

IMPACT OF ORGANIZATIONAL CHANGE AND DEVELOPMENT INTERVENTIONS ON EMPLOYEES' JOB COMMITMENT

A Dissertation submitted to the Office of the Dean, Faculty of Management in partial
fulfilment of the requirements for the Master's Degree

by

Pratik Raj Shrestha

Exam Roll No: 2690/17

Campus Roll Number: 973/073

T.U. Registration Number: 7-2-422-168-2011

Shanker Dev Campus

Kathmandu
July, 2024

CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “Impact of organizational change and development interventions in employees' job commitment”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor it has been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

Pratik Raj Shrestha
July, 2024

REPORT OF RESEARCH COMMITTEE

Mr. Pratik Raj Shrestha has defended research proposal entitled “**Impact of Organizational Change and Development Interventions in Employees' Job Commitment**” successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestions and guidance of supervisor Asst. Prof. Dr. Prakash Kumar Gautam and submit the thesis for evaluation and viva voce examination.

.....
Asst. Prof. Dr. Prakash Kumar Gautam
Dissertation Supervisor

Dissertation Proposal Defended Date:

.....

Dissertation Submitted Date:

.....

.....
Asso. Prof. Dr. Sanjeeb Kumar Shrestha
Chairperson, Research Committee

Dissertation Viva Voce Date:

.....

APPROVAL SHEET

We have examined the dissertation entitled “**Impact of organizational change and development interventions in employees' job commitment**” presented by Pratik Raj Shrestha for the degree of Master of Business Studies. We hereby certify that the dissertation is acceptable for the award of degree.

.....
Asst. Prof. Dr. Prakash Kumar Gautam
Dissertation Supervisor

.....
Internal Examiner

.....
Internal Expert

.....
External Expert

.....
Asso. Prof. Dr. Sanjeeb Kumar Shrestha
Chairperson, Research Committee

.....
Asso. Prof. Dr. Krishna Prasad Acharya
Campus Chief

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to my supervisor, Asst. Prof. Dr. Prakash Kumar Gautam for providing immense and valuable guidance and support to me for the preparation of this dissertation. Accordingly, I would like to express my appreciation to the employees of various banks who participated in filling the questionnaire survey form. Similarly, I would like to express my sincere thanks to my parents, teachers and friends for their continuous encouragement throughout the years of my study.

Moreover, I would like to express my sincere gratitude to the authors whose articles have provided me with valuable insights for the preparation of my dissertation.

Pratik Raj Shrestha
Shanker Dev Campus

TABLE OF CONTENTS

Title page of the dissertation	i
Certification of Authorship	ii
Report of Research Committee	iii
Approval Sheet	iv
Acknowledgments	v
List of Tables	viii
List of Figures	ix
List of Abbreviations	x
Abstracts	xi
Chapter I: INTRODUCTION	1-6
1.1 Background of the Study	1
1.2 Problem Statement	2
1.3 Objectives of the Study	5
1.4 Rationale of the Study	6
1.5 Limitations of the Study	6
Chapter II:LITERATURE REVIEW	7-34
2.1 Introduction	7
2.2 Theoretical Review	7
2.3 Empirical Review	10
2.4 Research Gap	34

Chapter III: RESEARCH METHODOLOGY	35-41
3.1 Research Design	35
3.2 Population, Sample and Sampling Design	35
3.3 Nature and Sources of Data and the Instrument of Data Collection	35
3.4 Methods of Analysis	36
3.5 Research Framework and Definition of Variables	38
Chapter IV: RESULTS AND DISCUSSION	42-59
4.1 Results	42
4.2 Discussion	54
Chapter V: SUMMARY AND CONCLUSION	60-62
5.1 Summary	60
5.2 Conclusion	61
5.3 Implications	62
References	
Appendix	

LIST OF TABLES

Title	Page
Table 1 Empirical Review	26
Table 2 Gender of Respondent	42
Table 3 Age of Respondent	43
Table 4 Analysis of Transformational Leadership	43
Table 5 Analysis of Effective Communication	44
Table 6 Analysis of Empowerment	45
Table 7 Analysis of Contingent Reward	45
Table 8 Analysis of Training	46
Table 9 Analysis of Work Design	47
Table 10 Analysis of Learning Culture	48
Table 11 Analysis of Employees' Job Commitment	48
Table 12 Analysis of Relation of Independent Variables with Dependent Variable	49
Table 13 Correlation Analysis	50
Table 14 Model Summary Analysis	51
Table 15 ANOVA	52
Table 16 Coefficient Analysis	53

LIST OF FIGURES

Title	Page
Figure 1 Research Framework	39

LIST OF ABBREVIATIONS

OC	= Organizational Change
OD	= Organizational Development
IBM	=International Business Machines
SPSS	=Statistical Package for the Social Sciences
SD	=Standard Deviation
Std.	= Standard
TL	=Transformational Leadership
EC	=Effective Communication
EM	=Empowerment
CR	=Contingent Reward
T	=Training
WD	=Work Design
LC	=Learning Culture
EJC	=Employees' Job Commitment

ABSTRACTS

The objective of this research was to examine which organizational change and development interventions can prepare employees to show high degree of job commitment for organizational change. The study uses descriptive research design. This study is based on the primary data collected from the sample of 331 employees from the entire employees' population of various banks. Similarly, questionnaire survey was used to collect the data for this study.

In order to study the relationship between the independent variables that are transformational leadership, effective communication, empowerment, contingent reward, training, work design, learning culture with dependent variables that is employees' job commitment, descriptive analysis, association analysis and impact and regression analysis were performed. The findings of the study was that there is significant positive relationship of effective communication, training, work design and learning culture with employees' job commitment. This study suggests the management and human resource managers to implement the organizational change and development interventions that are effective communication, training, work design and learning culture in the system of the organizations. This will develop the self efficacy amongst the employees to adapt to the change and further, prepare the employees to show high degree of job commitment for the organizational change.

Keywords: *Transformational leadership, effective communication, empowerment, contingent reward, training, work designs, learning culture, employees' job commitment*

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Organizational change is an alteration in the company's components like culture, infrastructure, technologies, structures, processes or systems (Stobierski, 2020).

An organization goes through lots of changes in its attempt to scale the business or remain viable. For example, these changes could be adding new employees or growing departments. All these changes are integrated by the organization with the aim to grow the business of the organization or remain viable (Stobierski, 2020).

While employees are working in a certain organizational culture, infrastructure, technologies, structures, processes or systems, these organizational changes have significant impact in the mindset and opinion of the employees and lead employees to depict a certain type of behavior. There are high chances for the employees to not show any degree of job commitment for organizational change due to having to move out from their comfort zone. On the contrary, there are also chances for the employees to embrace change and show high degree of job commitment for organizational change as they perceive the change as improvement and development (Banutu-Gomez & Banutu-Gomez, 2016).

For the organization introducing the change, it is very crucial to ensure that the employees respond to the change in a positive way and show high degree of job commitment to the change when the change is being introduced in the organization so that the organization can leverage the change and capitalize on the opportunities that come along by embracing the change. For this, the employees have to be made prepared for the change through different activities in the organization. This can be further be ensured with the proper practice and implementation of the organizational change and development by the organization (Banutu-Gomez & Banutu-Gomez, 2016).

Organizational change and development is the process of developing an organization's capabilities by improving the organization's processes, strategies, structures, culture within an organization for the purpose of improving overall performance of the organization (Finio

& Downie, 2023). Organizational change and development facilitates the organization to develop its potential to adapt to change in the organization. Thus, it is a continuous process and the organization constantly needs to identify different organizational change and development interventions to prepare the employees of the organization to show high degree of job commitment for the organizational change (Banutu-Gomez & Banutu-Gomez, 2016).

In this regards, it is very important to study which organizational change and development interventions can be applied by the organizations to facilitate employees to be prepared for the organizational change and show high degree of the job commitment for the organizational change so as to achieve the organizational goal.

1.2 Problem Statement

Organizational change is required in the organization is different points of the organization's life cycle. These organizational changes have significant impact in the mindset and opinion of the employees and lead employees to depict a certain type of behavior. Employees might embrace the change with great sense of positivity. On the other hand, employees are more likely to resist the change. When employees show resistance to organizational change, their job commitment for organizational change is very low. This prevents the organization from reaching its goal efficiently. Thus, it is very important for the organizations to implement comprehensive organizational change and development activities to prepare the employees to show high degree of job commitment for the organizational change (Banutu-Gomez & Banutu-Gomez, 2016).

Many studies have been done on organizational change and development. For instance, Phillips (1983) has studied enhancing the effectiveness of organizational change. The findings of the study were that in order to adapt to environmental change for the growth of the organization, the leader must be able to encourage recognition of the critical need for improved performance and changes and internal transformation like improved products and skills. The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Kimberly and Bouchikhi (1995) have studied the dynamics of organizational development and change: how the past shapes the present and constrains the future. The finding of the study was that the value of firm's founder has great impact in its developmental trajectory. The limitation of the study is that it is based on only single organization that is in retail business of computer and software. Thus, the theory cannot be generalized for all the firms.

Cobb et al., (1995) have studied role justice plays in organizational change. The findings of the study were that organizations and leaders perceived as fair command loyalty, commitment, and trust. Individuals in "fair" organizations are also more likely to engage in pro-social or "organizational citizenship" behavior and are better able to adjust to the kind of adversities often found in change efforts. The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Judge et al., (1999) have studied managerial coping with organizational change: a dispositional perspective. The findings of the study were that the individual-level effort in identifying seven dispositional constructs that were related to successful coping with organizational change: locus of control, generalized self-efficacy, self-esteem, positive affectivity, openness to experience, tolerance for ambiguity, risk aversion. The limitations of the study is that only a subset of all possible dispositions that may affect coping with organizational change were included in this study.

Rafferty and Griffin (2006) have studied perceptions of organizational change: a stress and coping perspective. The findings of the study were that individuals perceptions of the three aspects of change that are frequency of change, the planning involved in change, and the impact of change influence their responses to change that is job satisfaction or turnover intention. The limitations of the study are that it was conducted in a just one Australian public sector organization. So, the generalization of the study might not be feasible for other organizations. The study says perceptions of change influence uncertainty and satisfaction as well as turnover intentions. However, it is possible that the reverse relationship is in operation. For example, it may be that high levels of job dissatisfaction and uncertainty are responsible for people reporting that change is very frequent, that a great deal of

transformational change has occurred, and that change has involved little preparation and planning prior to implementation.

Holt et al., (2007) have studied readiness for organizational change: the systematic development of a scale. The findings of the study was that the most influential readiness factors for change were discrepancy (the belief that a change was necessary), efficacy (the belief that the change could be implemented), organizational valence (the belief that the change would be organizationally beneficial), management support (the belief that the organizational leaders were committed to the change), and personal valence (the belief that the change would be personally beneficial). The limitation of the study is that the research was done only in two organizations, both undergoing structural changes. Thus, the generalization of the results across change types may be limited.

Junginger (2008) has studied product development as a vehicle for organizational change. The finding of the study was that the product development exploration opportunities can be a strategy for generating and implementing internal changes. The limitations of the study are that it focuses on only product development as the tool for organizational change.

Brown and May (2010) have studied on organizational change and development-the efficacy of transformational leadership training. The findings of the study were that an intensive year long transformational leadership development and training program resulted in significant increases in contingent reward and transformational leadership behavior among first-line supervisors, contingent reward and transformational leadership were shown to be significantly correlated with the productivity. The limitations of the study is that the study is from the single industry which makes the results and conclusion on the ways in which contingent reward and transformational leadership behavior can be developed and deployed in organizational setting limited.

Buono and Kerber (2010) have studied creating a sustainable approach to change: building organizational change capacity. The finding of the study was that shared purpose supported by common understanding about the organizational change can make the whole organization ready to support a sustainable change. Organizational structure and context that support change, communication of need of change, consultation, developing the knowledge of change, tools and approaches to change, recognition and reward to those who share learning

about change, culture: learning based culture help to prepare the team to implement a successful change. The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Suddaby and Foster (2016) have studied history and organizational change. The findings of the study were that successful change can occur by reframing our attitudes and preconceived notions about the past, history actually offers a valuable but underexploited organizational resource that can be used to motivate and successfully manage change. The limitation of the study is that it focuses only on the aspects of the past to manage change.

Most of the previous studies do not discuss about the wide range of organizational change and development interventions. So, the organizational change and development interventions that these studies suggest are not comprehensive.

Few researchers have collected primary data for the research. However, sample size used for the data collection is from few and limited organizations and participants. Thus, the findings and conclusions of these researches cannot be generalized for all the organizations.

Most of the previous articles are based on literature review. So, these researches are not based on primary data and contemporary data. Thus, the findings and conclusions might not be relevant in the present time and context.

Thus, this research seeks to answer following question in the contemporary context:

1. What are the comprehensive activities that the organizations can undertake to prepare the employees to accept and adapt to organizational change?

