


**ECHOES ON ORGANIZATIONAL DEVELOPMENT IMPLICATIONS: A ROADMAP TO BUSINESS EXCELLENCE**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 19 June 2023</p> <p><b>Accepted</b> 19 September 2023</p>	<p><b>Purpose:</b> This article proposes a model for Organizational Development (OD), and how this model can impact the entire system’s strategy, structure, and practices. To implement strategies and processes that lead to organizational effectiveness, OD applies and transfers knowledge from behavioral science.</p>
<p><b>Keywords:</b></p> <p>Organizational Development; Team Building; Work Design; Organizational Learning; Continuous Change.</p>	<p><b>Theoretical framework:</b> Rather than emphasizing how methods must be done, OD focuses on forecasting and application for an adaptive system. The planning process gathers information to detect organizational issues and accordingly resolve them through flexible methods. This allows signs of progress in the change process (Beer, 1980; Worley &amp; Feyerherm, 2003). The conceptual theory utilized for preparing the questionnaire is Hackman’s and Oldham’s ‘job characteristics model’.</p>
	<p><b>Design/Methodology/Approach:</b> With the help of a detailed literature review, a self-administered questionnaire was prepared with 20 items for three variables, work design, team building, and learning organization. It was then distributed among the employees of an advertising firm, which was based in the United Arab Emirates. Out of 120 questionnaires, 112 were proper responses, so 93% was the response rate, which is good enough for descriptive analysis. A stratified proportional sampling was done to capture varied responses. Thus, three hypotheses were tested.</p> <p><b>Findings:</b> The article describes how the model works as a tool for change agents in organizations. It confirms the significance of latent variables, team building, and work design for change management toward business excellence. Hence, it proposes a roadmap for the firm to become a learning organization with self-managing teams and dynamic strategy-making, in its path toward business excellence.</p> <p><b>Research, Practical &amp; Social implications:</b> This study proves the vitality of action research in firms through a process of problem-solving approach. Practically, this emphasizes that OD is planned and long-term effort by a combination of behavioural science and technostructural interventions. Thus, it can create a self-renewing capacity for the firms.</p> <p><b>Originality/Value:</b> The study sheds light to integrate team building in the job characteristics model as a part of change management strategy. The ability to change in this competitive world is challenging and how to achieve a competitive advantage is the cornerstone of this study.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i9.3388">https://doi.org/10.26668/businessreview/2023.v8i9.3388</a></p>

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## ECOS NAS IMPLICAÇÕES DO DESENVOLVIMENTO ORGANIZACIONAL: UM ROTEIRO PARA A EXCELÊNCIA EMPRESARIAL

### RESUMO

**Objetivo:** Este artigo propõe um modelo de Desenvolvimento Organizacional (DO) e como esse modelo pode impactar toda a estratégia, estrutura e práticas do sistema. Para implementar estratégias e processos que levem à eficácia organizacional, o DO aplica e transfere conhecimentos da ciência comportamental.

**Enquadramento teórico:** Em vez de enfatizar como os métodos devem ser executados, o DO centra-se na previsão e na aplicação de um sistema adaptativo. O processo de planejamento reúne informações para detectar problemas organizacionais e resolvê-los adequadamente através de métodos flexíveis. Isto permite sinais de progresso no processo de mudança (Beer, 1980; Worley & Feyerherm, 2003). A teoria conceptual utilizada para preparar o questionário é o “modelo de características do trabalho” de Hackman e Oldham.

**Design/Metodologia/Abordagem:** Com a ajuda de uma revisão detalhada da literatura, um questionário autoaplicável foi preparado com 20 itens para três variáveis, design de trabalho, formação de equipas e organização da aprendizagem. Em seguida, foi distribuído entre os funcionários de uma empresa de publicidade sediada nos Emirados Árabes Unidos. Dos 120 questionários, 112 foram respostas adequadas, portanto 93% foi a taxa de resposta, o que é bom o suficiente para uma análise descritiva. Uma amostragem estratificada proporcional foi feita para capturar respostas variadas. Assim, três hipóteses foram testadas.

**Resultados:** O artigo descreve como o modelo funciona como uma ferramenta para agentes de mudança nas organizações. Ele confirma a importância das variáveis latentes, da formação de equipas e do desenho do trabalho para a gestão da mudança em direção à excelência empresarial. Assim, propõe um roteiro para que a empresa se torne uma organização que aprende, com equipas autogeridas e elaboração de estratégias dinâmicas, em seu caminho em direção à excelência empresarial.

**Implicações de pesquisa, práticas e sociais:** Este estudo comprova a vitalidade da pesquisa-ação nas empresas por meio de um processo de abordagem de resolução de problemas. Na prática, isto enfatiza que o DO é um esforço planejado e de longo prazo por meio de uma combinação de ciência comportamental e intervenções tecnoestruturais. Assim, pode criar uma capacidade de auto-renovação para as empresas.

**Originalidade/Valor:** O estudo esclarece a integração da formação de equipas no modelo de características do cargo como parte da estratégia de gestão de mudanças. A capacidade de mudar neste mundo competitivo é um desafio e como alcançar uma vantagem competitiva é a pedra angular deste estudo.

**Palavras-chave:** Desenvolvimento Organizacional, Consolidação de Equipe, Design de Trabalho, Aprendizado Organizacional, Mudança Contínua.

## ECOS EN LAS IMPLICACIONES PARA EL DESARROLLO ORGANIZACIONAL: UNA HOJA DE RUTA HACIA LA EXCELENCIA EMPRESARIAL

### RESUMEN

**Propósito:** Este artículo propone un modelo para el Desarrollo Organizacional (DO) y cómo este modelo puede impactar la estrategia, estructura y prácticas de todo el sistema. Para implementar estrategias y procesos que conduzcan a la efectividad organizacional, el DO aplica y transfiere conocimientos de las ciencias del comportamiento.

**Marco teórico:** en lugar de enfatizar cómo se deben aplicar los métodos, el DO se centra en la previsión y la aplicación de un sistema adaptativo. El proceso de planificación recopila información para detectar problemas organizacionales y, en consecuencia, los resuelve mediante métodos flexibles. Esto permite dar señales de progreso en el proceso de cambio (Beer, 1980; Worley & Feyerherm, 2003). La teoría conceptual utilizada para preparar el cuestionario es el “modelo de características laborales” de Hackman y Oldham.

**Diseño/metodología/enfoque:** Con la ayuda de una revisión detallada de la literatura, se preparó un cuestionario autoadministrado con 20 ítems para tres variables: diseño del trabajo, formación de equipos y organización del aprendizaje. Luego se distribuyó entre los empleados de una empresa de publicidad con sede en los Emiratos Árabes Unidos. De 120 cuestionarios, 112 fueron respuestas adecuadas, por lo que la tasa de respuesta fue del 93%, lo que es suficientemente bueno para el análisis descriptivo. Se realizó un muestreo proporcional estratificado para capturar respuestas variadas. Así, se probaron tres hipótesis.

