Amy C., Edmondoson (2012) has done a research on Team Scaffolds: How minimal in-group structures support fast-faced teaming. This present research investigated teaming in the high-stakes, fast-paced setting of a hospital emergency room, and focuses on the effects of a new organizational structure, on teaming effectiveness and performance outcomes. Using a multi-
method research design with qualitative interview and observational data and quantitative operational data analyzed with adapted network methods, the researcher had examined whether and how team scaffolds facilitate teaming in a dynamic work environment. The conclusion of this research was that the team scaffold had created a temporary microcosm for inter-role coordination, facilitating interaction, lowering interpersonal risk and illuminating areas of interdependence.

2.9 Conflict Management

Kiran Ismail, Orlando C., Richard Edward C. Taylor (2000) have studied the relationship between the conflicts in supervisor-subordinate dyads: a subordinate perspective. This study offered insights regarding antecedents and consequences of relationship conflict in supervisor-subordinate dyads, regardless of the demographic characteristics of the dyads. The authors explained the causes and outcomes of relationship conflict utilizing an affective approach, and suggested factors such as moods and values. The situational context played an important role in influencing relationship conflict and its outcome intention to quit and trust in supervisor. The outcome of this study stated that the negative mood and positive mood interacted to impact the level of relationship conflict experienced by subordinates. Subordinates’ collectivism values strengthened the impact of the positive mood and negative mood interaction on relationship
conflict. Mentoring and supervisor subordinate dyad tenure moderated the relationship conflict to outcomes associations.

**Mullen Taylor (2000)** has studied the informal conflict resolution: A Workplace case study on informal conflict resolvers make a significant impact upon organizations either by resolving the conflict or channeling it to a formal mechanism. The outcome of this study was emotional expression of crucial element not only the conflict and its escalation, but also its resolution. In light of conflict evaluation and resolution, the emotional patterns exhibited in times of anxiety serve as a warning signal that intervention is needed. Even a small step towards less reactivity and greater self-awareness makes a significant difference in preventing destructive conflict.

**Carl Hult (2003)** has studied the Organizational Commitment and Conflicting Values: The impact of systems of norms in six Western countries. (USA, Great Britain, New Zealand, Germany, Norway, and Sweden). The main focus was on the hypothesized existence of conflicting values due to different systems of norms. The assumption made is that the central norms, values, and expectations in any particular work organization, originate in a more general technical/economic system of norms. The subordinated groups, supporters of left-wing values, those identifying with lower social classes, and union members all espouse other systems of norms, which are not entirely compatible with this technical/economic system. These groups are therefore likely to display lower
organizational commitment than other groups. The result in this study suggested the existence of conflicting norms and that this has implications for organizational commitment. The most noteworthy finding is that organizational commitment correlates with right-wing political values in five of the six countries. Other similarities and differences between the countries are also identified and discussed, and new avenues for further comparative research are suggested.

**Oliver Doucet & Jean Poitras (2009)** have studied the impacts of leadership on workplace conflicts purpose. The Purpose of this study was to evaluate the influence of managers' leadership styles (transformational, transactional and laissez-faire) on both the level and the nature of workplace conflicts (cognitive and relational in nature). The result indicated that the two conflict dimensions do not derive completely from the same mechanisms, since only two out of the eight leadership dimensions evaluated influence both cognitive and relational conflicts. On one hand, inspirational motivation has a negative impact on cognitive conflicts while intellectual stimulation and passive management by exception seem to foster it. On the other hand, inspirational motivation and individualized consideration negatively influence the relational conflicts while management by exception active and management by exception passive impact it positively.

**Jia – Chi Huang (2010)** has conducted this study on Unbundling Task Conflict and Relationship Conflict: The moderating role of team goal orientation
and Conflict Management. This study explored team goal orientation as a team characteristic that affects team members' self-regulation and conflict management approach as a self-regulation tactic. Its purpose is to investigate the moderating effect of team goal orientation and conflict management approach on the linkage between task conflict and relationship conflict. The results indicated that team goal orientation and a conflict management approach moderated the relationship between task conflict and relationship conflict. The positive relationship between task conflict and relationship conflict was weaker under conditions of higher team learning orientation and lower team performance orientation.

Mahesh Guptha, Lynn BoydFrank & Kuzmits (2011) have done a study on the evaporating cloud: a tool for resolving workplace conflict. The objective of this study was to synthesize the important current concepts, definitions, and styles of resolving and or managing workplace conflicts. The outcome of this study was a systematic approach to identifying the conflicting needs or interests of the parties to a conflict, and a process for making explicit the assumptions underlying the conflict and challenging their validity, leading to win-win solutions to workplace conflicts. The evaporating cloud incorporates well-accepted principles of achieving win-win solutions and complements existing approaches.

