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Welcome to The World of OD: The Reinvented Organization Development & Organizational Development

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Abstract: ***Since Tomorrow's World is different from Today's World, the Reinvented Organization Development, is very much essential for the Organizations in all over the World. The purpose of this study is to focus on the reinvented OD (Organization Development & Organizational Development) as evidence-based scientific & sense-making new approaches, which helps Organizations more effective, adaptive to change by developing, improving and reinforcing the strategies, structures & processes.***

The Reinvented OD improves organization's capacity, handle its internal and external functioning and relationships. This also includes improved interpersonal & group processes, more effective and enhanced ability to cope with organizational problems of all kinds. It also involves in more effective decision processes, more appropriate leadership styles, improved skill in dealing with destructive conflict, as well as developing improved levels of trust and cooperation among organizational members.

Further the Reinvented Organizational Development (OD) is also an important tool for controlling & planning company growth, enabling companies to better respond and adapt to industry/market changes and technological advances as an important tool for controlling & planning the growth of a company - as a means of identifying the types & aspects of change required within an organization, as a discriminating tool for company growth by customers, an analysis of product development elements and search for effective innovation and create efficient & accurate workflows.

Keywords: OD, Organization Development, Organizational Development.

I. INTRODUCTION

Welcome to the World of Organization Development (OD)! Kurt Lewin (1947), the founding father of OD, played a key role in the evolution of Organization Development as it is known today. Everyone comes with multiple experiences in organizations—from your family to your schools; churches, synagogues, temples, and mosques; workplaces; charitable organizations; government agencies; sports teams; social clubs; labor unions; and so on. Some of the experiences have probably been positive, while some have probably been negative. That's the nature of the world in which we live.

In today's Volatile, Uncertain, Complex, and Ambiguous (VUCA) World, businesses undergo regular change, creating a need for continuous Organization Development. There are some of the approaches, which professionals in the field of OD use to turn negative experiences into positive ones and how good OD practice relies on solid OD theory can help organizations to be more productive, more satisfying, and more effective and efficient. Since Tomorrow's World is different from Today's World, the Reinvention of Organization Development, is very much essential for the Organizations in all over the World.

Organization Development (OD) is the study and implementation of practices, systems & techniques that affect organizational change, the goal of which is to modify an organization's performance and/or culture. It is interdisciplinary in nature and draws on sociology, psychology, particularly industrial and organizational psychology, and theories of motivation, learning, and personality. The Organizational Changes are typically initiated by the group's stakeholders. OD emerged from human relations studies in the 1930s, during which psychologists realized that organizational structures and processes influence worker behavior and motivation. Organization Development allows businesses to construct and maintain a brand new preferred state for the whole agency.

More recently, OD has expanded the focus on aligning organizations with their rapidly changing and complex environments through Organizational Learning, Knowledge Management, and Transformation of Organizational Norms and Values. A key aspect of OD is very much essential to review the organizational identity. The Key Concepts of OD Theory are defined as follows:

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1) *Organizational Climate*: The mood or unique "personality" of an organization, which includes attitudes and beliefs that influence members' collective behavior.
2) *Organizational Culture*: The deeply-seated norms, values, and behaviors that members share.
3) *Organizational Strategies*: How an organization identifies problems, plans action, negotiates change and evaluates progress.

II. LITERATURE REVIEW

A. *Significant Researches on Organization Development:*

Mishra (2024) discovered that Organization Development (OD) is an effort, which focuses on improving an organization's capability through the alignment of strategy, structure, people, rewards, metrics, and management processes. It is a science-backed, interdisciplinary field rooted in psychology, culture, innovation, social sciences, adult education, human resource management, change management, organization behavior, and research analysis and design, among others. OD involves an ongoing, systematic, long-range process of driving organizational effectiveness, solving problems, and improving organizational performance.

Mirvis (2022) discovered that Organization Development (OD) served noble purposes—to help people to grow and to increase the health and vitality of organizations. Pioneers used it to Raise people's self- and Social Awareness, Promote Democratic Management, Humanize the Workplace, Improve Race Relations, Ameliorate Conflicts, and Enable People to work together better, in their organizations and communities.

