

“ORGANIZATIONAL CHANGE MANAGEMENT PROCESS: A LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK”

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Abstract

For any organization, its competitors, technology, legislation, and regulations are constantly changing. Amidst all of this, organizational change is inevitable. Established literature in the past, has helped in understanding the evolution of the change process over the years, highlighted various aspects of external and internal change factors responsible for the change, resistance to change, types of change, its positive or negative consequence(s), in an organization. Various theoretical frameworks and models have been referred to by the researchers, time and again and have recognized that HR today is not just a mundane administrative work, rather it has carved a niche for itself as a strategic partner, consultant, and a crucial change agent that is imperative to the entire change process. One of the key functions through which the HR department achieves this is the Training & Development of its employees. This paper is an attempt to consolidate the literature on factors affecting change management in an organization. The model proposed as a result of this study may be useful and scope for future empirical research on the subject.

Keywords: Organizational change management, Human Resources, Resistance to Change, Leadership, Communication, Employee Behaviour, Attitudes, Training & Development

1.0 INTRODUCTION

Charles Darwin had said that the fittest win at the expense of their rivals as they are able to adapt best to the changes in their environment. “It is not the strongest of the species that survives, nor the most intelligent; it is the one most adaptable to change”, Darwin had mentioned. When it comes to organizations, addition or changes in its competitors, the legislation, technological changes, and regulatory changes are changing happening.

1.1 Organizational Change:

Carnall (1986) defined organizational change as “an attempt to modify an organization’s goals, structure, and technology and work task”. Organizational Change Management is a process by which a company or any organization changes its methods of operation, technologies, organizational structure in part or whole, and strategies, to effectively deal with these changes. The following picture depicts the ways by which organizations change:

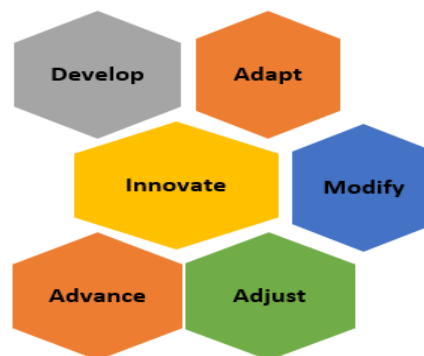


Figure 1: Ways by which organizations change

1.2 What forces organizations to change?

The organization's management faces numerous internal and external pressures resulting from organizational change. These pressures include the production and technological developments, political & government laws and regulations and social events and internationalization of business (Pfeffer, 1994). Change in the organization also implies a change in its structure, culture, technology, and strategy with the objective & aim to change the employees' values, attitudes, and behaviour (Dessler, 2000). The following table summarizes the factors causing organizations to change:

Table 1: Factors causing organizational change

External Factors	Internal Factors
Technology: What may be hi-tech today may become redundant or obsolete tomorrow. Organizations need to keep a tab on the advancements in the everyday world to keep themselves updated and upgraded so that they do not lag behind their competitors.	Organizational Structure: In the case of mergers or acquisitions, there are major structural changes like a total makeover or minor changes like changes within a team or department only.
New product: If a new rival comes into the market or an existing rival comes up with a better version of the same product, then the other players will have to adapt, especially if that competitor has considerable market share.	Processes: Processes and tasks are regularly changed during organizational change to upgrade processes or alterations and is common.
Rules and regulations (government policy): In conditions when government imposes new legislation or changes the current ones, then the organizations either must comply with them or adapt in order to thrive.	Personnel changes like hiring, firing, training, roles, responsibilities and workforce-related changes are continually taking place in an organization.

In order to survive, organizations review and modify management structures and business processes. By changing, organizations achieve the following outcomes as depicted in the figure:

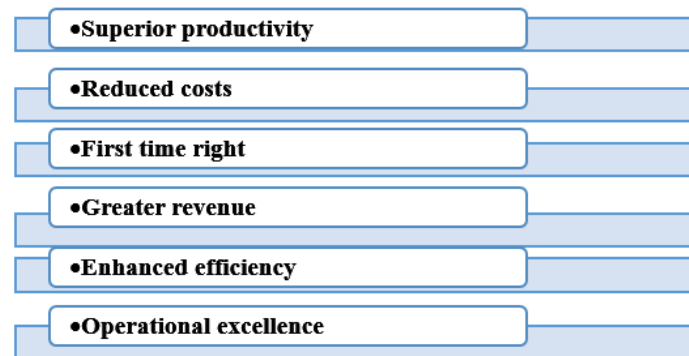


Figure 2: What do organizations achieve by changing?

