



**JIBM**

Journal of International Business and Management  
Journal Homepage: <https://rpajournals.com/jibm>

## **Review of Organizational Change Phenomenon in Culture Team Organization and Individual Concluded Supportive Workforce**

Dr. Rana Tahir Naveed<sup>1\*</sup>  
Natasha Khalid<sup>2</sup>  
Iqra Baloch<sup>3</sup>

University of Education Lahore, Multan, Pakistan

### **Abstract**

The organizational consultants (OD) give great importance to changing organizational culture and organizational performance. The main purpose of this review paper is to critically examine the organization's development strategy on cultural change. The review found that individual behavior in organizations, organizational environments and change processes can play an important role in changing cultures. Organizational change and organizational culture processes are the most important component of any organization. Organizational change plays an important role in organizational development. Development can only be possible through change. Attitudes towards a particular element are often described as a function of emotion, behavior, and individual perception of the question. The review paper shows that processes, strategies, attitudes, structures, cultures and technologies are the main factors for predicting organizational change. Employees usually support change if change gives them a good environmental satisfaction and a positive attitude of leadership. Human resource management is always challenging and has difficulty changing organizational building, management, processes, work practices, and supervision.

**Keywords:** Review Paper, Organizational Culture, Change, Performance

\*Corresponding Author: Dr. Rana Tahir Naveed<sup>1</sup>; E-mail: [ranatahir28@hotmail.com](mailto:ranatahir28@hotmail.com)  
Submission Date: 04 June 2018  
Acceptance Date: 10 June 2018

### **Introduction**

Organizational change contains many concepts, structures, and dimensions. The company's capacity to innovate and change has become increasingly important in times of globalization, deregulation and competitive pressures. A survey of consultants from around the world by McKinsey & Company (2008) found that only through constant change organizations could survive. However, research shows that up to 70% of all initiatives of change have fail (Burger & Jackson, et al., 2011). There are many factors that accelerate the step of organizational change and change processes such as culture, structure, strategy, processes, people, values, etc. (Alvesson & Sveningsson, 2008).

Changes and adaptability are essential for companies to remain competitive (Balogun, 2008). The failure of this change effort is mainly due to staff resistance to

change (Ford, 2008). Organizational performance is the prominent factor of the organizational culture and organizational change. Organizational change faces the first hurdle on a personal basis such as not wanting to fear or intimidate then and emerge as a collective organizational change (Quinn, 1996). Barriers to change can come from managers, organizational culture, embedded conflicts, or related pressures (Quinn, 1996; Cameron, 2006). Organizations consistently focus on organizational change because of the process and implementation of organizational change (Maria Vakola, 2005). Human resource management face always difficulties in changing organizational structure, management, processes, work practices, and supervision. Staffs usually do not feel comfortable to adopt change without knowing that these changes will be beneficial for them. This change raises a culture of bad behavior and opposes change.

Change phenomenon is common in economic, technological, political and social environments (Arminakis, 1999). The importance of changing activities within an organization is the most important issue inside the department and that should be investigated and analyzed by priority. Change management and organizational development is an ongoing management process that immediately responds to dynamic factors within the organizational environment in which they operate. Guvenc and Alpaner (1995) have stated that organizational change is a process not a result, but Carnall (1986) argues that organizational change is a continuous improvement in policy. This is a sensible statement, recognizing the importance of the individual to the success of the change initiative. By learning more about how individuals can become successful and how individuals are prepared to support and assist these initiatives, organizations must be better able to plan and implement successful change initiatives. Organizations adapt change to the environment by creating rules that maintain valuable solutions. As time passes and situations change, rules get old and must be updated (Schultz, 1992). Each revision rule returns a "time restriction" (Schulz, 2003). Therefore, according to the mechanism get old, the possibility of change should increase with duration.