It has been mentioned in the *OD Review* - Winter/Spring Issue (2021) of Organization Development Network, under "Inspirations for the Future of OD & the Reality of Our Work" that Organization Development (OD) is an emerging field of scholarship and practice that supports effectiveness and vitality in organizations and communities. Elements of OD can be found in a number of fields, from Human Resources to Information Technology. Organization Development is guided by strong values such as humanistic, organization-wide, inquiry-based & collaborative, developmental-focused, systems-oriented, research & evidence-informed.

Organization Development (OD) has had considerable focus on improving living and working conditions across the world, including work aligned with civil rights, worker's rights, and general well-being and vitality. The stated value system of OD resides inseparably in the advocacy for fairness, social diversity, collaboration, and justice (Adams, 2007; Burke & Noumair, 2015; Yoon et al., 2020) in organizations.

Yoon, Farley & Padilla (2021) mentioned in their study that this study is sought to identify Organization Development (OD) values, to guide OD practitioners using a future-oriented perspective to differentiate OD from related fields. As a result, this study identified Nine OD values (awareness of self & system, continuous learning & innovation, integrity, courageous leadership, trust & respect, diversity & collaborative engagement, strategic practicality, client growth and development).

It has been discovered and published in *IntelliVen* by Peter DiGiammarino (2020), that Organization Development is the planned and sustained effort to improve organization performance in a specific way by helping the people in it practically apply behavioral theory to work better together as individuals and teams. Organization Development is a dynamic, values-based approach to systems change in organizations and communities; it strives to build the capacity to achieve and sustain a new desired state that benefits the organization or community and the world around them.

Fatima & Peter (2019) indicated in their study that there is a significant positive relationship between upward communication & organizational development, downward communication & organization development, horizontal communication & Organization Development and diagonal communication & organization development. Since effective communication is important for the development of an organization it is important to eliminate communication barriers from within the organization. This study investigated factors influencing organizational development in Mogadishu-Somalia and basing on the study findings the conclusions were made that upward communication, downward communication, horizontal communication & diagonal communication has a significant effect on Organizational Development.

B. *Significant Researches on Organizational Development:*

The Internal Development in the organization is defined as Organizational Development (OD), which is a form of Planned Change & is a continuous / long-term program aimed at improving the viability of an organization by developing specific changes. This is usually done by collecting information or data. This information is used as a reference for improving the performance of an organization by increasing its efficiency and effectiveness (Mishra, 2024).

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It has been discovered by Malik (2023) and published by Whatfix (A Digital Adoption Platform) that Organizational Development is an evidence-based scientific approach to help organizations become effective and adaptive to change by developing, improving, and reinforcing strategies, structures, and processes.

As mentioned in the 'CFI's Guide to Organizational Development' by CFI (Corporate Finance Institute) Team (2023), the Organizational Development can be defined as an objective-based methodology used to initiate a change of systems in an entity. Organizational Development is achieved through a shift in communication processes or their supporting structure.

It has been discovered & mentioned in an Article, by Ochieng (2023) that the summarized Primary Distinguishing Characteristics of Organizational Development are 1. Organization development focuses on culture & processes. 2. Organization development focuses on the human and social side of the organization. 3. Organization development realizes on the action research model with extensive participation by client system participation & 4. Organization development takes a developmental view that aims at the betterment of both individual and the organization i.e., *"win-win"* solutions.

Organizational Development creates a pattern of constant improvement in which strategies are developed, evaluated & implemented and their results & qualities are evaluated. Organizational Development can take the form of establishing organizational subunits, recruiting new members, developing strategies, and updating the vision and mission for organizational restructuring (Nuraeni et al., 2022).

It has been observed that many organizations are currently not as competitive as they were before, due to an ever-changing business environment, which demands efficiency and innovation. Organizational Development is the overall process used by an organization in order to increase its effectiveness and facilitate organizational as well as personal change (Asamba, 2022).