Ran Kuttner (2012) has studied the Conflict specialists as leaders: Revisiting the role of the conflict specialist from a leadership perspective. The aim of this study was to explore the cross fertilization between the emerging fields of
alternative dispute resolution (ADR) and leadership. The conclusion of this study was to challenge the role of conflict specialist using insights from leadership scholarship and suggesting that the ADR fields would not shy away from preparing conflict specialists to incorporate leadership qualities and their work and serve as leaders, even when not in official leadership positions.

2.10 Leadership Development

Emmanuel Ogbonna & Lloyd C. Harris (2000) have studied that the leadership and organizational culture, has attracted considerable interest from both academics and practitioners. This study examined that the nature of this relationship presents empirical evidence which suggests that the relationship between leadership style and performance is mediated by the form of organizational culture that is present. The authors have concluded that the leadership style and organizational culture are linked; and the leadership style is directly linked to performance but is merely indirectly associated. The competitive and innovative cultural traits were directly linked with performance (as predicted). This study indicated that two forms of culture (bureaucratic and community) are not directly related to performance. Both bureaucratic and community cultures are each characterized by an emphasis on integration, internal cohesiveness and the establishment of uniformity.

Robert W. Rowden, (2000) has studied the relationship between charismatic leadership behaviours and organizational commitment and Leadership
& Organization development. This study was to measure the relationship between the six leadership behaviours. These findings indicated that the leader’s sensitivity to member’s needs is related to organizational commitment, having a clear vision and articulating it seems related to commitment, and managers need to be clear about the goals and values of the organization. This study has implications for the strategic role of managers as change agents in organizations.

Harvey Griggs & Paul Hyland (2006) have conducted a study on leadership style (participative leadership/directive leadership) as a key factor, which has an intervening impact on a functionally heterogeneous team’s process and outcomes. The impact of directive leadership was in promoting team reflection under the condition of low functional heterogeneity, whereas no such impact was found under the condition of high functional heterogeneity.

Patricia Richards (2008) has studied the Organizational Leadership: A Case Study of the identification and advancement of managers in an Australian corporation. As evident, from the results, the processes whereby managers securing career advancement appeared to have little or nothing to do with HRM approaches to leadership identification and management, and a great deal to do with networks, patronage and group loyalty. In particular, the practices of ‘tapping on the shoulder’ and of sponsoring have been elucidated as being extremely important within corporate culture concerning the emergence of leaders, even
though for the most part these processes are tacit in nature and are not part of the espoused HRM strategy.

**Matthew R. Fairholm (2009)** has investigated the integration of leadership ideas, strategic thinking and traditional planning activities in an effort to make important connections and important distinctions. The conclusion of this study was organizational effectiveness can only truly be considered if we focus on both quantitative measures of success of actions properly linked to each other to achieve important goals. Strategic thinking and leadership takes place most importantly at the latter level and then works hard to link the organizational soul to a body that is rightly fit together by organizational managers and planners.

**Meredith A. Atwood., Jordan W., and Abram W. Kaplan (2009)** have examined the leadership diffusion in a federal agency within the context of organizational learning and culture change using an innovative 360 degree survey assessment method, the impact of the United States Geological Survey (USGS) Leadership Program (LP). A series of statistical tests was performed to analyze the role of familiarity and exposure in predicting leadership behaviour and to compare the level of leadership behaviour among co-workers based on exposure to the LP. The conclusion of this study was that familiarity is a critical predictor of behaviour change across all co-worker subgroups. Increased exposure to the LP results in stronger, more consistent predictive models. Finally, co-workers with higher exposure to the LP have increased levels of leadership behaviour.
2.11 Career management

Susan MacDonald & Nancy Arthur (2004) have examined the repatriation adjustment as it relates to career planning for employees with international work experience. This study is based on narrative with argument and analysis. The major outcome of the study expanded on reentry adjustment to include additional research on repatriation, and discussed the utility of these theoretical propositions for individual and organizational career planning. The authors have concluded this study that, the theoretical framework of repatriation contributes significantly to understanding of repatriation as a challenging and complex series of adjustments. Repatriation programs need to encourage and train employees to practice proactive career planning behaviours. Repatriates need to set goals, make plans to meet the objectives, take inventory of the skills developed during their international assignment, and consider how they want to utilize these competencies in their home country environment. This research on repatriation has tended to treat employees as if they were a homogenous group.