### **Organizational Culture**

Building blocks for a highly successful organization and an unusual workplace is "organizational culture". Culture represents that it's the only maintainable point of difference for any organization. Anyone can copy a company's strategy, but no one can copy their culture. Culture is driven by leadership, how leaders behave, what they say, and what they value leadership culture. Culture is how organizations do things values and behaviors that subsidize to the unique social and psychological environment of the organization. The organizational culture describes a general description of an organization from within. Organizational culture is the number of values and rituals that act as "glue" for the combination of organizational members. Organizational culture is a system of general expectations, values and beliefs that manage how people behave in organizations. Organizational culture refers to the viewpoint, attitudes, beliefs, behaviors and performs that define the organization. Culture is the creature's protected system. This makes simpler the situation in large organizations to undertake that it is the only danger for new leaders to ignore the subculture. Culture is a well-known phenomenon among academic intelligentsias and controlling departments. The imbalance between organizational "culture", values, beliefs, methods of achievement, communication and its strategic vision will limit organizational effectiveness (Kameron, 2006).

Millit (2000) on the other hand, considers that culture can be defined as the basis for history that has been developed over time by certain groups. The patterns and behaviors

of the established employees help these groups interact with their world and determine their position. Changing organizational culture is not an easy task, though organizational culture is sometimes not in administrative control. Another aspect of changing organizational culture is accepting culture as acceptance and adoption of new ideas. Therefore, organizational culture is the most influential factor for sustaining change efforts (Cebula et al., 2012). Naveed and Al-Johari (2016) stated that certain behaviors, and beliefs are always associated with certain legends, rituals, and symbols. Companies are unlikely to achieve new cultural capabilities without strategic leadership. Business strategies and leadership strategies can simultaneously work to develop core competencies that are critical to the organization's future. It is leadership that envisions future direction, harmonizes resources, and stimulates community commitment to this common goal. Leadership strategies can guide an important process of organizational development by linking leadership to common causes to build some new capacity at the heart of its cultural organization.

Adapting to change shows that organizations need to attend new core capacities. After incorporating all these factors, an organizational culture emerges. Organizational change usually reflects the employee's view of the culture the organization wants. Kurt (1947) correctly identifies the organizational culture, which clearly understands the concept of change, "the state of treatment between the present situation and the future, to which the organization is directed."

### **Organizational Change**

The general concept of change is that the phenomenon "which signifies a new form of things that look different from the old" (Thomas & Christopher, 2014). For better understanding of the change to disagree the concept of change in the organization called organizational change. Kurt (1947) defines organizational change in a precise way, which clearly meets the concept of change, "A formal way of dealings between the present state and the future, toward which the organization is concentrating". Tolerance of uncertainty is a major issue in the process of organizational change. Our ability to react to undesirable changes, but clear to us, can be greater than our ability to hold what is still unknown or unreliable. If change can offer us both the possibility to describe our personal construction system, together with enough familiarity to feel protected and within our tolerance of uncertainty, it provides the optimum conditions for our growth.

Unfortunately, getting a good balance between challenges and accessibility for staff is not always a main concern for organizational strategists as they prepare for change with an emphasis on structural issues and task-driven engagements. Little attention is given to highlighting things that will actually stay the same, and provide constancy during the change. In addition, Duck (1993) defines that change is about feeling. Major changes to this essential level are beyond the security of the core building in which we cooperate. We may actually weaken inflexible in the face of such a change. There are lots of patterns of this recently as public service workers of all types have been asked to change business operations and contest in internal or external markets. Change goes beyond the task and functions for the core issues of our personal identity and the meaning we give to our work and choice of work. Changing organizational culture is not an easy task though sometimes organizational culture is not in managerial control. A review paper shows that changing organizational culture means that culture of change is generally believed to accept and adopt new ideas (Naveed et al., 2016). Therefore, organizational culture is the most influential factor for sustaining change efforts (Cebula et al., 2012).

Structural change allows an organization to identify the optimal path of change for the organization. The organizational structure also reflects how individuals or teamwork co-ordinate with the organization (Damanpour & Gopalakrishnan, 1998). Organizational change programs can be made on the foundation of a general idea of 'empowerment', closer inspection shows that teams and working teams often play a small part in organizational change. As Cohen and Ledford (1994) pointed out, work connected with teams is the same as the type of work also related to job design models like as Hackman and Oldham's (1980) characteristics of Work Model. Because such models can be applied to individual work designs, it is difficult to identify the isolated effects of teamwork. The myth is too central, too significant - the whole building fear. These state of affairs, we are struggling for personal survival, and changing managers must be aware of the scale of matters that keep their staff handling during times of great change. Organizational change is the time among the rule changes. As time spend, rules can become old-fashioned.