It has been revealed in the Study of "Perceptions of academicians regarding Organizational Development level in higher education Institutions" that the Determination of Academicians' Perceptions in terms of Organizational Development holds importance as the academicians are at the core of developmental processes in higher education institutions. In this study a scale with a valid structure for measuring Organizational Development Levels of higher education institutions depending upon academician perceptions was developed. (Cetin & Akdag, 2022)

Smendzuik-O'Brien & Gilpin-Jackson, (2021) mentioned in Organizational Development Review that Organization Development (OD) refers to the interdisciplinary field of scholars and practitioners who work collaboratively with organizations and communities to develop their system wide capacity for effectiveness and vitality. It is grounded in the organization and social sciences.

In the Organizational Development process, the intervention phase is executed together with the action plan that follows the phases of problem diagnosis, solution development, and action. Organizational Intervention can be defined as the process of improving the organization directly or indirectly through structured activities. It has been discovered that attitudes developed by individuals can be changed through persuasion, communication and education. In order to make progress, Employees tend to follow the values of their organizations and conform to the organizations, they are affiliated with (Xie et al., (2021).

It has been revealed that the Human Resource Information System can map employee career development to Organizational Development systematically (Susanto & Parmenas, 2021) and Organizational Commitment is realized by Organizational Development efforts so that, the organization can survive and compete with competing companies (Adam et al., 2020).

Almasaeid & Anagreh (2020) invented that Organizational Development is a crucial part of the sustainability and growth of a business, which can be implemented in business by adapting efficient leadership approach, managing employee performance and designing a clear work process. This report focuses on the issue related to organizational development challenge of Performance Management in the firm.

Organizational Development covers the necessity of transforming an organization into a complex operating system with all its aspects in developing people and context as well as changing organizations in order to develop the organization (Ballaro et al., 2020).

Yılmaz (2020) invented that Organizational Development involves a repetitive process consisting of several stages. However, each Organization Development process has to include the five stages such as: Diagnosis, Selection & Design of Agents, Implementation of the Tool, Evaluation and Adaptation & Protection of the System.

Organizations are social systems that are vulnerable to environmental vagaries and one of the ways to manage these dynamics is through Organizational Development which is the deliberate effort in growing the capacity of the firm in order to bring about successful performance. The leaders can do this through deliberate efforts in effective leadership and good corporate governance, create an innovative organization, corporate communication, knowledge sharing and inter-functional coordination, strategic management, resource leveraging, total quality management, information and communication technology (ICT) in corporation among others. (Solanky et al., 2019).

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Waddell, et al (2019) discovered that the process of Organizational Development Intervention requires five steps: such as Entering & Contracting, Diagnosis, Designing Intervention, Leading & Managing change and lastly Evaluating & Institutionalizing interventions. In the first step, an organization takes into account that an OD intervention is needed to address a specific issue. Secondly, a firm establishes a particular intervention after establishing the root causes of the issue. In the third step, a company designs the approach to sort the issue out as well as bring value to growth and management implements the designed intervention to manage change and bring success. In the last step, managers and leaders evaluate the course of actions to see if the process is going right or it needs a redesign.

It has been discovered about the impacts of various innovation dimensions on organizational performance. Zhang et al. (2019), investigated the relationship between innovation dimensions; management innovation, technological innovation and organization performance with the help of sustainability. The study revealed that both management and technological innovations contribute to sustainability and company performance.

Suhag et al. (2017) studied the relationship between innovation and Organizational Performance and revealed that innovation dimensions such as product innovation; process innovation and organizational innovation all have positive and significant impact on organizational performance. The importance of innovation at work is further reinforced with the empirical work (Odumeru, 2018).

It was discovered that a visionary and innovative leadership at work, drives organizational change and development. Further the correlation ship between the role of leadership and Organizational Development has also been investigated. It was further revealed that leadership positively and significantly predicts organizational development. This finding is also supported with the works of (Emerald et al., 2018). Hence, leadership is a major factor that influences Organizational Development at work.

