



Explicit and Context-Sensitive Experimental Evaluation of Organization Development for the Purpose of Improving Operational Efficiency in an IT Company

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<http://dx.doi.org/10.47814/ijssrr.v6i4.1162>

Abstract

The development of an organization's workforce is crucial to providing structure and value to employees as well as the organization itself. Human resources may be able to develop employee interventions as a result of finding solutions to workplace issues. If you combine organizational development strategies with HR practices, you may be able to develop inclusive plans that foster engaged, collaborative employees. The purpose of this article is to define organizational development, explain why it is relevant, and discuss how it can benefit traditional human resource management practices. Organizational development, according to the authors of a study conducted by Cyberspace LLC, can assist human resources in optimizing employee performance. This is done by placing employees in positions that encourage and support their performance. Employees are aligned with the organization's goals through training and feedback. Identifying duplicate processes and combining them for efficiency can be achieved through interventions, as well as providing employees or management with training or education. Interventions are intended to assist employees in performing their jobs more effectively, learning about the organization's goals and mission, or fostering collaboration within the organization.

Keywords: *Organization Development; Experiments in OD; OD and Improving Efficiency; OD and Post-Pandemic Scenario*

Introduction

The purpose of organizational development (OD) is to ensure that an organization is able to maximize its potential by aligning its strategy, structure, people, rewards, metrics, and management processes in such a way as to maximize its effectiveness and capability. Although human resource management is a science-backed, interdisciplinary field rooted in a range of disciplines such as psychology, culture, innovation, social sciences and adult education, organization development or OD encompasses a wider field of management with emphasis on effectively managing change through human resource engagement and empowerment, research analysis and design to create a culture that is conducive to desired organizational behavior and effectiveness.

The research of Parumasur, Sanjana Brijball (2012) suggests that organizational context plays a significant role in the effectiveness of organizational development (OD) interventions. As a prelude to exploring the explicit and contextual aspects of organizational development, the authors would like to briefly describe why every organization needs organizational development in the first place. From the standpoint of the central goal of a business, organizational growth has a number of advantages when viewed from the perspective of continually developing according to technology, consumer preferences, and cultural needs as often as possible. An organization's organizational development program aims to enhance products and services, develop employees, and improve communication within the workplace in order to improve profitability for the organization. Organizational factors are believed to play a vital role in the process of developing a system (Doherty, Neil F., & Malcolm King, 1998). There are several reasons for this belief. A critical aspect of organizational development and strategy is the focus on knowledge capabilities (Dawson, Ross, 2000). It is important to remember that the development of an organization is a step-by-step process that is designed to improve the effectiveness of that organization, solve problems, and improve the performance of that organization through a systematic, long-term, ongoing process.

Considering the 21st century Organization Development charter, there are a number of factors that have a direct effect on how successful an organization can be, and how it can make a difference to its members. A literature review such as the one described above was used by the authors in order to come up with a filtered list of six reasons why Organizational Development (OD) is so vital to organization success.

1. OD (Organizational Development) was developed to help organizations identify areas in which they are weak and to implement strategies to improve their performance in those areas in order to improve their performance. There will be an improvement in efficiency, a decrease in costs, and an overall better level of customer service as a result of this.
2. A major factor that contributes to the ability of an organization to foster an environment of innovation and experimentation within its organization is the ability of the organization's dynamics to foster such an environment. Through the use of this process, an organization will be able to gain an edge over its competitors in the market. As a result, it may result in the development of new products, services, and processes that are able to differentiate the company from its competitors.
3. An organization's development can be improved in several ways, including improving internal communication, teamwork, and collaboration within the organization. Aside from increasing employee engagement and satisfaction, as well as creating a more positive work environment as a result of the application of agile decision-making processes.
4. Organizational development (OD) can assist organizations in anticipating and adapting to changes in their external environment, such as technological advances, shifts in market conditions, and changes in the demographics of their workforce, by anticipating and adjusting to these changes in order for organizations to respond proactively to these changes.
5. In order for an organization to identify and address specific challenges that are unique to their circumstances, organizational development can play a crucial role. The organizational development process can be used to address these challenges. When it comes to improving an organization's performance, there are many different ways in which it can achieve this. As an example, this might be improving employee morale, reducing turnover, or resolving a specific problem within the organization. This problem may have a negative impact on the organization's performance.
6. Organizational development can be used to provide opportunities for leadership development, which in turn can lead to the development of strong leaders who can guide a company through difficult times and ensure its long-term viability even when faced with the greatest challenges.