Priscilla Puah & Subramanian Ananthram (2006) have studied exploring the antecedents and outcomes of Career Development initiatives. This study explored that the link between career planning and career management as antecedents of career development and job satisfaction, and career commitment as its outcome. The findings revealed that the existence of career development has a direct influence on the achievement of job satisfaction and career commitment.
Collectively, these results established the variables used in the conceptual model are variables that contribute to the achievement of career development. Overall, the findings have implications on the field of career development and, more specifically, for the hotel industry in Singapore.

Roziah Mohd Rasdi, Maimunah Ismail, Jegak Uli and Sidek Mohd Noah (2009) have examined the dimensions and levels of career aspirations and their relationships with objective and subjective career success among managers in the Malaysian public sector. The findings revealed heterogeneity of managers’ career aspirations, and therefore, suggested that the respondents were mostly aspired in managerial competence, job security, and sense of service. Further the analysis showed that overall career aspirations were not significantly related with objective career success component such as monthly gross incomes and number of promotions. A quantitative survey was designed to answer the research questions. The conclusion of this research is career aspirations refer to the prestige or socio-economic level of a person’s ideal occupation. The study indicated that managerial competence, job security and sense of service were the managers’ dominant anchors in determining their career paths. Further analyses revealed that overall career aspirations were not significantly related with objective career success components such as monthly gross incomes and number of promotions. The career aspirations were truly internal and the managers strongly believed in their ability to control the direction of their career. The study also supports the idea that dual
career ladder is not an effective career development intervention for managing the public sector managers.

Bola Adekola (2011) has explored the link between career planning and career management as antecedents of career development and job satisfaction, and career commitment as its outcome. The statement of the problem of this research has explored the influence of career planning and career management on career development and the subsequent effect on job satisfaction and career commitment. The findings revealed that the existence of career development has a direct influence on the achievement of job satisfaction and career commitment. This research concluded that, both antecedent variables have an influence on career development. Collectively, these results established that the variables used in the conceptual model are variables that contribute to the achievement of career development.

2.12 Organizational effectiveness

Vijayalakshmi M. & T.V. Rao (2000) have studied the general organizational development practices in India and its present trends. They explained the present business environment condition. The revolution in the form of IT is reshaping the core competencies needed in a knowledge environment. Organizations, in order to be successful, need to place a high priority on proactively and systematic understanding of organizational issues and on responding to current and future external customer needs. Author has concluded
that, workforce mobility and diversity are creating new employee needs along with new expectations about the work culture, and these needs, too, have to be systematically understood and responded to. HR leaders are challenged to become effective strategic partners in the creation of world class learning culture.

**Dell Dennis (2003)** has studied the *Enhancing Organizational Effectiveness: Addressing inhibitors and enablers of the continuous improvement process*. This study highlighted one approach for transacting change which, if substantially embraced, can address shortcomings with participatory models and build a culture receptive to change as part of the day-to-day work flow. Finally, the enabler of training related to CI is more closely scrutinized on the premise that if training associated CI programs is adequate; the potential of the CI program will more likely be achieved, thus reinforcing CI as a more reliable tool for HR practitioners and change agents in promoting smooth or seamless change.

**Jacob D (2010)** has conducted a research on Organizational Development practices in ONGC, Cauvery Assets. The main objective of the study was to analyze the perception of Organizational Development practices among the executives of ONGC and to test the relationship between the dimensions. The researcher has adopted stratified random sampling for this research. It was a descriptive form of study. The major outcomes of this research were the new OD models, strategies and interventions have to be adopted in this organization. Also
the existing OD practices in this organization were satisfied according to the researcher. The OD programme and practices must be a need for this industry.

Vijayalaximi D (2010) has conducted a research on HRM practices in CRASIM cement factory in Ariyalur Dt. This study aimed to study the existing HRM practices in CRASIM and to identify the best practices in HRM. This research has concluded that, the overall HRM practices of the industry were good and it provided the opportunities for further research in this field.

2.13 Other Related studies

Larry Hubbell (2004) studied the Struggling with the issue of who the client is in organization development interventions. The author facilitated a particularly difficult organization development (OD) intervention with a private non-profit organization. The author concluded that within a highly politicized and contentious organization, it can be highly problematic for the OD practitioner to work for the organization as a whole, since he/she may, at times, be forced to take sides.