Odor (2018) invented that Organizational Development draws extensively from human relations studies, dating back to the 1930s, where it was conceived by psychologist & behaviorist that the predicting power of organizational structure, processes on employee behavior and motivation at work. For an organization to remain competitive and have superior advantages in an ever-changing business environment, it must periodically take stock of managing change and change outcomes at work. It is the impact of the business environment that crops of organizational change and one of the ways enterprises respond to these changes, is through Organizational Development

Further Organizational Development (OD) is the principles and procedures of improving the knowledge base of an organization through employee learning in order to actualize successful firm performance outcomes. It is a process of company diagnosis, planning, implementation and evaluation with the objective of transmitting capacity, knowledge, competences and skills to firms for resolving problems and managing strategic change (Odor, 2018).

Waruiru et al. (2018) investigated the influence of inter-functional coordination on performance of insurance organization in Kenya. It was discovered that through inter-functional coordination, companies are able to unify their operations and thus improve better problem solving.

Ünüvar & Bektaş (2017) invented that, according to the problem structure experienced in the organization, the solution options developed by Management and Organizational Development Consultant are shared and a common point is reached. Accordingly, the most appropriate intervention technique for the organization is selected and an activity & intervention plan is made. The scope of the program and persons responsible for the intervention should be determined and the results obtained are related to the objectives, evaluated with a participatory management approach. Re-planning and arrangements can be made according to the evaluation results.

The empirical works of Anning-Dorson et al. (2017) is highly supportive. This study analyzed the correlates of Innovation & Organizational Development and the moderating effect of firm leadership. It was discovered that organizational leadership gives the needed supported to firm innovation to achieve enhanced Organizational Development.

Steven et al. (2017) examined the factors that impact the success of an Organizational Change. The result of the study reveals that worker commitment to change in the workplace, can be enhanced through incremental formal and informal communication among employees across the departments and echelons of the firm.

Alexandrus and Cosmin (2016) discovered that there are certain factors that drive Organizational Development at work. These are leadership, innovation, inter-functional coordination, communication & knowledge sharing. Strategic management, resource leveraging & management, organizational learning, market focus, total quality management and information & communication technology driven organization

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Every Organization wants to be a growing concern in the face of Organizational Change, driven by the dynamics of environmental forces, must focus on Organizational Development, which firms respond to organizational change by creating a learning orientation in implementing the Organizational Development with the factors of influencing the development of work place & bringing success in the enterprises. (Alexandrus and Cosmin, 2016; Zadeh and Ghahremani, 2016).

III. RESEARCH LIMITATIONS

A. Core Values:

1) providing opportunities for people to function as human beings rather than as resources in the productive process
2) providing opportunities for each organization member, as well as for the organization itself, to develop to their full potential
3) seeking to increase the effectiveness of the organization in terms of all of its goals
4) attempting to create an environment in which it is possible to find exciting and challenging work
5) providing opportunities for people in organizations to influence the way in which they relate to work, the organization, and the environment
6) treating each human being as a person with a complex set of needs, all of which are important to their work and their life.

B. Objectives:

1) To increase the level of inter-personal trust among employees
2) To increase employees' level of satisfaction and commitment
3) To confront problems instead of neglecting them
4) To effectively manage conflict
5) To increase cooperation and collaboration among employees
6) To increase organizational problem-solving
7) To put in place processes that will help improve the ongoing operation of an organization on a continuous basis

As objectives of Organizational Development are framed keeping in view specific situations, they vary from one situation to another. In other words, these programs are tailored to meet the requirements of a particular situation. But broadly speaking, all organizational development programs try to achieve the following objectives:

- Making individuals in the organization aware of the vision of the organization. Organizational development helps in making employees align with the vision of the organization
- Encouraging employees to solve problems instead of avoiding them.
- strengthening inter-personal trust, cooperation, and communication for the successful achievement of organizational goals
- Encouraging every individual to participate in the process of planning, thus making them feel responsible for the implementation of the plan
- Creating a work atmosphere in which employees are encouraged to work and participate enthusiastically
- replacing formal lines of authority with personal knowledge and skill
- Preparing members to align with changes and to break stereotypes
- Creating an environment of trust so that employees willingly accept change.