**Hallazgos:** El artículo describe cómo funciona el modelo como herramienta para agentes de cambio en las organizaciones. Confirma la importancia de las variables latentes, la formación de equipos y el diseño del trabajo para la gestión del cambio hacia la excelencia empresarial. Por lo tanto, propone una hoja de ruta para que la empresa se convierta en una organización que aprende, con equipos autogestionados y una formulación de estrategias dinámica, en su camino hacia la excelencia empresarial.

**Implicaciones de investigación, prácticas y sociales:** este estudio demuestra la vitalidad de la investigación-acción en las empresas a través de un proceso de enfoque de resolución de problemas. En la práctica, esto enfatiza que el DO es un esfuerzo planificado y de largo plazo mediante una combinación de ciencias del comportamiento e intervenciones tecnoestructurales. Por tanto, puede crear una capacidad de autorrenovación para las empresas.

**Originalidad/valor:** el estudio arroja luz para integrar la formación de equipos en el modelo de características del puesto como parte de la estrategia de gestión del cambio. La capacidad de cambiar en este mundo competitivo es un desafío y cómo lograr una ventaja competitiva es la piedra angular de este estudio.

**Palabras clave:** Desarrollo Organizacional, Formación de Equipos, Diseño de Trabajo, Aprendizaje Organizacional, Cambio Continuo.

## INTRODUCTION

Organizational development (OD) is a specialized area of human engagement and scientific inquisitiveness. It is a process with numerous applications of behavioral sciences know-how and methods to foster firms' ability to alter and accomplish intense efficiency (Beckhard, 1969; Burke, 1982; Cummings, 2019). It aligns with the total work system and the external factors as well (Coghlan & Brydon-Miller, 2014). According to Lewis (1947), "*there is nothing as practical as a good theory,*" and *to truly understand something, it is vital to have change.*" Despite having made a substantial number of contributions, the field has had its problems, some of which date back decades. The robustness of OD research methodologies has also raised questions about their validity (Porras, 1978; Porras & Silvers, 1991).

### Importance of the Study

Rather than emphasizing how methods must be done, OD focuses on forecasting and application for an adaptive system. The planning process gathers information to detect organizational issues and accordingly resolve them through flexible methods. This allows signs of progress in the change process (Beer, 1980; Worley & Feyerherm, 2003).

Though there are numerous OD interventions in literature, team building is the first latent variable in this study for change programs, related to interpersonal relations and group dynamics. This group process approach aims to assist group members to assess their interactions and develop more effective ways of working, especially in cross-cultural settings (Davis, 1980; Cooke, 1997; Schein, 1998). Group effectiveness can be achieved through clarity of goals, the composition of tasks, group presentation, and performance standards (Marques et al, 2010).

Recently, many organizations combined work design with formal structure and supporting changes in goal setting, reward systems, work environment, and other performance management practices (Anderson, et al, 2010; Harrison & Kessels, 2004). The motivational

approach of work design focuses on member needs and satisfaction for organizational effectiveness through enriching jobs. Herzberg's two-factor theory of motivation stresses the importance of job enrichment; however, the two factors are not validated based on its measurement, the worker characteristics of employees, and job enrichment. Also, the employee's involvement in the job enrichment process is not identified (Herzberg, 1968). Hence, it is decided to consider the work design as the second latent variable.

Due to the turbulent environment, firms need to instill interventions to change themselves continually (Lawrence et al, 2006; Lawler & Worley, 2006). In these evolving and impulsive technological aspects, the basic forms of competitive edge, strategies, and core competencies result in temporary returns and corrode easily (Wiggins & Ruefli, 2005). Dynamic capabilities that bring transformational change into a constant process of planning strategies, constructing, and applying interventions are quintessential (Teece et al, 1997; Barreto, 2010). Therefore, the study considers the variable, continuous strategy making, as part of the continuous change because it directs through strategies, embraces competitiveness, enhances organization design, and action plan, and creates a strategic system. (Greiner & Bhambri, 1989; Beer, 2008; Greiner & Cummings, 2009). Moreover, Organization learning (OL) has a critical role in this rapidly changing environment and has a strategic renewal capacity. Developing a long-term viable environment, OL enables firms to obtain and pertain knowledge more swiftly and realistically (Strata, 1989; Spender et al, 1996; Crossan et al, 1999; Lant, 2000).

### **Background to the Study**

Related to the UAE's role in formulating the 2030 agenda for sustainable development, the committee develops strategies for the active participation of local and worldwide stakeholders in the execution of the SDGs. And, due to a large-scale renovation of the UAE's public sector over the past decade, the country was ranked among the world's best governments (UAE SDG, 2017). In this background, a peep into the significance of OD interventions in firms is crucial in the UAE. OD is different from change management as the latter focuses more intently on the values of cost, and schedule (Paton & McCalman, 2010). However, OD relates to the transfer of knowledge and skill through data, digitalization, mass customization, and talent management by which the firm has prospects of adaptability (Coghlan & Brydon-Miller, 2014). Hence, this study tries to link latent variables to business excellence toward achieving SDGs. The study aims to suggest established ideologies, based on various literature on

interventions. This would illuminate practitioners in designing, employing, and assessing organizational interventions that are methodically precise and practically significant. Thus, the objective is to heighten the impact of the research on the selected firm or other firms rather than to conclude the study with deductive analysis.

### **Objectives**

1. To analyze the significance of team building as a human process intervention for business excellence.
2. To assess the importance of work design as a techno-structural intervention for business excellence.
3. To evaluate the impact of team building and work design on learning organizations & continuous change.

### **REVIEW OF LITERATURE AND HYPOTHESES FORMULATION**

The OD process is a system-wide application and includes the transfer of behavioral science knowledge to the planned growth, enhancement, and reinforcement of the strategies, structures, and processes that lead to organizational efficacy (Cumings et al, 2019). The process includes data collection, diagnosis, action planning, intervention, and evaluation (Beer, 1980). It aims to improve alignment between organizational structures, methods, tactics, workforce, and culture (Kenward, 2018). It also leads to the development of novel and artistic organizational solutions, which in turn enhance the self-renewal capacity of the organization. An OD process is thus created through the collaboration of organizational members with a change agent based on behavioral science theory, research, and technology. It is created through the collaboration of organizational members working with a change agent using behavioral science theory, research, and technology (Beer, 1980).

