

ORGANIZATIONAL DEVELOPMENT INTERVENTIONS: LITERATURE REVIEW**Dr. Sagar Nimbalkar**Assistant Professor, Vidya Pratishthan's Institute of Information Technology, Baramati
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shwetakekan09@gmail.com**Abstract**

The drastic change in the external environment affects the growth of organizations, which is why organizations need to develop different strategies to maintain their credibility in this competitive world. Today, all organizations are increasingly identifying OD interventions to enhance the functioning of the organization. This research's findings are based on secondary data (a literature review). Secondary data is past data or second-party data that has already been composed by someone else. From various research papers, this study concluded the purpose, statement of the problem, and brief summary of the research papers. The traditional approach of organizational development (OD) converts into the modern approach of organizational transformation (OT). This research paper gives a different literature review to summarise the concept of organizational development and organizational interventions, but through this summary, we conclude beneficial knowledge and points that should be considered by companies while implementing organizational development intervention techniques. This study also suggests new OD intervention strategies that must be followed by organizations.

Keywords: Organizational Development (OD), Organizational Development Interventions, Training, PRISM Philosophy, Leadership, Organizational Performance.

Introduction**Organizational Development**

Organization development refers to the process of enhancing the performance of employees, employers, functional teams and organization. Organizational development is a structured process to carry out organizational changes, managed by higher authorities, for better performance of organization. Organizational development is a continuous process of behavioural psychology, which means it involves the study of employees' behaviour for developing competency framework according to behavioural indicators to ensure the development of employees, which leads to the development of an organization. Organizational development is an interdependent and cooperative procedure. Organizational development depends upon the goals and objectives of an organization to develop a suitable course of action to achieve those goals and objectives. The basic objectives of OD are achieved with the help of SHRM (Strategic Human Resource Management). OD emphasises on how to take advantage of conflicts to implement different strategies based on different perceptions among employees. (Taute & Taute, 2012) Organizational development aims to "improve the effectiveness of organizations and the well-being of employees with planned interventions to their systems, processes, and structures by making use of behavioural science".

Organizational Development Interventions

Organizational development interventions are an essential part of creating a successful and thriving organization. OD interventions refer to the series of actions taken to solve problems that arise in an organization. OD interventions can be divided into four steps: 1) Identify a problem, 2) Develop a suitable technique to solve that problem, 3) Design the approach to solve issues and increase the performance of the organization, 4) Control the process.

(Cummings & Worley, 2009) explained various kinds of OD interventions that can be used by an organization are as follows:

- Human Resource Management Interventions
- Strategic Interventions
- Human Process Interventions
- Technostructural Interventions

Techniques like Management by Objective (MBO), training, team building and process consultancy are used as OD interventions techniques in an organization. OD intervention techniques increase the efficiency of an organization and support employees to improve their competencies.

Objectives of the study

1. To critically review the literature related to OD interventions
2. To find out the research gaps for carrying out further research related to OD interventions.

Literature Review

Farooqi(2014) This research paper mainly focuses on training as a major OD intervention technique used in several national and international organizations. The researcher stated that organizational development is a bridge between individual (employee) interests and organizational interests, as well as between the organization and the external environment. A strategy or action plan for an organization must be set up according to its objectives before the beginning of the OD process. This research described the concept of organizational development as a continuous, long-lasting strategy of behavioural science that focuses on the overall development of an organization by adapting to change. "Organizational Development (OD) is a traditional approach, and a modern-generation approach is Organizational Transformation(OT), as suggested by Porras and Silvers". Any OD process that initiates with the diagnosis of a problem and finds a solution to that problem, organization carrying out various techniques to solve problems, which are called "OD interventions". Training is one of the major OD interventions explained in this study. Training fills the gap between a standard set of expectations and actual performance. All types of training interventions are not OD interventions, but the interventions that are followed to adapt change in an organization for improvement are classified as OD interventions.