According to organizational-development thinking, Organization Development provides managers with a vehicle for introducing change systematically by applying a broad selection of management techniques. This, in turn, leads to greater personal, group, and organizational effectiveness.

IV. RESEARCH FINDINGS

Increasing productivity and efficiency comes with many benefits. One of the best ways to encourage positive results in these metrics is by using a well-thought-out organizational development structure. Organizational Development is used to equip an organization with the right tools so that it can adapt and respond positively (profitably!) to changes in the market.

A. The Benefits of Reinvented OD (Organizational Development) includes the following:

1) Continuous Development

Entities that participate in organizational development continually develop their business models. Organizational development creates a constant pattern of improvement in which strategies are developed, evaluated, implemented, and assessed for results and quality.

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In essence, the process builds a favorable environment in which a company can embrace change, both internally and externally. The change is leveraged to encourage periodic renewal.

2) Increased Horizontal and Vertical communication

Of considerable merit to organizational development is effective communication, interaction, and feedback in an organization. An efficient communication system aligns employees with the company's goals, values, and objectives. An open communication system enables employees to understand the importance of change in an organization. Active organizational development increases communication in an organization, with feedback shared continuously to encourage improvement.

3) Employee Growth

Organizational development places significant emphasis on effective communication, which is used to encourage employees to effect necessary changes. Many industry changes require employee development programs. As a result, many organizations are working toward improving the skills of their employees to equip them with more market-relevant skills.

4. Enhancement of Products and Services

Innovation is one of the main benefits of organizational development and is a key contributing factor to the improvement of products and services. One approach to change is employee development – a critical focal point is a reward for motivation and success. Successful engagement of employees leads to increased innovation and productivity. Through competitive analysis, consumer expectations, and market research, organizational development promotes change.

4) Increased Profit Margins

Organizational development influences the bottom line in many different ways. As a result of increased productivity and innovation, profits and efficiency increase. Costs come down because the organization can better manage employee turnover and absenteeism. After the alignment of an entity's objectives, it can focus entirely on development and product and service quality, leading to improvements in customer satisfaction.

B. The Improved Organizational Performances with the Reinvention of OD

Self-managing workgroups allow the members of a work team to manage, control, and monitor all facets of their work, from recruiting, hiring, and new employees to deciding when to take rest breaks. The behavioral characteristics of self-managing work groups are produced herein below:

1) Employees assume personal responsibility and accountability for the outcomes of their work.
2) Employees monitor their own performance and seek feedback on how well they are accomplishing their goals.
3) Employees manage their performance and take corrective action when necessary to improve their and the performance of other group members.
4) Employees seek guidance, assistance and resources from the organization when they do not have what they need to do the job.
5) Employees help members of their workgroup and employees in other groups to improve job performance and raise productivity for the organization as a whole.

V. FUTURE RESEARCH

Since the Objective of the Reinvented of OD is to improve the organization's capacity and handle its internal and external functioning and relationships, this includes improved interpersonal and group processes, more effective communication, and enhanced ability to cope with organizational problems of all kinds. It also involves more effective decision processes, more appropriate leadership styles, improved skill in dealing with destructive conflict, as well as developing improved levels of trust and cooperation among organizational members.

These objectives stem from a value system based on an optimistic view of the nature of man -that man in a supportive environment is capable of achieving higher levels of development and accomplishment & essential to organization development and effectiveness. The scientific method – inquiry is a rigorous search for causes and experimental testing of hypotheses and review of results.

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VI. CONCLUSION

The Evidence-based New Scientific & Sense-making Approaches in the Reinvented Organization Development, enables an organization to better respond and adapt to industry/market changes & technological advances (including future changes). The Reinvented Organizational Development is also an important tool for controlling & planning company growth, enabling companies to better respond and adapt to industry/market changes and technological advances as an important tool for controlling & planning the growth of a company - as a means of identifying the types & aspects of change required within an organization, as a discriminating tool for company growth by customers, an analysis of product development elements and search for effective innovation and create efficient & accurate workflows. Based on the understanding and benefits of Reinvented Organizational Development, we can conclude that strong organizations can survive in Global Crises. The purpose of organizational change is to expand organization's reach, improve its organizational structure and scale the organizations to survive.