Organization Development Should Be Viewed as a Continuous Process for a Number of Reasons

1. There is no doubt that organizations are always changing and evolving, and this is something that has to be expected in any organization. The performance of an organization is influenced by a number of factors, including the development of new technologies, changes in market conditions, and changes in the demographics of the workforce, all of which can have an effect on the performance of an organization. Organizations can take a proactive approach to anticipating and responding to these changes when they make organization development a continuous process. As a result, the organization can anticipate and respond to these changes in a timely manner.
2. It is undeniable that an organization that views development as a continuous process will be better able to identify and resolve issues before they become major in the future. Compared to an approach where development is viewed as a discrete activity, the latter view of a continuing process is more holistic. The ability to avoid costly mistakes using this approach will allow organizations to remain competitive.
3. There is a need for continuous organizational development in order to develop a culture of learning and innovation within an organization. This continuous organizational development can contribute to [the development of] a culture of learning and innovation within an organization. Aside from attracting and retaining top talent, implementing this strategy has also been shown to improve employee engagement and satisfaction.
4. A successful organizational development process can lead to a number of benefits, including improved communication, better teamwork, and improved decision-making capabilities, which are all derived from a successful development process.
5. Organizations that are continuously involved in the development process will have a better opportunity to take advantage of any new opportunities that may arise in the future because of their adaptability.

A Focus on Knowledge Capabilities as a Means of Achieving Organizational Development and Strategy

The technology sector has played a significant role in transforming almost all aspects of the day-to-day operations of organizations over the past two decades. In order to spread their programs throughout the organization, companies are increasingly introducing knowledge management initiatives. There is a study published by Davenport (1998) that suggests that knowledge can be perceived as a set of experiences, values, and contexts that can be analyzed as expert insights that make a framework for the evaluation and integration of new information based on an expert's perspective. In order for an organization to adopt a knowledge management approach in line with the emerging technologies, it is vital that the company is able to demonstrate an increased level of responsiveness to the company's customers and partners. During the course of the development and expansion of a business, it is extremely valuable for it to gather information about the people within the organization. Gathering and assembling this information from a variety of different sources may be somewhat difficult in certain situations unless emerging technologies are utilized. A good example of a definitive request can be formulated [, for example,] by collecting a number of different applications and data structures and assembling conclusive demands on the basis of them.

It is important to recognize that when we talk about knowledge capabilities in this paper, we are referring to the ability of an organization to create, acquire, share and utilize knowledge effectively. This capability makes it possible to develop organizational strategy in several ways that could be very powerful. As an organization develops new products, services and processes, its innovation knowledge capabilities can act as an enabler, which can provide it with a competitive edge and drive its growth. In order for organizations to be effective in their efforts to identify and solve problems, they must be able to create, acquire, share and use knowledge in an effective and efficient manner. Having a strong knowledge

capability will give an organization a competitive advantage because it can access and leverage the knowledge of its employees, partners and customers. Companies with a strong focus on retaining their best employees tend to attract and retain top talent because employees feel valued and supported as they progress in their careers. Research has shown that organizations with a strong knowledge management system are better equipped to make more informed decisions since they can access and analyze relevant information and knowledge more effectively. An organization's knowledge capabilities can be regarded as an important component when it comes to organizational development and strategy as they can help make the organization more innovative and adaptable while also allowing them to be more competitive. It has been argued by Anna Elise Walton (1987) that as organizations' behavior and psychology penetrate society, its development will become increasingly dependent on theories derived from organizational behavior, psychology, and knowledge. [as far as its development is concerned.]

