

IDENTIFICATION OF FACTORS RESPONSIBLE FOR ORGANIZATIONAL TRANSFORMATION OF GSRDC

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Abstract

In India organization frameworks have experienced uncommon changes since the beginning of the period of globalization. Not very many investigations have been directed in India identified with organization change of open area and government organization. No explicit investigation is accessible underlining recognition minor departure from organizational issues dependent on variables like long periods of administration, office to which one has a place, geological territory of working and so forth. The impact of these variables as far as organizational change has not been assessed up until now. There is plentiful degree to consider organization change process on Government Organization and assess the effect of different factors on it. The branch of knowledge of organizational change the board framework is for some time built up and contains a pointlessness of speculations, structures, models, and exploratory investigations on organization change and change, yet it appears that there is a distinction between this assemblage of learning and its usage by experts, exceptionally for people in general or government organization. Since the standard works here depend on exact examinations of vast modern and assembling organization, it could be contended that the presumption that the ideas can be utilized to fit explicit administration arranged organization

system looked invalid, as open or government organization are all around perceived as having recognizing attributes that require explicit research consider. In this manner the examination is centered around distinguishing the fundamental factors for doing Organizational Transformation in GSRDC.

1. Introduction

The state of Gujarat has one of the most extensive and traffic intensive road network in the country. The total road length in Gujarat currently stands at about 74500 km. This can broadly be divided into a core and a non-core network. The core network comprises of the National Highways and around 6000 kms of State Highways, while the balance constitutes the Non-core State Highways, Major District Roads, Other District Roads and Village Roads. The road density in the state stands at around 38 km per 100 sq km, and 146 km per lakh of population. These figures are broadly comparable to 43 km and 126 km for India. The state government has launched an ambitious 6000 km State Highway Development Program (SHDP) to address the core network's need for up-gradation and maintenance. Arterial network to augment road connectivity of DFC and DMIC areas with Ports and other growth centres has been identified. The national highway network of Gujarat has benefited from the Golden Quadrilateral and North South East West

axis of the National Highway Development Program passing through the State. Further, the pioneering PPP Roads, expressways, six laning projects (under advanced phases of NHDP), prudent use of external funding and a relatively better maintenance regime has led to a relatively better quality national highway network in the state compared to many other parts of the country. The State has implemented several network improvement initiatives such as the World Bank funded roads, Pragati Path, Kisan Path and Vikas Path road development programs. Such programs have led to substantial improvement of several key stretches of State Highways, offering fairly sound ridership experiences.

A key challenge for the core network is to cater to the needs of emerging growth centres like industrial parks, ports, SEZs and SIRs, and urban centres which will define the Gujarat economic landscape. Moving forward, continuing to provide quality roads of adequate capacity will be critical for the state. This should be seen in the backdrop of facilitating transaction competitiveness. This can be ensured by providing a quality road network through output focussed delivery systems. Gujarat is the first state in India to have a law governing Build Own and Transfer (BOT) transaction and such other arrangements along with private participation in infrastructure projects. Roads in the transport sector account for nearly 17.05% of the total planned investments amounting to Rs.39110 crores for the period up to 2020 of "Blue Print for Infrastructure in Gujarat – Vision 2020" prepared GIDB. To implement the plans laid down in Gujarat Infrastructure Agenda – Vision 2010, Government of

Gujarat, through a Government Resolution dated Feb 20, 1999 incorporated Gujarat State Road Development Corporation Ltd (GSRDC) on 12th May, 1999 as a limited company under the Companies Act, 1956. It was established as a wholly owned Government undertaking. These days organization work in an unpredictable

world that is changing on numerous measurements at an expanding rate. Patterns in globalization and the ramifications of the post-modern data age are driving basic changes in the "vital setting". Thus, this vital setting is driving changes in present day organization that must work perpetually viably inside this specific circumstance. High exchange rates, progresses in efficiently accessible incredible data innovation, and utilizing of speed as an upper hand influence a wide range of organization whether business or government offices. Key introductions have been talked about in both showcasing and key administration. Vital introductions are the key headings actualized by a firm to make appropriate conduct for the constant predominant execution of the business (Gatignon, H., Xuereb, J.M., 1997). These frequently mirror the convictions and mental models of the senior administrators (Hitt, M., Dacin, T., Tyler, B., Park, D., 1997). Past research has recommended different typologies of key introductions. Two surely understood typologies are (Miles, R., Snow, C., 1978) [e.g. miners versus defenders] and (Porter, M., 1980) [e.g. a separation system versus an ease one].