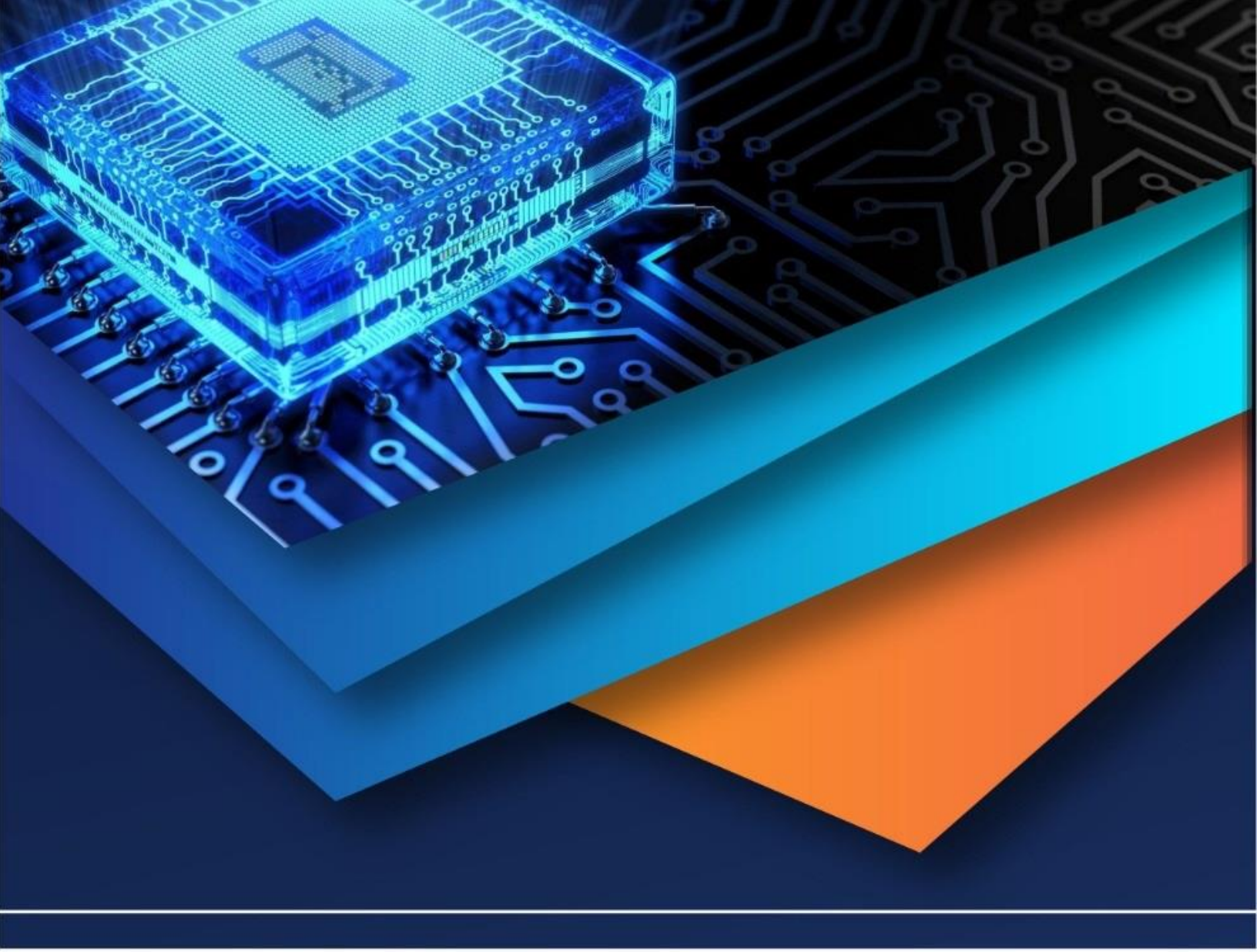
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