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Transforming Workplaces: The Real Impact of Organizational Development Interventions

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ABSTRACT: This investigation investigates the challenge of effectively delivering public services through organizational development initiatives within government institutions. Its objective is to understand the perspectives and experiences of employees with respect to critical workplace elements, including collective accountability, trust, loyalty, morale, efficient problem-solving, reward and recognition mechanisms, and conflict resolution. The research elucidates effective strategies, identifies shortcomings, and delineates how companies might surmount obstacles to enhance results by accentuating various viewpoints. The research underscores the importance of management strategies, offering tools and techniques to overcome obstacles while simultaneously increasing employee productivity and satisfaction. The study aids executives in the execution of projects that are more effectively aligned with the company's objectives and personnel requirements by analyzing the factors that influence these domains. This research is of particular importance to organizations that operate in the port sector. It is imperative to evaluate the effectiveness of organizational development initiatives related to ports in order to foster a positive work environment and encourage growth. The study's objective is to investigate the impact of a variety of organizational development activities on employees in this critical industry, with the intention of identifying strategies to improve workforce engagement and operational efficacy.

Keywords: *Organizational Development, Organizational Change, Performance Appraisal System, Quality Management, Quality Circles & Conflict Management.*

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1.INTRODUCTION

Organizational development (OD) is the process of facilitating organizations' adaptation and growth in always changing settings. Organizational Development ensures that entities implement strategically designed, action-driven change projects by augmenting their capacity for growth and transformation. French and Bell (1978) assert that the aim is to improve the agility and responsiveness of organizations to evolving challenges. Beer (1980) emphasizes that organizational development (OD) promotes the cohesive functioning of an organization's structure, procedures, personnel, and culture, therefore addressing challenges, improving efficiency, and realizing hidden potential (Brown & Harvey, 2006).



The achievement of organizational goals is profoundly impacted by human resource management (HRM). Besides recruitment, onboarding, and employee supervision, HRM also formulates intervention programs tailored to an organization's developmental goals, according to Durai (2010). These programs promote employee integration into their roles while concurrently linking them with the organization's larger objectives. Moreover, the basis for recognizing and rectifying deficiencies is established by instruments such as Weisbord and Janoff's (2000) juxtaposition of an organization's present condition with its projected future condition.

The amalgamation of varied organizational elements constitutes the essence of OD, distinguished by seamless transitions (Smither, Houston, and McIntire, 2016). The transformation is profoundly influenced by the collaboration between managers and employees (Eijnatten, Shani, and Leary, 2008). Iyer and Guharoy (2009), along with French, Bell, and Vohra (2006), have underscored that stakeholder engagement in organizational development processes fosters the establishment of robust relationships and common objectives. Sustainable progress requires this communal alignment (Jones & Brazzel, 2014).

The impact of OD is substantial. All personnel, from entry-level staff to C-suite executives, gain advantages from its ability to improve the agility, efficiency, and resilience of businesses (Cummings & Worley, 2009). Senior leadership's involvement is extremely impactful, fostering a commitment to change observable throughout all organizational levels (Schein, 2004). Nonetheless, organizational development extends beyond the executive tier; it functions at all levels to improve efficiency and effectiveness (McLean, 2006).

Organizational Development interventions utilize several tactics, such as the reorganization of hierarchies, the coordination of team-building activities, and the delivery of individualized mentorship, to attain substantial outcomes (Hodges & Gills, 2015). According to Cummings and Worley (2009), these treatments are commonly categorized into four distinct types: Modifications in organizational frameworks or technological systems. Overseeing both internal and external environments to ensure alignment with corporate strategy. Employing human resources to enhance the welfare of individuals and organizations. Promoting cultural and procedural modifications to attain dynamic goals. Organizational Development tools and methodologies, such as sensitivity training, survey feedback, team-building activities, and large-group interventions, are crucial for improving attention and engagement (Warner, 2005; CiteHR, 2005; Lussier, 2009; Hodges, 2017). Moreover, process consulting and force-field analysis improve the diagnosis and solutions of organizational issues.

Organizational Development methods are gaining traction in India, with Human Resources departments prioritizing professional growth, organizational progress, and training (Nayak & Ganesh, 2014). Sinha's analysis (quoted in Rao, 1991) underscores the increasing popularity of OD interventions across diverse industries, notwithstanding the significant discrepancies between Western and Asian approaches (Dessler & Phillips, 2008). Cummings and Worley (2015) note that in 2010, U.S. corporations invested over \$171.5 billion in training and education, highlighting the importance of corporate investments in promoting global economic growth (Sharkey, 2013).



Statement of the Problem

Indian organizations' internal power and political dynamics have significantly delayed organizational interventions, especially those demanded by the Indian government. When it comes to studies on organizational development interventions in India's public sector, there is a dearth of data. Studies comparing the views of Indian employees on OD interventions are far outnumbered by those comparing studies conducted in Western nations. An accurate assessment of the scope and significance of overdose remedies is now hindered by the existing information gap. The results of this study provide more evidence that organizational development (OD) interventions are beneficial for public sector enterprises.