Das & Bhatt (2016) have explained the necessity of organizational development. OD is the process of strengthening the performance of organizations. The researcher concludes that OD is an organization improvement strategy that uses behavioural sciences. The researcher indicates that the employees want more from the organization, like challenges, recognition, a sense of accomplishment, tasks, and meaningful relationships. When an employee is not able to acquire or get these, the performance of the organization declines. Organizational interventions are a specific sequence of actions, activities, and programmes to enrich the performance and effectiveness of the organization. Interventions are designed to resolve issues or problems. The interventions are of different levels, and each intervention diagnoses a specific problem in a particular area of an organization. Today's business world is dynamic. The strategic intervention creates relationships with the external environment. This study indicates that the interventions are framed to fulfil the needs of the organization's as well as the individual's skills and abilities. A researcher analyses the influence of current global market conditions on strategic interventions by the IT

sector. This review suggests that the OD interventions had a beneficial impact on organizational culture, leadership, motivation, and organizational effectiveness.

Chandrasekar & Velusamy(2017) have explained the bashing of organizational development interventions in public sector entities. Also, this study focuses on employees' acceptance and enlightenment on various problems, suggestion schemes, and other employee-related facilities and responsibilities. For this study, the researcher selected Tuticorin Port Trust(which works under the administrative control of Ministry of Shipping,Government of India). Researchers conducted study to find different levels of impact of organizational development interventions, in this entity, which were gained by its employees. Tuticorin Port Trust is the largest economic entity in the southern part of Tamil Nadu, which boosts economic growth in India. OD interventions are divided into two parts: single-person-focused interventions and group-person-focused interventions. The statement of the problem in this research is that power and politics play an important role while conducting OD intervention techniques in an organization, especially in a public sector entity. Because in public sector entities, the government plays an important role in deciding strategies. OD intervention techniques are inadequately performed in Asian nations as compared to western nations. This study indicates the need and importance of implementing OD intervention techniques in an organization to sustain itself in a competitive world.

Solanky et.al. (2019) conducted a study based on secondary data of various factors affecting on organizational development. Organization is a continuous, changeable system; to ensure better performance, organizations should follow different OD intervention techniques. The researcher linked factors like leadership, innovation, inter-functional coordination, communication, knowledge sharing, strategic management and ICT (Information Communication Technology) with organizational development. These factors are helpful for accelerating organizational development. Organization refers to the group of people who come together to achieve common goals and objectives. "Every manager is a leader, but every leader is not a manager". To handle employees' and the organization's performance, an organization requires a tactful and innovative leader for a better tomorrow. In today's world, innovation is key to the success of an organization. To maintain product credibility in the market, organizations must develop an innovation strategy among themselves

according to customer needs as well as trends in the market. The researcher stated that adapting innovation techniques is a very difficult task due to the rapid increase in technology, changes in the market environment, changes in customer demand, etc. But also concluded that innovation is important for the sustainability of a business. There must be cooperation between employers and employees while performing work or achieving the goals and objectives of an organization. MBO (Management by Objective) is a process in which the goals of an organization are shared with both employees and management. This technique is helpful for engaging employees in their job roles and increase productivity at work. SHRM (Strategic Human Resource Management) refers to managing employees strategically to achieve the corporate, business and functional level objectives of an organization. The researcher stated that today's business operations cannot be more effective without interference of artificial intelligence and ICT.

Das (2019) examined organizational development as a planned process that is designed to introduce new changes in the organization. Through the research, it is believed that changes in the organization have happened with the help of behavioural science technology, theory, and research on management by objectives (MBO). It ensures the successful functioning of the organization. The researcher has explained that the purpose of organizational development intervention is to identify the problem, collect data related to the issue, resolve the problem, make an action plan, and implement the action plan that gives benefit to the employees of the organization in decision-making, processes that are unique to the company, and strategies in order to achieve organizational efficiency. This study indicates that any kind of issue can be resolved in the organization with the help of organizational development interventions using behavioural science technology, Johari Window, human resource management, and sociology. This review suggests that to manage and improve organizational efficiency and effectiveness, it also helps employees learn about different values, attitudes, norms, and management skills that are important to the success of the organization. The researcher explained that behavioural science technology gives training about how to work with different types of people, and management gives an objective guide to employees at the workplace about what type of work they should perform. This gives the employee a clear understanding of how to achieve the goals of the organization. This study indicates that the training module is one of the most important parts of