### **Attitudes towards Organizational Change**

A positive attitude toward organizational change leads to productive initiative (Line, 2005). Admittedly, the staff may have some objections to the outcome of the initiative (Oreg, 2006), or even irrational ideas about change (Buffy and Hadi, 2001). However, employees should be positive about organizational change, based on the beliefs associated with understanding organizational support, for several reasons. Under the reciprocal rules (Gouldner, 1960), an employee must assist the change initiative, as well as realize that it is in his own interest, to maintain an exchange relationship with the organization. Thus, employees use a positive attitude toward organizational change as an exchange item in mutual relationships with the organization. Therefore, organizations need to influence staff confidence about change to get support for change. The belief that the organization is positively supportive and positive towards oneself must reinforce the formation of a positive attitude toward organizational change.

Willingness to change (Armenakis, Harris, and Mossholder 1993), and commitment to change and cynicism about organizational change (Reichers and Austi, 1997) provides various information about their staff and concerns about organizational change assessment, as well as represents the diversity that has been noted in staff attitudes towards organizational change (Choi 2011). Attitudes toward organizational change associated with emotional commitment (Lau and Woodman 1995, Joseph 2000a, Joseph 2000b), seem to be employees with a positive attitude toward organizational change are more productive and supportive in the process of change. An employee who is aware of high level support from an organization and leader should be able to make good judgments rather than imagine less organizational support.

Every process of transformation is seen as one of the most important aspects of humanitarian control. This remains a constant change, as well as the failure of these transitions. According to Daman Bur (1991), the viewpoint of the translators' process reflects the effectiveness of staff and the success of the development of translation plans, indicating that the thinking of other people is the solution to the organization's change. In addition, part of the failure of many change programs within organizations is the opposition of people to change (Buffy and Hyde, 2001). That is the reason for just analyzing human societies as a matter of organizational change. However, lot of ideas about relationships between human settlements, some feelings and criticism, and further assumptions and support. From an imaginary perspective, three explanatory expressions can be seen. The first refers to fighting as the nature and nature that used the pollution of

religion or the circulation of people to explore problems by using it most. Second of the protective title site, analysis of transition changes, logic and power (Buffy and Hyde, 2001). Third is the way to combat human feelings between human and human reflections on reforms (George & Jones, 2001).

### **Environmental Changes**

Environmental changes can also be modernized or changed. When rules are set in an explicit setting at a given time, over time, new situations can stand up and rules can be updated applicably. The appearance of new situations may be affected by regulation, other organizations, new technologies, the overall public, organizational customers, suppliers, etc. (Schulz, 1998). The business environment is go through unmatched changes in globalization, demographic changes, increased staff contribution, new information and technology (Frantz, 2004). Brittain (1989) stated that using data from the semi industry, recommends that organizational learning is "social" and is attained through the development of external social relationships. Change or trouble of the environment most often produced by human influences and natural environmental procedures. Environmental changes can include any number of possessions, including natural misadventures, human interfering, or natural interaction. Environmental change does not only include physical changes, but it can also be things like plague aggressive sort is also an environmental changes.

## **Theories of Organizational Change**

There are many change theories in organizational change. The theories can help as an evidence to the fact that change is an actual phenomenon. It can be detected and evaluated through a number of steps or points. The theories have been intellectualized to answer the query, "How does successful change take place?"

- Lewin's Three-phases of Change Theory
- Lippitt's Seven Stages of Change Theory

### **Lewin's Three-phases of Change Theory**

Kurt Levin (1951) presented a three-step change model. Therefore, these forces must be analyzed and the three-step model of Lewin's `can help to alter the balance toward the planned change.

The first step in the behavior change process is to freeze the current situation or the status quo. The status quo is a state of equilibrium. Eliminating fraud is needed to address the individual strains of resistant and suitable groups. Prohibition can be achieved by using three methods. Second, it reduces the barriers that negatively impact the balance movement. Third, look for a combination of the two methods mentioned above. The second step to win in the process of behavior change is movement. In this step, it is necessary to move the target system to a new level of balance (Westley, 1958). The third step of the three-step change paradigm is updating. This step should be done to continue or "stay" over time. This change may be temporary, and the staff will return to the old equilibrium (behavior) if this step is not occupied. It is the combination of new values into the values and customs of society. The purpose of freezing is to become stable the new equilibrium follow-on from the balance of command power and restriction of motion. (Lippitt, Westley & Wasten 1958). Therefore, the driving force promotes change while opposing forces are against change.