Lewin (1947) highlighted the fundamental assumptions underlying any change in a human system and established the following 3-step change process:



Figure 3: Kurt Lewin's model for change (Image Source: medium.com)

2.0 DETAILED LITERATURE REVIEW:

The reviews covered in the following segment are both primary as well as secondary data based. The papers covering primary research mainly focused on the impact of external and internal environment on the organizations, impact of human resource intervention strategies, establishing manager's role in minimizing change, the effect of leadership style on positive change, and similar concepts. The descriptive and narrative secondary data-based papers provide theoretical and conceptual frameworks of organizational change and related knowledge like the role of leadership, employee perceptions of change, the organizational perspective of change, how organizations and HR have evolved over the decades, assessing organizational readiness for change, role of communication from the top-down, role of leadership, effect and relationship of employee involvement, employee readiness, acceptance, attitudes and behaviours, with the organizational change.

Celik & Ozsoy (2016) carried out a study on the change studies that were carried out before and after the year 2000. It was established that before 2000, theories of change, leadership, employee behaviour, information technology and organizational development strategies were

the most widely studied areas under the organizational change umbrella whereas after 2000, leadership & technological change are the most studied areas because of ever-changing technological advancements. The study also highlighted how organizations gradually added the dimension of human resources to their chart and how human resources eventually developed from personnel management. The role of leadership was also emphasized upon in managing change. There is no one-fit model for every organization and that the organizations must adapt after speculating the uncertainty that may come ahead. Weick & Quinn (1999) carried out a descriptive study that elucidates the various aspects of organizational change and development and identified two types of change i.e., episodic & continuous change. The paper provides the analytical framework, intervention theory & role of change agent in each type of change and gives a good account of new perspective to the existing theory. Six themes i.e., beliefs underlying motivation for change, emphasis on recipient's active participation in change, the importance of creating readiness for change, diagnosis of change, identification of strategies for change implementation and assessment of reactions to any change, have been explained through a theoretical framework cum readiness model for understanding the evolution of change and its management through the past 30 years (Armenakis & Harris, 2009).

2.1 Resistance to change:

Lehman et al. (2002) comprehensively assessed the concept of “organization functioning and readiness for change” (ORC) and established that there are acceptable psychometric properties in this model. It also claims that by identifying the functional barriers, organizational change can be studied in a better manner. Resistance is a phenomenon affecting the change process, resulting in delaying or slowing down its beginning, creating hindrances & obstructions in its implementation, finally leading to increasing costs (Ansoff, 1990). An important factor is the degree of impact of the change on an individual; the higher the impact of change, the greater is the resistance (Kyle, 1993). Resistance to change has been since long identified as a barrier to organizational change (Lawrence, 1954; Lewin, 1947). Reasons for resistance to change can be many like misunderstanding about the need for change, fear of the unknown, lack of competence, complacency with old ways, not being consulted, poor communication, low trust, or exhaustion/saturation. The various reasons for resistance to change are:

- Resistance due to maintaining the status quo: the employees do not want to leave their comfort zone and change is viewed as an inconvenience (Goodman & Rousseau, 2004).
- Uncertainty in the employees: the fear of the unknown leads to resistance (Howell, 2005).
- Learning anxiety: the idea of learning new things creates anxiety (Quick & Gavin, 2000).
- Fear: the fear of losing the job, and control overdoing their job leads to resistance (Sandberg, 2005).
- Insecurity: a new method of doing the job gives a feeling if a sense of insecurity (Gray & Starke, 1984).

2.2 Factors affecting the implementation of a change process in an organization:

An extensive literature review of 91 papers was conducted for this paper out of which 33 papers were closely associated with the concepts of organizational change and the factors affecting the implementation of a change process in an organization.