### **Human Process Intervention -Team Building**

Both personal and group functions assist team members to develop communication and relationships to perform efficiently. While designing group effectiveness components, it is critical to consider the clarity of the goal, formation of tasks and configuration, operation of the group, and standards of performance. In contemporary firms, the complexities related to the creation of teams, and their execution are due to changing aspects, varied behaviors, and social factors. (Klein et al, 2009). According to Castka et al. (2001), organizational influence,

intensive practices, structural arrangements, communication with external parties, measurement of performance, personal needs and their skills, knowledge, and group ethos can create a positive effect on high-performance teams.

Literature provides that the effectiveness of team building is inconsistent, however, in most cases, it creates positive results (Nicholas, 1982). Other studies highlight that the results influence opinion, feelings, and performance measurements (Porras & Berg, 1978; De Meuse & Liebowitz, 1981). Conversely, it may produce fewer positive outcomes as well (Eden, 1985). A study among underground miners by Buller and Bell (1986) found that alignment of goals induced their performance quantitatively and team building induced their performance qualitatively. affected the quality of their performance and goal setting affected their quantity of performance. Also, it was found that team building significantly associates with positive team outcomes in a meta-analysis of 20 studies representing 579 teams. The factors linked to team-building activities (developing goals, clarifying roles, interpersonal relationships, and solving problems,) and the outcomes (mental, emotional, activities, and accomplishments) were examined more closely. Additionally, leadership plays a crucial role in this (Onoriode & Samuel, 2023). In these aspects, it is necessary to assess the significance of team building in OD interventions (Klein et al, 2009). Moreover, Dyer's (1987) teambuilding checklist assists in finding the items for identifying problems related to team building. Hence, the first hypothesis crafted is;

H1: Team building has a significant role in continuous change management toward business excellence.

### **Techno-Structural Intervention - Work Design**

The techno-structural interventions are high employee involvement application programs and varied forms are available in organizations (Taylor, 1911; Ford, 1969; Slocum & Sims, 1983; Cumings, 1982; Magpili & Pazos, 2018). It has a crucial part in the work designs and structures of a company which provides strategic support to organizational effectiveness, efficiency, and development (Singh & Ramdeo, 2020). In recent times, firms combine work design with formal structures and manage changes while setting goals, total reward systems, best practices, and work environments. These types of intervention stress knowledge management by compiling information and knowledge for the firm (Gloet & Samson, 2016), which in turn strengthens the structures and underpins the work behaviors allied with specific work designs.

The conceptual theory utilized for preparing the questionnaire is Hackman's and Oldham's 'job characteristics model'. The five core job dimensions (skill variety, task identity, task significance, autonomy, and feedback from the work itself) can affect three critical psychological states (work relevance, work accountability, and awareness of the results), leading to personal and job outcomes. Also, enriched jobs can increase mental ability (Campion, 1988), can reduce turnover (McEvoy & Cascio, 1985), and job feedback dimension can impact both psychological and behavioral work outcomes (Fried & Ferris, 1987). Workers with low growth needs and low knowledge and skills result in more frustration than satisfaction when they have enriched jobs (Rastogi & Chaudhary, 2018). Regarding context satisfaction, the research identifies that workforce discontent, turnover, and absenteeism relate to toxic workplaces, diminished privacy, and high workloads (Oldham & Fried, 1987). Moreover, employee performance can be enlarged by organizational culture (Harkianto & Rudi, 2023).

However, individual differences (knowledge and skill levels, growth needs, strength, and satisfaction with contextual factors) also alter the satisfaction level among employees (Hackman & Oldham, 1974; 1975; Walters, 1975). The responses from the Job Diagnostic Survey (JDS) indicate that the core dimensions have a significant role in their fulfillment, i.e. jobs with a high score are more motivated than those with low dimensions.

Moreover, numerous pieces of literature emphasize more on manufacturing firms (IBM, Corning Glass Works, etc) to know the significance of job enrichment. Hence, this study also concentrated on an advertising company that has plant operations. Yet, this study tries to fill the gap by focusing on teamwork rather than individual tasks toward continuous change. Nowadays, most organizations (Intel, Boeing, General Mills, General Electric, etc.) practice self-managed work teams as part of a sociotechnical system approach. Hence, the variables, team building, (human process intervention), and work design, a motivational approach (techno-structural intervention) can contribute to organizational excellence though these two interventions do not cover continuous change interventions completely. However, these represent an increase in organizational learning toward continuous change. These factors lead to the second hypothesis:

H2: Work design has a significant role in change management.

### **Strategic Change Intervention - Continuous Change and Learning Organization**

Firms with continuous change interventions transform the work structure through a process of a Continuous change interventions move beyond transformational change through a

process of tactic planning, specification, and employment (Lawrence, et al., 2006). It directly concentrates on learning, switching, and accustomed to new ways of strategies and structures. A strategic path in a dynamic way comprehends preparing the objectives, the recurring process of strategies, the firm's competitiveness, structure, and initiativeness (Greiner & Cummings, 2009). The literature also suggests that the parameters namely, pace, extensiveness, empowerment, flexibility, simplicity, and unity are vital for strategic change methods. Another gap in the literature is related to the study of Worly et al. (1996). They found that managers consistently underestimated the impact of change and human process issues during strategy execution. The present concept can bridge the gap between change management and human process issues through team building and work design approaches to a great extent.

Learning organizations gather the ability to revolutionize, advance and adapt continuously. This aspect gives wider aspects of individual learning as this intervention develops a problem-solving climate in the work system. Hence, employees are empowered and willing to take on responsibilities (Lant, 2000). Yet, there exists some uncertainty about the concepts related to OL (Sugarman, 2012). In the view of OD practitioners, OL is related to knowledge management through which firms learn and grow through broader activities in a perspective way. However, academicians stress learning and managing knowledge in a descriptive way (Easterby-Smith, & Crossan, 2000; Bray, 2007). Knowledge management aims to facilitate organizations in collecting, organizing, and transforming information into constructive knowledge. There is a substantial amount of literature that claims OL consists of the sum of individual processes taking place within a company. It is embedded in structures, routines, policies, and organizational cultures (Adler & Cole, 1993; Argyris, & Schon, 1996). Considering these concepts, the third hypothesis designed is:

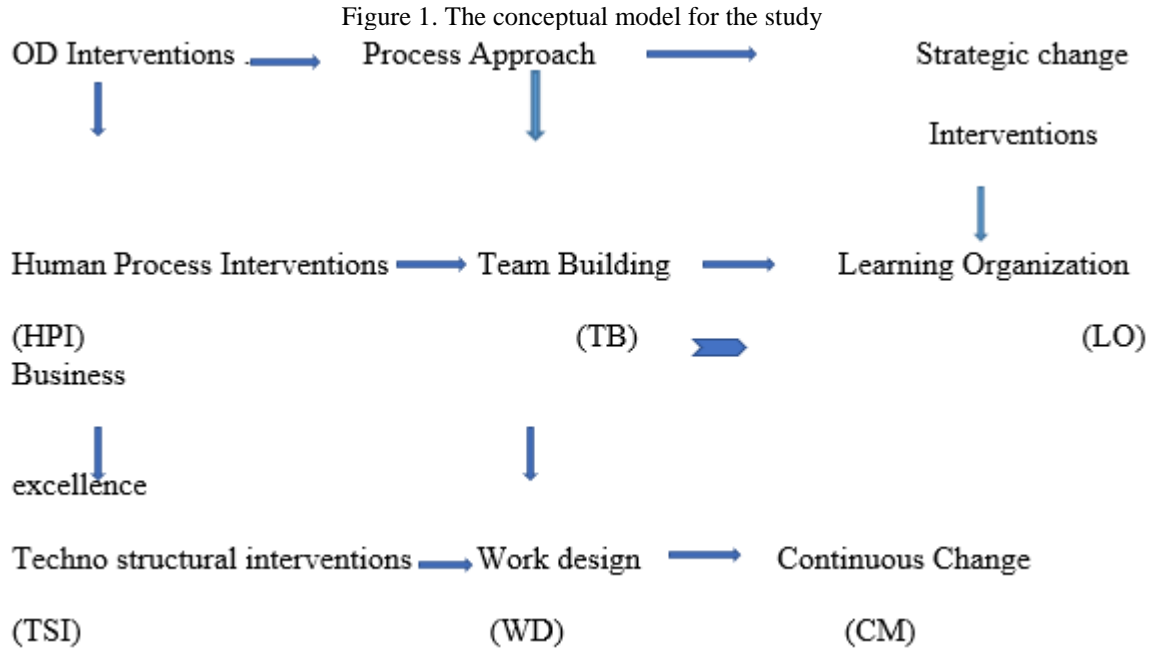
H3: Learning organization & continuous change have significant roles in business excellence.

### **Business Excellence**

In this study, business excellence refers to the organizational effectiveness of the firm through several processes. Firstly, it allows increased proficiency and personal mastery toward the change process by engaging them. Secondly, it results in high financial (sales growth and profits) and technical performance (quality products and services and productivity). The firms attain these goals by improving social practices so that costs are lower, products are better, and productivity increases (Beer, 1980; Paton & McCalman, 2010; Church & Burke, 2017). As a



result, the outcome is fulfilled, engaged, and learning talents, but also well-connected stakeholders. Besides, this helps to attract and stimulate competencies and be prepared for succession planning as part of retention management.



## METHODOLOGY

The population consists of a UAE-based advertising firm because the researcher wants to concentrate on an SME. This is due to the reason that around 40% of Dubai's economy is generated by SMEs and they make up 42% of the workforce in Dubai. It is estimated that Micro, Small, and Medium Businesses contribute approximately 8%, 14%, and 17%, respectively. Also, this total workforce is made up of approximately 14.6% Micro, 16.4% Small, and 11% Medium companies, respectively. A report from Dubai SME mentions that the focus on human capital development in SMEs is moderate, especially in the manufacturing sector. In this background, a pilot study was conducted, and based on this a wide literature review was done. Accordingly, a self-administered questionnaire was prepared with 20 items for three variables and distributed among employees (Table 1). Also, open interaction with the employees was done to clarify the items in a precise manner and to avoid any bias. Out of 120 questionnaires, 112 were proper responses, so 93% was the response rate, which is good enough for descriptive analysis. A stratified proportional sampling was done to capture varied responses.

Table 1. Data Collection Survey

Latent Variables	Related Factors
HPI Team Building (TM)	Q1. Are you confused about assignments or unclear relationships between people?
	Q2. Have you faced any problems with goal clarity?
	Q3. Have you been challenged with less interest among members?
	Q4. Do you feel the meetings are ineffective?
	Q5. Have you felt poor communication with fear and lack of listening/talking to each other?
	Q6. Have you felt less trust in your manager, manager & members, and between individuals?
TSI Work design (WD)	Q7. Do you feel your work has a high level of specialization & specification (engineering approach)?
	Q8. Do you feel you have opportunities to improve your skills?
	Q9. Do you feel you have the freedom and independence to perform your task?
	Q10. Do you enjoy more responsibilities for your task?
	Q11. Are you creative/innovative in your workplace?
	Q12. Do you get proper feedback for your work?
	Q13. Do you get inner satisfaction by knowing the actual results?
SCI (CC & OL)	Q14. Do you have a clear strategy for your firm?
	Q15. Do you try to gather knowledge from multiple sources?
	Q16. Do you feel you have organizational learning? (to achieve organizational purposes)
	Q17. Do you feel learning is shared or distributed among members of the organization?
	Q18. Do you feel learning outcomes are embedded in the firm's systems, structures, and cultures?
	Q19. Does your organization has transformational leadership?
	Q20. Do you feel your firm has measures for risk management?

Source: Literature review

## Tests

It is essential to do descriptive statistics in this study as it provides a clear, precise summary of the figures which can be used by researchers and practitioners to gain an understanding of trends or patterns as well as communicate findings (Laerd Statistics, 2018). A summary of statistics representing the central point or typical value of the data set is a measure of central tendency. These statistics show where most values are declining and the central location of the distribution is also indicated. Measures of variation define the spread or distribution of data points. This provides information on how much deviation from the central tendency occurs in data values.

Chi-squared values are statistical methods for comparing observed and expected results. The goal of this test is to establish whether a discrepancy between observed and expected data is the result of chance or a correlation between the variables that are researched. Hence, a chi-square test is a great tool for determining the relationship between our two categorical variables (Scott, et al. 2013).

## DATA ANALYSIS

This part tests the hypotheses with Chi-square tests.

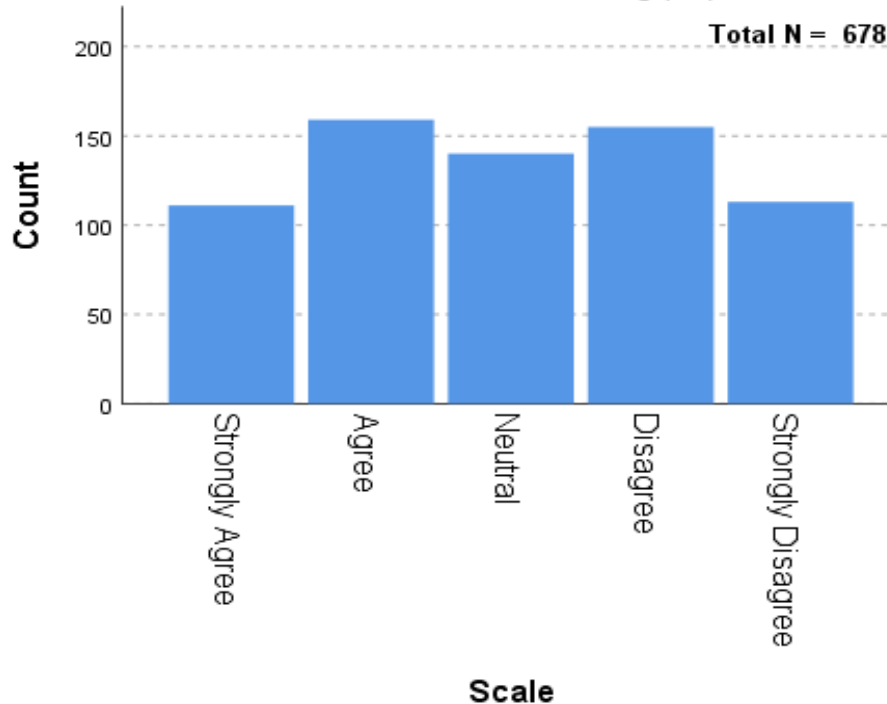
Objective 1: To analyze the significance of team building as a human process intervention for business excellence.

