



Extracting organisational change management elements: Exploratory factor analysis approach

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Abstract

In this paper, we have studied the change management elements viz. structure, system, policy and procedure common in the public organisation. An item pool for change management elements is developed based on the literature and the management practices prevalent in the organisations. This was then used to study the extent of change management elements. Factor analysis yielded four key facets of change management elements - structure, system, policy and procedure.

Keywords: change management elements, structure, system, policy, procedure, factor analysis

Introduction

In today's competitive environment, changes are increasing at a rapid pace in the different types, scales, quantities and form. According to Burnes (1991) ^[2], effective change management is a crucial process for organisations' continued existence. It is also a multifaceted task. Messin (1984) defined change management as a conscious and concentrated initiative by those who are in charge of destiny of the business undertaking to keep a constant and intelligent watch over the conduct of uncontrollable forces.

As a widespread notion, organisational change covers all views on change in all diverse forms from redefining the organisational structure to altering fundamental undertakings (Dawson 2003) ^[6]. Kanji and Moura (2003, p. 292) ^[13] and Lycke (2003, p. 206) ^[20], stated that changes can be several and could also consist of changes to procedures and structures. Parikh, M. and Gupta, R. (2010) ^[23] elements of organisational design / change are, structure, system and procedures.

Literature Review

Some theoretical aspects of structure, system, policy and procedure, the significant elements of change management are discussed below.

Structure

There are several different opinions and definitions on organizational structure. Structure in one sense is the arrangement of duties used for the work to be done. It is best represented by the organization chart. Robbins & Coulter (2014) ^[30] has defined structure as its work specialisation, departmentalization, chain of command, span of control, centralisation and decentralization, and formalization and managers alter one or more of these structural components. Lounsbury Fish (1941) ^[19] explained that organisation structure determines the shape of enterprise according to reach that administrative and organisational decisions and development take place. According to Jackson and Morgan (1982) ^[12] organisational structure very similarly as the

relatively enduring allocation of work rolls and administrative mechanism that creates a pattern of interrelated work activities, and allows the organisation to conduct, co-ordinate and control its work activities. Sharma (2012) ^[31] opined that organisational structure clarifies issues as what will be the composition of each job? Based on this decision, manager divide total tasks into smaller activities, group formation for easy supervision, size of group for effective span of control and the range of decisions, the employees can take on their own limit of degree of freedom. She further classified structure in to team structure, virtual organisation, network structure, flat structure and boundary less organisation.

System

System is an arrangement of the total activities of an organisation to accomplish its goals. Bhattacharya, D. K. (2012) ^[1] p.74 elaborated that system indicates various inputs, processes, outputs and outcomes, along with the feedback that help in integrating the organisations as the whole. According to Chhabra, T.N. (2011) ^[4] a system is composed of related and dependent elements which, when in interaction, form a unitary whole. It is simply an assemblage or combination of things or parts, forming a complex whole. Its important feature is that it is composed of hierarchy of subsystems. Her further observations are it consists of several subsystems which are interdependent and interrelated, it is engaged in processing or transformation of inputs into outputs and it has a continuous interface with the external environment as it gets inputs from the environment and also supplies its output to the environment. System is sensitive to its environment such as government policies, competition in the market, change in tastes of people, etc.

Prasad (2015) ^[26] classified systems as, closed system, a set of interacting elements without any interaction with the outside environment. It has no input from outside in any form and an open system, the one that is dependent on the outside environment for survival. System is also classified as general system, whose approach to management can be concerned

with formal organisation and technique, socio psychological and philosophical concept and specialised system, which includes areas such as organisational structure, job design, accounting, and computerized system control mechanism.

Policy

Policies deal with the scope, quality, and quantity, time the power of an organisation. They concern not only the objectives, but also the organisation planning, personnel administration, resource assembly, marketing, production management, purchasing, office management, accounting, and control. According to Dewivedi (1988) [7] policy is the fundamental framework of principles and rules providing a reference for decision- making and direction of thought. One policy supplements the other and in a given span of time, different policies form " body of law" to guide managers in a continuing and consistent pattern of decision. A policy forms a guide to its attainment. It is a framework of general principles or the " why" behind decision- making a procedure relates to how to do something. Prasad (2015) [26] elaborated policies are guide to the thoughts and proceedings of subordinates with the intention of accomplishing the goals of the organization successfully and for the purpose of achieving the objectives of the business successfully. Terry (1982) [10] explains policy is a verbal, written or implied overall guide setting up boundaries that supply the general limits and directions in which managerial actions will take place. Dewivedi (1988) [7] divided policies viz. informal policies as these are very common and or unwritten guideline or guideposts learned through experience and training. In some areas, it is very difficult to write down policies because of confidential or changing nature of work. The major drawback of policies is that they are subject to re- interpretation and difficult to control and formal policies as formal policies take into account different types of factors and not subject to change by simple word of mouth. It is possible to remove

discrepancies and conflicting viewpoints while formulating them. Enable new entrants to review their expectations in the company.