Others incorporate, an outside introduction versus an interior one, and an open door looking for introduction versus an issue keeping away from one (Noble, C., Sinha, R., Kumar, A., 2002) (Wright, P., Kroll, M., Pray, B., Lado, A., 1995). 'Organizational change' is a term alluding altogether to exercises, for example, re-building, overhauling and rethinking business frameworks. The conventional information in regards to business frameworks, starting from such zones as business organization, the board science and coordinations, neglects to give the correct comprehension to the motivation behind updating them. So as to perform organizational change, suitable learning of organization is required. Numerous reasonable portrayals of organization have been depicted in the writing like those distinguished by (Morgan, G., 1986) and (Mintzberg, H., 1979). Another well

known point of view is to see an organization as an arrangement of managed streams of records and merchandise (Beer, S., 1972), (Porter, M.E., 1985). Business forms are viewed as oversight and controlled by organization structure and coordination systems (Galbraith, J.R., 1977), (Mintzberg, H., J.A. Waters, 1985), (Mintzberg, H., 1990). Numerous business researchers, for example, (Chandler, A.D. Jr. 1962) and Porter (cf. Watchman, M.E., 1980, 1980a, 1981, 1985). Hamel and Prahalad (1989, 1990, 1993, 1994), have recommended procedure making or rebuilding the organizational structure to accomplish upper hand. Since the distributions of (McFarlan, W., 1984), Cash and Konsynski (Cash J.I., B.R. Konsynski, Porter and Millar, 1985) and prominently (Hammer, M., 1990) the mindfulness, that data innovation might be a ground-breaking intends to accomplish higher execution and other attractive qualities, similar to adaptability, has developed. In the meantime it has likewise turned out to be evident that so as to accomplish this, an intensive and fitting comprehension of the organization itself is fundamental. The business procedure overhaul approach 'Don't computerize, annihilate' requests an alternate state of mind about organizations. This line of thought is additionally created by Medina-Mora, Flores (Medina-Mora R., T. Winograd, R. Flores, F. Flores. 1992), (Keen, P.G.W., 1992) and (Dietz, J.L.G., 1994) The expression "change" has been utilized as often as possible to depict considerable organization changes coming about because of the nearness of an extreme IT advancement (Cross, J., and Earl, M. J., 1997; Crowston, K., and Myers, M. D., 2004; Daniel, E. M., and Wilson, H. N. 2003; Jarvenpaa, S., and Ives, B., 1996; King, J. L., 1996; Robey, D., and Sahay, S., 1996; Scott Morton, M. S. (ed.) 1991; Uhlenbruck, K. M., Klaus E. Hitt, Michael A., 2003; Yates, J., and VanMaanen, J., 1996). Despite the fact that IT is an essential initiator of organization change, the flood of