The Importance of Explicit and Contextualized Experiments in Organization Development and Why They Are Necessary

The importance of explicit and contextualized experiments for organization development is [due to the fact] that it allows organizations to test and validate novel ideas and strategies in a controlled and measurable manner, and as a result, assists organizations in developing new ideas and strategies. As Downing (2005) states, the impetus for social construction of entrepreneurship is through narrative and dramatic processes that facilitate the co-creation of organizations and identities in the context of co-production and organization. As a result, organizations will be able to gain a better understanding of the impact of different interventions. They will also be able to make better decisions on how to improve their performance as a result of this information. According to Ortenblad (2013), contextualizing the learning organization and its approaches to research design are of particular importance. It is significant to note that benefits can be gained from conducting experiments within the context of a specific organization. It can be extremely valuable to be able to identify and address specific challenges and opportunities confronting an organization that may not be evident through a more general research or analysis. **OD experiment conducted with Cyberspace Trust, USA.**

Cyberspace Trust is one of those multinational American cybersecurity companies that was founded in Palo Alto, California in 2002. The company's core product is a platform that consists of advanced firewalls and cloud-based solutions that cover other aspects of security in addition to the capabilities of the firewalls themselves. The company offers a wide range of security solutions for businesses of all sizes, such as network security, cloud security, endpoint protection, and various cloud-based security platforms.

Cyberspace trust embarked on an OD experiment in 2021 and invited the authors to complete the experiment and conclude the results. ‘

It is important to note that there are several essential components of the Cyberspace Trust organizational development experiment. The following components were essential, of which a list was provided to the authors by Cyberspace:

1. Clear objectives: Experiments should have clearly defined objectives that are aligned with the organization's overall objectives.
2. Measurable outcomes: The experiment should produce measurable results that can be used to evaluate its success.
3. Control group: A control group should be used as a baseline for comparison. As a result, you can determine whether the results were caused by the intervention or by other factors.
4. Randomization: To prevent self-selection bias, participants should be randomly selected.
5. Implementation plan: To ensure that the experiment is conducted in a consistent and controlled manner, a detailed implementation plan should be developed.

6. Data collection and analysis: A data collection and analysis plan should be developed in order to ensure that the results of the experiment are accurately measured and interpreted.
7. Communication and feedback: It is critical to establish a system of communication and feedback to ensure that the results of the experiment are shared with the relevant stakeholders and that any necessary changes are implemented as a result.
8. Ethical considerations: In order to ensure the safety and well-being of all participants, the experiment should be designed and conducted according to ethical guidelines.
9. Follow-up: Follow-up should be planned to ensure that the results of the experiment are monitored over time and that any adjustments are made as necessary.

A well-designed, well-implemented, and well-evaluated organizational development experiment will produce accurate and meaningful results that can help improve the performance of the organization. A key goal of the experiment was to bring the internal stakeholders listed in figure 1 up to speed with the post-pandemic challenges of organizational development. Since the experiments were conducted by HR and with core HR functions, they have been excluded from this list of internal stakeholders.

As a result of the pandemic, not only has the way we live changed, but also the way organizations approach their work. There is no better time than right now for the OD people [guys] at Cyberspace Trust to intervene and conduct an experiment at the company, as now is their chance to make an impact and allow them to shine. It has been years since there has been organizational stagnancy where change initiatives that have been frozen in time and the dynamic transformation that has been visualized and discussed but never implemented due to the pandemic has finally been brought to life. Although it was a time of crisis, it was also a time of opportunity, and organizational development experts have the power to transform a crisis into an opportunity and to make an impossible life more manageable given the circumstances.



Figure 1: Listing all internal stakeholders of Cyberspace Trust, USA who participated in the OD experiment

Methodology

As [a] part of the study, 180 employees from a cross-section of Cyberspace Trust global workforce were surveyed and interviewed. Since 2021, these surveys have been conducted in Cyberspace on a regular basis. In order to gain a better understanding of how people interpret the changes in their practices that result from the findings of our study, the authors conducted a series of surveys in order to gain a more precise understanding of their interpretations. Towards the end of the workshop, participants were asked to complete a survey in order to assess their attitudes towards the overall development of the organization. Following the implementation process, another survey was conducted in order to determine whether or not the expectations had been met as a result of the implementation process. To form an opinion, they were compared with those that had developed after the implementation began in order to see how they differed. Historically, the concept of organizational development has had a significant impact on Cyberspace Trust and has played a significant role in a variety of fields within the company. Using a five-point Likert scale, respondents were asked to rate the responses to the questionnaire on a scale of 1 (strongly disagree) to 5 (strongly agree). An evaluation of the validity of the measurement questions was conducted [by] using Cronbach's alpha as a tool. The Cronbach's alpha of the 20 items in the questionnaire "Examining the impact of OD interventions for Cyberspace Trust" is 0.885 based on the reliability statistics calculated by SPSS. The results of this study showed that the collected data is reliable and suitable for further analysis and interpretation. In the Table below, we can see that the value is clearly above the minimum value of 0.6, as can be seen in the graph, which is the threshold for reliability.