2.2.1 Leadership and Organizational Change:

Nowik (2020) proposed a framework that is inter-disciplinary and is divided into Foundational Matters, Leadership Strategies, and Expected Responses. It includes systems theory as a blueprint for how organizations can work toward effective planned change during uncertainties. Leadership is one of the leading factors in bringing affirmative change in organizations and a transformational leadership style can help to reduce resistance to change (Mansaray, 2019). Resistance to change is one of the most prominent reasons for the failure of change initiatives. The importance of leadership lies in the process of change by addressing the skills and roles that the leaders shall have in order to manage organizational change by identifying the link between change, organizational change, change management and leadership literature (Harlak, 2018). Also, that the leaders shall ensure the harmony and consistency of the change process with the strategies, policies, visions, goals, objectives, values, and beliefs of the business in order to manage the change well. Al-Ali et al. (2017) examined the influence of leadership on change management, the effect of organizational culture on change and mediating role of organizational between leadership and change management programmes in public sector organizations of UAE. It was concluded that change-oriented leadership has a positive and direct effect on the planned and emergent change as well as the three dimensions of organizational culture (clan, adhocracy, and hierarchy). An exploratory study by Khan et al. (2016) concluded that the role of leadership in managing change is very crucial and the leaders must have different qualities, characteristics and styles like visionary leadership & innovative approach that should be adopted by them to make successful organizational change. Porras & Hoffer (1996) defined 'Organizational Change Levers' as various organizational features indicating that a characteristic, significant and important change process exists in any organization. The levers answer question like 'What to Change?' (Burnes, 2004; Rieley & Clarkson, 2001). The change encountered in these contextual areas will result in permanent and long-term in the organization. When change begins to occur, leaders play a role in motivating their employees, leading the teams towards new horizons and providing them with a new path based on their vital values. Through this, the employees' liability and the organizational moves are fueled by energy prices (Pierce, 2003). Leading change requires creating experiences for the employees that should result in revealing new possibilities, and at the same time bringing them together in driving winning marketplace strategies. It requires simultaneously optimizing the organizational culture and making investments to drive business growth (Webb, 2007).

Through a piece of empirical evidence based on a qualitative case study carried out at NDPL (India), Bhatnagar et al. (2010) focused on how employee trust-building and belongingness play an important part in bringing transformations effectively at this organization.

2.2.2 Internal Communication and Organizational Change:

Change is difficult without communication therefore it is important to control who delivers what messages and when. HR Professionals must maintain good communication with the employees to provide clarity and avoid misunderstanding regarding the desired change. To 'sell' the need for change, communication can be helpful (Robbins & Judge, 2009). Different types of change namely technological, structural & work roles can have an effect on employee trust in management (Morgan & Zeffane, 2010). They concluded that direct consultation between senior management and employees has an important role to play in the change process. Adeniji et al. (2013) developed a model to show there is a relationship between human resource intervention strategies and organizational change effectiveness. The model suggested that apart from routine functions HR can play a major role in staffing, alleviating fears, establishing clear communication, developing plans, and integrating available resources for effective utilization of the same. It was concluded that human resource intervention strategies are directly related to employee commitment. An attempt to establish a relationship between management communication and positive or negative effects of the planned organizational change was made by (Nellison & Selm, 2008). They empirically found that management communication played a major role and that the positive responses increased through the course of the change process as compared to the negative responses obtained at the beginning of the change.

An open-source from Gartner (2008) elaborates the impact of change on business, how to ensure smooth implementation of organizational change initiatives, and common obstacles encountered during the change process. It uses Kotter's 8-step model (Kotter, 2008) to describe the change management process and suggests a 4-phase model. The paper also briefly deals with conditions like employee resistance and communication breakdown, situations like mergers & acquisitions, downsizing, bankruptcy, closure of an operation, outsourcing, etc. A communication model of employee cynicism towards organizational change was developed by Qjan & Daniels (2008) with the use of the Social Information Processing framework that showed that perceived quality of information, cynicism of colleagues, and trust in the administration lead to intent to resistance to change. Elving (2005) presented a framework on studying communication during organizational change and how it could prevent resistance to organizational change. There is a positive role of internal communication during the change management process and feelings of and feelings of uncertainty, affect the effectiveness of the change effort (Kitchen & Finbarr, 2002).

2.2.3 Management Support and Organizational Change:

The fifth step in Kotter's 8-step change model (Kotter, 2008) is all about empowering action by first removing obstacles, second enabling constructive feedback from everyone, seeking lots of support from the leaders, and lastly rewarding & recognizing achievement and the signs of progress made. Change practitioners set themselves and their project team partners up for success by outlining the unique characteristics of the change, its risks and potential resistance. Owing to the new pandemic, wide-scale jobs may be lost in near future, however, new opportunities for entrepreneurs and creativity related skills shall likely emerge. Leadership, management practices, organizational structures & processes shall now change (Donald, 2020).