research inspecting organizational change is a lot more extensive. It draws from the fields of financial aspects, procedure, and human science (Pettigrew, A. M., 1985). Two often referred to hypothetical establishments tending to change incorporate inventive devastation (Shumpeter, J. A., 1942) and punctuated balance (Gersick, C., 1991), (Tushman, M.L., Romanelli, E., 1985). Inventive devastation alludes to the procedure through which organizations endeavor to increase upper hand through advancement. This upper hand, nonetheless, is fundamentally impermanent as impersonation by contenders and new participants dissolve (devastate) benefits and power the firm to consistently improve. The worldview of punctuated harmony gives a different however firmly related point of view of progress. It proposes that there are longer times of gradual changes that are punctuated with times of radical change (Gersick, C.J.G., 1994), (Tushman, M.L., Newman, W.H., Romanelli, E., 1986). These times of radical change may adjust the idea of rivalry, the area of direct contenders, the estimation of firm resources, or the idea of cooperations among clients and providers. Along these lines, the rise of new innovation and the extreme changes, related with it, have imperative ramifications for organizations. A third perspective of change has developed specifically from the IS writing. The arranged change point of view (Orlikowski, W.J. what's more, Tire, M.J., 1993) gives an elective focal point to change that anxieties the progressing and steady nature of organizational change. What's more, this viewpoint recognizes the joint job of both social on-screen characters and innovation in deciding the organization results from change. Another normal for this point of view is that considerable changes may really be made out of a progression of littler changes—proposing that few gradual IT advancements and social on-screen characters may collaborate over some undefined time frame to prompt a progressively recognizable change. So as

to facilitate our comprehension of the attributes which empower organization to flourish amid change, we don't need to embrace an explicit point of view on change which is selective of any of the three viewpoints evaluated previously. Organization reactions to these changes are probably going to be packed specifically times of more and less change (as in the inventive demolition and punctuated balance models) and furthermore include progressing change (as in the arranged change point of view). We do, in any case, need to contend that the explicit setting of change meets the fundamental criteria for a change put forward in earlier research. Earlier research has characterized change in various ways. In their exchange of general organizational change, Romanelli and Tushman (Romanelli, E. furthermore, Tushman, M.L., 1994) contended that a change happened when firms had considerable changes in procedure, structure, and control over a time of two years. The capacity to recognize and react to changes started by innovation is basic to the execution and frequently even to the survival of firms.

An unmistakable and diagnostic model of organizational change (Frances M. Slope and Lee K. Collins, 2000) presents a model of organizational change drawing on contextual analysis inquire about and a survey of important writing. It draws the discoveries dependent on crafted by various creators (Tushman, M.L., Romanelli, E., 1985), (Tapscott, D., Caston, A., 1993), (Schein, E.H., 1996), (Venkatraman, N., 1994), (Burdett, J.O., 1994), (Gould, R.M., 1996), (Raghuram, G. 2007). However, it incorporates and broadens this work in an imaginative way. It talks about the likelihood of surveying the suitability of organizational change the board systems and exercises, utilizing the model. It depicts that it is vital for change chiefs to see how both the inner and outside situations can impact organizational change techniques and exercises. The model recommends that one potential

commitment of the model of organizational change is that it might give direction and understanding to directors endeavoring such remaking. Furthermore, this point of view distinguishes the joint job of both social performing artists and innovation in deciding the organizational results from change. Another normal for this point of view is that significant changes may really be made out of a progression of littler changes—recommending that few gradual IT advancements and social on-screen characters may associate over some undefined time frame to prompt an increasingly perceivable change. So as to advance our comprehension of the qualities which empower organization to flourish amid change, we don't need to receive an explicit point of view on change which is elite of any of the three viewpoints surveyed previously. Organization reactions to these changes are probably going to be gathered specifically times of more and less change (as in the inventive demolition and punctuated harmony models) and furthermore include continuous change (as in the arranged change point of view). We do, notwithstanding, need to contend that the explicit setting of change meets the essential criteria for a change put forward in earlier research. Earlier research has characterized change in various ways. In their exchange of general organizational change, Romanelli and Tushman (Romanelli, E. also, Tushman, M.L., 1994) contended that a change happened when firms had generous changes in procedure, structure, and control over a time of two years. The capacity to recognize and react to changes started by innovation is basic to the execution and frequently even to the survival of firms. An illustrative and explanatory model of organizational change (Frances M. Slope and Lee K. Collins, 2000) presents a model of organizational change drawing on contextual investigation look into and an audit of applicable writing. It draws the discoveries dependent on crafted by various creators (Tushman, M.L., Romanelli, E., 1985), (Tapscott, D.,