RELIABILITY TEST: Cronbach's Alpha

Measure of Internal Consistency

Cronbach's alpha tests to see if **multiple-question Likert scale** surveys are reliable. It will tell you if the test you have designed is accurately measuring the variable of interest.

Cronbach's Alpha		INTERPRETATION	
$\alpha = \frac{K}{K - 1} \left[1 - \frac{\sum s^2_y}{s^2_x} \right]$		Interpreting ALPHA for dichotomous or Likert scale question.	
		CRONBACH'S α	INTERNAL CONSISTENCY
Where		0.90 and above	Excellent
K	is the number of test item	0.80 - 0.89	Good
$\sum s^2_y$	is sum of the item variance	0.70 - 0.79	Acceptable
s^2_x	is the variance of total score	0.60 - 0.69	Questionable
		0.50 - 0.59	Poor
		below 0.50	Unacceptable

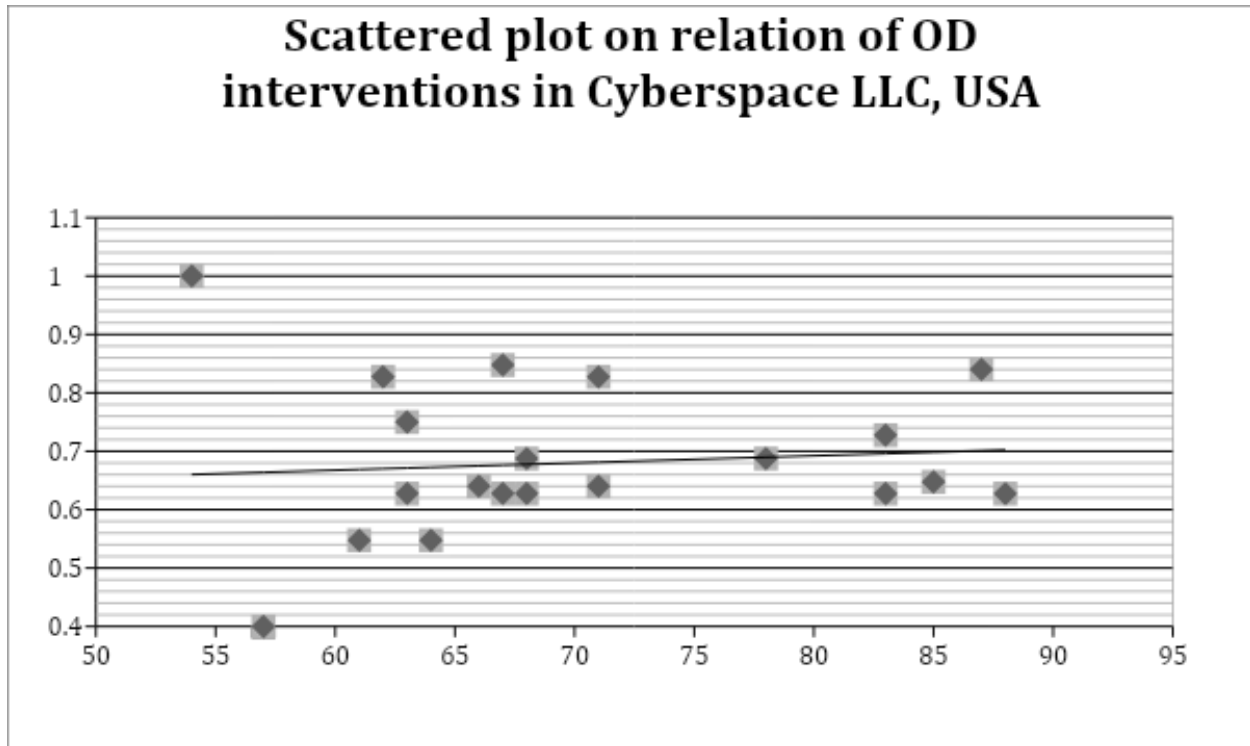
<https://www.statisticshowto.com/cronbachs-alpha-spss/>