1.3 Objectives of the Study

The study is focused on examining the organizational change and development interventions that can prepare the employees for the organizational changes and increase the degree of employees' job commitment for the organizational change. This study focuses on examining following key issues:

- To examine the organizational change and development interventions that can prepare employees to show high degree of job commitment for organizational change

- To examine the organizational change and development interventions that can prepare employees for the organizational change

1.4 Rationale of the Study

Organizational change is required for the organization to remain competitive and relevant. An organization's inability to change might affect its chances for survival and growth (Junginger, 2008). Despite this possibility, the employees resist change and are not willing to show high degree of job commitment for the organizational change due to which the organization experiences inefficiency in its operations.

Thus, this research will facilitate to identify which activities could the organization undertake to prepare the employees to accept and adapt to the change in the organization.

1.5 Limitations of the Study

This study has some limitations which are as mentioned below:

- The data for this study is collected from the banks. Therefore, the findings of this study might not be applicable for the organizations from other industry
- This study studies the behavior of the employees of short time period. So, the study is not longitudinal in nature
- The respondent for the collection of data for this study were employees of the banks from Kathmandu valley branches. So, this might not be applicable to the organization outside Kathmandu valley.

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

This study has been conducted by studying various theoretical, empirical and conceptual researches of the related field for the development of concept on organizational change and development.

The review of these theoretical, empirical and conceptual researches has helped to develop the concept on organizational change and development interventions. Similarly, the review of these researches has facilitated to get insight on the historical understanding and concept of the activities that organizations could undertake to prepare the members of the organizations to adapt to the organizational change and show high degree of job commitment for the organizational change to help the organization implement change successfully in the historical context.

Moreover, the review of these researches has helped to break down the research gap precisely. On the basis of the research gaps that have been identified, further research will be conducted on the topic "Impact of Organizational Change and Development Interventions on Employees' Job Commitment" to get better understanding and insight on the subject.

2.2 Theoretical Review

2.2.1 Lewin's Change Theory

Kurt Lewin developed the 3 Stage Model of Change in 1951. The theory states that restraining forces influence the behavior of both the group and individuals, towards the change. The driving forces motivate employees to direct their behavior and activities in an alignment with change. The restraining forces bring resistance to change in employees. The driving forces can be developed through effective change communication and employee involvement and training to develop required skill for change.

Lewin's three-step models for implementing change are:

Step 1: Unfreeze

The first stage in Lewin's model focuses on preparing the team members to adapt to change and create a sense of urgency to implement change. During this stage, effective change communication is required in preparing the team members to support the change management. Analyzing and understanding the current loopholes in the business processes, creating a change vision and change strategy, communicating about change vision and strategy and addressing employee concerns are the activities that will help to implement unfreeze step.

Step 2: Change

This second stage focuses on implementing change after disrupting the status quo in the first stage. Here, an agile and iterative system that incorporates employee feedback to smoothen the transition is developed. Continuous flow of information between team members, change management workshops and sessions, empowering employees to deal with the change and addressing the outcome generated by the employees are the activities that will help to implement change step.

During this stage, two elements are very important for the change implementation process that are information flow (sharing information across multiple levels of the organizational hierarchy, making available a variety of skills and expertise, and coordinating problem solving across the company) and leadership (influence of certain individuals in the group to achieve common goals)

Step 3: Refreeze

This stage is concern with stabilizing or sustaining a change. Here, leaders reinforce the change in organization culture. Rewarding change adopters, collecting feedback from employees, providing employee training and support are the activities that will help to implement refreeze stage.

Lewin's 3 Stage model of change provides fundamental understanding of how the team can be prepared to change and implement change. The theory advocates elements like effective communication, development of skill, empowerment, reward, training and support contribute

to successful change implementation. These elements will be examined as organizational development interventions in this study.

2.2.2 Transformational Leadership Theory

The Transformational leadership theory, developed by Downton in 1973, states that a leader works with team members to identify needed change and develop a guideline to implement change through influence, inspiration in coordination with team members. Transformational leadership emphasizes on team building, motivation, and teamwork to implement change successfully to attain organizational goal. A transformational leader focuses in developing the skills of employees. A transformational leader develops strategies to direct the organization to attain new goals. These leaders set goals and incentives to motivate the employees to exercise innovation and improve their performance level and also provide opportunities for personal and professional growth for each employee.

This leadership brings many positive effects, which include:

- Good company culture
- Development of creativity
- Reducing staff turnover
- Developing loyalty among employees

The transformational leadership theory emphasizes that the ability of the leader is very important to motivate and develop the employees to adapt to change. It has provided a guideline in understanding the role of leadership in implementing change. The transformational leadership will be examined as one of the organizational development interventions in this study.

2.2.3 Self- Efficacy Learning Theory

Psychologist Albert Bandura developed self-efficacy theory in 1977. It focuses on employees' who have strong belief in their ability take on challenging tasks, achieve higher performance levels to perform specific tasks and achieve desired outcomes successfully.

In order to develop self-efficacy in employees, organisations can provide employees with opportunities to engage in tasks and projects where they can experience success and build confidence, encourage employees to learn from the experiences of the team members who have succeeded in similar tasks, provide constructive feedback and appreciation to the employees for their efforts and guide employees to manage stress and anxiety.

Self- Efficacy learning theory has provided fundamental understanding on how the organizations can develop beliefs in the employees in their own ability to adapt to change. This theory advocates proper work designs, learning system, feedback, reward system and counselling and guidance for stress management contribute to successful change implementation. These elements will be examined as organizational development interventions in this study.

2.3 Empirical Review

Kahn (1974) has studied organizational development: some problems and proposals. The variable used for organizational change was expectations of management to improve productivity and profits. The variable used for organizational development was changing of organizational process: changing the pattern of recurring behavior, changing of Organizational structure: division of labour, job description, roles and relationships, workflows. The variables used for behavioral intention were counselling, consultation and informing about new development. The study used the theory that changing of organizational structure leads to organizational development. Literature review was used for data collection and analysis. The finding of the study was changing of organizational process and structure lead to organizational development. The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Phillips (1983) has studied enhancing the effectiveness of organizational change. The variables used for organizational change were strong foreign competitors, technological development and shifting customers desires. The variables used for organizational development were new strategic vision, new organizational skill and commitment of the people involved in change. The variables used for behavioral intention were definition of the vision for change, development of people's orientation and skills, modification of supporting

management systems and selection of people for important positions. The study used the theory that adaptation to environmental changes brings about uninterrupted growth in the organization. Literature review was used for data collection and analysis. The findings of the study were in order to adapt to environmental change for the growth of the organization, the leader must be able to encourage recognition of the critical need for improved performance and changes and internal transformation like improved products and skills. The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Carnall (1986) has studied toward a theory for the evaluation of organizational change. The variables used for organizational change were change in product market, change in demand for services, shortage of skilled labour, requirement to adopt new procedure and technology. The variable used for organizational development were differential distribution of reward, benefits and working conditions to interest groups, differential distribution of status, influence, autonomy and discretion to interest groups, the existence of collectives, such as trade unions, professional associations or occupational groupings and divisional, geographical organizational structure. The variable used for behavioral intention was negotiated order (new exchange relations between the people involved and to be affected by change (advantage or disadvantages due to change)). The study used the theory that significant change to an organization will disturb the established order of the organization and negotiated order will take place. Literature review was used for data collection and analysis. The findings of the study were that people experience change as fair or unfair, this experience emerging from the perception of their own position in the network of exchange relations which emerges from organizations change, resistance or opposition emerges from the experience of injustice and control over the resource and information, active response results from the absence of active control and the sense that alternative are available (exit) for people with skills and qualification, passive response results from the absence of control over resources, information and alternatives. The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Beer and Walton (1987) have studied organization change and development. The variables used for organizational change were increasing international competition, deregulation, the decline of manufacturing, the changing values of workers and the growth of information technology. The variables used for organizational development were consultant-centred intervention, general management: culture leadership and open system, adaptive organizations, human resource management, implementing change. The variables used for behavioral intention were leadership, culture, organizational performance, compensation systems and employee ownership through employee stock ownership plans. The study used the theory that continuity of leadership and consultation relate to effective adaptation to change. Literature review was used for data collection and analysis. The findings of the study were that it would highlight the skills required of the leader, OD consultant, and other supporting change agents and the task of change, with particular emphasis on what they must know about the business of the organization and its politics to adaptation of change. The limitations of the study are: first, it tries to identify the results of a single intervention (though the intervention may combine technologies of team building, techno-structural change, etc). Second, much of the research overlooks time and is not sufficiently longitudinal. By assessing the events and their impact at only one nearly contemporaneous moment, the research cannot discuss how permanent the changes. Third, the research is "flat." While being precise about methodology and instruments, it is often imprecise in depth and description of the intervention and situation. The nature and history of the occupational groups involved are often not explored.

Kimberly and Bouchikhi (1995) have studied the dynamics of organizational development and change: how the past shapes the present and constrains the future. The variable used for organizational change was changing markets and desired profitability of the organization. The variable used for the organizational development was value of leader. The variable used for behavioral intention was informal organizational culture and structure. The study used the theory that the past of the organizations leads to change and development in the organization. Interview was used to collect data. The finding of the study was that the value of firm's founder has great impact in its developmental trajectory. The limitation of the study is that it is based on only single organization that is in retail business of computer and software. Thus, the theory cannot be generalized for all the firms.

Cobb et al., (1995) have studied role justice plays in organizational change. The variables used for organizational change were change in policies, procedures, and resource allocation. The variables used for organizational development were development of distributive, procedural, and interactional technologies. The variables used for behavioral intention was fair organization practice. The study used the theory that organizational justice and fairness leads to successful organizational development and change. Literature review was used for the data collection and analysis. The findings of the study were organizations and leaders perceived as fair command loyalty, commitment, and trust. Individuals in "fair" organizations are also more likely to engage in pro-social or "organizational citizenship" behavior and are better able to adjust to the kind of adversities often found in change efforts. The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Hendry (1996) has studied understanding and creating whole organization change through learning theory. The variables used for organizational change were merger, products development and adaptation to technologies. The variables used for organizational development were learning capacity: development of skill and competencies. The variables used for behavioral intention were behavioral conditioning: feedbacks works to reinforce particular responses through a system of rewards, cognitive theory: people form plan and images based on their needs, motives, values and beliefs about themselves; they act on these ; get feedback about the effects and consequences; then actively modify perceptions, plans and behavior. The study used the theory that learning theory facilitates in organizational change. Literature review was used for the data collection and analysis. The finding of the study was that learning theories can contribute to the understanding and management of different facets and stages of organizational change. The limitation of the study was that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Hage (1999) has studied organizational innovation and organizational change. The variables used for organizational change were technological advancement and market challenges. The variables used for organizational development were research and development for innovation. The variable used for behavioral intention was the complexity of division of

labour. The study used the theory that the organic structure, the organizational strategy and the complexity of the division of labour lead to organization innovation required for organization change. Literature review was used for data collection and analysis. The findings of the study were that the organic structure (specialization, departmentalization or functional differentiation, professionalism, the technical knowledge resources, centralization and formalization), the organizational strategy (Managerial attitude towards change); and the complexity of the division of labour (more complex jobs facilitate organizational learning and technological adoption) lead to organization innovation required for organization change. The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Judge et al., (1999) have studied managerial coping with organizational change: a dispositional perspective. The variable used for the organizational change were major reorganization efforts and downsizing, changes in top management, mergers and acquisitions and business divestments. The variables used for organizational development were locus of control, generalized self-efficacy, self-esteem, positive affectivity, openness to experience, tolerance for ambiguity and risk aversion. The variables used for behavioral intention were job satisfaction, organizational commitment, extrinsic career outcomes (salary, ascendancy), job performance. The study used the theory that the personality characteristics influence managerial coping with organizational change. Survey was used to collect data from six organizations and co-relation analysis was done. The findings of the study were that the individual-level effort in identifying seven dispositional constructs that were related to successful coping with organizational change: locus of control, generalized self-efficacy, self-esteem, positive affectivity, openness to experience, tolerance for ambiguity, risk aversion. The limitations of the study is that only a subset of all possible dispositions that may affect coping with organizational change were included in this study.