Caston, A.,1993), (Schein, E.H., 1996), (Venkatraman, N., 1994), (Burdett, J.O., 1994), (Gould, R.M., 1996), (Raghuram, G. 2007). However, it incorporates and expands this work in an imaginative way. It examines the likelihood of surveying the suitability of organization change the executives methodologies and exercises, utilizing the model. It depicts that it is essential for change administrators to see how both the inside and outside situations can impact organizational change procedures and exercises. The model proposes that one potential commitment of the model of organizational change is that it might give direction and understanding to supervisors endeavoring such remaking. Advancing into an esteem oversight endeavor denoting a practical development and directing business sector position requires changing into a very focused, spry, responsive and flexible specialty unit. To increase such reestablished capacities and acknowledge change, inventive techniques and practices are fundamental, in which, the procedures, individuals and innovation must be returned to and enhanced from an incorporated point of view. Organization can't accomplish an enduring effect without a profound and certified change in the way has been certain it conducts business. In the process organizational change for long haul results require not really be a mind-boggling try, but rather can be a rearranged and dependable methodology with circumspect spotlight on tending to the political or other self-dispersed hindrances to change. In India organizational frameworks have experienced uncommon changes since the beginning of the time of globalization. Not very many research have been led in India identified with organizational change of open division and government organizations. No explicit investigation is accessible underlining observation minor departure from organization issues dependent on elements like long periods of administration, division to which one has a place, geological territory of working

and so forth. The impact of these elements as far as organization change has not been assessed up until this point. There is ample scope to study organizational transformation process on GSRDC and evaluate the impact of various factors on it. Identification of transformation drivers on organizational transformation issues in context of GSRDC has not been studied so far. These research mainly focuses on the identification of transformation drivers for GSRDC.

2. Literature review

Organizational changes can be steady or radical, consistent or intermittent, gradual or quantum in nature. Any such endeavor to introduce an atmosphere in which assorted variety is esteemed may, hence, be delegated an organizational transformational endeavor. Chakravarthy, (1996) demonstrated that steady change keeps always occurring in the organization, its impact might be believed in the long haul. Yet, the other transformational change has the capacity to demonstrate its effect on the organization in the short and in addition the long haul. Kets de Vries (2001) referenced that managing broken change is unmistakably more troublesome than managing steady changes, and that irregular change as a rule comes at a high cost as human capital. The formation of a culture of consideration that use assorted variety may likewise be portrayed as an extreme change exertion (Miller and Katz, 2002). Numerous analysts (Mintzberg and Westley, 1992; Tushman, Newman and Romanelli, 1986) have characterized organizational change in wording that were pertinent to their individual settings.

2.1. Organizational Change and Transformation

For getting comfortable with the idea of organizational transformation, it is important to examine the current information of evolving organizations. It shapes one reason for both support and

assessment of the examination. Surveys introduced in this section are later reflected against the substance and the structures of the planned build. Organizational change is another method for sorting out and working, including the shift and change of the status so as to make due in the conditions (Hage, 1980; Dawson, 2003). The conditions go about as wellspring of powers for change that organizations need to follow (Melin, 1989; Scott, 2004). Van de Ven and Poole (1995) characterized that organizational change is the perception of distinction after some time in at least one elements of a substance. Burnes (1996) noticed that organizational change alludes to understanding adjustments inside organizations at the broadest dimension among people, gatherings, and at the aggregate dimension over the whole organization. As per French and Bell (1999), Goodstein and Burke (1997), Kanter et al. (1992) the requirement for change may begin from a few distinct sources, both from inside and outside the association. Outside powers incorporates controllers, contenders, clients, and innovation while inward weight may originate from out of date administrations and items, new market openings, new key bearings, and an inexorably different workforce. Furthermore, Lippitt et al. characterized in 1958 that the choice to take a stab at change may either be made by the association itself, in the wake of encountering torment or finding the open door for a superior future or by an outside change operator that takes the principal activity towards a change exertion. Organization change essentially in light of outer weight as opposed to inner want to change (Goodstein and Burke 1997). The organizational change is activated with the observation or experience of natural risk, misfortune or opportunity. To condense, change is required when current execution and the method for activity of a business is no longer on a standard with the prerequisites from inside the organization or with the earth