Procedures

Procedures are clear cut administrative specifications, prescribing the time sequence or work to be done. According to Stephen P. Robbins, Mary Coulter (2014) [30] a procedure is a series of sequential steps a manager uses to respond to a structured problem. Prasad Manmohan (2015) [26] defined procedures as " prescribing the exact chronological sequence of specific tasks required to perform days' work." Procedures tell how a particular activity is to be carried out. Therefore, for every repetitive activity procedures are established so that routine jobs can be performed more efficiently. He explained some key features of procedures as procedures are guide to action, they are generally meant for repetitive work, procedures are established in keeping with the objectives, policies and resources position and they are concerned with established the time sequence for work to be done.

Kondalkar, VG.(2007) [15] procedures are written instructions as to how a work is to be done, what it involves and the sequence to be undertaken. It may be noted that standing orders, policies, rules and procedures must be drafted carefully taking into consideration the work culture in the organization. It would be desirable if these are provided into shortened form to the employees preferably in the language they understand. This assists in smooth functioning of the organization. Procedures are essential for the managers to concentrate on the planning without wasting time on routine matters. Koontz, H elaborated (2012) [16] procedures as plans that establish the required method of handling future activities. They are chronological sequences of required actions. They are guides to action, rather than to thinking, and they detail the exact manner in which certain activities must be accomplished.

Table 1: Organisational Change Management Elements

Construct	Code	Items	Source
Organisational Policy	OPL1	1. Every concern employee knows more precisely what/when/how and by whom the decision will be finalised.	Bruck (2002) [3]; Ramasamy (2010) [28]; Dewivedi (1988) [7]; Prasad (2008) [27]; Goel and Rajneesh (2007) [9]; Koontz, et al (1980); Rao and Krishna (2010) [29];
	OPL2	2. Some discretionary powers in routine work are delegated to the employees.	
	OPL3	3. The time required to accomplish the objectives is predefined.	
	OPL4	4. While performing RTI Act concern tasks efforts are made to maintain equilibrium and coordination with the regular office functions.	
	OPL5	5. Office functioning is capable of providing a standing answer to recurring questions.	
	OPL6	6. Under every condition office functioning goes stable and uniform	
	OPL7	7. Tasks in office are performed so perfectly that there becomes no need to take efforts for the same in future	
	OPL8	8. There is too much focus on procedural aspects and too less on people needs	
	OPL9	9. It is ensured to eliminate friction and disarrangement between different sections and personnel of the organisation	
	OPL10	10. Policies keep the top management free for more creative consideration.	
	OPL11	11. The Standard Operating Systems SOP for day today working are well established.	
Organisational Procedure	OPR1	1. Detail sequence for performing repetitive activities in all areas of goals is well established.	Chhabra (2011) [4]; Sherlekar (2014) [32]; Lewis et al (2006) [17]; Prasad (2008) [27]; Bruck (2002) [3]; Prasad (2015) [26]; Ramasamy 2010) [28]; Koontz and Weihrich (2012) [16]; Rao and Krishna (2010)
	OPR2	2. Procedures in the organisation provide uniformity, consistency and continuity in flow of actions.	
	OPR3	3. Employees are more adherent to the time.	
	OPR4	4. Objectivity in functioning is increased.	
	OPR5	5. Timely and correctly destruction of records.	
	OPR6	6. Employees take care of proper documentation of papers	
	OPR7	7. Office functioning is made so simple that it saves efforts at lower level and citizen's time.	