Distance related problems like employee selection, training, support, health & safety, as well as leadership are prominent during the uncertainty owing to the new pandemic (Caliguiri et al., 2020). Due to this uncertainty, employees experience stress, and there is an overall reduction in efficiency. Also, concerns over support for health, safety, and flexibility are rising concerns. International insights on Human Resource Management perceived change to be top driven and that management support was crucial which results in the realization of HR's role as more as a consultant and change agent (Baran et al., 2019). HR has the capability in leading a change process but HR first needs to justify its position and worth before being able to bring improvement and prove beneficial to the change process (Edgeley-Pyshorn & Huisman, 2011). Jalagat (2016) made a critical evaluation of the impact of change and its management from the organization's viewpoint. They provided a descriptive account of frameworks on typologies of change including external vs internal factors, organization vs subsystem change, transformational vs incremental change, and examines the positive and negative consequences of change, and covers the change models by Kurt Lewin, Kotter and McKinsey.

2.2.4 Employee Involvement and Organizational Change:

The change in the organizations affect the employee practices like attitudes, performance, commitment, etc. and how they perceive it (Cohen, 2002). The fulfilment of needs and desires like greater satisfaction, higher engagement, and overall well-being is drastically changed, and there is an increased likelihood of misfits working in organizations, based on Person-Environment (P-E) fit theories (Carnavale & Hatak, 2020). Organizations need to adopt virtual forms of recruitment, training, and socialization owing to the current pandemic and there is a need for increased job autonomy to manage the work and family demands. The leadership support, feedback, general attitudes & perceptions towards change, uncertainty, conflict, participation, involvement and clarity of communication affect the outcomes of desired change (Ravi, 2017). Certain HR practices can affect employee perception, affect commitment to change, affect employees' perceptions and how they can reduce the resistance at the same time increase the readiness for change (Maheshwari & Vohra, 2015). A key mediator termed as 'perceived organization management support' (POS) and commitment focused attributions were positively related whereas POS and control focused attributions were negatively related which in turn had effects on employee performance and well-being (Chen & Wang, 2014). They developed a social exchange framework and suggested that training subordinates and promoting strong social networks can have positive consequences on organizational change. There are three components of commitment that is Affective, Continuance and Normative commitment on the performance of employees and personal improvement. Participation in decision making, training, and information sharing environment and supervisor & peer attitudes are stated as other factors contributing to the affective commitment of employees (Rafiei et al., 2014). Positive emotions mediated the relationship between psychological capital and attitude & behaviours of employees which were relevant to organizational change, mindfulness resulted in positive emotions (Avey et al., 2008). Organizational commitment acted both as a determinant as well as a mediator in the change process, there is a positive relationship between employee acceptance of change and organizational commitment, job satisfaction, job motivation, climate, education & job security; and negative relationship

between employee acceptance of change and union membership, role conflict and tenure (Iverson, 2006). Managers have a role in initiating and implementing organizational change to minimize resistance to change, effective communication, employee's attitude and perception of manager's actions, and harmonious working environment play a significant role in achieving better organizational performance (Chew et al., 2006). Appelbaum et al. (1998) studied the theoretical framework of the various elements of organizational change like leadership, learning, motivation and productivity, the challenge of involving people and how to engage them through the process in order to obtain a better understanding of the management of an organization.

2.3 Role of HR department in managing and implementing change effectively:

HR department forms the backbone of any organization. Nowadays, the Human Resources department of the organization is beyond just recruiting, staffing and performance appraisal of the employees. (Ullah, 2012) studied the emerging roles of HR professionals during any organizational change, established the role of HR as a strategic partner, employee advocate & change champion, and concluded that HR professionals need to be mentors, counsellors, coaches, in addition to succession planners, to help motivate the organization as a whole.

HR professionals also play a role in creating a culture of change in the organization. It is pertinent to study the role of the HR department during any change process since it plays a crucial role in executing the change effectively and carrying out the change process in a befitting manner. Employees' feelings turn to anxiety, stress and lack of confidence as there is any change going on in the organization in the form of restructuring, downsizing or right-sizing (Nicolaidis & Katsaros, 2007). Organizations, in order to encourage change, need to tackle issues like redefining organizational strategy & goal, structural change, employee training & development, etc. (Sharma, 2008). The organization is at its most effective when it labels at the five components i.e., Structure, Strategy, Business Processes & Lateral Capability, Reward Systems and Human Resource Management practices in the organization in alignment (Galbraith, 2002). Developing a detailed communication strategy should be the focus. The organizational subsystems like job design, information systems, and human resource policies should be modified in order to support planned organizational change. Change triggers were identified and the corresponding role of HR was established after categorizing the roles into workforce planning, human resource development (including training & development and performance management), total rewards, employee relations and risk management.