and the focused circumstance. Goodstein and Burke (1997) talk about the partition of various types of changes by guaranteeing that organization can change on three unique dimensions. That is, changing the people, i.e., their aptitudes, qualities, demeanors and conduct; structures and frameworks, that is compensate frameworks, announcing connections and work plan lastly atmosphere or relational style. As indicated by Turner (1999), change presented may either be specialized, i.e., change to the innovation or physical condition, or social, i.e., changes to the aptitudes, demeanors, qualities, procedures and frameworks or the structure of the association. Salminen (2000) points out that it is mainly the boundaries between academic disciplines and different research traditions which have caused this somewhat artificial separation of different kinds of changes. "Social scientists have studied changes in human organizations from a people perspective, and operational changes have by and large been considered from the viewpoint of industrial engineering or operations research. Dawson (2001) reported that organizational change is 'new ways of organising and working'. It involves the alternation and transformation of the status in order to survive in the environments. Hornstein (2001) indicated that organization should be able to adhere to different organisational change by responding, harnessing or initiating and provoking organizational change approach. Drucker (2002) designated that an organisational change requires the willingness and ability to transform what is already being done just as much as the ability to do new and different things through proper communication, marketing abilities and skills and also technological skills. Therefore a set of required policies and practices that make the present create the future should be considered.

According to Moran & Brightman (2004) that the management of organizations should also consider organisational change to be able to cope

with the needs of their target market in the global environment; nevertheless, organisational change also cause change and transformation in politics of power and control to changes and transformations in the departmental level. Researcher's exploring organization change through a cultural or social-cognition perspective would examine not dimensions but values. Because the language relating to change differs, a common language is difficult to find. Definite common concepts such as forces or sources of change and order of change are noted within key sources of literature review of change (Burnes, 1996; Goodman, 1982; Levy and Merry, 1986; and Rajagopalan and Spreitzer, 1996). As these researchers are studied organizational change those aspects became significant points of concern in their analyses. Salminen (2000) out that it is primarily the limits between scholastic controls and diverse research conventions which have caused this to some degree fake partition of various types of changes. "Social researchers have examined changes in human associations from a people point of view, and operational changes have all things considered been considered from the perspective of mechanical building or activities inquire about.

Dawson (2001) detailed that organizational change is 'better approaches for sorting out and working'. It includes the shift and change of the status so as to make due in the conditions. Hornstein (2001) demonstrated that association ought to have the capacity to stick to various organizational change by reacting, outfitting or starting and inciting organizational change approach. Drucker (2002) assigned that a organizational change requires the readiness and capacity to change what is now being done the same amount of as the capacity to do new and diverse things through legitimate correspondence, promoting capacities and aptitudes and furthermore mechanical abilities. In this manner an arrangement of required strategies and

practices that influence the present to make the future ought to be considered. As per Moran and Brightman (2004) that the administration of associations ought to likewise view organizational change as ready to adapt to the requirements of their objective market in the worldwide condition; in any case, organizational change additionally cause change and change in governmental issues of intensity and control to changes and changes in the departmental dimension. Scientist's investigating association change through a social or social-cognizance point of view would look at not measurements but rather values. Since the dialect identifying with change varies, a typical dialect is hard to discover. Unmistakable regular ideas, for example, powers or wellsprings of progress and request of progress are noted inside key wellsprings of writing audit of progress (Burnes, 1996; Goodman, 1982; Levy and Merry, 1986; and Rajagopalan and Spreitzer, 1996). As these specialists are considered organizational change those viewpoints wound up huge purposes of worry in their examinations. Diverse classes of hypotheses of progress bolster in comprehension, portraying, and creating bits of knowledge about the change procedure. These are distinctive as indicated by level effect, scope, speed, center, structure, nature, and so on. Thusly, there are a few unique kinds of organization changes in the writing. Burke (2008) attempted to demonstrate the dialect that scientists and experts at present use considering the kinds of progress as: Revolutionary versus Evolutionary; Discontinuous versus Continuous; Episodic versus Continuous stream; Transformational versus Transactional; Strategic versus Operational; Total framework versus Local alternative. These arrangements are not extensive, and are entwined. Diverse sorts require distinctive strategies and methods. There is assorted variety considering greatness and pace of progress that is engaged with the change procedure, and in addition applied distinction as far as both the substance

