

A Study on Conceptual Framework of Organizational Development Interventions, Organizational Change and Organizational Effectiveness' impact on manufacturing industries in Chennai

- 1. Mr. Peter Paul Raj S**, Research Scholar, College of Management, SRM Institute of Science and Technology, Kattankulathur-603203, Chennai, Tamil Nadu, India, Email : seenipeter@yahoo.com
- 2. Dr.S.K.Manivannan**, Associate, College of Management, SRM Institute of Science and Technology, Kattankulathur-603203, Chennai, Tamil Nadu, India, email: manivannan.srmmba@gmail.com

ABSTRACT

This study assessed the influences on OD effort on organizational effectiveness using a model of causal connections with organizational development dimensions, organizational change dimensions and organizational effectiveness dimensions which approach to organizational intervention. Significant impact on organizational developmental changes and its' interventions in various levels of managers, top executives etc. employees' perspectives are found, and a strong positive correlation fit between organizational development interventions, organizational change dimensions and organizational effectiveness dimensions and organizational employees' perspectives for automotive and non-automotive of manufacturing industry. The main purpose of the study is to examine the conceptual framework to Organizational Development Interventions, Organizational Change and Organizational Effectiveness' impact on manufacturing industries in Chennai Descriptive research design was employed. Chennai city of Tamil Nadu was selected for sampling framework. The study focused on both Automotive and Non-Automotive. Respondent from various levels like managers, top executives, workers etc. as a sampling unit were studied. Primary data were collected using survey method by pre-tested questionnaire with a total sample size of 430 respondents.

Keywords: Organizational Development Interventions, Organizational Change and Organizational Effectiveness, Employees' perspectives and Manufacturing.

I. Introduction

The organisation means group of people working together for pre-determined business objectives. The development is a continuous enhancement in the organisation. The Organizational development interventions is a continuous process for enhancing the rightly fit between the individuals and the organization, fit between the an environment and the organization and fit among the different components of the process, structure and strategy in the organization. Organizational Development (OD) Interventions are structured program for solve a problem or achieve the goal. These intervention activities are structured for increasing the functioning and leaders and managers are utilised for better manage their organization cultures and team. The word organizational change inferred that the construction of imbalances in the existing situation. Even an organization' long time functions and operations, an adjustment made among its human, technical and structural set-up is formed. It balances to its environment and an organisation members maintain a set of relations with the environment. The changes made through adjustment on their working conditions, job, friends and colleagues etc. The effectiveness of a business to perform with optimal levels of input and output. The present organizations is mainly focused for increasing overall effectiveness in the business processes in the manufacturing industries. Increasing organizational effectiveness is the key success factors in any business and the managers are mainly concentrated to increase the efficiency of their work environment in this sectors.

II. Review of Literature

S. Vinodh , T. Selvaraj , Suresh Kumar Chintha , Vimal K E K(2015) Identified Value Stream Mapping (VSM) on product selection line, enhancement of future state map, creation of current state map and recognition of various wastes, enhancement proposals for implementation and level of performance measured in an Indian leanness of automotive components manufacturing organization. It found that production time reduction, improvement of quality, enhancement in manpower productivity and amount of wastages in an automotive components manufacturing organization.(1)

Anastasiia Moldavska and Torgeir Welo (2016) Discussed a potential of systems thinking for new sustainability assessment. It focused on systems thinking of a practical application to the development of a sustainability assessment system in manufacturing organization. It suggested that systems thinking practical application on several aspects are seven samurai, conceptagon, multiple tools analysis viewpoints, and model-based systems engineering can increase a development to a suitable assessment systems.(2)

Gilberto Antonelli Roberto Antonietti Giovanni Guidetti(2010) Indicated that role of labour demand as a factor to human capital formation. The different ways of functions of labour markets are presented and different ways of human capital are compared and measured in applied analysis. It carried out a labour-demand-oriented metrics of human capital by the set of specific skills firms create the work-based training (WBT) activities and propensity to invest in WBT and the intensity of training within the Italian manufacturing industry. It is mainly focused on creation of competence factors are new hirings, out-sourcing, global commitment, innovation, organizational change within-firm organization of knowledge in the industry.(3)