Piderit (2000) has studied rethinking resistance and recognizing ambivalence: a multidimensional view of attitudes towards an organizational change. The variables used for organizational change were new markets for products and services due to global population growth and political shift. The variables used for organizational development were agile

structures and empowering team oriented culture. The variables used for behavioral intention were emotional, cognitive and intentional dimensions. The study used the theory that employees' responses to change depends at least three dimensions (emotional, cognitive, and intentional). Within this view, "resistance to a change" is represented by the set of responses to change that are negative along all three dimensions, and "support for a change" is represented by the set of responses that are positive along all three dimensions. The findings of the study were that an employee's response to an organizational change along the cognitive dimension might range from strong positive beliefs (i.e., "this change is essential for the organization to succeed") to strong negative beliefs (i.e., "this change could ruin the company"). An employee's response along the emotional dimension might range from strong positive emotions (such as excitement or happiness) to strong negative emotions (such as anger or fear). An employee's response along the intentional dimension might range from positive intentions to support the change to negative intentions to oppose it. The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Buchanan et al., (2005) have studied sustaining organizational change. The variables used for organizational change were external factors (behavior of competitors, problems in recruiting, developing and retaining skilled employees), internal factors (meeting customer requirements, investment in new equipment, education and training, and addressing 'the fear factor' or uncertainty about the future. The variables used for organizational development were industrial relations (managers and staff must share the same objectives), management worker relationships (high trust, high discretion relationships through empowerment and teamwork, and participation in decision making). The variables used for behavioral intention were total quality management (management style, organizational structure, policies, process of change). The study used the theory that organizational change leads to the sustainability of change (the process through which new working methods, performance goals and improvement trajectories are maintained for a period appropriate to a given context) or decay of change. Literature review was used for the data collection and analysis. The findings for the study was that sustainability of organizational change is dependent on multiple factors, at different levels of analysis: substantial (perceived centrality, scale, fit with organization), individual (commitment, competencies, emotions, expectations), managerial (style,

approach, preferences, behavior), financial (contribution, balance of costs and benefits), leadership (setting vision, values, purpose, goals, challenges), organizational (policies, mechanisms, procedures, systems, structures), cultural (shared beliefs, perceptions, norms, values, priorities), political (stakeholder and coalition power and influence), processes (implementation methods, project management structures), contextual (external conditions, stability, threats, wider social norms), temporal (timing, pacing, flow of events). The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Rafferty and Griffin (2006) have studied perceptions of organizational change: a stress and coping perspective. The variables used for organizational change were downsizing, mergers and acquisitions. The variable used for organizational development was deliberate planning. The variables used for behavioral intention were frequency of change, impact of change in employees, their job and their colleague and planning involved in change. The study used the theory that the perception that change has been implemented after deliberation and planning will display a significant, unique negative relationship with psychological uncertainty, indirectly positively related to job satisfaction and indirectly negatively related to turnover intentions, the perception that change is very frequent will display a significant, unique positive relationship with psychological uncertainty, indirectly negatively related to job satisfaction and indirectly positively related to turnover intentions, the perception that change has resulted in significant modifications to core aspects of an organization will display a significant, unique positive relationship with psychological uncertainty, unique negative relationship with job satisfaction and a unique positive relationship with turnover intentions, psychological uncertainty will be positively related to turnover intentions and negatively related to job satisfaction. Survey was used to collect data and co-relation analysis was used for analysis. The findings of the study were that individual perceptions of the three aspects of change that are frequency of change, the planning involved in change, and the impact of change influence their responses to change that is job satisfaction or turnover intention. The limitations of the study are that it was conducted in a just one Australian public sector organization. So, the generalization of the study might not be feasible for other organizations. The study says perceptions of change influence uncertainty and satisfaction as well as

turnover intentions. However, it is possible that the reverse relationship is in operation. For example, it may be that high levels of job dissatisfaction and uncertainty are responsible for people reporting that change is very frequent, that a great deal of transformational change has occurred, and that change has involved little preparation and planning prior to implementation.

Holt et al., (2007) have studied readiness for organizational change: the systematic development of a scale. The variable used for organizational change was new organizational goal. The variables used for organizational development were content (attributes of the initiative being implemented), context (attributes of environment where initiative is implemented), process (steps taken to implement the initiative), individual attributes (attributes of employees where initiative is implemented). The variable used for behavioral intention was readiness to change. The study used the theory that readiness to change in employees is the most important factors involved in organizations' change initiatives. Survey was used for data collection and co-relation analysis was used for data analysis. The findings of the study was that the most influential readiness factors were discrepancy (the belief that a change was necessary), efficacy (the belief that the change could be implemented), organizational valence (the belief that the change would be organizationally beneficial), management support (the belief that the organizational leaders were committed to the change), and personal valence (the belief that the change would be personally beneficial). The limitation of the study is that the research was done only in two organizations, both undergoing structural changes. Thus, the generalization of the results across change types may be limited.

Junginger (2008) has studied product development as a vehicle for organizational change. The variable used for organizational change were new laws apply, economic conditions shift, revolutionary technologies call for implementation, customers' needs change. The variable used for organizational development was product development opportunities exploration. The variable used for behavioral intention were fundamental assumptions, the often unconscious beliefs that members share about their organization and its relationship to them, form the core of an organization's culture around which behavioral norms, values, behavior patterns, and artefacts, or products, evolve. The study used the theory that product

development has the ability to realign a business with its external environment, consumers, and markets. Literature review was used for data collection and analysis. The finding of the study was that the product development can be a strategy for generating and implementing internal changes. The limitations of the study are that it focuses on only product development as the tool for organizational change. Also, this study is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Palmer and Dunford (2008) have studied organizational change and the importance of embedded assumptions. The variables used for organizational change were technological adaptation, requirement of structural change. The variables used for organizational development were directing, navigating, caretaking, coaching, interpreting, nurturing. The variables used for behavioral intention were directing, navigating, caretaking, coaching, interpreting, nurturing. The study used the theory that attempt to manage conceives managing as an act to control outcomes; the other conceives managing as an act to shape outcomes. Literature review was used for data collection and analysis. The findings of the study were managing organizational change has following activities: controlling (directing, navigating, caretaking) and shaping (coaching, interpreting and nurturing). The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Latta (2009) has studied a process model of organizational change in cultural context (OC3 Model): the impact of organizational culture on leading change. The variables used for organizational change were restructuring and reforming budget strategy, resetting infrastructure, expansion of services. The variable used for organizational development was leadership that has cultural awareness. The variable used for behavioral intention was organization culture. The study used the theory that organizational culture influence change implementation. Leader's degree of cultural awareness will determine his or her effectiveness in facilitating organizational change. Literature review and interview were used for data collection. The findings of the study were that including cultural analysis in assessing readiness for change facilitates an understanding of the dimensions of organizational culture that are likely to create resistance or be conducive to the introduction of change, focusing on

aspects of change consistent with existing culture during visioning permits leaders to engender support for broad ideological goals that may nevertheless necessitate modifying other aspects of culture during implementation, leveraging cultural artefacts effectively during visioning enables leaders to foster commitment to a common ideal even before the specific nature of the changes required to achieve that vision have been articulated, misreading or misappropriating cultural symbols during visioning fosters resistance to a change agenda from the outset- attention to sub-cultural variations among organizational units is integral to securing broad support for a vision that may differentially advantage certain programmatic aspects of the organization, consideration of cultural dynamics promotes development of strategic initiatives more likely to be successful in accomplishing the goals of a change agenda, attention to culturally embedded systems of meaning ensure that planned change interventions are consistent with values and behavioral norms leaders determine should be preserved, discrepancies between an organization's vision and its existing values and behavioral norms point to areas ripe for effecting cultural change, effective implementation strategies take into account different (or additional) aspects of organizational culture than were considered in formulating the change initiative, consideration of cultural norms can determine the success of change implementation independent of whether the change initiative itself is consistent with institutional culture, success of a change initiative is determined by the cultural implications of the initiative itself and its implementation strategy. The limitation of the study was that only public research universities were target organization for the study of organization change. This prevents from generalizing study for other organizations.

Choi and Ruona (2010) have studied individual readiness for organizational change and its implications for human resource and organization development. The variables used for organizational change were implementation of corporate strategy made by organizational leaders and decision makers, enhancement of individual development, improvement of organizational performance. The variables used for organizational development were normative re-educative change strategies (participation, involvement and empowerment, growth, development and learning, dialogue and collaboration, authenticity, congruence, responsibility, openness and trust and environment with learning culture. The variables used for behavioral intention were employees' beliefs that they are capable of implementing a

proposed change (i.e., change self-efficacy), the proposed change is appropriate for the organization (i.e., appropriateness), the leaders are committed to the proposed change (i.e., management support), and the proposed change is beneficial to organizational members (personal valence). The study used the theory that the individuals are more likely to have higher levels of readiness for organizational change when (a) they experience normative-re-educative change strategies and when (b) they perceive their work environment to have the characteristics associated with a learning culture. Literature review was used for data collection and analysis. The findings of the study were that individuals who experience normative-re-educative change strategies are more likely to have higher levels of readiness for organizational change, individuals who perceive their work environment to have characteristics associated with a learning culture are more likely to have higher levels of readiness for organizational change, a learning culture moderates the relationship between normative re-educative strategies and readiness for change-specifically, the relationship between normative re-educative strategies and readiness for change is more positive in situations where the learning culture is stronger. The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Brown and May (2010) have studied on organizational change and development-the efficacy of transformational leadership training. The variables used for organizational change were requirement to increase productivity and hypercompetitive market place. The variable used for organizational development was transformational Leadership. The variable used for behavioral intention was transformational leadership behavior and contingent reward. The study used the theory that there is co-relation of transformational leadership behavior with desired organizational outcomes and productivity. In the study, survey was used for data collection and co-relation and linear regression were used for data analysis. The findings of the study were an intensive year long transformational leadership development and training program resulted in significant increases in contingent reward and transformational leadership behavior among first-line supervisors, contingent reward and transformational leadership were shown to be significantly correlated with the productivity. The limitations of the study is that the study is from the single industry which makes the results and conclusion

on the ways in which contingent reward and transformational leadership behavior can be developed and deployed in organizational setting limited.

Buono and Kerber (2010) have studied creating a sustainable approach to change: building organizational change capacity. The variables used for organizational change were competition, market, technology, economy and social conditions. The variables used for organizational development were organizational structure and context that support change, communication of need of change, consultation, developing the knowledge of change, tools and approaches to change, recognition and reward to those who share learning about change, culture: learning based culture. The variables used for behavioral intention were change readiness by change supportive infrastructure: open communication, flexible systems and processes to support improvisation and iteration, proactive training and development, sharing of information, learning and knowledge across departments and work unit. The study used the theory that change readiness is the fundamental to successful management of change. Literature review was used for data collection and analysis. The finding of the study was that shared purpose supported by common understanding about the organizational change can make the whole organization ready to support a sustainable change. The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Akhtar and Long (2015) have studied organizational change determinants and employees behavior: a psychological contract perspective. The variable used for organizational change were economic downturns, increased global competition, rapid growth, and advancements in information technology, restructuring, downsizing, layoffs, mergers and acquisitions, new processes. The variables used for organizational development were psychological contract fulfilment (work content, career development, social atmosphere, organizational policies, work life balance, rewards). The variable used for behavioral intention was change in psychological contract due to organization change. The study used the theory that the determinants of organizational change affect fulfilment of psychological contract and behavioral response of employees. Literature review was used for data collection and analysis. The findings of the study were that transformational changes (major changes), more frequent changes, high impact changes have negative effect on psychology contract

fulfilment but a positive effect on psychology contract fulfilment with successful changes in the past, transformational changes, high impact changes, and more frequent changes lead to higher intention to quit and successful changes in the past leads to lower intention to quit, psychology contract fulfilment mediates the relationship between organizational change determinants (type, frequency, personal impact of change and successful changes in the past) and intention to quit, the availability of attractive job alternatives will moderate relationship between lower fulfilment of psychological contract and intention to quit, the higher the availability of attractive job opportunities the higher will be exit. The limitation of this study is that this study is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Chou (2015) has studied transformational leadership and employee's behavioral support for organizational change. The variable used for organizational change were re-organizing, downsizing, implementing new information and human resource management systems, enhance the competitive positions and their survivability in competitive markets. The variable used for organizational development was transformational leadership. The variables used for behavioral intention were self efficacy and affective commitment. The study used the theory that transformational leadership leads to successful implementation of organization change. Survey was used for data collection and co-relation analysis was used for data analysis. The findings of the study was that transformational leadership functions as a means of mitigating change-related stress by enhancing employees' self-efficacy which, in turn, enhances their affective commitment to change and, further, promotes their behavioral support for change. The limitation of the study is that the sample is confined to a limited number of companies and participants, which might in turn limit the generalization of its findings and conclusions.

Banutu-Gomez and Banutu-Gomez (2016) have studied organizational change and development. The variable used for organizational change were technology, customer need, economy, growth opportunities. The variables used for organizational development were leadership that shows responsibility, communication and motivation. The variables used for behavioral intention were employees' emotions and cognitions, communication, employees' participation in decision making. The study used the theory that organizational change and

development are essential to make an organization grow and adapt with its given market. The data for this study was collected utilizing survey, interview, and literature review. The findings of the study were that organizational change is required to grab the opportunities and achieve development, organizational development is essential for continuous improvement, increased communication, employee development, product and service enhancement and increased profit, the change leader constructively handles the resistance, confusion, exploration and commitment of team and the effective leaders always perceive these changes in efficient manner and respond appropriately to get the teams commitment. The limitations of this study is that off three factors that research strongly identifies as influencing employees' reactions to change: employees' emotions and cognitions, communication, and employees' participation in decision making, research mainly focus on employee's emotions and cognitions.