and how the change happens. The most essential issues for understanding organizational changes are substance and process issues. Adequate research has been led on organizational change to clarify that, by and large, both substance and how the change come to pass factors should be assessed. Barnett, and Carroll, (1995) detailed that hypotheses and examinations of organizational change frequently will in general location just a single measurement.

Essential changes are additionally alluded to as progressive or radical change, change, turnaround, refocus or reorientation (Goodstein and Burke 1997); (Barker 1998); (Buhanist 2000); (Mintzberg and Westley 1992); (Stace and Dunphy 1994); (Tushman and Romanelli 1985). Change may likewise be purposeful, i.e., arranged or incidental, as such spontaneous. It very well may be quick or moderate, it might influence numerous components of the association or just a couple. (French and Bell 1999); (Cummings and Worley 1993) Mohrman (1989) expressed that vast scale organization change as organizational change, adurable change in the character of an association that altogether modifies its execution (Whitsett, and Burling, 1996). As per Wischnevsky, and Damanpour, (2006), organization change is a progress between organizational states that contrast generously and it happens over a time of years through a mind boggling process including a progression of stages (Davidson, 1994). Kilman and Covin (1989) characterized change as a framework wide change in an

association that requests better approaches for seeing, considering and acting by the entirety of its individuals. It is named as a kind of radical change, on the grounds that the organizational change is tied in with seeking after new and distinctive methodologies, structures, forms, prizes, abilities and assets, upheld with new and diverse basic beliefs – new culture.

Blumenthal and Haspeslagh (1994) gave an enhancement type of meaning of change as an operational enhancement, a

corporate self-reestablishment program, and a vital change. As indicated by them the operational enhancement depends on the re-building business procedures to rebuild thoughts, move organization limits and change work and data stream. Corporate self reestablishments look to make organization connections and social procedures that will enable the organization to constantly adjust to changing circumstances along these lines keeping away from execution holes later on. At last, vital change speaks to the procedure of restoring upper hand in the commercial center by reproducing a profitable match between center abilities and market openings.

2.2. Organizational ransformation: Organization's Behaviour, Organizational System and Structures

The organizational life cycle hypothesis was authenticated by numerous specialists. Hayes and Wheelwright (1979) recommended that once associations advance after some time they experience openings and limitations, and should in this way adapt predominant administration frameworks and controls, and plan and utilize the required organizational structures and in addition create measures so as to decide auxiliary contrasts quantitatively (Pugh, 1973). Kilzer and Glausser (1984) states that troubles happened can be effectively overseen through careful techniques, time and development arranging, possibility arranging, strategic arranging, keeping up a working spending plan, and evenhanded treatment everything being equal. Change has gotten certain difficulties for the executives terms of rising above and altering their conduct and aptitudes. Tice (2007) clarifies that an extraordinary pioneer require abilities that are "customized to the present condition." These pioneers must carry on in a way that is excellent to staff (Kotter, 2007; Tice, 2007). Tice (2007) states that pioneers must be versatile, mindful, intentional, unequivocal, and community, have relationship building abilities, encourage advancement, and

