



## A Study on Application of Organizational Development Interventions in Industries

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**Abstract:** Organization Development (OD) is the study and implementation of practices, systems and techniques that affect organizational change. The goal of which is to modify an organization's performance and culture. It is the efforts that focus on improving the organization's capability through the alignment of strategy, structure, people, management process and policies. The purpose of OD is to enable the organization to better respond and adapt to industry or market changes and technological advances. It contributes to increase the job performance of individual, group and the organization, as well as change in behaviour, values and culture.

ODI help to solve a specific problem and are supporting tools for the growth, progress and expansion of the company in all respects like increasing output, the sales volume and the overall development. These are the set of structural activities intended to help an organization increase its effectiveness and efficiency. The ODIs are required to address the issues that an organization might be facing ranging from process, performance, knowledge, skill, will, technology, appraisal, attrition, top talent retention, etc. With interventions, leadership takes the action plan steps and begins the implementation process. ODIs are categorised in individual, group and organization wide interventions.

**Key Words:** Organizational development, OD interventions, organizational structure, management policies, process, technology, performance, organizational growth.

### 1. INTRODUCTION:

The goals of any organization are generally survival, stability, growth and service to the society. This can be achieved through increasing productivity, reducing costs, increasing sales and thereby profits, margins, market share, morale, cultural values and different sources of competitive advantage. As an organization is a system consist of structure, technology, people and task; the organization should identify the kind of ODI required and plan to address the issue in an effective manner.

OD is a planned effort for a work group and the organization, managed by leadership and supported by employees, to increase organizational effectiveness through planned changes in processes and systems. OD seeks to change beliefs, attitudes, values and structures infact the entire culture of the organization. The firm may better adapt to new advanced technology and run with the pace of competition. The OD process is based on the Action Research model which begins with an identified problem or need for change. The process proceeds through assessment, planning of an intervention, implementing the intervention, gathering data to evaluate the intervention and determining if satisfactory progress has been made or if there is need for further intervention. The process is cyclical and ends when the desired development result is obtained.

OD is the process by which firms move from their present state to some desired future state to increase their effectiveness. The person who brings the kind of interventions are OD Practitioner or OD Consultant or Change agent and can be from inside or outside the organization. OD practitioners bring four sets of qualities to organizational settings, those are asset of values, a set of assumptions about people, a set of goals for the practitioner and a set of structured activities. Different types of organizational changes are practiced to manage the situation, these are structural, technological, task and people.



## 2. OBJECTIVES OF RESEARCH:

1. To study the concept of Organization Development Interventions.
2. To identify need of various ODIs for the growth of the industries.
3. To study existing practices of ODIs.
4. To study the effectiveness and benefits of ODIs.
5. To study the reasons for slow growth in industries.

## 3. BENEFITS OF OD:

- Improvement in job performance of individuals, groups and organizations.
- Encourage team work, inter personal relations, co-operation among members, perception, effective communication
- Enhancement in quality and productivity
- Positive change in organization culture, values and attitude
- Increased organizational efficiency and effectiveness
- Improved problem solving and decision-making capability
- Technological advancement and improve output in all respects
- Improved employee satisfaction, morale, career development
- Leads to expansion thereby generating more employment
- Contribution in national economy

## 4. ORGANIZATIONAL DEVELOPMENT INTERVENTIONS:

**ODIs** refer to a set of sequenced planned actions or events which are designed to increase the organizational efficiency and effectiveness by attempting some positive changes and disrupting the existing state. The field of ODI uses a variety of processes, approaches, methods, techniques, applications, tools and tactics.

The selection of an **ODI** is influenced by the factors like applicability, feasibility and acceptability. Applicability is the potential of a given intervention to yield desired results when it is capable enough to address the real problem and hold good promise of solving it. Feasibility is the suitability of an intervention to suit to the client system. Acceptability is applicability and feasibility an intervention carries has no use unless it is acceptable to the client system.

The ultimate goal of **ODI** is to increase the organization's competitiveness in order to create a business that wins in the marketplace. ODI help to solve a specific problem and are designed to enable management improve organizational functioning. It led to problem solving, performance improvement, knowledge enhancement, career development and much more.

## 5. LITERATURE REVIEW:

**ODI** aims at moulding and development of employees in behavioural pattern and feelings of dedicational work with a view to achieve organizational effectiveness. A company run with the combination of thoughts, opinions and decisions of management and employees. It is essential to consider the views of all before taking any decision. There are so many ODI techniques, but are implemented depending upon the requirement and nature, culture, size and volume of the firm. Some of the ODIs which are major and part of techno-structural interventions found most fruitful in the industrial establishments in Jalgaon region are described here.