Karen et al. (2010) argued that change is an iterative and complex process, with unintended as well as intended outcomes. They stated that the first step towards the organizational change process is establishing the change vision which acts as a change driver facilitating the ongoing change process. Human Resources have an important role in change management (Rastogi & Rastogi, 2011). Handling organizational change effectively significantly reduces associated fear and negativity. The driving forces behind these changes will be organizational need and leadership, transformation must happen from the bottom up to ensure that the changes actually take place. HR can act as the strategic partner during the management of any change (El-Dirani et al., 2019). One key role for HR is thus to ensure that organizational strategy and

organizational culture are aligned. HR simply needs to make the changes that will drive positive value and improve organizational effectiveness while helping to align strategy and culture.

2.4 Role of Training & Development:

With increasing competition, changes in internal or external factors, organizations have to become more resilient, adaptable, customer-focused and agile. Training & development section of the HR department plays an important role in carrying out the change management process effectively and smoothly (Schneider, Gunnarson, & Niles-Jolly, 1994) highlighted the importance of training to understand the change initiatives in the organization. Training further helps to move the change vision to the level of the group as well as individual level, and adoption of change initiatives by the employees (Bramley, 1989; Carnevale et al., 1990; Goldstein, 1993). Training is important because it helps to provide the employees and groups with the knowledge necessary to learn new processes or technology, routine or work processes and behaviour which is important for organizational change vision at a group level (Alvesson, 2002). It also helps to develop, understand necessary values, skills or frameworks related to the change initiatives in the organization. It is a one-time event or experience (Whelan-Berry, Gordon, & Hinings, 2003). Rao & Vijayalakshmi (2000) suggested that in addition to training & development activities, HR department should also focus on engaging the employees in internal marketing of organizational change related strategy. Employees should be permitted and allowed to contribute initial in the change programme towards organizational commitment (Mowday, 1996). The study was undertaken in the bank branches during the implementation of a data system. Two groups of employees were noticed. First, those who were able to decide the training dates and data from the second group of employees who were not able to decide the same. The result of the study suggested that the employees who were empowered from the first group were 88% more motivated, 46% more satisfied with the training given to them and 99% more satisfied with the change process. Hence, it was concluded that empowerment is a way by which individuals can exert control in the change situation. One of the ways, training can help is that planned programmes can support organizational change by ensuring that employees are guided well throughout the change journey and the transition is smooth. Training achieves this by:

1. Targeting employee attitudes, resistance to change and making them positive towards the change. Employees should themselves be the change advocates to support other team members.
2. Helping in maintaining visibility, transparency and encouraging a culture of belongingness. Induction training and frequent training with role change are important to align employees with organizational goals.
3. Promoting employee engagement and involving employees in the change management process. This reduces fear and negativity among employees.

3.0 RESEARCH GAP:

After detailed study of existing literature, research gaps have been identified and presented in the following tabulated form:

Table 2: Research gaps

Sl.	Research Gap	Related Literature
1.	There is adequate literature on the emerging roles of HR Professionals in driving organizational change. However, still there a misunderstanding among the business executives about the actual roles of HR Professionals in organizational change. Routinely, HR jobs are treated as admin jobs only and not as role in transforming. Role of HR is critical to success of the organizational change.	<ul style="list-style-type: none"> • Carnavale & Hatak (2020) • El-Dirani et al. (2019) • Baran et al. (2019) • Brown & Metz (2015) • Cheng & Wang (2014) • Barrat-Pugh et al. (2013) • Adeniji et al. (2013) • Ullah, M. (2012) • Galbraith, J. (2002) • Chew et al. (2002)
2.	Sufficient descriptive literature exists that establishes the individual linkages between leadership, management support, internal communication, or employee involvement with the organizational change. However, it leaves a scope for studying these variables in a comprehensive manner along with intervening mediating variables.	<ul style="list-style-type: none"> • Khan et al. (2016) • Mansaray (2015) • Pyshorn & Huisman (2011) • Morgan & Zeffane (2010) • Qian & Daniels (2008) • Nelisson & Van Selm (2008) • Elving, W. (2005) • Kitchen & Daly (2002)
3.	One important aspect that the existing literature is lacking at how exactly the HR department can contribute in implementing and carrying out any change process. One key area is Training & Development (T&D). The T&D wing of an organization may play a crucial role in dealing with the issues like resistance to change, fear of unknown, bringing a change in attitudes on learning new processes, familiarization of the technique or process beforehand, of the changing organization.	<ul style="list-style-type: none"> • Maheshwari & Vohra (2015) • Zafara et al. (2014) • Cheng & Wang (2014) • Armenakis & Harris (2009) • Brown & Cregan (2008) • Appelbaum et al. (1998) • Ulrich (1998) • Kirkpatrick (1985)
4.	The research papers reviewed so far leave a scope for industry or sector-specific primary research that can be conducted to gain empirical evidence and strengthen the concepts that require more attention still.	<ul style="list-style-type: none"> • Nowik, C. M (2020) • Caliguiri et al. (2020) • Fulwari, A. (2020) • Hirlak, B. (2018) • Antil et al. (2017) • Chadha, N. (2017) • Jalagat, R. (2016) • Munshi, S. (2013) • Kitchen & Finbarr (2002)

4.0 RESEARCH METHODOLOGY:

Carrying out an extensive literature review is important for any field of study to know the substantive contributions made to the existing knowledge base. (Torraco, 2005). Synthesizing the existing literature on any given phenomenon is crucial as it helps in improving decision making (Tranfield et al., 2003), and helps in identifying research gaps (Booth et al., 2012),

within the existing literature. Literature review is essentially a systematic and methodical process of searching, filtering, and classifying research papers in a research area. With the help of an automated search in six prominent databases, i.e., Elsevier, Emerald, Springer, Google Scholar, Research Gate, and Semantic Scholar, preliminary 91 research papers were selected. With a further combination of keywords “Organizational Change”, “Change Management”, “Leadership”, “Communication”, “Training & Development”, “Employee Attitudes”, “Employee Perception”, “Employee Involvement”, and “Organizational Performance”, relevant research papers were then identified. Papers have been published before April 2020. Manual scanning was also performed to remove the irrelevant and duplicate ones. The next level of filtration involved reading abstracts and full text, if required, that yielded 33 papers that were associated with the concepts of organizational change and the factors affecting the implementation of a change process in an organization. The results showed the factors affecting change in an organization. The review of literature further helped in identifying the factors that could be the main factors or the mediating factors. The following figure depicts the process adopted:

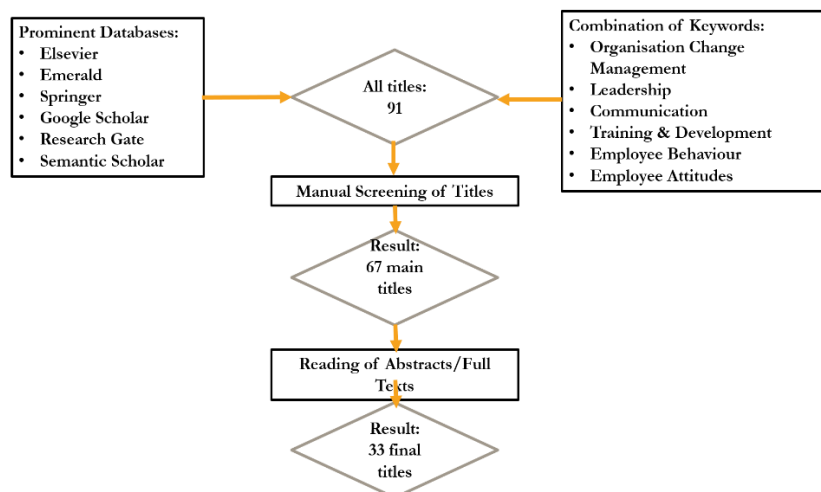


Figure 4: Flowchart representing the process of research methodology

5.0 DISCUSSION:

This research paper explores various factors that affect the change process in an organization and after conducting intensive literature, it has been identified that Leadership, Management Support, and Internal Communication are the main factors that affect the change process in an organization. There are gaps in the existing studies that may be further explored and are scope for future studies. It is further understood that Employee Involvement along with the role of Training & Development (T&D) act as the mediating factors during a change process. Employee commitment, their learning styles, technological advancements, and the role of HR department to the organization may affect the outcomes of T&D and eventually contribute to the success of the change implementation process. This discussion is supported through

previous research work as cited in the previous sections. The following image is a pictorial representation and proposed model reflecting the above supposition.