### **Lippitt's Seven Steps of Change Theory**

Lippitt, Watson, and Wistley (1958) expanded the theory of change into Lewin's three steps. Lippitt's Watson and Wistley created a seven-step theory that motivated on the role and responsibility of change representatives rather than the regression of change itself. Information is constantly exchanged throughout the process. The seven steps are:

The first step from Lippitt's Watson, and Westley is to make identification of the difficulty. Size the motivation and ability to change. Evaluate properties and motivate change factors. This omits change agent promise to change, strength and flexibility .Select the object of progressive change. In this step, action plans and strategies are developed. The role of change agents should be clearly defined and understood by all parties so that expectations are clear. Examples of the role are: cheerleader, facilitator, and expert. Group communication, notes and coordination are key elements of this change move. Change agents must gradually withdraw from their roles over time. Lippitt, Watson, and Wistley (1958) suggest that changes to adjoining systems or sub-sections of the system will be instantly affected.

### **Facilitating a Squad to Manage Change**

A quick snippet of review paper can explain how it can be used to help manage change in groups. The team has different views on the feasibility and wisdom of these changes, and communication within the group is very weak. Positions have become polarized about changes as "good" or "bad" for service. Disadvantageous fans are viewed as unfriendly resistors as cruel regulators who are trapped in retrograde veneers. There is a willingness to improve the situation, especially as future changes are not considered, or membership of the negotiating team. In addition, commitment to their services is very high. The whole set of things that make a difference to people's change experiences. This includes personal circumstances, personal type, previous change experience, age, health, available support, policies, qualifications, confidence, etc. We began to see that these different factors formed different vibrations for each of us. One member commented very honestly that some of the reasons are very careful and that they are not just "ostriches". This includes sharing some unknown personal issues throughout the group, including restoring alcoholism to one, and a long history of refusal to improve to another. But as individuals, who manage their lives and their complex circumstances, cling to their sophisticated life story and wonder how to take the next best step.

Psychology provides the building of personal techniques called "ladders" of our common work and individuals to ensure our personal construction of "change" to see how it works for us. Most surprising is the conversation between two people who are very angry at other people reaction to change, who find the opposite of change for them to be "stagnant" (to quickly move to "death"), and for others "rest and safety" for "survival abilities on this planet"). After conversation of experiment, we found a technique to solve the complications the team handled. As an alternative of "the need to get ahead" in competition with "rejecting change," the team formulated the succeeding question: "How can we move forward and exploit the potential for change while building sufficient support for all to be satisfied?" There is an agreement that however this is a little bit perfect, it is to be possible, and there is energy to try. We have been able to identify that we are dealing with the importance of people's lives, not just small fear and mentality.

### **Resistance to Organizational Change**

Resistance is repeatedly seen as a general aversion to change, negative reactionary attitude, or as a simple view many current changes occur ideological nature through the view of political science. According to Naveed et al., (2017) organizations see resistance as a disruptive and time-consuming anxiety. There is little recognition of the methods in which changes in work and functional characters (which may appear on the surface as methodical or structural) affect their fundamental beliefs, and are not always conscious, fundamental about who we are and what our work means. It is sometimes assumed that the structure given to a person is marginal. It was later discovered that the person used it as a base building. We must be wary of the possibility that every building used by others may have the infrastructure. (Naveed, jantan and Ahmad, 2016)

**Supportive Workforce over Change**

There are three other thoughts that are useful in thinking about exactly how people can care each other in periods of change. (Nordli,Blom, 2012)

These three results of Kelly:

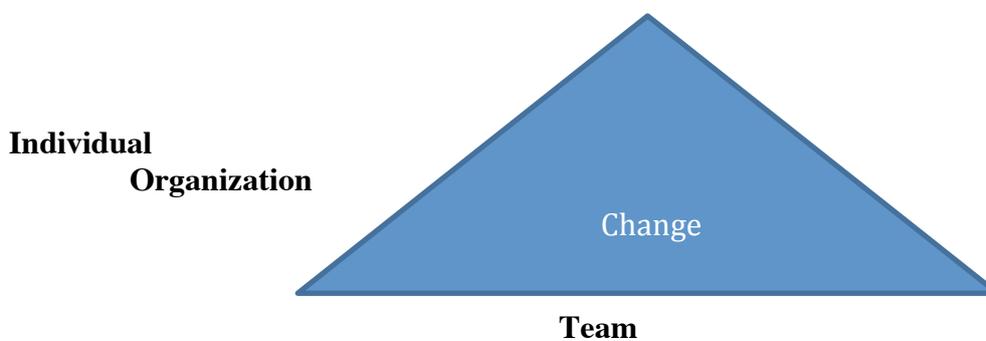
Individuality: We work well from different and unique personal building systems.