Techno structural interventions focus on improving the organizational effectiveness and human performance by focusing on technology & structure. These interventions are rooted in the fields of engineering or operations, quality, technical systems, job analysis and design, employees' behavioural patterns and group working. These are aimed at the technology and structure of the organization. These are becoming increasingly relevant to today's rapidly changing markets and technological landscapes & advancement. In these types of interventions, the emphasis is on the productivity & quality.

The major ODI techniques or activities involved in the industries are summarised as below,

- **Total Quality Management (TQM)-**

TQM is the continual process of detecting and reducing or eliminating errors in manufacturing operations & processes, streamlining Supply Chain Management, ensuring that employees of methods, the organization are upto the



speed with training & improving the customer requirements. TQM approach is focused on the customers' requirements & expectations, identifying the problems, building commitment and promoting open decision making & problem solving among the organizational members. TQM is management philosophy that seeks to integrate all organizational functions i.e., Marketing, Finance, Research, Design & Development, Engineering & Production, Customer service to focus on meeting required quality, increased output, customer needs and organizational objectives. It is summarized in a line i.e. 'Do the right things, right the first time and every time.'

The principles of TQM are,

- a) Produce quality work
- b) Focus on the customer
- c) Have a strategic approach to improvements
- d) Encourage mutual respect & teamwork
- e) Leadership & engagement of people
- f) Evidence based decision making
- g) Relationship management
- h) Lean management

- **Productivity Enhancement-**

Productivity is the efficiency of the production system. It is a function of providing more in terms of output with consumption of resources. It is quantitative relationship between what we produce and what we have spent to produce. It is the ratio between output and input. It is the measure of how well the resources are brought together and utilized them for accomplishing a set of organizational objectives. It is the multiplier effect of efficiency and effectiveness. Productivity is the way of progress, of the constant improvements in overall functions. It is continual efforts to apply new techniques and methods. It can be expressed as human efforts to produce more with best utilization of the inputs of resources and improve the output which is productivity enhancement. Procurement of quality raw materials and inventory control are a part of this function.

Improvement in methods of production and assess the human effectiveness, reduction of work content, saving ineffective time, setting standards of performance, simplification of processes, application of new technology, reduction of scrap, wastage, rework, defects these all factors collectively lead to productivity improvement. It reduces the cost of production. Several techniques can be used to minimize wastages as higher productivity requires elimination of waste in all forms.

- **Outsourcing-**

Outsourcing is the practice of hiring a party or supplier outside a company to perform services and create goods that earlier were performed in house. It is usually undertaken as a cost cutting measure. It is distributing some part of work to someone else outside the business which could be through freelancing or by hiring another firm or vendor or giving work on job work basis. It is a business policy in which services or job functions are framed out to a third party. Business process outsourcing (BPO) is the practice of contracting a specific work process or processes to an external service provider. The services can include payroll, accounting, telemarketing, data recording, social media marketing, customer support, and more.

The main reasons behind outsourcing are to reduce costs and to have the ability to focus on core business goals & planning. It leads to focus on some specific and specialised functions of the organization instead of all; as managing too much may not result fruitful in some cases. At the same time, it leads to lower the expenses, over burden or managing excessive work load. It promotes simplicity, improve performance & productivity. Thus, outsourcing can bring benefits as increased efficiency, variable capacity, lower ongoing investment in the internal infrastructure, capital & assets.

- **Employee Involvement-**

This intervention refers to the direct participation of staff to help an organization fulfil its mission and meet its objectives by applying their own ideas, expertise, efforts towards solving problems and making decisions. It is a participative process that uses the input of employees to increase their commitment to the organization's success. An engaged employee is driven to perform best and contribute in the progress of the organization. It is the level of mental & emotional commitment towards the work. It promotes to communicate regularly, feedback & proper action, creative



thinking, empower them, a healthy relationship among co-workers, decision making & problem-solving criteria and recognise good work.

Employee involvement is a management strategy that aims to give employees the tools and resources necessary to make confident decisions at the work place without supervision. It is giving employees a certain degree of autonomy and responsibility for decision making regarding their specific organizational tasks. The main benefits from this ODI are; building community, better communication, enhanced morale, less stress, job satisfaction, greater productivity and quality enhancement. Different aspects of employee involvement are employee motivation, employee empowerment, teams & team work and performance appraisal. It is based on some fundamental practices like sharing information, increasing knowledge, rewarding performance, delegating authority. The concept leads for the employees of the organization to be more responsible and work with dedication.

- **Team based organization/ Inter group ODI-**

Extensions to team work, they provide voluntary formation of groups, association interactions, encourage open discussion on various problems & commonly agreed solutions. Group level ODI are planned, systematic approaches which focus largely on employee groups within organizations and the processes through which they accomplish the organizational goals. These activities are designed to improve organization's functioning and enable members, leaders, managers to better manage their teams and the organization culture. These are aimed at helping group members assess their interactions & devise more effective ways of working together. This ODI intends to increase communications & interactions between work related groups to reduce the amount of dysfunctional competition. The focus on joint activities & output is considered as a single system leading to improve quality & productivity.