Suddaby and Foster (2016) have studied history and organizational change. The variable used for organizational change was history and past leads to change. The variable used for organizational development were history as fact (founding condition and initial structure, experience of the organization, past decision), history as power (power structure and power relation), history as sense making (change occurs in human cognition when some events are selected out of the ongoing flow of organizational experience and are identified and labelled as "change"), history as rhetoric (interpretation of the past to facilitate and manipulate for strategic change). The variable used for behavioral intention was historical consciousness. The study used the theory that variations in how we conceptualize change are underpinned by different assumptions about history and its relationship to our capacity for change. Literature review was used for data collection and analysis. The findings of the study were that successful change can occur by reframing our attitudes and preconceived notions about the past and history actually offers a valuable but underexploited organizational resource that can be used to motivate and successfully manage change. The limitation of the study is that it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context. Also, the study focuses only on the aspects of the past to manage change.

Oreg and Berson (2016) have studied leaders' impact on organizational change: bridging theoretical and methodological chasms. The variables used for organizational change were mergers and acquisitions, downsizing, incorporation of new technology. The variables used for organizational development were leaders' strategic choice: communicating new agendas, implementing timetables and targets, and a focus on learning, behavioral style: engaging followers and shaping their emotional and attitudinal responses. The variables used for behavioral intention were leaders' strategic choice: communicating new agendas, implementing timetables and targets, and a focus on learning, behavioral style: engaging followers and shaping their emotional and attitudinal responses. The study used the theory that leaders' strategic choices and behavioral style actions influence with outcomes of organizational change. Literature review was used for data collection and analysis. The finding of the study is that leaders' behavior and leaders' strategic choices influence change recipients and change outcomes. The limitations of the study are that only one factor that is leadership is considered to influence the behavioral intention. Also, this study is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Stouten et al., (2016) have studied successful organizational change: integrating the management practice and scholarly literatures. The variables used for organizational change were advanced technology, changing workforce, competitive pressures and globalization. The variables used for organizational development were assess the opportunity or problem motivating the change, select and support a guiding change coalition, formulate a clear compelling vision of the change, communication of vision, mobilize energy for change, empower others, develop and promote change-related knowledge and ability, identify short-term wins and use as reinforcement of change progress, monitor and strengthen the change process over time, institutionalize change in company culture, practices, and management succession. The variables used for behavioral intention were pre-dispositions toward change (positive change orientation or change self-efficacy and employee optimism), affecting recipient motivation (favourableness of change), perception of fairness, identification, social ties and relationship quality, emergent processes of change (small scale change), shared goals and beliefs, leadership competencies, trust in leaders, the nature of the change itself, readiness of the organization for change. The study used the theory that successful change

happens from deliberate activities. Literature review was used for data collection and analysis. The findings of the study were following steps helps in managing change: assess the opportunity or problem motivating the change, select and support a guiding change coalition, formulate a clear compelling vision of the change, communication of vision, mobilize energy for change, empower others to act, develop and promote change-related knowledge and ability, identify short-term wins and use as reinforcement of change progress, monitor and strengthen the change process over time, institutionalize change in company culture, practices, and management succession. The limitation of the study is it is based on literature review. So, the research is not based on primary data and contemporary data. Thus, it might not be relevant in the contemporary context.

Table Representation of Empirical Review

Table 1
Empirical Review

Writer	Variables of OC, OD and EJC	Theory Used	Findings	Limitations
Kahn (1974)	<ul style="list-style-type: none"> - Expectations of management to improve productivity and profits - Changing of Organizational process - Changing of Organizational structure - Counselling - Consultation - Informing about new development 	<ul style="list-style-type: none"> - Changing of organizational structure leads to organizational development - Literature review 	<ul style="list-style-type: none"> - Changing of organizational process and structure lead to organizational development 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data
Phillips (1983)	<ul style="list-style-type: none"> - Strong foreign competitors - Technological development - Shifting customers desires - New strategic vision - New organizational skill - Commitment of the people involved in change - Definition of the vision for change - Development of people's orientation and skills - Modification of supporting management systems - Selection of people for important positions 	<ul style="list-style-type: none"> - Adaptation to environmental changes brings about uninterrupted growth in the organization - Literature Review 	<ul style="list-style-type: none"> - In order to adapt to environmental change for the growth of the organization, the leader must be able to encourage recognition of the critical need for improved performance and changes and internal transformation like improved products and skills 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data
Carnall (1986)	<ul style="list-style-type: none"> - Change in product market - Change in demand for services - Shortage of skilled labour - Requirement to adopt new procedure and technology - Differential distribution of reward, benefits and working conditions, status, influence, autonomy and discretion to interest groups - Divisional, geographical organizational structure order 	<ul style="list-style-type: none"> - Significant change to an organization will disturb the established order of the organization and negotiated order will take place - Literature review 	<ul style="list-style-type: none"> - Resistance or opposition emerges from the experience of injustice and control over the resource and information 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data

Beer and Walton (1987)	<ul style="list-style-type: none"> - Increasing international competition - Deregulation - The decline of manufacturing - The changing values of workers - The growth of information technology - Consultant centred intervention - Adaptive organizations - Human resource management - Implementing change - Leadership - Culture - Organizational performance - Compensation systems - Employee ownership through Employee Stock Ownership Plans 	<ul style="list-style-type: none"> - Continuity of leadership and consultation relate to effective adaptation to change - Literature review 	<ul style="list-style-type: none"> - It would highlight the skills required of the leader, OD consultant, and other supporting change agents and the task of change, with particular emphasis on what they must know about the business of the organization and its politics to adaptation of change 	<ul style="list-style-type: none"> - Based on single intervention
Kimberly and Bouchikhi (1995)	<ul style="list-style-type: none"> - Changing markets - Desired profitability of the organization - Value of leader - Informal organizational culture and structure 	<ul style="list-style-type: none"> - The past of the organizations leads to change and development in the organization - Interview 	<ul style="list-style-type: none"> - The value of firm's founder has great impact in its developmental trajectory 	<ul style="list-style-type: none"> - Based on only single organization
Cobb et al., (1995)	<ul style="list-style-type: none"> - Changes in policies, procedures, and resource allocation - Development of distributive, procedural, and interactional technologies - Fair organization practice 	<ul style="list-style-type: none"> - Organizational justice and fairness leads to successful organizational development and change - Literature review 	<ul style="list-style-type: none"> - Organizations and leaders perceived as fair command loyalty, commitment, and trust. Individuals in "fair" organizations are better able to adjust to the kind of adversities often found in change efforts 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data
Hendry (1996)	<ul style="list-style-type: none"> - Mergers - Products development - Adaptation to technologies - Learning capacity - Behavioral conditioning - Cognitive theory 	<ul style="list-style-type: none"> - Learning theory facilitates in organizational change - Literature review 	<ul style="list-style-type: none"> - Learning theories can contribute to the understanding and management of different facets and stages of organizational change 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data

Hage (1999)	<ul style="list-style-type: none"> - Technological advancement - Market challenges - Research and development for innovation - The complexity of division of labour 	<ul style="list-style-type: none"> - The organic structure, the organizational strategy and the complexity of the division of labour lead to organization innovation required for organization change - Literature review 	<ul style="list-style-type: none"> - The organic structure - The organizational strategy; and - The complexity of the division of labour lead to organization innovation required for organization change 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data
Judge et al., (1999)	<ul style="list-style-type: none"> - Major reorganization efforts and downsizing - Changes in top management - Mergers and acquisitions - Business divestments - Locus of control - Generalized self-efficacy - Self-esteem - Positive affectivity - Openness to experience - Tolerance for ambiguity - Risk aversion - Job satisfaction - Organizational commitment - Extrinsic career outcomes (salary, ascendancy) - Job performance 	<ul style="list-style-type: none"> - The personality characteristics influence managerial coping with organizational change - Survey and co-relation analysis 	<ul style="list-style-type: none"> The individual-level effort in identifying seven dispositional constructs that were related to successful coping with organizational change. - Locus of control - Generalized self-efficacy - Self-esteem - Positive affectivity - Openness to experience - Tolerance for ambiguity - Risk aversion 	<ul style="list-style-type: none"> - Only subset of all possible dispositions were included
Piderit (2000)	<ul style="list-style-type: none"> - New markets for products and services due to global population growth and political shift - Agile structures - Empowering team oriented culture - Emotional, cognitive and intentional dimensions 	<ul style="list-style-type: none"> - Employees' responses to change depends at least three dimensions (emotional, cognitive, and intentional). - Literature review 	<ul style="list-style-type: none"> - Employees' responses to change depend on dimensions (emotional, cognitive, and intentional) 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data
Buchanan et al., (2005)	<ul style="list-style-type: none"> - External factors: Behavior of competitors, problems in recruiting, developing and retaining skilled employees - Internal factors: Meeting customer requirements, investment in new equipment, education and training, and addressing 'the fear factor' or uncertainty about the future - Industrial relations - Management worker relationships 	<ul style="list-style-type: none"> - Organizational change leads to the sustainability of change or decay of change - Literature review 	<ul style="list-style-type: none"> This review suggests that sustainability of organizational change is dependent on multiple factors, at different levels of analysis: - Substantial - Individual - Managerial - Financial - Leadership - Organizational - Cultural 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data

	<ul style="list-style-type: none"> - Total Quality Management 		<ul style="list-style-type: none"> - Political - Process - Contextual - Temporal 	
Rafferty and Griffin (2006)	<ul style="list-style-type: none"> - Downsizing, mergers and acquisitions - Deliberate planning - Frequency of change - Impact of change in employees, their job and their colleague - Planning involved in change 	<ul style="list-style-type: none"> - The perception that change has been implemented after deliberation and planning, change is frequent, change has resulted in significant modifications to core aspects of an organization have relationship with job satisfaction and turnover intentions - Survey and correlation analysis 	<ul style="list-style-type: none"> - Individuals' perceptions of the three aspects of change that are frequency of change, the planning involved in change, and the impact of change influence their response to change that is job satisfaction or turnover intention 	<ul style="list-style-type: none"> - Based on just one Australian public sector organization
Holt et al., (2007)	<ul style="list-style-type: none"> - New organizational goal - Content - Context - Process - Individual - Readiness to change 	<ul style="list-style-type: none"> - Readiness to change in employees is the most important factors involved in organizations' change initiatives - Survey and correlation analysis 	<ul style="list-style-type: none"> - Most influential readiness factors were (a) Discrepancy (b) Efficacy (c) Organizational valence (d) Management support (e) Personal valence 	<ul style="list-style-type: none"> - Based on two organizations
Junginger (2008)	<ul style="list-style-type: none"> - New laws apply - Economic conditions shift - Revolutionary technologies call for implementation - Customers' needs change - Product development opportunities exploration - Organization culture 	<ul style="list-style-type: none"> - Product development has the ability to realign a business with its external environment, consumers, and markets. - Literature review 	<ul style="list-style-type: none"> - The product development can be a strategy for generating and implementing internal changes. 	<ul style="list-style-type: none"> - Focuses on only product development and not based on primary data and contemporary data
Palmer and Dunford (2008)	<ul style="list-style-type: none"> - Technological adaptation - Requirement of structural change - Directing - Navigating - Caretaking - Coaching - Interpreting - Nurturing 	<ul style="list-style-type: none"> - Attempt to manage conceives managing as an act to control outcomes; the other conceives managing as an act to shape outcomes - Literature review 	<ul style="list-style-type: none"> - Managing organizational change has following activities: - Controlling: directing, navigating, caretaking - Shaping: coaching, interpreting and nurturing 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data

Latta (2009)	<ul style="list-style-type: none"> - Restructuring and reforming - Budget strategy - Resetting Infrastructure - Expansion of services - Leadership that has cultural awareness - Organization culture 	<ul style="list-style-type: none"> - Organizational culture influence change implementation - Literature review and interview 	<ul style="list-style-type: none"> - Success of a change initiative is determined by the cultural implications of the initiative itself and its implementation strategy 	<ul style="list-style-type: none"> - Only public research universities were target organization
Choi and Ruona (2010)	<ul style="list-style-type: none"> - Implementation of corporate strategy made by organizational leaders and decision makers - Enhancement of individual development - Improvement of organizational performance - Normative-re-educative change strategies - Environment with learning culture - Employees' beliefs that (a) they are capable of implementing a proposed change, (b) the proposed change is appropriate for the organization, (c) the leaders are committed to the proposed change, and (d) the proposed change is beneficial to organizational members 	<ul style="list-style-type: none"> - The individuals are more likely to have higher levels of readiness for organizational change when (a) they experience normative-re-educative change strategies and when (b) they perceive their work environment to have the characteristics associated with a learning culture. - Literature review 	<ul style="list-style-type: none"> - Individuals who experience normative-re-educative change strategies and perceive their work environment to have characteristics associated with a learning culture are more likely to have higher levels of readiness for organizational change - A learning culture moderates the relationship between normative re-educative strategies and readiness for change 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data
Brown and May (2010)	<ul style="list-style-type: none"> - Requirement to increase productivity - Hypercompetitive market place - Transformational leadership - Transformational leadership behavior - Contingent reward 	<ul style="list-style-type: none"> - Co-relation of transformational leadership behavior with desired organizational outcomes and productivity - Survey, co-relation analysis 	<ul style="list-style-type: none"> - Contingent reward and transformational leadership were shown to be significantly correlated with the productivity 	<ul style="list-style-type: none"> - Based on single industry
Buono and Kerber (2010)	<ul style="list-style-type: none"> - Competition - Market - Technology - Economy - Social conditions - Organizational structure and context that support change - Communication of need of change - Learning based culture - Change readiness by change supportive infrastructure 	<ul style="list-style-type: none"> - Change readiness is the fundamental to successful management of change - Literature Review 	<ul style="list-style-type: none"> - Shared purpose supported by common understanding about the organizational change can make the whole organization ready to support a sustainable change 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data