General: so the extent to which we build common sense

Social: In order to build meaningful relationships with others, our duty try to understand the interpretation of actions according to their positions not ours.

The balance between individual, popular and social is main to the achievement of any organization. It seems as if the individual and society are in balance, with society as a balancing mechanism. How can we leave the overwhelming satisfaction of the comments to those who differ in their view of us as crazy, or even better, worse, than to take a very unsatisfactory view that others are not angry or evil when they see things in different ways.

**Figure 1: Change Effect Organization, Team, individual**



(Nordli & Blom ,2012)

This OTIC model identifies three basic organizational levels and their connections when exploring the role of teams in organizational change.

**Organization-individual**

Organizational structure of the organization can be based on "powers" and the most accurate analysis of the team's and team members. Different authors elaborate that the difference in the performance of the workplace is similar to the nature of the process of performing a variety of functions (Hackman, 1980; Dadford, 1994). Because such a type is used by another manufacturer, it may be difficult to identify the results and work of the

team. Of course, there is a strong moral force in combining the experience of the team in a balanced way by each school member. Acceptance normally is to make the organizational changes occur, and to change the attitudes and practices of the staff.

### **Individual-team**

A conceptual distinction is made between individual and team independence; at the same time, we must allow negative relationships between each other between individual and team autonomy, which have important implications for research and management. After individual and individual autonomy are separated from each other, a number of possibilities are opened. In addition to "empowerment" and "panoptic" perspectives, Crowley et al. (2014) returns to the perspective of "conflict". While empowerment and public perspective view staff as positive or negative as channels of negative change within the organization, conflict perspectives give employees a greater role in shaping their forms and effects. The demand for staff increases, but working as part of the team continues to be part of the work that many employees see in a positive light. What matters is the interconnection between team members, and in particular, the level of interdependence they face as a team. Where teams work well, their goals can be seen as providing the framework and motivation for larger collective efforts.

### **Team-organization**

In this perspective and differences, the concept of independence is an important feature, providing organizations with a degree of flexibility to respond to external forces. To get a complete picture of how the team contributes (or may not) to organizational change, we need to look at the third relationship, which links the team and the organization as a whole. In other words, if group-level autonomy does not need to be translated into individual-level judgments, the meaning may lie at the organizational level. We can distinguish two different approaches to organizational flexibility: modifying the organizational hierarchy (Adler, 1999; Glassop, 2002).

## **Conclusion**

Current study has been able to recognize that dealing with the fundamental aspects of people's lives, not just simple interests and a mentality. The current review paper shows that employees are well aware of technological changes and are trying to support a changing culture. But most staff are supported to work in a friendly environment rather than organizations that focus on leadership. Staff and leaders often focus on clients rather than employees, so they need this type of culture that makes them feel part of the organizations. The anxiety that of establishing and sustaining proactive and flexible organizations, the difference should not be seen as mere blade. Instead, teams are important objects of change, they are meaningful units to contribute to different types of change, and therefore need to be studied as a separate level between organization and individual to fully understand and analyze change. In the literature on organizational change, there is a focus on the level of participation, the role of staff autonomy and empowerment in raising awareness, commitment and support, as well as changing outcomes combining this with the Group's literature, which provides a conceptual framework for considering independence in a more concise manner. Organizational change can result in unanticipated outcomes, and also as anticipated results.