Table 2. Descriptive Statistics – Team Building

Latent Variables		Frequency	Percent	Cumulative Percent
HPI Team Building (TM)	SA Opinion	111	16.4	16.4
	A Opinion	159	23.5	39.8
	N Opinion	140	20.6	60.5
	D Opinion	155	22.9	83.3
	SD Opinion	113	16.7	100.0

Source: Data analysis for the study

Figure 2. Categorical Field Information Scale  
Latent Variables: HPI Team building (TM)



Source: Data analysis for the study

While considering the latent variable “Team Building”, there are six items (6 questions) contributing to the latent variable under study. For each question, the respondents answer as their option on the 5 scales of points Likert, that is, from “Strongly Agree” to “Strongly Disagree”.

To know about the average opinion (indications) of the respondents on the latent variable “Team Building” the researcher carry out an analysis to obtain the frequency analysis on the opinions of the respondents for items specified on the latent variable. It can be observed

that most respondents (23.5%) concur, according to team building leads to continuous change management toward business excellence. But, it is to be noted that about 23% of respondents have disagreed that team building leads to continuous change management toward business excellence. So, to confirm whether any appreciable variation in the percentage of agreement or disagreement regarding the statement: team building leads to continuous change management toward business excellence, the test of chi-square for proportional difference among the opinion of the respondents was conducted.

### Latent Variables = HPI Team Building (TM)

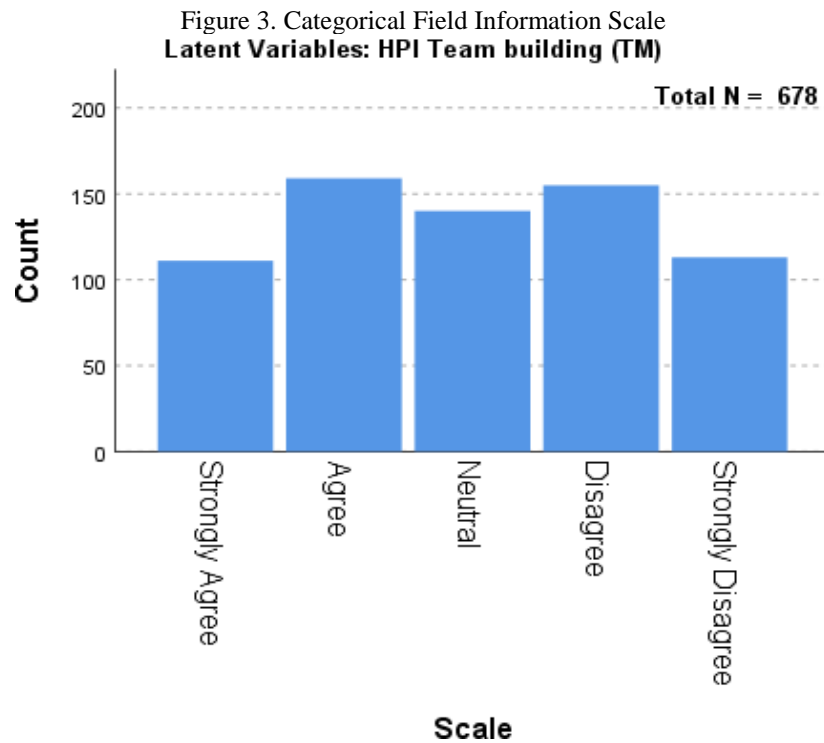
Table 3. Hypothesis test

Overview of the hypothesis test				
	Main hypothesis	Used Non-Parametric Test	p-value observed.	Conclusion
First Hypothesis	The equal probability exists for all of the Scale categories.	Test of Chi-Square for One Sample	.004	Dispute the null theory.

There are indicated asymptotic implications. There is a 0.050 degree of significance.

Source: Data analysis for the study

Under the assumption that the respondents give an equal chance for all the respondents, the chi-square test for proportional difference has been carried out. It has been observed that the p-value is less than 0.05, and determining that there is no proportional difference would be the null hypothesis, for which the study rejected taking in the opinion of the respondents. That is, there is a significant difference in the agreement of the respondents regarding the statement: team building leads to continuous change management toward business excellence. Therefore, the response of agreeing that team building leads to continuous change management toward business excellence can be considered significantly higher than other opinions of the respondents.



Source: Data analysis for the study

### Non-Parametric Test for One Sample: a Test of Chi-Square Test

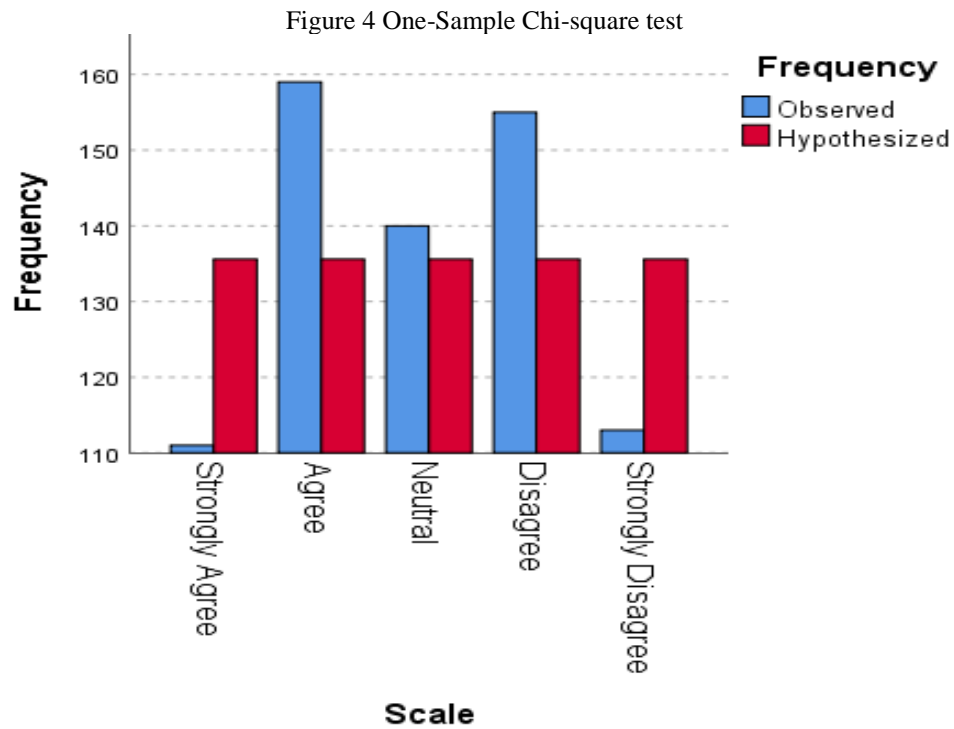
Table 4. Summary of the test of Chi-Square for one sample