Akhtar and Long (2015)	<ul style="list-style-type: none"> - Economic downturns - Increased global competition - Rapid growth, and advancements in information technology - Restructuring - Downsizing - Layoffs - Mergers and acquisitions - New processes - Psychological Contract Fulfilment - Change in Psychological Contract 	<ul style="list-style-type: none"> - The determinant of organizational change affects fulfilment of psychological contract and behavioral response of employees - Literature review 	<ul style="list-style-type: none"> - Transformational changes, more frequent changes, high impact changes have effect on Psychology Contract Fulfilment and intention to quit. 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data
Chou (2015)	<ul style="list-style-type: none"> - Reorganizing - Downsizing - Implementing new information and human resource management systems - Enhance the competitive positions and their survivability in competitive markets - Transformational leadership - Self efficacy - Affective commitment 	<ul style="list-style-type: none"> - Transformational leadership leads to successful implementation of organization change - Survey and co-relation 	<ul style="list-style-type: none"> - Transformational leadership functions as a means of mitigating change-related stress by enhancing employees' self-efficacy which, in turn, enhances their affective commitment to change and, further, promotes their behavioral support for change 	<ul style="list-style-type: none"> - Confined to limited number of companies and participants
Banutu-Gomez and Banutu-Gomez (2016)	<ul style="list-style-type: none"> - Technology - Customer needs - Economy - Growth opportunities - Leadership - Employees' emotions and cognitions - Communication - Employees' participation in decision making 	<ul style="list-style-type: none"> - Organizational change and development are essential to make an organization grow and adapt with its given market - Survey method, interview, and literature review 	<ul style="list-style-type: none"> - Organizational development is essential for <ol style="list-style-type: none"> 1) Continuous improvement 2) Increased communication 3) Employee development 4) Product & service enhancement 5) Increased profit - Change leader constructively handles the resistance, confusion, exploration and commitment of team 	<ul style="list-style-type: none"> - Focuses only on employee's emotions and cognitions

Suddaby and Foster (2016)	<ul style="list-style-type: none"> - History and past leads to change 	<ul style="list-style-type: none"> - Variations in how we conceptualize change are underpinned by different assumptions about history and its relationship to our capacity for change - Literature Review 	<ul style="list-style-type: none"> - Successful change can occur by reframing our attitudes and preconceived notions about the past. 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data
Oreg and Berson (2016)	<ul style="list-style-type: none"> - Mergers and acquisitions - Downsizing - Incorporation of new technology - Leaders' strategic choice - Leaders' behavioral style 	<ul style="list-style-type: none"> - Leaders' strategic choices and behavioral style actions influence with outcomes of organizational change - Literature review 	<ul style="list-style-type: none"> - Leaders' behavior and leaders' strategic choices influence change recipients and change outcomes 	<ul style="list-style-type: none"> - Only one factor that is leadership is considered and not based on primary data and contemporary data
Stouten et al., (2016)	<ul style="list-style-type: none"> - Advanced technology - Changing workforce - Competitive pressures - Globalization - Assess the opportunity or problem motivating the change - Select and support a guiding change coalition - Formulate a clear compelling vision of the change - Communication of vision - Mobilize energy for change - Empower others - Develop and promote change-related knowledge and ability - Identify short-term wins and use as reinforcement of change progress - Monitor and strengthen the change process over time - Institutionalize change in company culture, practices, and management succession - Predispositions toward change - Affecting recipient motivation - Perception of fairness - Identification - Social ties and relationship quality 	<ul style="list-style-type: none"> - Successful change happens from deliberate activities - Literature review 	<ul style="list-style-type: none"> Following steps helps in managing change - Assess the opportunity or problem motivating the change - Select and support a guiding change coalition - Formulate a clear compelling vision of the change - Communication of vision - Mobilize energy for change - Empower others to act - Develop and promote change-related knowledge and ability - Identify short-term wins and use as reinforcement of change progress - Monitor and strengthen the change process over time - Institutionalize change in company culture, practices, 	<ul style="list-style-type: none"> - Not based on primary data and contemporary data

	<ul style="list-style-type: none">- Emergent processes of change- Shared goals and beliefs- Leadership competencies- Trust in leader- The nature of the change itself- Readiness of the organization for change		and management succession	
--	--	--	---------------------------	--

2.4 Research Gap

Most of the previous studies do not discuss about the wide range of organizational change and development interventions. So, the organizational change and development interventions that these studies suggest are not comprehensive.

Few researchers have collected primary data for the research. However, sample size used for the data collection is from few and limited organizations and participants. Thus, the findings and conclusions of these researches cannot be generalized for all the organizations.

Most of the previous articles are based on literature review. So, these researches are not based on primary data and contemporary data. Thus, the findings and conclusions might not be relevant in the present time and context.

CHAPTER III

RESEARCH METHODOLOGY

This chapter includes the research methodology of this study. This includes aspects like research design, population and sample, data collection sources and procedure and data analysis procedure.

3.1 Research Design

This research used descriptive research design in order to review the impact of organizational change and development interventions like transformational leadership, effective communication, empowerment, contingent reward, training, work design and learning culture on employees' job commitment. Survey research design has been used to collect the data from the employees of various banks for this research.

3.2 Population, Sample and Sampling Design

This study is based on the data collected from the banks that are operating in Kathmandu, Nepal. The banks that were selected for this study are Citizens' Bank International Ltd., Global IME Bank, Mahalaxmi Development Bank, Nabil Bank, Nepal Investment Mega Bank, Nepal Rastra Bank, NIC Asia Bank, Prabhu Bank, Prime Bank, Sanima Bank and Siddhartha Bank. The sample for data collection for this study was selected from among the employees' population of these banks. Non random sampling was used for the selection of respondent for this study. Questionnaire was distributed to sample size of 450 employees of these banks. Total of 331 responses were recorded among the distributed questionnaire for analysis for this study.

3.3 Nature and Sources of Data and the Instrument of Data Collection

3.3.1 Nature of Data Collection

The type of data collection that is used in this research is primary source of data collection using questionnaire survey.

3.3.2 Sources of Data Collection

The data for this study is collected from the sample selected from among the employees' population of banks that includes Citizens' Bank International Ltd., Global IME Bank, Mahalaxmi Development Bank, Nabil Bank, Nepal Investment Mega Bank, Nepal Rastra Bank, NIC Asia Bank, Prabhu Bank, Prime Bank, Sanima Bank and Siddhartha Bank. The data for this study is collected from the sample of 331 employees from the entire employees' population of these banks.

3.3.3 Method of Data Collection

The questionnaire was designed utilizing online application. Then, the questionnaire was shared with the employees of the banks with the explanation of the study objective and a request to fill the form online. Subsequently, the data collected from the questionnaire was compiled together to further analyze the data.

3.3.4 Instrument of Data Collection

The instrument that is used to collect the primary data in this study is questionnaire. The questionnaire is divided into two sections. The first section includes the demographic aspects of the respondents. The second section includes questions under five point Likert scale (5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=Strongly Disagree) to study the relationship between independent and dependent variables. Here, the respondents were given questions with options for responses. The respondent selected the responses that explained their situation in the best way, from the available options for responses.

3.4 Methods of Analysis

IBM SPSS Statistics Viewer software 29.0.2.0 was used to analyze the data collected for this research. Similarly, tables are used to present the analysis of data in this study. In order to study the relationship between the independent variables that are transformational leadership, effective communication, empowerment, contingent reward, training, work design, learning culture with dependent variables that is employees' job commitment, descriptive analysis, association analysis and impact and regression analysis were performed.

3.4.1 Descriptive Analysis

In descriptive analysis, the demographic characteristics of the respondent, mean and standard deviation are used to analyze the relation of independent and dependent variables.

3.4.1.1 Mean

Mean is the average value of the entire data. Single mean value represents the entire data. It is calculated as:

$$\bar{X} = \frac{\sum X}{n}$$

Where,

$$\begin{aligned} \bar{X} &= \text{Arithmetic Mean} \\ n &= \text{Numbers of observation} \\ \sum X &= \text{Sum of observations} \end{aligned}$$

3.4.1.2 Standard Deviation

Standard Deviation is the absolute measure of dispersion and variability. It is calculated as:

$$SD = \sqrt{\frac{\sum (X - \bar{X})^2}{n - 1}}$$

Where,

SD= Standard Deviation

3.4.2 Correlation Analysis

Correlation measures the linear correlation between the two variables. A positive correlation indicates that the relationship between the variables is positive that is with the increase in one variable, another variable also increases. Unlikely, a negative correlation indicates that the relationship between the variables is negative that is with the decrease in one variable, another variable increases.

3.4.3 Regression Analysis

In impact and regression analysis, the model summary, ANOVA and coefficient analysis are used to analyze the relation of organizational change and development interventions that are transformational leadership, effective communication, empowerment, contingent reward, training, work design, learning culture with employees' job commitment. It can be expressed mathematically as mentioned below.

$$Y = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + e$$

Where,

Y= Employees' job commitment

β_1 = Constant

X₂= Transformational leadership

X₃= Effective communication

X₄ = Empowerment

X₅= Contingent reward

X₆=Training

X₇=Work design

X₈= Learning culture

β_i = Regression of Coefficient of X_i

i= 2, 3, 4, 5, 6, 7, 8

e = error

3.5 Research Framework and Definition of Variables

3.5.1 Research Framework

This research is based on its objective to examine which organizational change and development interventions can prepare employees to show high degree of job commitment

2. Effective Communications and Employees' Job Commitment

Buono and Kerber (2010) have studied creating a sustainable approach to change: building organizational change capacity. The study suggests that shared purpose supported by common understanding about the organizational change can make the whole organization ready to support a sustainable change. However, when change purpose is not communicated with the team members properly, common understanding about the organizational change is not achieved which further prevents the team members from being ready to support the change.

3. Empowerment and Employees' Job Commitment

Buchanan et al., (2005) have studied sustaining organizational change. The study suggests that good management worker relationships can be achieved from high trust, high discretion relationships through empowerment and participation in decision making which will further prepare team members to adapt to the change. However, when the team members are not empowered, they will not have discretion relationship with the management that will further create resistance to adapt to change amongst the team members as proposed by the management.

4. Contingent reward and Employees' Job Commitment

Brown and May (2010) have studied on organizational change and development-the efficacy of transformational leadership training. The study suggests that transformational leadership development and training program resulted in significant increases in contingent reward behavior among first-line supervisor and contingent reward is significantly correlated with the productivity and readiness to change from existing state to new state. However, when change efforts of the team members are not rewarded, the employees are less motivated to implement change.

5. Training and Employees' Job Commitment

Chou (2015) has studied transformational leadership and employee's behavioral support for organizational change. The study suggests that enhancing employees' self-efficacy by developing employees' competencies through training programs will make the employees as

change agents, enhances their affective commitment to change and, further, promotes their behavioral support for change. However, without training, the self-efficacy in the employees will not develop which will further create change related stress and thereby, resistance to change amongst the employees.

6. Work Designs and Employees' Job Commitment

Psychologist Albert Bandura developed self-efficacy theory in 1977. The theory suggests that in order to develop self-efficacy in employees to adapt to change, organisations can provide employees with opportunities to engage in tasks and projects and designs work for them where they can experience success and build confidence. However, without proper work design, the employees will not be confident in themselves to adapt to change.

7. Learning Culture and Employees' Job Commitment

Choi and Ruona (2010) have studied individual readiness for organizational change and its implications for human resource and organization development. The study suggests that individuals who perceive their work environment to have characteristics associated with a learning culture are more likely to have higher levels of readiness for organizational change. However, without the learning culture in the organization, the employees are less confident to adapt to change.

CHAPTER IV

RESULTS AND DISCUSSION

This chapter includes the information received from the data collected. This information has been gathered from the responses of the respondents from a survey. In this chapter, data are presented, analyzed and discussed to reach a meaningful conclusion. It consists of two sections that are results and discussions.