Unexpected results may be beneficial or dangerous in positions of the performance of an organization, however neither were dormant rationales nor do advocated basics

highlighted the occurrence of anticipated and unintentional consequences in strategic change and appreciated a sense of making context, informing many ways managers at different stages make sense of organizational change effects. Inherent organizational change disaster proportions ignore the unpredicted effects of organizational change. Resistance is frequently seen as a general aversion to change, a reactionary negative attitude, or as a simple view of political science given the philosophical nature of many fresh changes. Organizations see resistance unsystematic and time-consuming confusion. The team has different opinions on the possibility and understanding of these changes, and communication within the group is very weak. Positions have become differentiated about changes as "good" or "bad" for service. Lewin's Three-phases of Change Theory and Lippitt's Seven Stages of Change Theory well defined the organizational change and organizational culture and change the attitude toward resistance and freedom for the employees green and friendly envoi mental changes for them and facilitating the squad to manage change with the help of organizational change. People can care each other build meaningful relationship and balance the interpretation.

## References

- Alvesson, M., & Sveningsson, S. (2008). *Changing Organizational culture: Cultural change work in progress*. New York, NY: Routledge.
- Adler, P. S. (1999) Building better bureaucracies. *The academy of Management executive*, (13)4, 36-47.
- Armenakis, A. A., Harris, S. G. and Mossholder, K. W. (1993). Creating readiness for organizational change, *Human Relations*, 46 (6), (681-703).
- Balogun, J., & Johnson, G. (2005). From intended strategies to unintended outcomes. The impact of change recipient sense making. *Organization Studies*, 26, (1573–1601).
- Bovey, W. H., and Hede, A. (2001). Resistance to organizational change. The role of cognitive and affective processes. *Leadership and Organization Development Journal*, 22 (8), (372 – 382).
- Brittain, J. (1989). Strategy and time-dependent failure probabilities. Experience, obsolescence, and strategic change. *Academy of Management Best Papers Proceedings*, 173–177.
- Burnes, B. (2011) Kurt Lewin and the origins of OD, in: D. Boje, B. Burnes and J. Hassard (eds), *The Routledge Companion to Organizational Change*, (15–30) (London: Routledge).
- Cameron, K. S., & Quinn, R. E. (2011). An Introduction to changing organizational culture. Based on the competing values framework. *Diagnosing and Changing Organizational Culture*, (1–12).
- Carnall, C. (1986). Toward a Theory for the Evaluation of Organizational Change. *Human Relations*, 39, (745–766).
- Cebula, N., Craig, E., Innes, C., Lantz, T., Rhone, T., & Ward, T. (2012). Culture and change management. *Using APEX to facilitate organizational change*. Washington, DC Appendix.
- Choi, S., Holmberg, I., Löwstedt, J., & Brommels, M. (2011). Executive management in radical change. The case of the Karolinska University Hospital merger. *Scandinavian Journal of Management*, 27, (11–23).
- Cohen, S., & Ledford, G. (1994). The effectiveness of self-managing teams. A quasi-experiment. *Human Relations*, 47, (13 –43).