Number in total of respondents	678
Statistics obtained for the test	15.186 <sup>a</sup>
DoF	4
Significance (p-value) asymptotically on a two-sided behavior of the test	.004

a. 0% of the cells have anticipated values that are less than 5. 135.600 is the bare minimum predicted value.

Source: Data analysis for the study

This table gives the pathway to obtain the p-value of 0.004 through the observed test statistic = 15.186 and degrees of freedom 4. The graphical representation of the observed difference in proportion to the assumption of the theoretical proportion of equal chance to all opinions is in the figure given below:



Source: Data analysis for the study

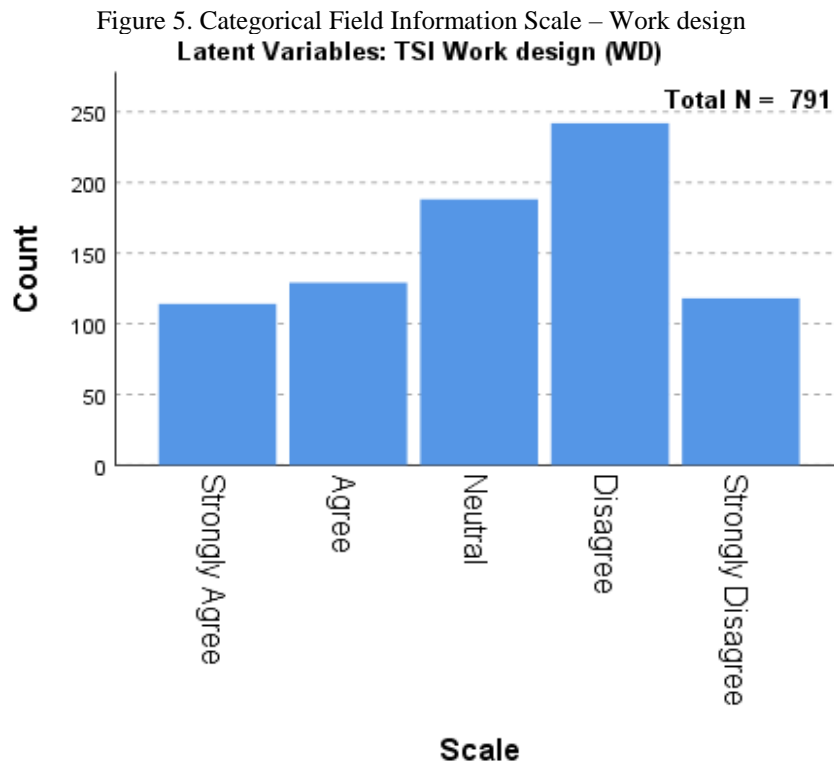
Objective 2: To assess the importance of work design as a techno-structural intervention for business excellence.

### The First Part Identifies the Descriptive Statistics

Table 5. Descriptive Statistics - Work Design

Latent Variables		Frequency	Percent	Cumulative Percent
TSI Work Design (WD)	SA Opinion	114	14.4	14.4
	A Opinion	129	16.3	30.7
	N Opinion	188	23.8	54.5
	D Opinion	242	30.6	85.1
	SD Opinion	118	14.9	100.0

Source: Data analysis for the study



Source: Data analysis for the study

While considering the latent variable “Work Design”, there are seven items (7 questions) contributing to the latent variable under study. To know about the average opinion (indications) of the respondents on the latent variable “Work Design” analysis was done to obtain the frequency analysis on the opinions of the respondents for items specified on the latent variable. It can be observed that the majority (30.6%) of the respondents marked disagreement on the importance of work design as a techno-structural intervention for business excellence. But, it is to be noted that about 24% of respondents have neutral opinions regarding the same. So, to confirm whether any appreciable variation in the percentage of agreement or disagreement regarding the importance of work design as a techno-structural intervention for business excellence, the test of Chi-Square for proportional difference among the opinion of the respondents was conducted.

**Latent Variables - TSI Work Design (WD)**

Table 6. Overview of the hypothesis test

	Main hypothesis	Used Non-Parametric Test	p-value observed.	Conclusion
First Hypothesis	Equal probability exists for all of the Scale categories.	Test of Chi-Square for One Sample	.000	Dispute the null theory.

There are indicated asymptotic implications. There is a 0.050 degree of significance.

Source: Data analysis for the study

Under the assumption that the respondents give an equal chance for all the respondents, the chi-square test for proportional difference has been carried out. It has been observed that the p-value is less than 0.05, and hence there is no proportional difference would be the null hypothesis, which the study rejected taking. That is, there is a significant difference in the agreement of the respondents regarding the importance of work design as a techno-structural intervention for business excellence. Therefore, the importance of teamwork has drawn a significantly higher disagreement than other opinions regarding the importance of work design as a techno-structural intervention for business excellence.