4.1 Results

In the result section, the data are presented and analyzed to understand the meaning of the data. Different tables are used to present data. Similarly, descriptive analysis, association analysis and impact and regression analysis are the method used to analyze the data.

4.1.1 Descriptive Analysis

In descriptive analysis, the demographic characteristics of the respondent, mean and standard deviation are used to analyze the relation of organizational change and development interventions that are transformational leadership, effective communication, empowerment, contingent reward, training, work design, learning culture with employees' job commitment. The parameters of these variables were measured on 5 point Likert scale with 5 indicating strongest agreement and 1 indicating strongest disagreement. The most typical value in the set of values is defined by mean. Similarly, how far the value is away from mean is defined by standard deviation.

4.1.1.1 Demographic Characteristics of Respondent

Table 2
Gender of Respondent

S. No.	Gender	Total in Number	Total in Percentage
1	Female	153	46%
2	Male	178	54%
Total		331	100%

In the table 2, the employees of banks were the respondents for the survey. The women consist of 46% of the total participants and men consist of 54% of the total participants.

Table 3
Age of Respondent

S. No.	Age	Total in Number	Total in Percentage
1	21-30	205	61.93%
2	31-40	125	37.76%
3	41-50	1	0.30%
Total		331	100%

In the table 3, the employees of banks were the respondents for the survey. The age between 21-30 years consist of 62.12% of the total participants, the age between 31-40 years consists of 37.88% of the total participants and the age between 41-50 years consists of 0.30% of the total participants.

4.1.1.2 Analysis of Transformational Leadership

Table 4
Analysis of Transformational Leadership

	N	Minimum	Maximum	Mean	Std. Deviation
TL1	331	3	5	4.28	0.508
TL2	331	3	5	4.29	0.518
TL3	331	1	5	4.25	0.555
TL4	331	2	5	4.24	0.536
TL5	331	2	5	4.21	0.575
Valid N	331				

In the table 4, the parameter of transformational leadership in TL1 is enhancing the understanding about the common change goals, TL2 is enhancing team work, TL3 is enhancing learning culture, TL4 is enhancing self-efficacy amongst the team members, TL5 is mitigating change related stress amongst the team members. The mean for all these

parameters of transformational leadership in its relation to employee job commitment is above 4 under 5 point scale. This indicates that these parameters satisfy the relation of transformational leadership with employees' job commitment. Similarly, the standard deviation for all these parameters of transformational leadership is slightly above 0.5 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent.

4.1.1.3 Analysis of Effective Communication

Table 5
Analysis of Effective Communication

	N	Minimum	Maximum	Mean	Std. Deviation
EC1	331	2	5	4.27	0.528
EC2	331	3	5	4.29	0.516
EC3	331	2	5	4.27	0.531
EC4	331	1	5	4.27	0.544
EC5	331	1	5	4.27	0.542
Valid N	331				

In the table 5, the parameter of effective communication in EC1 is developing the common understanding about the change goal, EC2 is developing the common understanding about the change strategy, EC3 is developing understanding about the roles and responsibilities of the team members, EC4 is providing proper feedback about the performance to the team members, EC5 is providing proper feedback about the progress on change implementation. The mean for all these parameters of effective communication in its relation to employee job commitment is above 4 under 5 point scale. This indicates that these parameters satisfy the relation of effective communication with employees' job commitment. Similarly, the standard deviation for all these parameters of effective communication is slightly above 0.5 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent.

4.1.1.4 Analysis of Empowerment

Table 6
Analysis of Empowerment

	N	Minimum	Maximum	Mean	Std. Deviation
EM1	331	3	5	4.34	0.516
EM2	331	2	5	4.3	0.561
EM3	331	2	5	4.29	0.556
EM4	331	1	5	4.27	0.602
EM5	331	3	5	4.26	0.575
Valid N	331				

In the table 6, the parameter of empowerment in EM1 is providing the scope to the team members to share creative ideas more often, EM2 is building trust relation between the management and the team members, EM3 is developing the discretion relationship between the management and the team members, EM4 is developing the autonomy amongst the team members, EM5 is providing the scope for growth to the team members. The mean for all these parameters of empowerment in its relation to employee job commitment is above 4 under 5 point scale. This indicates that these parameters satisfy the relation of empowerment with employees' job commitment. Similarly, the standard deviation for all these parameters of empowerment is slightly above 0.5 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent.

4.1.1.5 Analysis of Contingent Reward

Table 7
Analysis of Contingent Reward

	N	Minimum	Maximum	Mean	Std. Deviation
CR1	331	1	5	4.19	0.612
CR2	331	2	5	4.18	0.616
CR3	331	2	5	4.22	0.581
CR4	331	1	5	4.21	0.591
CR5	331	2	5	4.13	0.662
Valid N	331				

In the table 7, the parameter of contingent reward in CR1 is encouraging the team members to meet their goals, CR2 is encouraging the team members to improve their performances, CR3 is leading the team members feel that they are valued and recognized, CR4 is leading the team members feel that they are appreciated, CR5 is developing the compliance of the team members towards organizational goals and policies. The mean for all these parameters of contingent reward in its relation to employee job commitment is above 4 under 5 point scale. This indicates that these parameters satisfy the relation of contingent reward with employees' job commitment. Similarly, the standard deviation for all these parameters of contingent reward is slightly above 0.5 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent.

4.1.1.6 Analysis of Training

Table 8
Analysis of Training

	N	Minimum	Maximum	Mean	Std. Deviation
T1	331	1	5	4.23	0.575
T2	331	3	5	4.25	0.541
T3	331	3	5	4.22	0.547
T4	331	2	5	4.21	0.574
T5	331	3	5	4.23	0.548
Valid N	331				

In the table 8, the parameter of training in T1 is developing the skill of the team members, T2 is developing the knowledge of the team members, T3 is developing the self- efficacy amongst the team members, T4 is developing the competencies of the team members, T5 is developing the confidence of the team members. The mean for all these parameters of training in its relation to employee job commitment is above 4 under 5 point scale. This indicates that these parameters satisfy the relation of training with employees' job commitment. Similarly, the standard deviation for all these parameters of training is slightly

above 0.5 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent.

4.1.1.7 Analysis of Work Design

Table 9
Analysis of Work Design

	N	Minimum	Maximum	Mean	Std. Deviation
WD1	331	2	5	4.25	0.53
WD2	331	2	5	4.26	0.517
WD3	331	2	5	4.24	0.537
WD4	331	3	5	4.24	0.531
WD5	331	2	5	4.24	0.548
Valid N	331				

In the table 9, the parameter of work design in WD1 is developing the understanding about the job responsibilities, WD2 is developing the understanding about the work relationship, WD3 is by ensuring that right task is assigned to the right person, WD4 is enabling the team members to utilize their full potential, WD5 is developing clarity about the expectations of the management from the team members. The mean for all these parameters of work design in its relation to employee job commitment is above 4 under 5 point scale. This indicates that these parameters satisfy the relation of work design with employees' job commitment. Similarly, the standard deviation for all these parameters of work design is slightly above 0.5 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent.

4.1.1.8 Analysis of Learning Culture

Table 10
Analysis of Learning Culture

	N	Minimum	Maximum	Mean	Std. Deviation
LC1	331	3	5	4.27	0.503
LC2	331	3	5	4.25	0.513
LC3	331	2	5	4.23	0.541
LC4	331	3	5	4.26	0.515
LC5	331	3	5	4.25	0.518
Valid N	331				

In the table 10, the parameter of learning culture in LC1 is continuously enhancing the knowledge of the team members, LC2 is removing the confusions amongst the team members, LC3 is developing the skills of the team members, LC4 is developing the confidence of the team members, LC5 is team building through sharing of the knowledge amongst the team members. The mean for all these parameters of learning culture in its relation to employee job commitment is above 4 under 5 point scale. This indicates that these parameters satisfy the relation of learning culture with employees' job commitment. Similarly, the standard deviation for all these parameters of learning culture is slightly above 0.5 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent.

4.1.1.9 Analysis of Employees' Job Commitment

Table 11
Analysis of Employees' Job Commitment

	N	Minimum	Maximum	Mean	Std. Deviation
EJC1	331	2	5	4.27	0.541
EJC2	331	3	5	4.27	0.534
EJC3	331	2	5	4.28	0.537
EJC4	331	2	5	4.29	0.528
EJC5	331	1	5	4.28	0.578
Valid N	331				

In the table 11, the parameter of employees' job commitment in EJC1 is employees share creative ideas with the team for organizational change, EJC2 is employees comply with the organizational policies for organizational change, EJC3 is employees work in co-ordination and co-operation with the team for organizational change, EJC4 is employees learn, develop and share the knowledge related to the job for organizational change, EJC5 is employees accept the responsibilities with high accountability for organizational change. The mean for all these parameters of employee job commitment in relation to organizational change is above 4 under 5 point scale. This indicates that these parameters satisfy the relation of employee job commitment with successful implementation of organizational change. Similarly, the standard deviation for all these parameters of employees' job commitment is slightly above 0.5 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent.

4.1.1.10 Analysis of Relation of Independent Variables with Dependent Variable

Table 12

Analysis of Relation of Independent Variables with Dependent Variable

	N	Minimum	Maximum	Mean	Std. Deviation
TL	331	3	5	4.2556	0.50626
EC	331	2.2	5	4.2743	0.5054
EM	331	3	5	4.2912	0.51594
CR	331	2.2	5	4.1873	0.56736
T	331	3	5	4.2296	0.52544
WD	331	3	5	4.2502	0.50909
LC	331	3	5	4.2538	0.50031
EJC	331	3	5	4.2785	0.51368
Valid N	331				

In the table 12, the mean of independent variables that are TL (Transformational Leadership), EC (Effective Communication), EM (Empowerment), CR (Contingent Reward), T (Training), WD (Work Design), LC (Learning Culture) in relation to dependent variable

that is EJC (Employees' Job Commitment) is above 4 under 5 point scale. This indicates that all these independent variables satisfy their relation with the dependent variable employees' job commitment. Similarly, the standard deviation for all these variables is slightly above 0.5 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent.

4.1.2 Correlation Analysis

Correlation measures the linear correlation between the two variables. A positive correlation indicates that the relationship between the variables is positive that is with the increase in one variable, another variable also increases. Unlikely, a negative correlation indicates that the relationship between the variables is negative that is with the decrease in one variable, another variable increases.

Table 13
Correlation Analysis

		TL	EC	EM	CR	T	WD	LC	EJC
TL	Pearson Correlation	1							
	Sig. (2-tailed)								
EC	Pearson Correlation	.866**	1						
	Sig. (2-tailed)	0.00							
EM	Pearson Correlation	.830**	.906**	1					
	Sig. (2-tailed)	0.00	0.00						
CR	Pearson Correlation	.716**	.721**	.726**	1				
	Sig. (2-tailed)	0.00	0.00	0.00					
T	Pearson Correlation	.796**	.867**	.859**	.784**	1			
	Sig. (2-tailed)	0.00	0.00	0.00	0.00				
WD	Pearson Correlation	.840**	.888**	.888**	.774**	.902**	1		
	Sig. (2-tailed)	0.00	0.00	0.00	0.00	0.00			
LC	Pearson Correlation	.861**	.899**	.895**	.799**	.918**	.958**	1	
	Sig. (2-tailed)	0.00	0.00	0.00	0.00	0.00	0.00		
EJC	Pearson Correlation	.812**	.870**	.856**	.770**	.897**	.913**	.929**	1
	Sig. (2-tailed)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

** Correlation is significant at the 0.01 level (2-tailed)

In the table 13, independent variables are TL (Transformational Leadership), EC (Effective Communication), EM (Empowerment), CR (Contingent Reward), T (Training), WD (Work

Design), LC (Learning Culture) and dependent variable is EJC (Employees' Job Commitment). The correlation between transformational leadership and employees' job commitment is 0.812, effective communication and employees' job commitment is 0.870, empowerment and employees' job commitment is 0.856, contingent reward and employees' job commitment is 0.770, training and employees' job commitment is 0.897, work design and employees' job commitment is 0.913, learning culture and employees' job commitment is 0.929. Similarly, the p value between transformational leadership, effective communication, empowerment, contingent reward, training, work design, learning culture in relation to employees' job commitment is 0.00 which is less than 0.05. These show that there is positive correlation between these independent variables and dependent variable that is employees' job commitment.

4.1.3 Regression Analysis

In regression analysis, the model summary, ANOVA and coefficient analysis are used to analyze the relation of organizational change and development interventions that are transformational leadership, effective communication, empowerment, contingent reward, training, work design, learning culture with employees' job commitment.