Sanjee Udari SAMARANAYAKE and Toshihiko TAKEMURA(2017) It estimated that degree of relationships among between employee change readiness, trust in peers and management organizational commitment. It examined the demographic factors were change readiness, trust in peers and management, working experience on employees' organizational commitment, age and gender in the organisation. It revealed that positive association of some important demographic factors with trust in employee readiness and peers and management.(4)

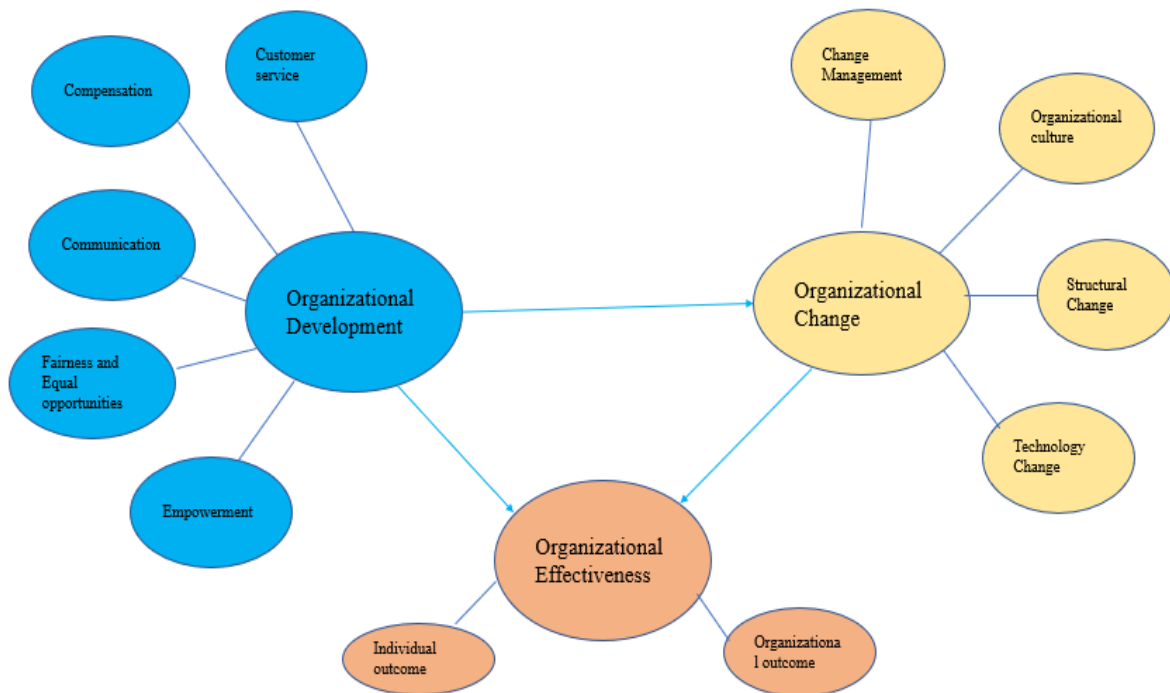
A.W. Richter ,J. F. Dawson &M. A. West(2011) Explained that team working' effort in organizations that are led to organizational effectiveness. Team working was a major role play but small positive relationship is existed at both staff attitudes and performance outcomes in the organisation. The contingency analysis showed that team working was a stronger association on performance outcomes with supportive HR measures in non-health-care set up. It found that team working is positively correlated with attitudinal outcomes in health care set up and socio technical systems.(5)

Upadhaya, B., Munir, R. and Blount, Y. (2014) Recommended that feedback and non-financial measures are directed to organizational effectiveness. It focused on performance assessment based on organizational business process perspective and slightly emphasized on employee and customer-related performance measures because it has minimum level significance to organizational effectiveness. It disclosed that strategic -level feedbacks is more critical to management and against to staff and performance. The balanced scorecard had implemented at financial institutions in Nepal, that is to be high when compared with other developing countries.(6)

III. Conceptual Framework

This research constructed three specific dimensions of organizational development, organizational change, organizational effectiveness for manufacturing sectors. The three dimensions are indicated to act as drivers for organizational development interventions for manufacturing sectors.