	OPR8	8. Procedures serve as tool of control by enabling the managers to evaluate the performance of their subordinates	[29]; Robbins and Coulter (2014) [30]; Zane (2014) [36];
Organisational System	ORS1	1. Senior most, experienced employee is appointed as Public Information Officer in the office.	Bhattacharya (2012);
	ORS2	2. There is separate and special arrangement for orderly updating and management of record.	Chhabra (2011) [4]; Zane (2014) [36];
	ORS3	3. Employees have straight access to the office heads for guidance, advice and allied support.	Daft (2012);
	ORS4	4. For enhancement of the employee skill and knowledge frequent trainings are provided.	Prasad (2015) [26]; Robbins and Coulter (2014) [30];
	ORS5	5. Employees are updated with recent legal provisions and decisions through active interaction.	Expert Opinion
	ORS6	6. For effective implementation of RTI Act, feedback from public and employees are obtained and attained regularly.	
	ORS7	7. Implementation of RTI Act is monitored regularly by senior officials through inspections, review meetings and constant follow up.	
	ORS8	8. RTI and other issues grievance redresser arrangements are functioning efficiently.	
	ORS9	9. Organisational system is capable of maintaining the equilibrium successfully in routine as well RTI related tasks.	
Organisational Structure	OST1	1. The authority who supervises employee performance also consults for any particular matter.	Bhattacharya (2012);
	OST2	2. Whenever required it is convenient to make changes in individual responsibilities, tasks, communication, control, procedures etc.	Dewivedi (1988) [7];
	OST3	3. There is clear cut authority relationship regarding direction making, decision, accountability and role in the organisation.	Duening and Ivancevich(2003) [8]; Goel and Rajneesh (2007) [9]
	OST4	4. The tasks, activities and responsibilities are clearly assigned and grouped into departments and individuals that encourage overall efficiency.	Kast and Rosenzweig (1985) [14];
	OST5	5. Appropriate resources, equipments and latest technologies are availed for effective functioning.	Mandal (2013) [21];
	OST6	6. Routine operating tasks are allotted on the basis of skill, knowledge and specialisation in concerned matters.	Pettinger (2008) [25]; Prasad (2015) [26]; Prasad (2008);
	OST7	7. Perfect coordination among employees as well departments while performing tasks and activities is very well set.	Ramasamy (2010) [28];
	OST8	8. Employees are encouraged for creative thinking and initiatives to develop new and improved ways of working/performing tasks.	Rao Krishna (2010) [29];
	OST9	9. The flow of uninterrupted information along with communication network is towards all directions.	Robbins and Coulter. (2014) [30]; Wehrich and Koontz (1994) [34];
	OST10	10. Local conditions are given due recognition for smooth functioning.	Zane (2014) [36]; Pathak (2010) [24];

Research Methodology

We run the pilot analysis with the help of Exploratory Factor Analysis with the method Principle Component Analysis. There were four construct in our study namely Organisational Policy, Organisational Procedure, Organisational System and Organisational Structure. To measure present study four latent variables we used total 38 observed variables including Organisational Policy (11), Organisational Procedure (8), Organisational System(9) and Organisational Structure(10) as organizational Change Management elements.

Empirically, factor analysis is a procedure used to determine the extent to which measurement overlap that is shared variance exists among a set of variables. Its underlying purpose is to determine if measurement for deferent variables are, in fact, measuring something in common. The mathematical procedure essentially takes the variance, as defined by the inter-correlations among a set of measures and attempts to allocate it in terms of a smaller number of underlying hypothetical variables. Theses underlying and unobserved variables are call factor. Factor analysis then is essentially a process by which the number of variables is reduced by determining which variables cluster together and factor are grouping of variables that are measuring some common entity or construct. The descriptive statistics of items that we consider measuring the four latent variables and 38 observed variables. For each item, the table defining the mean, standard deviation and a total number of samples consider for the analysis.

Data analysis and findings

We also check the Pearson correlation coefficient between all

pairs of items with significance of these coefficients. The factor analysis needs to have variables that correlate fairly well, but not perfectly. Also, any variables that correlate with no others should be eliminated. Considering the correlation values its showing that the correlation between the entire observed variable is fairly good. This two variables not showing positive correlation with all constructs of the present study including Organisational Policy, Organisational Procedure, Organisational System and Organisational Structure.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		
	Approx. Chi-Square	.831
Bartlett's Test of Sphericity	df	8726.158
	Sig.	703
		.000

The Kaiser-Meyer-Olkin is the measure of sampling adequacy, which varies between 0 and 1. The values closer to 1 are better and the value of 0.6 is the suggested minimum. The Bartlett's Test of Sphericity is the test for null hypothesis that the correlation matrix has an identity matrix. Taking this into consideration, these tests provide the very good standard to proceed for Factor Analysis. The Kaiser-Meyer Olkin (KMO) and Bartlett's Test measure of sampling adequacy was used to examine the appropriateness of Factor Analysis. The approximate of Chi-square is 15553.416 with 153 degrees of freedom, which is significant at the 0.05 Level of significance. The KMO statistic of .780 is also large (greater than 0.50). Hence Factor Analysis is considered as an appropriate technique for further analysis of the data. The KMO for

present data is .831 with this value we can say that our data is very good fit for factor analysis.