4.1.3.1 Model Summary Analysis

Table 14
Model Summary Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939 ^a	0.881	0.879	0.17894

a. Predictors: (Constant), LC, CR, TL, EM, T, EC, WD

b. Dependent Variable: EJC

In the table 14, Pearson's correlation (R) is 0.939. Similarly, the coefficient of determination (R square) is 0.881. This indicates that there is positive correlation between independent variables that are TL (Transformational Leadership), EC (Effective Communication), EM (Empowerment), CR (Contingent Reward), T (Training), WD (Work Design), LC (Learning Culture) and dependent variable that is EJC (Employees' Job Commitment). However,

transformational leadership, effective communication, empowerment, contingent reward, training, work design, learning culture are not the only meaningful determinants of employees' job commitment as these variables have an impact of 87.9% (adjusted R square). The other factors also have an impact on employees' job commitment of remaining 12.1%

4.1.3.2 ANOVA

Table 15
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	76.735	7	10.962	342.356	<.001 ^b
Residual	10.342	323	0.032		
Total	87.078	330			

a. Dependent Variable: EJC

b. Predictors: (Constant), LC, CR, TL, EM, T, EC, WD

In the table 15, the p-value is <0.001 which is less than 0.05. This indicates that significant relationship exists between the independent variables that are TL (Transformational Leadership), EC (Effective Communication), EM (Empowerment), CR (Contingent Reward), T (Training), WD (Work Design), LC (Learning Culture) and dependent variable that is EJC (Employees' Job Commitment).

4.1.3.3 Coefficient Analysis

Table 16
Coefficient Analysis

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.122	0.088		1.387	0.166
1					
TL	-0.01	0.043	-0.01	-0.24	0.81
EC	0.115	0.057	0.113	2.034	0.043
EM	-0.001	0.051	-0.001	-0.017	0.987
CR	0.039	0.03	0.044	1.323	0.187
T	0.21	0.051	0.215	4.129	0.00
WD	0.186	0.071	0.184	2.621	0.009
LC	0.44	0.084	0.428	5.262	0.00

a. Dependent Variable: EJC

In the table 16, the transformation leadership (TL) has B of -0.010, t of -0.240 and p of 0.810. The p value is more than 0.05 which indicates that transformational leadership does not have significant impact on employees' job commitment for the organizational change.

The effective communication (EC) has B of 0.115, t of 2.034 and p of 0.043. The p value is less than 0.05 which indicates that effective communication has significant impact on employees' job commitment for the organizational change. Also, the employees' job commitment will increase by 0.115 units for every unit increase in effective communications

The empowerment (EM) has B of -0.001, t of -0.017 and p of 0.987. The p value is more than 0.05 which indicates that empowerment does not have significant impact on employees' job commitment for the organizational change.

The contingent reward (CR) has B of 0.039, t of 1.323 and p of 0.187. The p value is more than 0.05 which indicates that contingent reward does not have significant impact on employees' job commitment for the organizational change.

The training (T) has B of 0.210, t of 4.129 and p of 0.000. The p value is less than 0.05 which indicates that training has significant impact on employees' job commitment for the organizational change. Also, the employees' job commitment will increase by 0.210 units for every unit increase in training.

The work design (WD) has B of 0.186, t of 2.621 and p of 0.009. The p value is less than 0.05 which indicates that work design has significant impact on employees' job commitment for the organizational change. Also, the employees' job commitment will increase by 0.186 units for every unit increase in work design.

The learning culture (LC) has B of 0.440, t of 5.262 and p of 0.000. The p value is less than 0.05 which indicates that learning culture has significant impact on employees' job commitment for the organizational change. Also, the employees' job commitment will increase by 0.440 units for every unit increase in learning culture.

4.2 Discussion

In this section, the relationships of independent variable and dependent variable are interpreted as mentioned below.

4.2.1 Transformational Leadership and Employees' Job Commitment

The mean of independent variable transformational leadership in relation to dependent variable that is employees' job commitment is 4.2556. This indicates that transformational leadership satisfies its relation with employees' job commitment. Similarly, the standard deviation for all these variables is 0.50626 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent. The correlation between transformational leadership and employees' job commitment is 0.812 and the p-value in correlation matrix is 0.00 which is less than 0.05. There is positive correlation between transformational leadership and employees' job commitment. In the model summary, Pearson's correlation (R) is 0.939. Similarly, the coefficient of determination (R square) is 0.881. This indicates that there is positive correlation between transformational leadership and employees' job commitment. In the ANOVA analysis, the p-value is <0.001 which is less than 0.05. This indicates that significant relationship exists between transformational leadership and employees' job

commitment. In the coefficient analysis, the transformation leadership (TL) has B of -0.010, t of -0.240 and p of 0.810. The p value is more than 0.05 which indicates that transformational leadership does not have significant impact on employees' job commitment for the organizational change. These results show that there is insignificant positive relationship between transformational leadership and employees' job commitment. These results are inconsistent with the study of Chou (2015).

4.2.2 Effective Communication and Employees' Job Commitment

The mean of independent variable effective communication in relation to dependent variable that is employees' job commitment is 4.2743. This indicates that effective communication satisfies its relation with employees' job commitment. Similarly, the standard deviation for all these variables is 0.50540 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent. The correlation between effective communication and employees' job commitment is 0.870 and the p-value in correlation matrix is 0.00 which is less than 0.05. There is positive correlation between effective communication and employees' job commitment. In the model summary, Pearson's correlation (R) is 0.939. Similarly, the coefficient of determination (R square) is 0.881. This indicates that there is positive correlation between effective communication and employees' job commitment. In the ANOVA analysis, the p-value is <0.001 which is less than 0.05. This indicates that significant relationship exists between effective communication and employees' job commitment. In the coefficient analysis, the effective communication has B of 0.115, t of 2.034 and p of 0.043. The p value is less than 0.05 which indicates that effective communication has significant impact on employees' job commitment for the organizational change. Also, the employees' job commitment will increase by 0.115 units for every unit increase in effective communications. These results show that there is significant positive relationship between effective communication and employees' job commitment. These results are consistent with the study of Buono and Kerber (2010).

4.2.3 Empowerment and Employees' Job Commitment

The mean of independent variable empowerment in relation to dependent variable that is employees' job commitment is 4.2912. This indicates that empowerment satisfies its relation

with employees' job commitment. Similarly, the standard deviation for all these variables is 0.51594 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent. The correlation between empowerment and employees' job commitment is 0.856 and the p-value in correlation matrix is 0.00 which is less than 0.05. There is positive correlation between empowerment and employees' job commitment. In the model summary, Pearson's correlation (R) is 0.939. Similarly, the coefficient of determination (R square) is 0.881. This indicates that there is positive correlation between empowerment and employees' job commitment. In the ANOVA analysis, the p-value is <0.001 which is less than 0.05. This indicates that significant relationship exists between empowerment and employees' job commitment. In the coefficient analysis, the empowerment has B of -0.001, t of -0.017 and p of 0.987. The p value is more than 0.05 which indicates that empowerment does not have significant impact on employees' job commitment for the organizational change. These results show that there is insignificant positive relationship between empowerment and employees' job commitment. These results are inconsistent with the study of Buchanan et al., (2005).

4.2.4 Contingent Reward and Employees' Job Commitment

The mean of independent variable contingent reward in relation to dependent variable that is employees' job commitment is 4.1873. This indicates that contingent reward satisfies its relation with employees' job commitment. Similarly, the standard deviation for all these variables is 0.56736 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent. The correlation between contingent reward and employees' job commitment is 0.770 and the p-value in correlation matrix is 0.00 which is less than 0.05. There is positive correlation between contingent reward and employees' job commitment. In the model summary, Pearson's correlation (R) is 0.939. Similarly, the coefficient of determination (R square) is 0.881. This indicates that there is positive correlation between contingent reward and employees' job commitment. In the ANOVA analysis, the p-value is <0.001 which is less than 0.05. This indicates that significant relationship exists between contingent reward and employees' job commitment. In the coefficient analysis, the contingent reward (CR) has B of

0.039, t of 1.323 and p of 0.187. The p value is more than 0.05 which indicates that contingent reward does not have significant impact on employees' job commitment for the organizational change. These results show that there is insignificant positive relationship between contingent reward and employees' job commitment. These results are inconsistent with the study of Brown and May (2010).

4.2.5 Training and Employees' Job Commitment

The mean of independent variable training in relation to dependent variable that is employees' job commitment is 4.2296. This indicates that training satisfies its relation with employees' job commitment. Similarly, the standard deviation for all these variables is 0.52544 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent. The correlation between training and employees' job commitment is 0.897 and the p-value in correlation matrix is 0.00 which is less than 0.05. There is positive correlation between training and employees' job commitment. In the model summary, Pearson's correlation (R) is 0.939. Similarly, the coefficient of determination (R square) is 0.881. This indicates that there is positive correlation between training and employees' job commitment. In the ANOVA analysis, the p-value is <0.001 which is less than 0.05. This indicates that significant relationship exists between training and employees' job commitment. In the coefficient analysis, the training has B of 0.210, t of 4.129 and p of 0.000. The p value is less than 0.05 which indicates that training has significant impact on employees' job commitment for the organizational change. Also, the employees' job commitment will increase by 0.210 units for every unit increase in training. These results show that there is significant positive relationship between training and employees' job commitment. These results are consistent with the study of Chou (2015).

4.2.6 Work Design and Employees' Job Commitment

The mean of independent variable work design in relation to dependent variable that is employees' job commitment is 4.2502. This indicates that work design satisfies its relation with employees' job commitment. Similarly, the standard deviation for all these variables is 0.50909 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent.

The correlation between work design and employees' job commitment is 0.913 and the p-value in correlation matrix is 0.00 which is less than 0.05. There is positive correlation between work design and employees' job commitment. In the model summary, Pearson's correlation (R) is 0.939. Similarly, the coefficient of determination (R square) is 0.881. This indicates that there is positive correlation between work design and employees' job commitment. In the ANOVA analysis, the p-value is <0.001 which is less than 0.05. This indicates that significant relationship exists between work design and employees' job commitment. In the coefficient analysis, the work design has B of 0.186, t of 2.621 and p of 0.009. The p value is less than 0.05 which indicates that work design has significant impact on employees' job commitment for the organizational change. Also, the employees' job commitment will increase by 0.186 units for every unit increase in work design. These results show that there is significant positive relationship between work design and employees' job commitment. These results are consistent with the study of Bandura (1977).

4.2.7 Learning Culture and Employees' Job Commitment

The mean of independent variable learning culture in relation to dependent variable that is employees' job commitment is 4.2538. This indicates that learning culture satisfies its relation with employees' job commitment. Similarly, the standard deviation for all these variables is 0.50031 which is significantly less than the mean. This indicates that there is less variability in the data set and the values are close to the mean value and the values are more consistent. The correlation between learning culture and employees' job commitment is 0.929 and the p-value in correlation matrix is 0.00 which is less than 0.05. There is positive correlation between learning culture and employees' job commitment. In the model summary, Pearson's correlation (R) is 0.939. Similarly, the coefficient of determination (R square) is 0.881. This indicates that there is positive correlation between learning culture and employees' job commitment. In the ANOVA analysis, the p-value is <0.001 which is less than 0.05. This indicates that significant relationship exists between learning culture and employees' job commitment. In the coefficient analysis, the learning culture (LC) has B of 0.440, t of 5.262 and p of 0.000. The p value is less than 0.05 which indicates that learning culture has significant impact on employees' job commitment for the organizational change. Also, the employees' job commitment will increase by 0.440 units for every unit increase in

learning culture. These results show that there is significant positive relationship between learning culture and employees' job commitment. These results are consistent with the study of Choi and Ruona (2010).

CHAPTER V

SUMMARY AND CONCLUSION

This chapter includes the research summary, conclusion and implications of the study. This chapter is divided in three sections. The first section gives the overview of the study. The second section provides the conclusion of the study. The third section provides the recommendations.

5.1 Summary

Organizational change is required in the organization is different points of the organization's life cycle. These organizational changes have significant impact in the mindset and opinion of the employees and lead employees to depict a certain type of behavior. Employees might embrace the change with great sense of positivity. On the other hand, employees are more likely to resist the change. When employees show resistance to organizational change, their job commitment for organizational change is very low. This prevents the organization from reaching its goal efficiently. Thus, it is very important for the organizations to implement comprehensive organizational change and development activities to prepare the employees to show high degree of job commitment for the organizational change. The objective of this research was to examine which organizational change and development interventions can prepare employees to show high degree of job commitment for organizational change.

The study uses descriptive research design. Several literatures from various authors have been discussed to develop the understanding about the organizational development interventions that affect the employees' job commitment. This study is based on the primary data collected from the sample of 331 employees from the entire employees' population of various banks. Similarly, questionnaire survey was used to collect the data for this study. IBM SPSS Statistics Viewer software 29.0.2.0 was used to analyze the data collected for this research. In order to study the relationship between the independent variables that are transformational leadership, effective communication, empowerment, contingent reward, training, work design, learning culture with dependent variables that is employees' job commitment, descriptive analysis, association analysis and impact and regression analysis were performed. This study shows the organizational change and development interventions

that can prepare employees to show high degree of job commitment for the organizational change.