- **Skill Training-**

This refers to increasing the job knowledge, skills and abilities that are necessary to do a job effectively. It is imparted in formal training or on the job. The need for the skill training is aroused due to the rapid changes that organizations face. Skill training is a career-orientated method of teaching workplace skills. It is aimed at providing personalized, hands-on training to employees in the workplace or prospective employees looking for employment, in order to equip them with the competencies required to perform a particular job.

Skill training is designed to provide employees with the targeted training they need to gain the knowledge and abilities necessary to fulfil the specific requirements of their job positions. Skills training can also be used to re-educate and retrain employees whenever new technology, processes or systems debut.

- **Management by Objectives (MBO)-**

MBO is a HRM technique of ODI where managers and employees work together to set, record and monitor goals for a specific period of time. It is joint goal setting between employees & managers, where the process includes setting of initial objectives, periodic progress reviews and problem solving. It is a performance appraisal technique assessing the output of the employees. MBO requires that employees set measurable goals based upon the organizational goals. The different features of MBO are,

- a) Objectives are determined with the employees
- b) Objectives must be challenging & motivating
- c) Daily feedback on the state affairs at the level of coaching and development
- d) Rewards i.e., recognition, appreciation, performance related pay, etc. for achieving the intended objectives is a requirement.

## **6. RESEARCH METHODOLOGY:**

The specific procedures or techniques used to identify, select, process and analyse the information about the application of ODIs in the industries are important. The proper selection of ODI is a crucial task, and it is noted that industrialists and management, also supervisory staff and shop floor employees want to implement ODIs in their company. In some cases, resistance to change also observed because of fear of new learning, traditional practices, economic factors or job security. The implementation of various ODIs leads to systematic working, productivity improvement, quality enhancement, increase in sales volume and progress of the firm.

Organizations those are in trouble or facing economic, technical, marketing or any other problems should take the use of ODIs which definitely help out to solve their problems. The effective application of ODIs described above can result fruitful, sustainability and improve profitability. It requires a little change in thinking and make a mindset,





readiness to invest a little more, change in structure and methods, skill training to HR, etc. It is well said that to gain something, we have to take calculated risk. The ODIs are applying standard working systems, planned efforts, activities which ultimately lead to the progress of the company.

**Data Collection:**

There are different ways by which data collection can be done, for this research following options are used. Primary and secondary sources of data are collected for the research. Primary source of data was collected through the use of questionnaires and survey interviews, observations. Personal experience in industries also added some important information, The secondary sources of information were collected from past research work, books, journals, articles, internet search, etc.

Methods for collecting Primary Data: In collecting data for the study, questionnaire and direct interview methods were employed. The questionnaire set was asked and also to ensure that the questions were properly structured. Most of the owners and managers know about the ODIs but are stuck in managing their daily expenses and working capital which is essential to run the plant. The main points noted after survey are most of small and medium scale industries are running in problems because of lack of funds, lack of proper market, Government taxes, heavy Power charges, less margin, etc.

The questionnaire set is as below.

1. Do you have knowledge or idea about ODIs?
2. Do you know the advantages of ODIs for the growth of the organization?
3. How to implement different ODIs in the company?
4. Selection of proper ODI in the specific industry?
5. Process of designing ODIs for managing change in the organization?
6. Difficulties found in the application of ODIs?

Table showing respondents' positive answers or readiness for the application of ODIs in their industries for above questionnaire set.

(The respondents are the owners of industries, managers, supervisors and employees)

Q. No.	Respondents	Answered Yes	%
1	40	33	82.50
2	38	30	78.90
3	35	28	80.00
4	38	28	73.70
5	34	23	67.60
6	32	12	37.50

**7. FINDINGS AND CONCLUSION:**

OD interventions are necessary in order to grow for an industry, these are tools & techniques and strategies which support for the overall development. It is a part of management and a way for the success of any industry. In most of industries, it is found that they keep on working for a long period only for the survival i.e., daily expenses, working capital, tax payment and other necessary expenses. Thus, they cannot think of expansion or technological advances to be implemented in the industry. It is fact that no business can run without application of strategic planning and policies in today's competitive world. Implementation of proper OD interventions can support for the growth of the industry. It is a part of strategic management and business policy which support to run the industry in an effective and efficient manner. The ODIs may differ from industry to industry but definitely result fruitful for the progress of the company. The implementation of necessary ODIs is important in order to survive in this competitive world that is the main point.

Implementation of right OD interventions in the industry will definitely result better and helpful in running the plant efficiently and effectively. With more & continuous efforts, motivating employees the present state can be improved. The industry can come out of struggle and plan for the expansion which lead to increase the output of the company, generate more employment, produce more and increase in the sales volume. Thus, with this excellent vision the industry can grow and achieve progress.



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