- Crowley, M., Payne, J., & Kennedy, E. (2014). Working better together? Empowerment, panoptic on and conflict approaches to teamwork. *Economic and Industrial Democracy*, 35(3), (483–506).
- Damanpour, F. (1991). Organizational innovation: a meta-analysis of effects of determinants and moderators. *Academy of Management Journal*. 34 (3).
- Damanpour, F., & Gopalakrishnan, S. (1998). Theories of organizational structure and innovation adoption. The role of environmental change. *Journal of Engineering and Technology Management*, 15(1), (1–24).
- Duck, J. (1993). Managing change. The art of balancing. *Harvard Business Review*, 76(1), (109– 118).
- Frantz, D. (2004). Change management. In G. Goethals, G. Sorenson, & J. Burns (Eds.), *Encyclopedia of leadership*. (155–158). Thousand Oaks, CA: Sage Publications.
- Ford, J. F. (2008). Resistance to change. The rest of the story. *Academy of Management Review*, 33(2), (36277).
- George, J. M. & Jones, G.R. (2001). Towards a process model of individual change in organization. *Human Relations*, 54(4), (419-444).
- Glassop, L. (2002). The organizational benefits of teams. *Human Relations*, 55(2), (225–249).
- Guvenc, G., & Alpander, C. R. (1995). Culture, strategy and teamwork, the keys to organizational change. *Journal of Management Development*, 14, (4–18).
- Hackman, J., & Oldham, G. (1980). Work redesign. Reading, MA. Addison–Wesley.
- Herscovitch, L., and Meyer, J. P. 2002. Commitment to Organizational Change. Extension of a Three-Component Model. *Journal of Applied Psychology*, 87 (3), (474 – 487).
- Higgs, M., & Rowland, D. (2005). All changes great and small. Exploring approaches to change and its leadership. *Journal of Change Management*, 5(2), (121–151).
- Lau, C. M., and Woodman, R. W. 1995. Understanding organizational change. A schematic perspective. *Academy of Management Journal*, 38 (2), (537 – 554).
- Lewin, K. (1951). *Field theory in social science: Selected theoretical papers*. New York, NY: Harper Torchbooks.
- Lewin, K. (1947). Frontiers in group Dynamics. *Human Relations Journal*, 1(2), (143–153).
- Lippitt, R., Watson, J. and Westley, B. *The Dynamics of Planned Change*. New York: Harcourt, Brace and World, 1958.
- Line (2005). The structure and function of attitude towards organizational change. *Human Resources Development Review*, 2, (1–25)
- Maria Vakola, L. N. (2005). Attitudes towards organizational change, what is role of employees stress and commitment. *Employee Relations*, (160-174).
- McKinsey & Company (2008) Creating organizational transformations, *The McKinsey Quarterly*, (July), (1–7). (Accessed 27 January 2009).
- Naveed, R. T., Jantan, A. H., Saidu, M. B., Bhatti, S. M. (2017). The validation of the organizational change construct using confirmatory factor analysis. *Journal of Cogent Business & Management* 4, (1-10).
- Naveed, R. T., Al-Jojani, A. A., (2016). Effects of Organizational Cultural Changes in Organizational Development, Case Study on OD Practitioners/Consultants. *Journal of Culture, Society and Development*. Vol.17,(17-22).
- Naveed, R. T., Jantan, A. H., Ahmad, N. (2016). Organizational Culture and Organizational Change in Pakistani Commercial Banks. *International Journal of Research in Business Studies and Management*, 3(8), (1-3).

- Oreg, S. (2006). Personality, context, and resistance to organizational change. *European Journal of Work and Organizational Psychology*, 15(January), (73–101).
- Quinn, R. (1996). *Deep Change: Discovering the leader within*. San Francisco; Jossey-Bass.
- Reichers, A. E., Wanous, J. P., and Austin, J. A. (1997). Understanding and managing cynicism about organizational change. *The Academy of Management Executive*, 11 (1), (48 – 59).
- Robbins, S. P. (2003). *Organizational Behavior* 9<sup>th</sup> Edition. Prentice Hall Inc.
- Rogers, P., Meehan, P. and Tanner, S. (2006) *Building a winning culture* (Boston, MA, Bain & Company).
- Schulz, M. (1992). A depletion of assets model of organizational learning. *Journal of Mathematical Sociology*, 17, (145–173).
- Schulz, M. (1998). A model of obsolescence of organizational rules. *Computational & Mathematical Organization Theory*, 4(3), (241–266).
- Schulz, M. (2003). Impermanent institutionalization: the duration dependence of organizational rule changes. *Industrial and Corporate Change*, 12(5), (1077–1098).
- Schulz, M., & Beck, N. (2000). Iron laws of bureaucracy—comparing incremental and radical change of organizational rules in the U.S. and in Germany. Unpublished manuscript. Columbia: *Sauder School of Business, University of British*.
- Shepherd Dr. P. (2012). *Appreciative Inquiry*. Puchong Jaya: *Binary University Malaysia (FGRS)*.
- Thomas, G. C., & Christopher, G. W. (2014). *Organization Development and Change*. (10th Ed.). California: Cengage Learning.
- Todnem, R., Kuipers, B., Procter, S., (2018). Understanding Teams in Order to Understand Organizational Change: The OTIC Model of Organizational Change. *Journal of Change Management*, 18(1), (1-9).
- Wanberg, C. R., and Banas, J. T. (2000). Predictors and Outcomes of Openness to Changes in a Reorganizing Workplace. *Journal of Applied Psychology*, 85 (1), (132 – 142).
- Yousef, D. W. 2000a. Organizational commitment and job satisfaction as predictors of attitudes toward organizational change in a non-western setting. *Personnel Review*, 29 (5), (567 – 592).
- Yousef, D. W. (2000b). Organizational commitment as a mediator of the relationship between Islamic work ethic and attitudes toward organizational change. *Human Relations*, 53 (4), (513 – 537).