5.2 Conclusion

This study shows that there is significant positive relationship between effective communication and employees' job commitment. The study suggests that when common understanding about the organizational change goal and strategy, roles and responsibilities, feedback on the performance are shared with the team, the whole team members support the organizational change and the degree of employees' job commitment for the organizational change is increased.

Similarly, this study shows that there is significant positive relationship between training and employees' job commitment. Developing employees' competencies through training programs will develop self-efficacy amongst the employees which will further promote the employees' job commitment for the organizational change.

Accordingly, this result shows that there is significant positive relationship between work design and employees' job commitment. When right task is assigned to right employees with clarity in job responsibilities, work relationship, expectations of the management, employees feel that they can experience success within the organizational change. This leads to employees' job commitment for organizational change.

This result shows that there is significant positive relationship between learning culture and employees' job commitment. When there is scope for the employees to continuously increase their knowledge through different learning activities within the organization, the employees feel confident to deal with organizational change which further promotes employees' job commitment for organizational change.

The study shows that there is insignificant positive relationship between transformational leadership and employees' job commitment, empowerment and employees' job commitment and contingent reward and employees' job commitment. Therefore, promoting transformational leadership, empowerment and contingent reward will not significantly increase the employees' job commitment for the organizational change.

In conclusion, implementing the organizational change and development interventions that are effective communication, training, work design and learning culture by the organizations in their system can facilitate the organizations prepare the employees to accept and adapt to organizational change and can prepare the employees to show high degree job commitment for organizational change.

5.3 Implications

This study suggests the management and human resource managers to implement the organizational change and development interventions that are effective communication, training, work design and learning culture in the system of the organizations. This will develop the self efficacy amongst the employees to adapt to the change and further, prepare the employees to show high degree of job commitment for the organizational change.

Similarly, future research should focus to examine if the organizational change and development interventions of this study is applicable across other industries to prepare the employees of those industries to show high degree of job commitment for organizational change or not as this study focuses on the relation of organizational change and development interventions with employees' job commitment of banking industry.

REFERENCES

- Akhtar, M. N., & Long, L. (2015). Organizational change determinants and employees behavior: a psychological contract perspective. *European scientific journal*, 11(1), 189–199.
- Banutu-Gomez, M. B., & Banutu-Gomez, S. M. (2016). Organizational change and development. *European scientific journal*, 12(22), 56.
- Beer, M., & Walton, A. E. (1987). Organization change and development. *Annual review of psychology*, 38(1), 339–367.
- Brown, W., & May, D. (2012). Organizational change and development: The efficacy of transformational leadership training. *Journal of management development*, 31(6), 520-536.
- Buchanan, D., Fitzgerald, L., Ketley, D., Gollop, R., Jones, J. L., Lamont, S. S., Neath, A., & Whitby, E. (2005). No going back: A review of the literature on sustaining organizational change. *International journal of management reviews*, 7(3), 189-205.
- Buono, A. F., & Kerber, K. W. (2010). Creating a sustainable approach to change: Building organizational change capacity. *SAM advanced management journal*, 75(2), 4-21.
- Carnall, C. A. (1986). Toward a theory for the evaluation of organizational change. *Human relations*, 39(8), 745-766.
- Choi, M., & Ruona, W. E. (2011). Individual readiness for organizational change and its implications for human resource and organization development. *Human resource development review*, 10(1), 46-73.
- Chou, P. (2015). Transformational leadership and employee's behavioral support for organizational change. *European journal of business and management*, 7(3), 110-122.
- Cobb, A. T., Folger, R., & Wooten, K. (1995). The role justice plays in organizational change. *Public administration quarterly*, 19(2), 135-151.

- Finio, M. & Downie, A. (2023). What is organizational development?. Retrieved from <https://www.ibm.com/topics/organizational-development>
- Hage, J. T. (1999). Organizational innovation and organizational change. *Annual review of sociology*, 25(1), 597-622.
- Hendry, C. (1996). Understanding and creating whole organizational change through learning theory. *Human relations*, 49(5), 621-641.
- Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2007). Readiness for organizational change: The systematic development of a scale. *The journal of applied behavioral science*, 43(2), 232-255.
- Judge, T. A., Thoresen, C. J., Pucik, V., & Welbourne, T. M. (1999). Managerial coping with organizational change: A dispositional perspective. *Journal of applied psychology*, 84(1), 107.
- Junginger, S. (2008). Product development as a vehicle for organizational change. *Design issues*, 24(1), 26-35.
- Kahn, R. L. (1974). Organizational development: Some problems and proposals. *The journal of applied behavioral science*, 10(4), 485-502.
- Kimberly, J. R., & Bouchikhi, H. (1995). The dynamics of organizational development and change: How the past shapes the present and constrains the future. *Organization science*, 6(1), 9-18.
- Latta, G. F. (2009). A process model of organizational change in cultural context (OC3 Model) The impact of organizational culture on leading change. *Journal of leadership & organizational studies*, 16(1), 19-37.
- Oreg, S., & Berson, Y. (2019). Leaders' impact on organizational change: Bridging theoretical and methodological chasms. *Academy of management annals*, 13(1), 272-307.
- Palmer, I., & Dunford, R. (2008). Organizational change and the importance of embedded assumptions. *British journal of management*, 19, S20-S32.

- Phillips, J. R. (1983). Enhancing the effectiveness of organizational change management. *Human resource management, 22*(1-2), 183-199.
- Piderit, S. K. (2000). Rethinking resistance and recognizing ambivalence: A multidimensional view of attitudes toward an organizational change. *Academy of management review, 25*(4), 783-794.
- Rafferty, A. E., & Griffin, M. A. (2006). Perceptions of organizational change: a stress and coping perspective. *Journal of applied psychology, 91*(5), 1154.
- Stobierski, T. (2020). Organizational change management: What it is & why it's important. Retrieved from <https://online.hbs.edu/blog/post/organizational-change-management>
- Stouten, J., Rousseau, D. M., & De Cremer, D. (2018). Successful organizational change: Integrating the management practice and scholarly literatures. *Academy of management annals, 12*(2), 752-788.
- Suddaby, R., & Foster, W. M. (2017). History and organizational change. *Journal of management, 43*(1), 19-38.

APPENDIX

QUESTIONNAIRE

IMPACT OF ORGANIZATIONAL CHANGE AND DEVELOPMENT INTERVENTIONS ON EMPLOYEES' JOB COMMITMENT

Dear Respondents,

Please fill this questionnaire form to help me complete the survey for dissertation for my Master's Degree.

Thanking you for your understanding and co-operation.

Best Regards,

Pratik Raj Shrestha

Part 1

Name of the organization:

Gender: Male

Female

Age (In Year)

18-20

21-30

31-40

41-50

Above 50

Part 2

1. Transformational Leadership

Please give reaction on the following statements on the basis of 5 point Likert scale.

Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD)

Statement		SA	A	N	D	SD
a.	Transformational leadership develops employees' job commitment for organizational change by enhancing the understanding about the common change goals					

b.	Transformational leadership develops employees' job commitment for organizational change by enhancing team work					
c.	Transformational leadership develops employees' job commitment for organizational change by enhancing learning culture					
d.	Transformational leadership develops employees' job commitment for organizational change by enhancing self-efficacy amongst the team members					
e.	Transformational leadership develops employees' job commitment for organizational change by mitigating change related stress amongst the team members					

2. Effective Communications

Please give reaction on the following statements on the basis of 5 point Likert scale.

Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD)

Statement		SA	A	N	D	SD
a.	Effective communications develops employees' job commitment for organizational change by developing the common understanding about the change goal					
b.	Effective communications develops employees' job commitment for organizational change by developing the common understanding about the change strategy					
c.	Effective communications develops employees' job commitment for organizational change by developing understanding about the roles and responsibilities of the team members					
d.	Effective communications develops employees' job commitment for organizational change by providing proper feedback about the performance to the team members					
e.	Effective communications develops employees' job commitment for organizational change by providing proper feedback about the progress on change implementation					

3. Empowerment

Please give reaction on the following statements on the basis of 5 point Likert scale.

Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD)

Statement		SA	A	N	D	SD
a.	Empowerment develops employees' job commitment for organizational change by providing the scope to the team members to share creative ideas more often					
b.	Empowerment develops employees' job commitment for organizational change by building trust relation between the management and the team members					
c.	Empowerment develops employees' job commitment for organizational change by developing the discretion relationship between the management and the team members					
d.	Empowerment develops employees' job commitment for organizational change by developing the autonomy amongst the team members					
e.	Empowerment develops employees' job commitment for organizational change by providing the scope for growth to the team members					

4. Contingent Reward

Please give reaction on the following statements on the basis of 5 point Likert scale.

Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD)

Statement		SA	A	N	D	SD
a.	Contingent reward develops employees' job commitment for organizational change by encouraging the team members to meet their goals					
b.	Contingent reward develops employees' job commitment for organizational change by encouraging the team members to improve their performances					

c.	Contingent reward develops employees' job commitment for organizational change by leading the team members feel that they are valued and recognized					
d.	Contingent reward develops employees' job commitment for organizational change by leading the team members feel that they are appreciated					
e.	Contingent reward develops employees' job commitment for organizational change by developing the compliance of the team members towards organizational goals and policies					

5. Training

Please give reaction on the following statements on the basis of 5 point Likert scale.

Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD)

Statement		SA	A	N	D	SD
a.	Training develops employees' job commitment for organizational change by developing the skill of the team members					
b.	Training develops employees' job commitment for organizational change by developing the knowledge of the team members					
c.	Training develops employees' job commitment for organizational change by developing the self-efficacy amongst the team members					
d.	Training develops employees' job commitment for organizational change by developing the competencies of the team members					
e.	Training develops employees' job commitment for organizational change by developing the confidence of the team members					

6. Work Designs

Please give reaction on the following statements on the basis of 5 point Likert scale.

Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD)

Statement		SA	A	N	D	SD
a.	Work designs develop employees' job commitment for organizational change by developing the understanding about the job responsibilities					
b.	Work designs develop employees' job commitment for organizational change by developing the understanding about the work relationship					
c.	Work designs develop employees' job commitment for organizational change by ensuring that right task is assigned to the right person					
d.	Work designs develop employees' job commitment for organizational change by enabling the team members to utilize their full potential					
e.	Work designs develop employees' job commitment for organizational change by developing clarity about the expectations of the management from the team members					

7. Learning Culture

Please give reaction on the following statements on the basis of 5 point Likert scale.

Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD)

Statement		SA	A	N	D	SD
a.	Learning culture develops employees' job commitment for organizational change by continuously enhancing the knowledge of the team members					
b.	Learning culture develops employees' job commitment for organizational change by removing the confusions amongst the team members					
c.	Learning culture develops employees' job commitment for organizational change by developing the skills of the team members					

d.	Learning culture develops employees' job commitment for organizational change by developing the confidence of the team members					
e.	Learning culture develops employees' job commitment for organizational change by team building through sharing of the knowledge amongst the team members					

8. Employees' Job Commitment

Please give reaction on the following statements on the basis of 5 point Likert scale.

Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD)

Statement		SA	A	N	D	SD
a.	Employees' job commitment leads employees to share creative ideas with the team for organizational change					
b.	Employees' job commitment leads the employees to comply with the organizational policies for organizational change					
c.	Employees' job commitment leads the employees to work in co-ordination and co-operation with the team for organizational change					
d.	Employees' job commitment leads the employees to learn, develop and share the knowledge related to the job for organizational change					
e.	Employees' job commitment leads the employees to accept the responsibilities with high accountability for organizational change					

IMPACT OF ORGANIZATIONAL CHANGE AND DEVELOPMENT...

By: Pratik Raj Shrestha

As of: Jul 5, 2024 4:34:16 PM
18,224 words - 124 matches - 17 sources

Similarity Index

15%

Mode: Summary Report ▼

sources:

324 words / 2% - from 04-Nov-2023 12:00AM
kipdf.com

297 words / 2% - Internet from 24-Dec-2010 12:00AM
www.allbusiness.com

162 words / 1% - Internet from 13-Oct-2022 12:00AM
core.ac.uk

118 words / 1% - Internet from 14-Jan-2023 12:00AM
core.ac.uk

271 words / 1% - Internet from 02-Jul-2019 12:00AM
repository.tudelft.nl

201 words / 1% - Internet from 28-Mar-2020 12:00AM
www.annualreviews.org

185 words / 1% - Internet from 26-Apr-2015 12:00AM
iiste.org

152 words / 1% - Internet from 25-Oct-2019 12:00AM
journals.sagepub.com

141 words / 1% - Internet from 25-Sep-2022 12:00AM
erepository.uonbi.ac.ke

135 words / 1% - Internet from 06-May-2020 12:00AM
docplayer.net

126 words / 1% - Internet from 29-Apr-2020 12:00AM
onlinelibrary.wiley.com

121 words / 1% - Internet from 11-Jul-2022 12:00AM
www.researchgate.net

121 words / 1% - Internet from 08-Aug-2019 12:00AM
www.scribd.com