Richard Pech & Bret Slade (2004) have examined on a framework for organizational diagnosis and development and the concept of memetic engineering as a means of facilitating organizational diagnosis and development. It draws lessons for managers and organizational development specialists from current and topical examples of powerful organizational memes. Using a process
of memetic mapping through the three elements of meme fidelity, host susceptibility, and level of resonance, managers may develop a heuristic for diagnosis of memes and their impact upon organizational culture and execution of the mission. Potentially, using this dual memetic engineering framework, managers may be able to calculate both the fitness and effect of the meme against existing and desired organizational culture and mission. It is argued that memetic engineering is a practical process for protecting the organization from toxic memes and as a means of heightening awareness of potential threats in the cultural environment or the mindscape of the organization.

Samir R. Chatterjee (2007) has studied the Human Resource Management in India: ‘Where From’ and ‘Where To?’ This study traced notable evidence of economic organizations and managerial ideas from ancient Indian sources with enduring traditions and considers them in the context of contemporary challenges. The result of the study showed that, three different perspectives in HRM was evident. Firstly, Indian firms with a global outlook; secondly, global firms seeking to adapt to the Indian context; and thirdly, the HRM practice in public sectors undertakings (PSV’S). Within the national context, India itself is not a homogenous entity. Regional variations in terms of industry size, provincial business culture, and political issues play very relevant roles. The nature of hierarchy, status, authority, responsibility and similar other concepts vary widely
across the nations synerging system maintenance. Indeed, organizational performance and personal success are critical in the new era.

Harry Sminia & Antonie Van Nistelrooij (2006) have conducted a case study on the introduction of Organization Development (OD) techniques in a traditionally top-down lead public sector organization in the Netherlands. The finding of this study on OD inspired bottom-up change approach has a place next to a top-down strategic management change approach. However, to reap the benefits of OD, the top management role appeared to be pivotal, especially with regard to creating the circumstances under which sufficient participation can take place. The top management role in creating the possibility for the employees to participate appeared to be essential for the course and the outcome of the change project. OD can be introduced alongside the strategic management approach to change the public sector.

Jeana Wirtenberg, Jeana Wirtenberg, David Lipsky, Lilian Abrams, Abrams & Malcolm Conway (2007) have studied the Future of Organization Development: Enabling sustainable business performance through people. The global business leader survey conducted by the research team of the Global Committee on the future of Organization development is juxtaposed with a case study from Sony electronics to illustrate how effective organization development practices can be applied to, add value to, and enhance a world-class company. Survey results reveal that leaders across a wide range of
industries see increasing opportunities for O.D. related work that is critical to the future of business and society.

**Marc Bonnet & Michel Peron (2008)** have reviewed and compared two major approaches to Organization Development, one of French origin. The article reviewed their origins, processed, the role of research, and discussed major differences and contributions to the field of OD. The authors have concluded that, in comparing the two approaches, to note that SEAM draws on the classic literature of U.S. management. In this article these two very important approaches to change, both with exceptional records of success across national cultural boundaries, and both were appearing to have transcended the limitations of differences in national cultural values.

**Valerie Garrow (2009)** has explored the journey of Organizational Development as a discipline from its roots in the middle of the 20th century to its current status. This research found some close working relationships between HR, internal OD and external consultants although there can be confusion over roles and responsibilities. It also suggested a tendency for people with an OD mindset to come from commercial and operational areas of the business, rather than an HR background. Both the social and the technical sides of organizational systems would seem very different to pioneers of classical OD. But there is still a need for both a whole system approach and one that is underpinned by values, whether
these are the original human relations values or more general organizational values that inspire employees.

**Michael Raj Soosai, M (2010)** has conducted a research on emotional intelligence and leadership style in BHEL, Trichy. The objective of this study was to study the leadership style and leadership effectiveness of the executives. The major finding of this study has shown the emotional intelligence and leadership style is closely associated. The conclusion of this study on leadership style and leadership effectiveness has the significant association with age, sex, experience, and marital status. The supportive leadership style is the effective leadership style.

**Rachna Tahilramani (2010)** has studied the importance ways and means to enhance creativity both at individual as well as organizational level to be at a competitive advantage. The adaptation of familiar and new technologies, like internet, telecommunication with creativity and innovation were considered critical factors in organizational success. It concluded that, the HR professionals must develop strategies to enhance the creative environment of the workplace. Employees were needed to take into account a number of factors, including the best ways to identify creative tendencies, team vs. individual creativity, employee motivation and training due to the adapting timely and new technology.