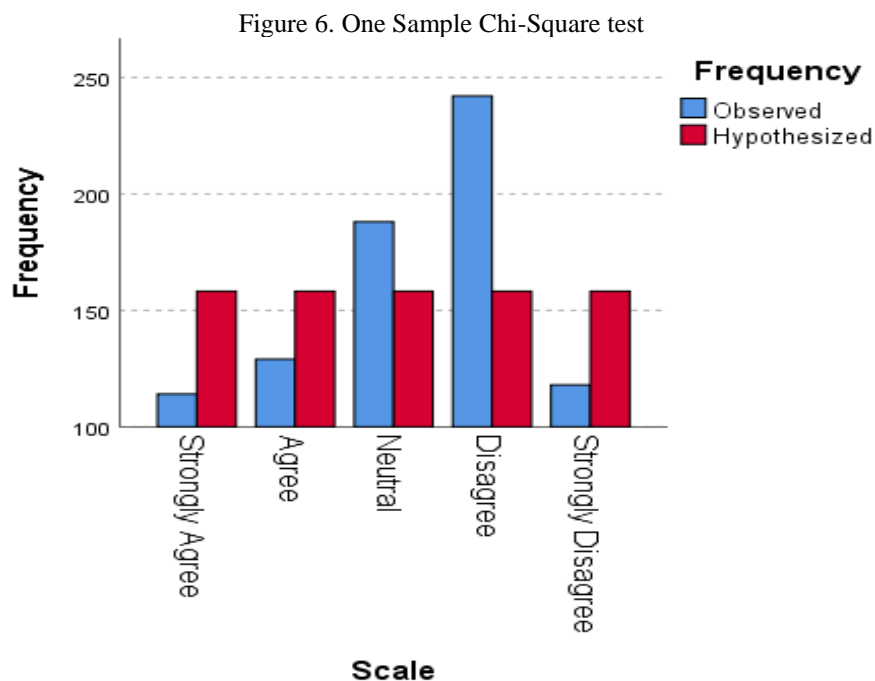
Table 7. Non-Parametric Test for One Sample: test of chi-square test

Summary of the test of Chi-Square for one sample	
Number in a total of respondents	791
Statistics obtained for the test	77.957
DoF	4
Significance (p-value) asymptotically on a two-sided behaviour of the test	.000

a. 0% of the cells have anticipated values that are less than 5. 135.600 is the bare minimum predicted value.

Source: Data analysis for the study

This table gives the pathway to obtain the p-value of 0.000 through the observed test statistic = 77.957 and degrees of freedom 4. The graphical representation of the observed difference in proportion to the assumption of the theoretical proportion of equal chance to all opinions is in the figure given below:



Source: Data analysis for the study



Objective 3: To evaluate the impact of team building and work design on learning organizations & continuous change.

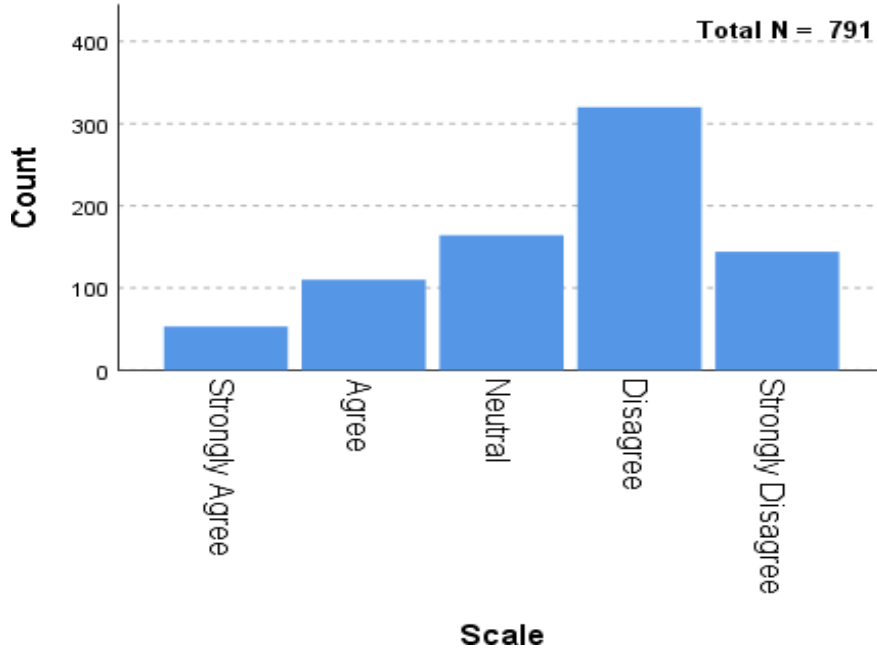
**Descriptive Statistics- Change management**

Table 8. Descriptive Statistics - CC

Latent Variables	Frequency	Percent	CumulativePercent
SCI (CC)	SA Opinion	53	6.7
	A Opinion	110	13.9
	N Opinion	164	20.7
	D Opinion	320	40.5
	SD Opinion	144	18.2
			100.0

Source: Data analysis for the study

Figure 7. Categorical Information -CC  
**Latent Variables: SCI (CC)**



Source: Data analysis for the study

While considering the latent variable “SCI (CC)”, there are seven items (7 questions) contributing to the latent variable under study. Similar to the previous variables, the study was analyzed to obtain the frequency analysis on the opinions of the respondents for items specified on the latent variable. It can be opined that the majority (40.5%) of the respondents disagree that learning organization & continuous change lead to business excellence. But, it is to be noted that about 21% of respondents have a neutral opinion that learning organization & continuous change lead to business excellence. Also, note that about 18% strongly disagree that learning organization & continuous change lead to business excellence. A chi-square test

of the proportional difference between respondents' opinions was performed to see if large variations in the percentages of approval or disapproval of the statement "learning organizations and continuous change" lead to business excellence.

Table 9. Overview of the hypothesis test

	Main hypothesis	Used Non-Parametric Test	p-value observed.	Conclusion
First Hypothesis	Equal probability exists for all of the Scale categories.	Test of Chi-Square for One Sample	.000	Dispute the null theory.

There are indicated asymptotic implications. There is a 0.050 degree of significance.

Source: Data analysis for the study

Under the assumption that the respondents give an equal chance for all the respondents, the chi-square test for proportional difference has been carried out. It has been observed that the p-value is less than 0.05 and there is no proportional difference would be the null hypothesis, which rejects taking in the opinion of the respondents. That is, there is a significant difference in the opinion of the respondents regarding the statement: learning organization & continuous change lead to business excellence. Therefore, the response of disagreeing that learning organization & continuous change lead to business excellence can be considered significantly higher than other opinions of the respondents.