Figure 1: Conceptual Framework of Organizational Development, Organizational Change and Organizational Effectiveness for manufacturing sectors



I. Organizational Development

McEwan, Bruce(2018) Mentioned that organizational change development projects are used by organizations for enhancing their better performance in the field. While they employ in an Organizational Development(OD) consultant, that lead to perceive the success of the organizations in the society. It proposed that the Organizational Development(OD) consultant can produce a greater benefit of the long-term project is sustained to success of the organizations . The Organizational Development(OD) consultant requires to maintain a harmonious relationship with a champion(leader) in the organization for training to support the change should be maintained to become a long-term process or operation in part of the organizations.(7)

(i):Customer service

Karen R. Johnson, Sunyoung Park, Kenneth R. Bartlett(2018) Described that service orientation significantly affected employee engagement and customer service training. Furthermore, An employee engagement significantly affected the customer service training in the organisation. It indicated that customer service training moderates the relationship between employee engagement and service orientation. It cultivates an engagement from the increased importance of an engaged workforce and of specific customer service training practices in the organisation. It highlighted that managers should be nurtured of development and training activities for the benefit of specific desired workplace performance from employees in the wide organisation.(8)

(ii): Compensation

Sarkar(2018)Examined the compensation and turnover in the organisation. It traced the history of compensation-retention discovered on last four decades and discussed how the compensation has shifted(role played) to influence retention. It identified the advancement of the compensation effects on turnover. It attempted as a holistic perspectives on the relationship between compensation and turnover. (9)

(iii) Communication

Jesper Falkheimer(2014)Mentioned that main driving force are enlarged focus on strategic communication is the organizational requirements of authority to manage in the last modern society. It concluded that the collaboration between holistic strategic communication or ritual approach of communication and the service sciences. The strategic communication for organizational development are identity, transparency, image and its relevant organizational efficiency in the organisation. (10)

(iv): Fairness & Equal opportunities

Kaltiainen, Janne(2018) Disclosed that how employees' experiences, change appraisals, work engagement, fairness and trust developed through corresponding relationships in different phases of change events. This processes result that adaptation of employees' well-being encouragement or opposite of loss effect in the organisation. Organizational change are bi-directional processes and more dynamic in employee experience in change processes for achieving the organizational effectiveness that leads to success in the industry.(11)

(v): Empowerment

Sakineh Jafari , Daryoosh Ahmadi, Reza Norouzi Koohdashti(2017)It investigated that employee empowerment' effect on organizational development with perceived organizational support. The data consisted from triple ways of questionnaire (i) an employee empowerment (ii) organizational support (iii) organizational development to this study. There is a significant relationship between organizational development, employee empowerment and perceived organizational support and Employee empowerment has positive influence to organizational development. Employee empowerment has positive impact of organizational support. Employee empowerment has positive impact on organizational development with mediator's organizational support. Employee empowerment directly affected on organizational development. So the employee empowerment indirectly affected organizational development through organizational support in the organisation.(12)

II. Organizational change

Haridimos Tsoukas, Robert Chia (2002) Described from traditional approaches to organizational change dominated by order, routine and assumptions privileging stability. organizational change has been a natural process not as exceptional one. An organizational change on its own rules—to manage change as the normal process to organizational life and highlighted the change of pervasiveness in organizations. Change actors were webs of beliefs and habits of interactions, an ongoing process to world level standard. change is intrinsic at human action, so organization is to sequence the intrinsic variability of human action towards to generalizing or institutionalizing in the society. Hereafter organization is shaped or constituted emerging from change in the society.(13)

(i) Change management

Gresham, James(2020) Reported that effective change management strategies are lacking in today's manufacturing environment. It evaluated the effectiveness of the Technology Acceptance Model (TAM) likewise an change agent even executing the new technology in a manufacturing environment.(14)