**Richard K. Ladyshefsky (2010)** has studied the manager as coach and driver of organizational development. The purpose of this research was to explore
the manager as coach (MAC) role as an organizational development strategy, in particular, aspects of the relationship between manager and employee that make it successful. The purpose of the MAC in the business context is to help employees consider how they might work and behave differently with more effective behaviours that produce better outcomes, without a reliance on the formal authority the manager possesses. A qualitative case study approach was adopted in which individuals shared their experiences as MAC and/or as an employee receiving coaching from a manager in an asynchronous online discussion forum. These discussions were then qualitatively analyzed. The findings illustrate the complexity of the MAC role and why many managers fail in this role, leading to a loss of engagement and motivation of staff. Similarly, factors, which strengthen the relationship between the MAC and employee, such as trust, shared values and benevolence lead to success in this organizational relationship.

Levasseur Robert E (2010) has studied the need for a new form of organization development. It includes a comparison of several approaches to facilitating change, a discussion of how perceived weaknesses of organization development influenced the development of alternative approaches to planned change, a description of the concurrent evolution of related leadership concepts, a proposed set of criteria for measuring effective change, and a core set of elements of an integrated methodology for enabling positive social change. The authors have concluded that developing a shared vision of a future based on organizational
excellence in sustainability, and using collaborative processes that engage, empower, and inspire the participants in the change process, will provide the energy needed to fuel the engine of organizational change and ensure the achievement of the vision. Also O.D. has emerged as a specialized function in the management profession.

**Md. Zohurul Islam & Sununta Siengthai (2010)** have studied about Human Resource Management Practices and Firm Performance improvement in Dhaka export processing zone. This study investigated the impact of HRM practices on firm performance in a sample of 53 DEPZ enterprises with a sample of 216 respondents. It is found that HRM practices had a significant and positive association with firm performance. Finally, a conclusion was given based on the empirical findings of this study which have implications and consequences for HRM practices in the studied institutions.

**Edwin Christopher. S & Rekha Jain. N (2010)** have conducted to find how Man power planning becomes a more defensive tool than a planning tool for managing Human Resources of an organization. Among the various corporate players in the market, the study has concluded that the concept of organization and growth will fetch long term benefits to both the employees and the organization. Hence being dynamic in approach and looking for constant innovations, being creative and updating ones skill and knowledge is mandatory for the employees and to look forward for growth and development in the organization at large.
Anne Clare Gillon (2010) examined whether organizational development was reflected in practice in the Human Resources (HR) profession in the UK. This research has aimed to compare the results of an exploratory investigation to establish the main elements of OD practice. The research objective for this study was to clarify whether the academic literature on OD informs and reflects the OD practitioner’s role in HR professional practice in the UK. The conclusion of this study was: OD practice within the HR function barely features in the academic literature; where it appears to currently be of high importance in the UK profession.

Umesh K. Bamel, Santosh Rangnekar & Renu Rastogi (2011) have conducted a study on “Managerial Effectiveness in Indian Organizations: Re-examining an Instrument in an Indian Context”. This study has contributed to understanding the managerial effectiveness perception of executives in Indian organizations by assessing and validating the related constructs, which have been developed and standardized outside India. The results of the study had provided a comprehensive and fresh in-depth view of managerial effectiveness in selected Indian organizations. The results of the present study are different from those gained with the original scale. An important finding of the study was that the management must treat the employees in positive and motivated way. These observations provide a foundation for human resource management (HRM) policy and practices in contemporary Indian organizations.
Muhammad Ehsan Malik & Muhammad Mudasar Ghafoor (2011) studied the impact of employee’s performance and employee’s motivation toward organizational effectiveness. It examined to what extent the role of employee's performance, their motivation and the environment of organization influence organizational effectiveness particularly in telecommunication and banking sector. This study was conducted in four cities of Pakistan: Islamabad, Lahore, Gujranwala, and Faisalabad. The purpose of the study was causal and researcher interference was minimal. Results showed that increased employee’s performance accelerate organizational effectiveness. Employees get self motivation when the organizational effectiveness moves in a positive way. Moreover this study indicates that the effective organizational environment promotes the effectiveness of the organization.

2.14 Conclusion

The researcher has collected various reviews in this chapter by the previous studies relating OD practices and presented it. These studies will be useful for the references of academicians, research scholars and HR & OD professionals. The next chapter III, the researcher has presented the methodology part of this research. This chapter will deal the sampling of this study, research design, and method of data collection, the statistical tools applied and the hypotheses of this study.