execute their procedure (Tice, 2007). Eggers (1999) distinguishes that the variables that can be learned and estimated that offer ascent to development are upper hand, showcase measure, organization culture, mental qualities of the pioneer, and the capacity and ability to oversee development. Organization change procedures thusly be lined up with the association's inward and outer conditions. They should be receptive, effectively adjusted to changing aggressive conditions, in light of educated decisions, and consolidate situation anticipating different possibilities. Scott and Bruce (1987) see that administrators need to participate in vital arranging so as to build up an arrangement of the board that changes with organization development. When the administration distinguishes the organization's capacities, advances and prepares representatives, and gives chances to ability improvement, the association will develop. Olivier (2004) emphasizes that Organizational development depends on ability the executives and the pioneer's hypothetical capacity. In this way to encounter the organization development pioneers must build up their administration abilities (Stevens 1988), apply suitable administration styles at fitting time (Johnson, 1989; Olivier 2004; Waldrop, 1987), and furthermore make changes in accordance with their direct and approach. Churchill and Lewis (1983) stretch that change and progress additionally expect directors to alter their individual objectives, operational capacities, administrative capacities, and key capacities. Fantastic supervisors are portrayed as, executives, business visionaries, and integrators. The degree to which they use certain attributes relies upon the conditions. As per Johnson (1989) person's needs and those of the business decide the most proper administration style. Organizational change endeavors require overseeing changes in conduct of faculty moreover. An association must set up its work force for change so they are fit for

moving their assignments. These progressions can be started by pioneers as far as imparting the association's vision and reasonable techniques (Ford, 2005) Baum (1998) in his examination has discovered that solid pioneers can fortify their qualities through vision correspondence which thusly influences organizational dimension execution. Changes may likewise be come to through solid corporate culture, and encouraging worker business related learning (Lang, Wittig-Berman and Ursula, 2000) which creates representative comprehension, abilities, practices, and frames of mind. Hayes and Wheelwright's (1979) consider reports that associations need to keep current on mechanical improvements and developing markets as well as keep up an expectation to learn and adapt in the association. Basic changes are development methodologies that rise out of emergency and in addition situational holes. Scott and Bruce (1987) showed that each particular phase of development for a business is related with an emergency end. O'Neill (1983) and Olson and Terpstra, (1992) expressed that if association to prevail from this emergency, it must create successful techniques as new structures and frameworks to oblige the impacts of development. Studies shows that size of the association decides its structure, while a dimension of reliance on different associations and social situations will no doubt cause a convergence of power (Pugh, Hickson, Hinings and Turner 1969. Olson and Terpstra (1992) contend that organization auxiliary changes are the consequence of the association's progress from first satge to the development phase of improvement. That organize is described by unpredictability, formalization, and decentralization. We can contrast this with the investigation of Pugh (1968) which recognizes six territories of organization structure which incorporate specialization, institutionalization of control and work process, formalization, centralization and design. These

examination discoveries bolsters four auxiliary measurements like organizing of exercises, line of control, centralization of power, and size of supporting constituents.

Churchill and Lewis (1983) uncovers that the structure of a little association is to a great extent affected by asset accessibility and notwithstanding innovation, while the span of the workforce in a substantial association is impacted by innovation (Pugh, Hickson and Pheysey 1969b). The advancement of the now in vogue – procedure process inquire about—can be followed to Europe, where consideration was attracted to the job of intensity as an effect on system results (Pettigrew 1973). The job of culture was examined and later the joined impacts of culture and power were considered (Pettigrew 1985). A progression of vast scale experimental investigations (Pettigrew and Whipp 1991, Pettigrew et al 1992) built up a procedure approach which consolidated the substance, process, setting of progress with longitudinal information gathered at various dimensions of examination, in this way bringing the component of time into the examination and considering numerous dimensions of investigation however coordinated. Therefore process explore has opened up the company's inner procedures for study, and given a stimulus to the job of time and elements in tending to issues of key decision and change. Process look into has been divided, portrayed by constrained hypothesis building and exact testing (Pettigrew et al 2002). Subsequently it very well may be seen that the advancement of research on methodology usage is straightforwardly connected with the development of system look into and the accentuation on execution has been believed to be subject to the overwhelming methodology (point of view) managing a specialist.

The center of the methodology procedure including usage includes choices and activities. Basic leadership is the sound use of information to a

decision issue (Simon 1976). It includes looking for answers to addresses, for example, what are the options, what are the outcomes of every option, how alluring are the results and what criteria to apply to assess the options. Such objectivity is conceivable with profoundly organized issues however with very unstructured issues vital choices—it is unimaginable to expect to get all the data and indicate all the arrangement of choices.