(ii) Organizational Culture

Hana Mohelska, Marcela Sokolova(2018)Explained that The Industry 4.0 concept about a decentralized production chain that from production, distribution, design to the supply chain, and customer service. It used Cyber Physical Systems (CPS) software , internet-connected machines that communicates to reduce the error rates and increase efficiency in real-time mode. The co-operation of separate control units of autonomous decision-making, managing the assigned technological unit in production units. It adopts continuous innovation and education not based on the peoples' skills but also on organizational culture. The managerial implications of development of organizational culture are vital role in this study. (15)

(iii) Structural Change

Ciriaci, D., & Palma, D. (2016) Mentioned that the vertical integration of knowledge-intensive business services (KIBS) into manufacturing sectors by a subsystem of input–output methods. It measured the process of structural change had existed in the four main European countries (UK, Italy, Germany and France) in the year from 1995 to 2005. It showed that satisfying the final demand of manufacturing is underestimated that KIBS vertical integration into manufacturing in the emerging business environment in all the countries and KIBS is positively affected by their technological intensity.(16)

(iv) Technology Change

Ensslen, A., Gnann, T., Jochem, P., Plötz, P., Dütschke, E., & Fichtner, W. (2018) Developed that electric vehicles(plug in system) is mainly used to reduce noise, nitrogen oxide emissions, particulate matter pollution, greenhouse gas emissions and oil dependency are factors by individual road transportation. So how is it possible to advanced dissemination of plug-in electric vehicles? It is concentrated on e-mobility product service systems(plug-in electric vehicles with charging infrastructure, charging platform and additional services) are encouraging to plug-in electric vehicle adoption in the manufacturing industries.(17)

III. Organizational Effectiveness

(i) **Zheng Wei, Yang Baiyin and McLean Gary N (2013)** Described that knowledge management practices can impact to organizational effectiveness. It examined the knowledge management' mediating role in the relationship among organizational effectiveness, strategy, structure and organizational culture. It recommended that knowledge management completely mediated the influence of organizational culture on organizational effectiveness, and partly mediated the influence of organizational strategy and structure lead to organizational effectiveness. It assessed a set of independent management practices to invest a system-wide mechanism that associate with internal resources and competitive advantage to reach the organizational effectiveness.(18)

(ii) **Jiang, J. Y., & Liu, C. W. (2015)** Indicated that work on high performance work systems (HPWSs) measured the positive relationship on set of management practices and performance outcomes and examines on innovation(black box) between them. It focused on individual outcomes, or aggregated individual outcomes approach leads to how the HPWS may leads to the organizational effectiveness via changing the organization's intra-organizational social capital.(19)

(iii) **Matthews, J. R. (2011)** Mentioned that the challenges associated with organizational effectiveness and the role of performance measures on effectiveness are discussed. The analysis or use of performance measures on a way to assess the strengths and weakness at different ways on dashboards, that is an integrated management frameworks with balanced scorecard techniques, self-assessment award frameworks, process improvement initiatives and mainly discussed on what purposes and what criteria should be used for performance measures in the organisation.(20)

IV) Research Gap and proposed Research objective

Thus we find that the research gap is the missing element of the effect of Organizational Development Interventions through the modifying effect of Organizational Change and the common impact in Organizational Effectiveness. Hence as a new research we need to study the Conceptual Framework of Organizational Development Interventions, Organizational Change and Organizational Effectiveness for manufacturing industries.

V) Conclusion

A good planning of the organisation and real implications of change is necessary due to global competitiveness in the ever dynamic business environment. The impact of organizational development interventions, organizational change and organizational effectiveness leads to a better business process solutions than a competitors business. It discusses on organizational development interventions, organizational change and organizational effectiveness and its' impact on different approaches of change management, change agents and major causes of change in the organisations. The organizational development is not only focused on managing the organizational change and an implementation of various interventions mechanism, with their organizational employees related behaviour implication in manufacturing sectors.

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