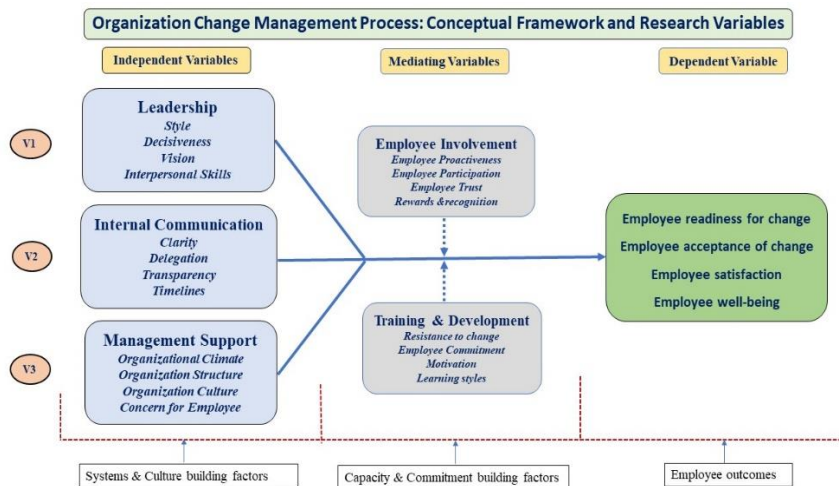


Figure 5: Proposed model of Organizational Change Management Process

The following discussion areas arise out of the literature review done so far:

5.1 Discussion A: Does leadership and management support play a role in dealing with and successfully implementing the change in an organization.

Change in an organization may be affected by the leadership style, trust of employees in the top management, and leader's interpersonal skills. Organizational climate, organizational culture, hierarchy structure-flatter or pyramid, also plays an important role during a change process.

5.2 Discussion B: Is there a role of strong internal communication channels before, during and after a change is introduced.

It has been amply depicted in the literature that clarity of communication, the delegation of tasks, and transparency within the communication channels plays an important role in the event of any change. The resistance to change from employees has been shown to be significantly low after they were duly informed and were kept updated throughout the implementation of any change as compared to when they were not informed. Also, there is a difference in resistance by employees at the start and end of the change activity.

5.3 Discussion C: Does employee involvement play a role during the change process.

It has been further highlighted that aspects, such as employees' perceptions & attitudes towards the change, their contribution during the process, and their initiative taking abilities, have a crucial role in successfully implementing the change.

5.4 Discussion D: What shall be the role of training & development before, during and after the change process?

Existing literature establishes the fact that employees do become more adaptive and receptive to changes once they are trained on the upcoming change beforehand. Relevant training interventions helps in employee commitment building and dealing with resistance to change. This positively affects the employee attitudes & perceptions and helps in the integration of organizational goals. However, employee commitment, their learning styles, and technological advancements are crucial considerations that may affect the final outcome.

6.0 LIMITATIONS OF THE PAPER:

Considering the time constraints, an only in-depth literature review has been incorporated in this paper. The research papers reviewed so far leave a scope for industry or sector-specific primary research that need to be empirically conducted to gain further evidence and a better understanding of the related concepts. Sufficient descriptive literature exists that establishes the individual linkages between leadership, management support or internal communication with the organizational change. However, it leaves scope for studying these variables in a comprehensive manner along with intervening mediating variables.

CONCLUSION:

Routinely, HR jobs are treated as admin jobs only and not as a role in transforming. There is adequate literature on the emerging roles of HR Professionals these days, however, still there is a misunderstanding among the business executives about the actual roles of HR Professionals in organizational change. Understanding the Role of HR as a strategic partner is critical to the success of the organizational change which needs to be explored further. One key area i.e., Training & Development (T&D) wing of an organization may play a crucial role in dealing with the issues like resistance to change, fear of the unknown, bringing a change in perception on learning new processes, familiarization the technique or process beforehand, of the changing organization. A working model can then be developed as how the leadership, management support, internal communication and employee involvement play a role during the change process and how employee perception & training helps in executing the change process effectively.

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