Table 3: Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.494	30.248	30.248	2.494	30.248	30.248	5.322	14.005	14.005
2	4.977	13.097	43.345	1.977	13.097	43.345	4.956	13.041	27.046
3	3.795	9.987	53.332	1.595	9.987	53.332	4.548	11.968	39.014
4	2.529	6.654	59.986	1.229	6.654	59.986	3.985	10.487	49.501
5	1.821	4.792	64.778						

Extraction Method: Principal Component Analysis.

The initial components are the numbers of the variables used in the Factor Analysis. However, not all the 38 variables will be retained. In the present research only the 4 factors will be extracted by combining the relevant variables. The Eigen values are the variances of the factors. The total column contains the Eigen values. The first factor will always account for the most variance and hence have the highest Eigen values. The next factor will account for as much of the left over variance as it can and the same will continue till the last factor. The percentage of variance represents the percent of total variance accounted by each factor and the cumulative percentage gives the cumulative percentage of variance account by the present and the preceding factors. In the present research the first 4 factors explain almost 60% of variance. The rotation sums of the squared loading represent the distribution of the variance after the varimax rotation with Kaiser Normalization. The varimax rotation tries to maximize the variance of each of the factor.

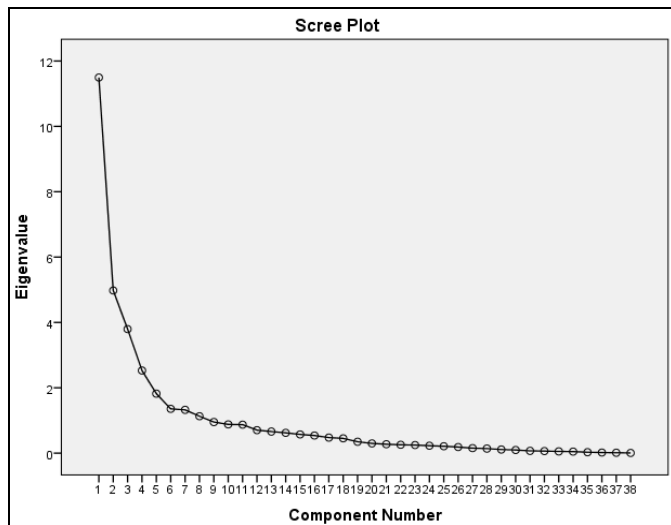


Fig 1

The scree plot graphs the Eigen values against the each factor shows that after factor 4 there is a sharp change in the curvature of the scree plot. This shows that after factor 4 the total variance accounts for smaller and smaller amounts. On the basis of Varimax Rotation with Kaiser Normalization and the result of Component and Rotated component matrix analysis, 4 factors have been extracted. Each factor is constituted of all those variables that have factor loadings greater than 0.5. 16 variables were clubbed into 4 factors. Four factors were extracted from the 38 variables used in the study.

The total 11 variables not considered for the further study as it showed factor loading less than 0.6 that are four from Organisational Policy OPL4 (.500), OPL5 (.591), OPL6 (.577) and OPL10 (.470), two from Organisational Procedure OPR2 (.572) and OPR8 (.588), two from Organisational System ORS8 (.550) and ORS9 (.118) and three from Organisational Structure OST3 (.305), OST9 (.574) and OST10 (.528) which measure the of Organisational Change Management.

Factor Analysis and Reliability Analysis

The following table showing the result of factor analysis and also the output of reliability statistics that is Cronbach’s alpha. The result of this analysis revealed that we have to exclude the total 11 observed variables out of 38. Finally we are going with the 27 observed variables to measure four latent variables such as Organisational Policy, Organisational Procedure, Organisational System and Organisational Structure. The reliability statistics also confirm the result of factor analysis as the alpha is greater than .8 for all the latent variables Organisational Policy (.894), Organisational Procedure (.935), Organisational System (.928) and Organisational Structure (.915). For final data collection we are considering total 27 variables to measure the four latent variables of Organisational Change Management elements.

Discussion and Conclusion

Organisational change is a comprehensive concept. It covers all views on change in all different organisational forms. It ranges from redefining the organisational structure to transforming critical assignments (Dawson, 2003) [6]. Kanji & Moura E. P. (2003) [13] and (Lycke, 2003) [20] stated that changes can be various as changes to procedures, structures, rules and regulations etc. within organizations. Parekh & Gupta (2010) [23] explored elements of organisational design / change are, structure, system and procedures. While studying the performance of individuals at work i.e. organizational behaviour its noticeable aspects i.e. goals, strategies, policies and procedures and structure (Robbins & M., 2014) [30]. While considering the work culture in the organization Kondalkar (2007) [15] pointed out attention towards careful drafting of elements viz. standing orders, policies, rules and procedures. Varoglu & Nejat, (2009) [33] have underlined the significance of policy in change management. Weiner (2009) [35] pointed policy, procedure and structure as critical elements in the change management process. In an organisation significant elements of change management viz. structure, system, policy and procedure as are examined in this study.