organizational interventions. The researcher established a training module that includes different kinds of activities, sessions, and meetings. The researcher had taken a 3-day training programme focused on organizations needs to function better. The group tasks and activities, individual activities, and panel discussion are included in the activities. The review of the training programme suggests that all the above-mentioned activities help employees improve their skills, abilities, and knowledge which results in the functioning of the organization.

Kaliappan & Fabiyola (2019) examined the consequences of OD interventions on developing high performing teams. The researcher has explained that OD interventions involve the employees trust and support. They respect the thoughts of people and solve problems face-to-face. The researcher has defined what kinds of interventions are to be followed for which type of issue. How to use intervention techniques depend on the skills and knowledge of the person or user. This study indicates human process interventions related to communication, decision-making, group norms, group composition, task clarity, and the changing nature of groups (group dynamics). The researcher has studied that "intervention is a set of planned actions that are designed by a consultant to help the organization improve its efficiency". The purpose of OD intervention is to develop organizational performance and the clarity of the employees' thoughts. Different kinds of interventions are used in an organization to resolve different kinds of problems, which are dependent on the level of intervention. For example, third-party intervention is used when conflicts become a constraint between two people working in the organization. According to the level of intervention, the benefits also vary. To increase organizational efficiency and effectiveness, teams play an important role. In teams, sometimes conflict may arise. To solve the issues among the team, interventions are used. In this study, the researcher found that most of the employees agreed with the fact that OD interventions are important for building potential teams. This review suggests that to accomplish the organizational goals, the teams play an important function, and for that purpose, interventions are necessary.

Yavuz(2020) examined the fact that organizational development interventions are also used to reduce the overcrowding of productivity and the quality structure of the product. The researcher has studied the three organizational interventions: adapting a new wage and reward system, establishing new manufacturing hubs, and designing a training programme. The researcher has explained the

different levels of interventions: individual, team organizational, and multiple organizational. This case is related to the carpet manufacturing company, Small to Medium Enterprises (SME), and the issue is related to low productivity, the structure of quality in the manufacturing, the weaving method of the carpet, and training for the labour. To resolve those issues in the company, the managers and MD of the company prepare the interventions related to the training session for wages and labour. The intervention related to wages is given according to how the workers make the carpet without any defects, so it increases the productivity and quality of the carpet. The intervention related to training is to improve the technical skills of the workers. In this study, the company's board of directors arranged the intervention programme after identifying the problem. With the help of the researcher team, they made the OD interventions to increase the labour potential, knowledge, skills, and abilities for better efficiency in the work, which led to the success and progress of the company. After the successful application of those interventions, the company makes more profit. This study suggests that change in the organization is important to accomplishing its goals.

Marczak & Yawson(2021) examined different motivational theories like Vroom's Expectancy Theory, Maslow's Hierarchy of Needs Theory, Cognitive Evaluation Theory(CET), Equity and Justice Theory and Motivation Hygiene Theory. The researcher has studied all these theories to make a final decision about OD intervention techniques. Researcher distinguished interventions can either focus on a person or a group of people. From all these theories, researchers examined intervention techniques: achievement orientation, goal setting, effective feedback, job design, and motivational programmes for employees. The researcher also studied the "Star Model" given by Galbraith; from this study, he concluded employee motivation is affected by strategy, structure, process, lateral capability, rewards and people.

Kanna & M (2022) conducted study based on primary and secondary data. The objectives of this study are to find the influence of OD interventions on the employees of CT InfoTech, to discover the factors important for organizational development and to interrogate correlation between diversity and organizational development. This research uses a descriptive research design and survey method for collecting data from workers at a company. The sample size for research is 500. The interpretations of the survey method are that most of the workers in the company are highly satisfied with knowledge sharing and individual and team learning. Training

and development functions in human resources play a vital role in increasing the productivity of employees. Through training, employees are able to improve their skills and high diversity of a company helps with organizational development.