3. Research Gaps

The analysis of literature suggests that organizations change or transform in a reactive manner due to external changes in the competitive environment, however specific studies of Government organization and especially GSRDC organizational transformation were not found. The literature analyzed on organizational change and of transformation is not sector detailed, nor does it claim to be applicable to a specific size and scale of operations of organization, therefore the assumption is made that the findings for the literature review are applicable in a government organization of service oriented context.

4. Factor Identification

Literature review is the initial step to distinguish the most vital variables for the drivers or parameters of organization change or change the executives. In view of an exhaustive audit and blend of data from writing thirteen basic zones of administrative arranging and activities to accomplish the goal were recognized. From now on the basic components will be alluded to as develops. A develop is considered as an inactive variable, which implies that it can't be estimated specifically. e. g. Authority and Commitment to change is a develop that can't be estimated straightforwardly notwithstanding, on the off chance that there is responsibility, supervisors would assign assets to change over reasoning enthusiastically lastly results. Hence

portion of assets is an appearance of Leadership pledge to accomplish wanted objectives. The literature review shows that as leaders of an association center around the executives of the basic variables, upgrades in execution will happen and eventually result in enhanced organization execution in all angles. The improvement of the builds depends on the examination of the exact research by Saraph et al. (1989), Ahire et al. (1996), Black and Porter (1996), Flynn and Saladin (2001), and Zhang et al. (2000) in the assembling writing.

Observational research by Sureshchandar et al. (2001) gives the premise to develops explicitly essential for administrations viz. benefit culture and Servicescapes. Their investigation was led in the Indian managing an account administrations, henceforth relevance of the basic components is made a decision to be increasingly legitimate for the ebb and flow inquire about examination. Criticality of builds was brought out in the observational examinations by Huq (1996), Kunst and Lemmink (2000), Meyer and Collier (2001) and Chow-Chua and Goh (2002). The correlation depends on the scale things comparing to each basic factor utilizing judgmental process. The writing survey envelops prescriptive, reasonable, and hypothetical and

professional research in key administration. It features the essentialness and significance of the different administration measurements in various situations. After that exploration develops and their measurements are depicted in detail. The potential achievement factors are risen up out of the writing and were in this manner not predefined. By each creator, basic achievement factors speak to those issues that the creator considers most vital for an effective change. They are generally recognized and grabbed from a change demonstrate. (2001), Kunst and Lemmink (2000), Zhang et al. (2000), Meyer and Collier (2001) and Sureshchandar et al. (2001b) used survey technique to validate the different frameworks. The research compared the

studies and grouped the constructs in 13 categories using intellectual and judgmental processes. Such a process took into consideration the scale items of each critical factor before grouping under a construct. Finally, the present research identified the following 13 dimensions as critical for the organizational transformation:

1. Leadership and Commitment
2. Strategic Planning
3. Human Resource Development
4. Service Delivery
5. Process Management
6. Service Culture
7. Servicescapes
8. Organizational Structure
9. Information Systems
10. Technology Management
11. Customer Focus
12. Key Performance
13. Un-remunerative obligations

5. Conclusion and Recommendation

This research is an investigation of identifying the factors for the organizational transformation of GSRDC. The transformation is viewed as a process of thoughtful and fundamental change that orients an organization in a new direction and takes it to completely different level of performance. It is noted that organizational transformation has not been widely studied in India, especially in government organizations. This research presented the identification of thirteen constructs that is critical dimensions for implementation of organizational transformation which is based on an extensive literature review, analysis & synthesis. They are: Leadership and Commitment; Strategic Planning; Human Resource

Development; Service Delivery; Process Management; Service Culture; Servicescapes; Organizational Structure ; Information Systems; Technology Management, Customer Focus; Key Performance; and Un-remunerative Obligations. Further using these factors an detailed research can be carried out to prepare a theoretical framework or model to successfully implement the Organizational transformation in GSRDC.

6. References

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