It is commonly believed that OD interventions are less common in Asian countries compared to Western countries. The effect of OD interventions on government programs in India has not been the subject of much study. That chasm was the intended target of our investigation.

2. RESEARCH OBJECTIVES

- Finding out how the staff at Tuticorin Port Trust feel about the OD interventions that have been put in place is the main goal of this study. The following are currently under development in order to accomplish the main goal:
- thorough analysis of the economic and A comprehensive examination of the economic and social circumstances of the employees of the Tuticorin Port Trust.
- The Tuticorin Port Trust's operational disruption intervention thresholds have been established.
- Assess the impact of the staff development initiatives carried out by the Tuticorin Port Trust on the personnel.
- Consider the factors that have contributed to the Tuticorin Port Trust's current condition of development.

Back Ground of the Study

In accordance with Section 3 (1) of Chapter II of the Major Port Trust Act 1963, the Central Government established V.O. Chidambaranar Port Trust, which is frequently referred to as Tuticorin Port Trust, as a corporate entity. The primary objective of this investigation is to assess its calibrations and adjust its strategies. Its administration is the responsibility of the Indian government's Ministry of Shipping. The economy of southern Tamil Nadu and, consequently, the nation as a whole have been substantially bolstered by the Tuticorin Port Trust. Despite the existing economic constraints, the Port's market orientation, efficiency, and foresight ensured the constant movement of imports and exports.

RESEARCH METHODOLOGY

The parameters of this investigation are established by the research technique. It offers a thorough examination of the domain under investigation, the research methodology, the instruments used, the sampling approach, the pilot study, the pre-test, the data collection process, operational definitions, and analytical methods.



Field of Study

The Tuticorin Port Trust, situated in Tuticorin, is the focus of the investigation. Currently, 1,197 individuals have arrived. The examinees are employees who are officially classified into categories I, II, III, and IV.

Research Design

Empirical data was collected using a standardized questionnaire in this descriptive study to examine the influence of organizational development interventions on the enclosed work environment of port sector locations.

Sampling Techniques

The investigation involved 1,197 participants, according to data obtained from the Tuticorin Port Trust. Out of a total population of 1,197, 300 individuals were selected using a random sample technique. This result was influenced by a variety of factors, including the margin of error (4.90%), confidence level (95%), response distribution (50%), and population size (1197). The samples were selected using straightforward random sampling and stratified sampling. The four categories of personnel responsible for the distribution of samples were class I, class II, class III, and class IV. Collectively, they were named "strata." Subsequently, 300 samples were collected. Nevertheless, the group was considerably impacted by the sample selection technique, which led to the implementation of measures to ensure that the seven primary divisions of the Port Trust were represented fairly in the sample.

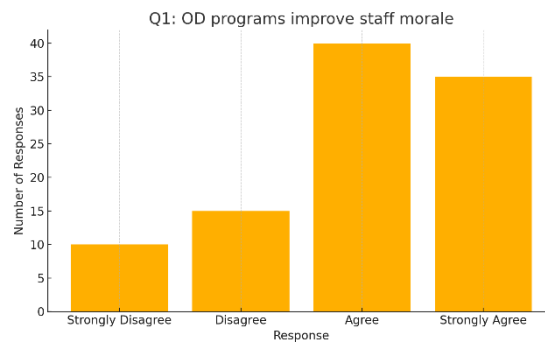
Tool for Data Collection

The foundation of a survey instrument was the collection of data through face-to-face interactions. English was the designated business language throughout the entire questionnaire development process. Individuals belonging to groups I, II, III, and IV constitute the preponderance of the study population.

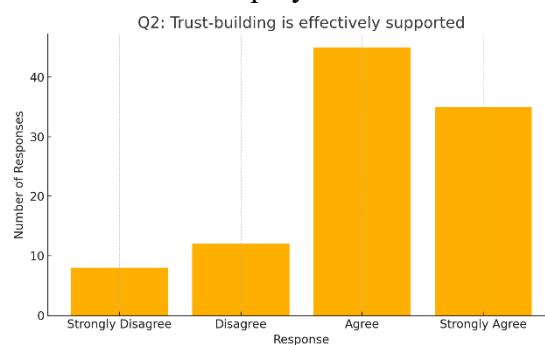
The data was collected using a comprehensive six-part survey. The respondents' socioeconomic status is the primary focus of the survey's initial section. The specifics of soliciting staff perspectives on organizational development programs are outlined in Part II. The topics that are discussed include staff morale, suggestion systems, problem-solving processes, trust-building, conflict resolution, commitment, and group accountability. Participants were required to evaluate numerous items using a four-point Likert scale in the second section of the survey.

