



A STUDY ON ORGANIZATION DEVELOPMENT AND CHANGE

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Abstract

Organization development and change are professional fields of social action and the areas of scientific enquiry. The practices of organization development and change cover a wide range of activities and functions. Various areas that illustrate organization development and change are, working in co-ordination and integration with the other individuals, such as, employees, colleagues, supervisors, leaders, managers and directors, bringing about structural changes and processes that may influence the job satisfaction of the individuals. The study of organization development and change reports a broad range of areas that has been taken into account in this research paper. The main purpose of researching upon these areas is to find out how effectiveness can be brought about in the implementation of functions within the organization. Bringing about innovative changes and transformations and implementation of tasks and functions towards the development of the organization are the main objectives of the personnel.

Keywords: Organization Development, Change, Features, Issues, Methods, Effectiveness, Human Resources, Implementation.

Introduction

Organization development (OD) is referred to as a planned and a long term process which brings about transformations and changes in an organization's culture through the utilization of behavior science technology, research and theory. It applies to changes brought about in the approaches, techniques and the methodology that is put into practice. In the organization development, there are several processes that are implemented, these are, diagnosis, action planning, intervention, and evaluation, these are aimed at, improvement in the congruence amongst the organizational culture, structure, processes, people and strategies, developing new and creative organizational solutions and developing the organization's self-renewing capability. The development of the organization takes place through co-operation and collaboration amongst its members. They need to work with the change agent, making use of behavioral science theory, research and technology (Cummings,& Worley, 2008).

Change is stated as the variation in the established way of life to which the people are accustomed to within the organization. Organization is regarded as an open system and is affected by the internal and the external environmental conditions. The causes of change are classified into internal and external categories, the external changes are, educational and cultural forces, economic forces, technological forces, political forces and social forces. The internal changes are composition and policy of top management, changes in personnel, changes in physical facilities, changes in the attitudes of the employees and changes in work allocation and job duties. When changes are introduced in a gradual manner and through the participation of the affected groups, it is likely to promote understanding and commitment of the employees towards them.

Literature Review

The aspects that promote organizational effectiveness are comprehensive; these include the factors that are relating to the external environmental conditions and the factors which will improve the managerial effectiveness. The causes that lead to changes and developments within the organization should be considered in an appropriate manner (Chen, Suen, Lin, & Shieh, 2016). The developments and changes brought about will enable the individuals to cope up with all the problems and difficulties that might take place. The human resources will recognize the significance of development and change, when they will be aware of the reasons for the organization development and change. The changes should always be implemented with constructivism and positivity.



An organization needs development and change as a reaction or as a response to the changes in the environment or dealing with problems and difficult situations (Chen, Suen, Lin, & Shieh,2016). When changes take place in the external environmental conditions, then it calls for changes to take place within the organizational structure as well. The leaders and the directors are more encouraged to promote transformations and changes that may be beneficial to the organization. Changes are considered to be important, when the organization has undergone the transfer of executive power (Chen, Suen, Lin, & Shieh, 2016). The aspects of establishment of Goals and objectives, execution, evaluation and restructuring necessitate organizational change (Chen, Suen, Lin, & Shieh, 2016). The members of the organization are required to put into operation various techniques, methods and approaches to accomplish their goals and objectives. Some may not be workable and would not generate the desired outcome, this may make the members to reconsider their approaches and strategies and bring about changes. When the employees do not perform well and their evaluation report do not give fair results, they identify the flaws and the inconsistencies along with the help of the supervisor and implement changes to enhance their performance.

Objectives of the Study

1. To understand and acknowledge changes and transformations within the organizations.
2. To generate ideas and viewpoints regarding the changes that has been brought about within the organization.

Research Methodology

Research is a common pursuance refers to search for knowledge in a scientific and systematic way of pursuant information on the specified topic. This study descriptive in nature and the population included the employees of organization with more emphasis on organizations working in selected organization. Organization development and change is measured by performance of employees and working environment. This study adapted the organizational development and change developed by Cummings, & Worley to measure the level of change in organization, and to know the changes in organization development. It consists of adopting the change of program, extent of development, support, awareness programs.

Data collection tools

There are two types of tools available to collect the data those are primary and secondary data. In this the researcher is going to deal with primary data and this data collected from the selected organization.

Sample size: 100 employees were selected for this research

Techniques: convenient sampling technique is used for this research and questionnaires are also used to collect data

Questionnaires

1. Do you feel the compelling reasons for adopting the change program?
 - a. Yes
 - b. No
 - c. To some extent
 - d. Don't Know

Option	No of employee	Percentage
Yes	38	38%
No	10	10%
To some extent	40	40%
Don' t Know	12	12%



2. Are you aware of how when and where the development will happen?
- to large extent
 - to medium extent
 - to little extent
 - not clear at all

Option	No of employee	Percentage
To large extent	26	26%
To medium extent	42	42%
To little extent	32	32%
Not clear to all	0	0

Source: From question are given to the 100 employees.

3. Does the senior executive team support need based changes?
- adequately
 - inadequately
 - appropriately
 - not applicable

Option	No of employee	Percentage
Adequately	54	54%
Inadequately	6	6%
Appropriately	38	38%
Not applicable	2	2

Source: from questionnaire given to the 100 employees.

4. Has awareness programs been conducted by your organization while implementing development. a.
- yes
 - no
 - to some extent
 - doesn't know.

Option	No of employee	Percentage
Yes	58	58%
No	6	6%
To some extent	34	34%
Doesn't know	2	2%

Source: from questionnaire given to the 100 employees.

5. Are all stakeholders involved in the development process?
- Yes
 - No
 - To some extent.
 - Don't know

Options	No of employees	Percentage
Yes	34	34%
No	16	16%
To some extent	46	46%
Don't know	4	4%



Suggestions and findings

1. It is found from the study that based on the size of the participants medium number of participants (30 - 60) in a training program is found to be optimum for an effective training.
2. While analyzing the effectiveness of training related to objectives, training programs designed based on objectives of the organization seem to increase the performance, morale and satisfaction of managers when compared to trainees' objectives and need based objectives.
3. Try to replace the high technology in the place of low technology.
4. Try to decrease the amount of experience needed to perform this job.

Conclusion

These core components of effective organizations offer a framework for understanding the goals of organizational development work. Specific skills, such as leadership skills, group process skills, communication skills and problem-solving skills, are essential in order for these components to be developed and maintained. The process through which each organization approaches OD work must be developed in relation to several factors, including its age and stage of development, the current conditions under which it is operating externally and internally, and the history and identity of the organization. Taken together, these components present a vision for organizational health that can help guide and direct organizational development efforts.

References

Authors

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Books

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