We run Exploratory Factor Analysis to extract the measures of the Organisational Change Management elements including Organisational Policy, Organisational Procedure, Organisational System and Organisational Structure. Study initiated with 38 observed variables and reduced it with 27 observed variables to measure Organisational Change Management elements, with exclusion of 11 observed

variables. The result of EFA and reliability analysis confirm that we have to exclude total 11 variables from further study that are four from Organisational Policy, two from Organisational Procedure, two from Organisational System and three from Organisational Structure which measure the of Organisational Change Management.

Table: 4: Factor Analysis and Reliability Analysis

Construct	Code	Items	Factor Loadings	Reliability Statistics
Organisational Policy	OPL1	Every concern employee knows more precisely what/when/how and by whom the decision will be finalised.	.665	.894
	OPL2	Some discretionary powers in routine work are delegated to the employees.	.724	
	OPL3	The time required to accomplish the objectives is predefined.	.723	
	OPL4	While performing RTI Act concern tasks efforts are made to maintain equilibrium and coordination with the regular office functions.	.500	
	OPL5	Office functioning is capable of providing a standing answer to recurring questions.	.591	
	OPL6	Under every condition office functioning goes stable and uniform	.577	
	OPL7	Tasks in office are performed so perfectly that there becomes no need to take efforts for the same in future	.775	
	OPL8	There is too much focus on procedural aspects and too less on people needs	.710	
	OPL9	It is ensured to eliminate friction and disarrangement between different sections and personnel of the organisation	.713	
	OPL10	Policies keep the top management free for more creative consideration.	.470	
	OPL11	The Standard Operating Systems SOP for day today working are well established.	.687	
Organisational Procedure	OPR1	Detail sequence for performing repetitive activities in all areas of goals is well established.	.813	.935
	OPR2	Procedures in the organisation provide uniformity, consistency and continuity in flow of actions.	.572	
	OPR3	Employees are more adherent to the time.	.846	
	OPR4	Objectivity in functioning is increased.	.811	
	OPR5	Timely and correctly destruction of records.	.725	
	OPR6	Employees take care of proper documentation of papers	.817	
	OPR7	Office functioning is made so simple that it saves efforts at lower level and citizen's time.	.779	
	OPR8	Procedures serve as tool of control by enabling the managers to evaluate the performance of their subordinates	.588	
Organisational System	ORS1	Senior most, experienced employee is appointed as Public Information Officer in the office.	.844	.928
	ORS2	There is separate and special arrangement for orderly updating and management of record.	.767	
	ORS3	Employees have straight access to the office heads for guidance, advice and allied support.	.709	
	ORS4	For enhancement of the employee skill and knowledge frequent trainings are provided.	.679	
	ORS5	Employees are updated with recent legal provisions and decisions through active interaction.	.741	
	ORS6	For effective implementation of RTI Act, feedback from public and employees are obtained and attained regularly.	.771	
	ORS7	Implementation of RTI Act is monitored regularly by senior officials through inspections, review meetings and constant follow up.	.714	
	ORS8	RTI and other issues grievance redresser arrangements are functioning efficiently.	.550	
	ORS9	Organisational system is capable of maintaining the equilibrium successfully in routine as well RTI related tasks.	.118	
Organisational Structure	OST1	The authority who supervises employee performance also consults for any particular matter.	.917	.915
	OST2	Whenever required it is convenient to make changes in individual responsibilities, tasks, communication, control, procedures etc.	.743	
	OST3	There is clear cut authority relationship regarding direction making, decision, accountability and role in the organisation.	.305	
	OST4	The tasks, activities and responsibilities are clearly assigned and grouped into departments and individuals that encourage overall efficiency.	.912	
	OST5	Appropriate resources, equipments and latest technologies are availed for effective functioning.	.784	
	OST6	Routine operating tasks are allotted on the basis of skill, knowledge and specialisation in concerned matters.	.798	
	OST7	Perfect coordination among employees as well departments while performing tasks and activities is very well set.	.939	
	OST8	Employees are encouraged for creative thinking and initiatives to develop new and improved ways of working/performing tasks.	.748	
	OST9	The flow of uninterrupted information along with communication network is towards all directions.	.574	
	OST10	Local conditions are given due recognition for smooth functioning.	.528	

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