### Non-Parametric Test for One Sample: A Test of Chi-Square Test

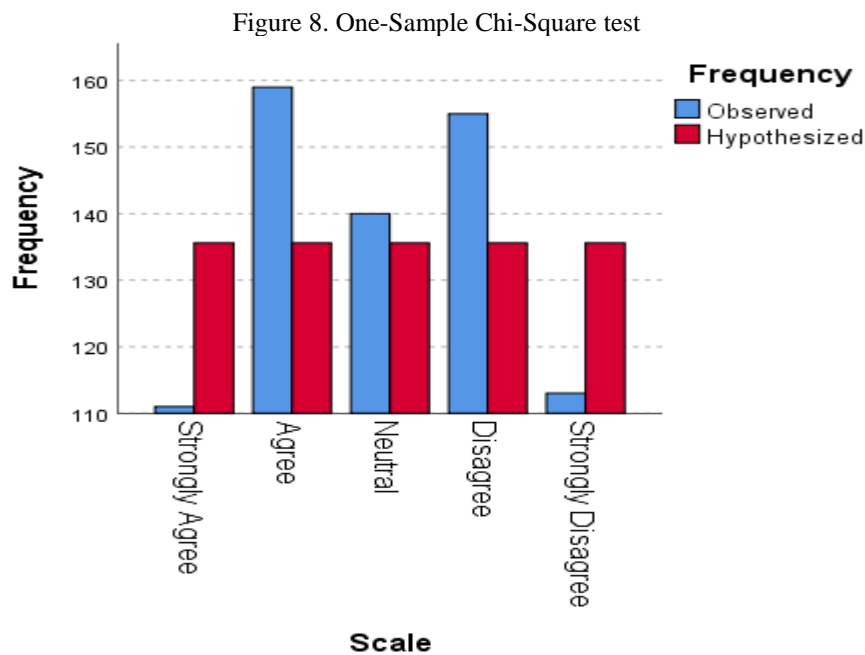
Table 10. Summary of the test of Chi-Square for one sample

Number in total of respondents	791
Statistics obtained for the test	251.611
DoF	4
Significance (p-value) asymptotically on a two-sided behavior of the test	.000

a. 0% of the cells have anticipated values that are less than 5. 135.600 is the bare minimum predicted value.

Source: Data analysis for the study

This table gives the pathway to obtain the p-value of 0.000 through the observed test statistic = 251.611 and degrees of freedom 4. The graphical representation of the observed difference in proportion to the assumption of the theoretical proportion of equal chance to all opinions is in the figure given below:



Source: Data analysis for the study

## DISCUSSION AND THE THEORETICAL AND PRACTICAL IMPLICATIONS

Using the concept of organizational development implications, the article presents a research model of organizational development that focuses on team building, work design, and change interventions. By using this model, researchers can gain a deeper understanding of organizational structures and improve their research on strategies for strategic change. In light of the data, this model appears to adequately explain how organizational structures influence organizational change systems toward business excellence. The following aspects summarize the research results.

While aligning team building in OD interventions, more effort is needed to enhance the quality of the performance, as it is more sophisticated, formless, and interdependent than the task of achieving the quantity. As a result, TB leads to group performance if it focuses on the above factors. Additionally, TB activities need to link with personal conduct, group manners, and the integration of group culture with its organizational settings (Klein et al, 2009; Dyer, 1987). The study confirms the significance of team building in organizational effectiveness (Tables 2 (Descriptive), 3 (Hypothesis), 4 (Chi-Square), and Figure 1-3).

The result highlights that the responses show dissimilarity to job enrichment items. This validates that job enrichment interventions cannot be uniformly grasped by all employees in the firm. It fluctuates according to the workers' knowledge because of varied education and experience levels. In some units, employees lack the relevant competencies, so improving skill variety did not enhance the meaningfulness of the job. Likewise, the work environment hinders

intrinsic motivation for their development, hence they resist increased autonomy. Also, in the cases where some employees lack contextual factors such as reward systems, supervisory style, peer satisfaction, etc., job enrichment will be unsuccessful. So, the study justifies that for job enrichment, first, the firm should make a thorough diagnosis, form natural work units, combine tasks, establish client relationships, vertical loading, and open feedback channels (Walters, 1975; Hackman & Oldham, 1980). It also proves that if employees have high growth needs and high knowledge and skills are less frustrated which in turn leads to mental satisfaction (Campion, 1988). The H2 was also accepted as the work design has a significant role in organizational effectiveness (Tables 5-6 for the hypothesis test and Table 7 for the Chi-Square test and Figures 4-5).

The values of Chi-square tests validate that OD practitioners need to coordinate with executives and stakeholders for an organizational culture that pertinently fits. Both strategy design contents and strategy implementation processes are the elements involved in dynamic-strategy development (Greiner & Cummings, 2009). Additionally, the study highlights that OL interventions align organizational structures and social processes for members to acquire and contribute their expertise (Tables 8, 9). Hence, the third hypothesis was accepted.

To be more specific, these interventions draw heavily on the social sciences for conceptual building and on team building, structural sketching, and workforce engagement for functional tactics. The Chi-square test confirms the relationship between each variable toward organizational effectiveness. It proves that OL is not only restricted to individual learning but is also entrenched in the firms' systems, culture, and structure. It needs to be shared among members to achieve the organization's purposes (Adler & Cole, 1993; Argyris & Schon, 1996). Thus, it authenticates that OL comprises both human process intervention (TM) and techno-structural intervention (WD) (Tables - 8 (Descriptive); 9 (hypothesis), 10 (Chi-Square), and Figures 6-7).

At the practical level, the study underlines that OD should combine behavioral science knowledge and practices with practice-based applications to improve firm effectiveness to help companies design, implement, and sustain change. Management and staff specialists can use the practical implications to achieve organizational goals and manage change. Taking a work design and organizational strategy approach, the study extends beyond its humanistic origins. It is pertinent to note that these concepts complement the early emphasis on social processes. Moreover, it was confirmed that both latent variables strongly impact organizational learning and continuous change in the selected firm. This in turn leads to business excellence. The

study's planned change theories can be extended to activities necessary to modify strategies, structures, and processes to increase organizational effectiveness.

## **CONCLUSION**

OD is a long-term and continuous effort, and it aims to achieve an organization's effectiveness by self-renewing its structures, cultures, and strategies. The research contributes to organizational design by linking conceptual models with organizational systems. From the findings, the company can plan and execute team-building activities, 'Job diagnostic surveys,' self-managed work teams, and dynamic strategic making. With an increase in the latent variables, employee engagement, and performance can be enhanced as the results show a strong correlation between variables. This is the process of evolving, improving, and reinforcing processes, structures, and strategies by integrating behavioral science and knowledge. Moreover, OD combines both technological aspects and individual & group interactions as several variables in this research have a direct or indirect impact on continuous change and learning organization. The benefits of these above factors will increase sustainability through organizations' problem-solving capacity & ability to cope with external changes, leading to business excellence.

OL's efforts have moved beyond implementing change programs to sustaining them over the long run. To implement planned changes, both organizational development and change management are required. Organizational improvements are made through the sequence of activities, processes, and leadership. As a result, the study demonstrates the importance of the organization's performance being responsive to the needs of external groups, such as customers, suppliers, and government agencies. As a result, these groups can provide resources and legitimacy for the organization.

## **FUTURE SCOPE OF THE STUDY**

This type of study, which includes behavioral and strategic planning necessitates a meta-analysis and longitudinal study. An adaptive leadership approach may result in a better outcome with team-building activities and conflict management. Further studies can be concentrated on novel reengineering approaches as part of the work design (techno-structural interventions). Additionally, HR analytics is a promising area and can be incorporated to diagnose, and analyze the OD activities for a planned change.

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