Analysis and Interpretation Data

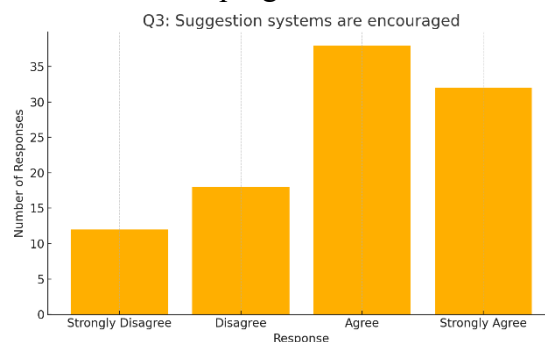
Data collection was followed by processing, encoding, compilation, and input into a computer. The Statistical Package for the Social Sciences was employed to input and analyze the data. The statistical tests and tables examined were entirely accurately analyzed in the provided analysis. The frequency distribution was presented subsequent to the administration of the dosage.



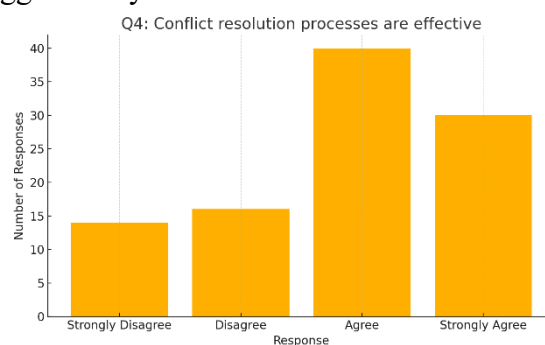
A majority of respondents agreed (40) or strongly agreed (35) that OD interventions have enhanced staff morale, indicating a positive emotional and motivational shift among employees.



Most participants agreed (45) or strongly agreed (35) that OD efforts foster trust among team members, suggesting that interpersonal relationships have significantly benefited from these programs.



While the majority still lean toward agreement (38 agree, 32 strongly agree), the relatively higher number of "Disagree" responses (18) shows room for improvement in making suggestion systems more effective and inclusive.



With 40 agreeing and 30 strongly agreeing, OD interventions seem effective in managing



conflicts. However, the notable number of lower-scale responses indicates that consistency in implementation may be needed.

3.LIMITATIONS

- This experiment did not make use of any specific equipment.
- At initially, some employees were reluctant to fill out the surveys.
- They were given the guarantee that their information would be used exclusively for research and would remain private.
- We examined the original data collected from the respondents in great detail despite the limitations mentioned earlier.

Major Findings Socioeconomic Backgrounds

- Roughly 80% of the people that took part in the survey are male.
- Twenty-five percent of those attending were from the Port Trust's conservation and maintenance division.
- More women than males filled out the poll for the administrative department. Of the total number of responders, 58% are Class III employees.
- There are 34.7% of people in the sample who are in the 25–35 age bracket. About 60% of the people fall into Class III.

Classification of OD Interventions

- The Interventions in Organizational Development and Their Categorization Compared to intergroup linkages and team development, the three components of process consultation, survey feedback, and sensitivity training had lower mean values (5.89).
- A whopping 72% of people who took the survey have actually participated in sensitivity training.
- Fifty percent of people who took the study think the comments are nicely organized. Nearly half (53.3%) of the OD intervention participants found the process consultation to be somewhat beneficial.
- The majority of attendees (more than 70%) rated the team building exercise as moderately serious.
- About a quarter of the people who took part in the survey found the organization's intergroup connections to be good.
- Nearly 89% of those who took part in the OD therapies thought they were harmless.

Classification of Impacts of OD Interventions

- On average, the trust level stands out among the seven, scoring 7.83.
- Most people who took the survey (58%) felt that their concerns at work have been addressed to some extent.
- Nearly half of those who took the survey acknowledged to using some of the ideas partially.
- The internal levels of rewards and recognition were considered appropriate by 66.7 percent of respondents.



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- Fifty percent of the people who took part in the survey say they trust themselves and the team to a moderate degree.
 - The majority of respondents (73.7%) rated their ability to handle conflicts moderately. In response to our question, 68% of people said they were somewhat dedicated.
 - In a survey regarding group accountability, around 57.3% of people said they were on the fence.
 - Nearly two-thirds of those who took the survey report feeling somewhat upbeat.
 - The results of the company's efforts in organizational growth are moderate, according to 69.3% of respondents.

4.CONCLUSION

The significance of organizational development (OD) interventions in improving service sector and business performance and competitiveness is highlighted in this study. To stay ahead of the competition and adapt to a constantly changing environment, these initiatives are crucial. A primary goal of interventions in organizational development (OD) is to help management and staff build trusting, mutually supportive relationships. Organizations foster teamwork by making it easy for employees to work together to solve problems, make big changes, and overcome obstacles. In the end, interventions in organizational development help the workforce work together toward common goals, which leads to growth. In addition to empowering teams, this method establishes a strong foundation for long-term innovation and progress.

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