Burak & UZUNCARSILI (2022) mainly focused on the theoretical background of organizational development and OD interventions. The researchers discussed the history of organizational development and when it began. Some authors suggested OD originated in the year 1930, and some authors suggested it originated in the year 1960. Researchers also concluded features of organizational development, different techniques of OD interventions, and the positive and negative impacts of OD interventions. The organizational development process is divided into 8 steps: introduction step, beginning step, evaluation and feedback step, action planning step, intervention step, assessment step, acquisition step, and departure step.

Srivastava & Walia examined organizational development interventions using the PRISM Philosophy. This research paper also explained different types of structural interventions carried out in an organization for better improvement. This study focused on the welfare of both, employees and organization. PRISM Philosophy, developed by Dr. Anubha Walia, Director of PRISM Philosophy, provides five pillars for achieving success in any entity. This paper concludes with an example of the PRISM Philosophy used by Ambuja Overseas. Ambuja Overseas uses this philosophy to solve major challenges faced by this company, like conflict management, organizational structure, etc.

PRISM Philosophy:

- P = Prepare
- R = Respect
- I = Implement
- S = Share
- M = Maintain

This philosophy tells us that the activities that are performed in an organization must be prepared well in advance. Give respect to both employees and employers. Employees should follow all rules and regulations of an organization and employers should follow all labour laws. Implement activities according to planning. Share knowledge and skills with each other. Maintain control over a process for organizational effectiveness.

Ruangyot in his literature review, the researcher examines how to improve employee commitment, employee motivation, job satisfaction, and job performance among the employees of the organization through OD interventions. Formal and informal meetings are held to discuss intervention

strategies. This review has studied how to improve employee commitment through a formal meeting conducted between the researcher and the change team. In that meeting, the job description is determined so that the employees have a clear understanding of what work they have to do in the organization to achieve the organizational goal. The goal of the informal meeting is for employees to freely interact with their supervisors. A minimum of five members must be present, and the meeting is held once a week. This study provided that activities and training sessions should be conducted for the smooth functioning of the organization under organization development interventions. To improve leadership skills, self-confidence, and effective communication among the employees, training was organized for supervisors, employees, and employers. The workshop is also conducted for the employees to have a clear vision and increase their commitment. OD intervention for employee motivation: this research has explained that to motivate employees, formal and informal meetings are conducted. The formal meeting is between the researcher and the change team. Informal meeting conducted between the manager and workers, as mentioned above. The important purpose of those meetings is to motivate employees through job design. It includes enhancing the quality of the job, giving authority power to a specific extent, an increase in salary, financial incentives, rewards, and recognition. This research has explained that different awards have also been discovered to motivate employees, like "the best employee award of the month". A sports day and field trip once a year are also organized. In OD intervention to increase job satisfaction and job performance, activities are given, like "time attendance reward programme" or "good time attendance period", and the employee who gets the award gets his child a scholarship in education from the company. To improve the functioning of the organization, communication sessions were also conducted to improve the communication skills of the public.

Conclusion

To generate skilled manpower, organizations are required to develop suitable OD intervention practises. By investing money and time, organization can sustain themselves in a rapidly changing external environment. More research needs to be done to formulate different and interesting OD intervention techniques. All researchers suggested common intervention techniques like training, Management by Objective (MBO), team building, etc. 'Gamification' is also an OD intervention process that is more enjoyable and motivates employees to participate in every

activity through game design indicators. Organizations can make training interesting through the implementation of different business games. For developing OD intervention techniques, organizational practitioners should focus on factors like cost, time, and the interest or enthusiasm of employees. An organization should be aware of its objectives while implementing OD intervention techniques. Every organization needs to change its organizational culture to achieve its goals successfully by using organizational developmental interventions. Interventions are applied to improve skills, knowledge, abilities, and the efficiency and effectiveness of the work in the organization. It leads to the successful progress of organizations.

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