Table - Reliability Statistics

Cronbach's Alpha	N of Items
.885	20

Data Collection

1. In order to collect primary data, we used a questionnaire consisting of 20 questions that were asked of a sample of participants closely related to the areas of OD interventions in Cyberspace LLC.
2. For the purpose of validating the impact of the OD experiments at Cyberspace LLC, the latter was treated as an independent variable. With the use of a simple linear method, it has been possible to establish a relationship between the two variables. The data from the designed questionnaire as well as the analysis in Excel helped to demonstrate a general flow of the points based on the x-axis and the y-axis, which indicated a positive trend and placed the points close together, indicating a strong and positive correlation. This is indicated by the regression line, which is characterized by a y-intercept value of 0.001 and a m-intercept value of 0.59, which indicates a strong correlation. Slope can be defined as the change between two points on a line divided by the change between them.



Results and Discussions

- The pandemic has caused several organizations to be thrown into a sudden storm as they are forced to redefine their purpose. A lot of people stared at the existential crisis, while others were forced to ponder over existential questions that they had to face. Reevaluating the purpose, "the who we are" and "what we want to do" of the organization will be the key to defining and guiding the way forward for the business. For leaders, this also means looking beyond the current chaos and commotion, putting long-term goals ahead of short-term benefits, and prioritizing long-term solutions over short-term ones. There is no doubt that a wrong shift can change the direction of a business, and it should be clear as to whether it is a desired, calculated and beneficial change for

the company. The implementation of those defined purposes will be the defining aspect of the organization's vision and mission.

- The time has come to rebuild the culture of the organization and redefine its values at this point. As a result, a tailor-made core culture will have to be developed keeping in mind the redefined organizational objectives and goals in order to achieve a sustainable culture. To be identified and associated with their defined values, organizations and leaders will have to consciously and intuitively arrive at these values. As a result, in times of crisis, this is what differentiates organizations from one another, and also determines whether they will fall apart or continue on their course. Organizational success has a great deal to do with how changes can be implemented within an organization as a result of its culture and values.
- Supporting and challenging the Leaders: As mentioned above, change is going to be the key to survival and in order for that to happen it is imperative that leaders and managers are empowered to make small or big changes in response to the current situation. Now might be the right time to emphasize ownership of the work and create a culture of taking initiative. This will enable employees to contribute effectively to personal development and team goals at the same time. It is also important to point out that sometimes leaders will have to make decisions with only limited or not much information at their disposal, and while this may result in errors of judgment at times, it will also pave the way for disruptive innovation and change to come about.
- It has also been suggested that the pandemic has raised serious questions regarding the relevance of strict hierarchies and dotted lines of formal reporting in organizations. It is important to reexamine the Boss structure in general. There is a great deal of valuable decision making that is delayed, and some great ideas have been lost in the labyrinths of the organizational chart at times. It is clear that a flatter, autonomous and fluid organizational structure will help to achieve the agility and quick response to situations required in the present circumstances. During the early days of the pandemic organizations were forced to come up with rapid response teams, nerve centers and other task-specific groups involving members from different verticals in order to ensure quick responses as well as detailed and honest communication regarding big decisions. Keeping this going once the crisis has passed would be the key to making sure that it keeps going for a long time to come.
- There has been a loss of millions of jobs worldwide as a result of the pandemic. The first resource that had to be disposed of or evaluated as redundant was the human capital. In spite of this, any organization that has a vision for the future would recognize that it is only people who can rebuild the organization and bring the vision to life. The remote working option has opened up a global talent pool that could not have been accessed before the remote working option was introduced. In addition, the current time is a good time for reevaluating, redefining roles, and reskilling employees in order to meet the changing business objectives, especially those who are in customer facing positions. It is only by creating meaningful human transactions based on trust and compassion that sustainability and progress can be assured. Providing leadership as a role model, influencing and motivating employees through positive communication can help mitigate the psychological impact that the pandemic has been having on employees.

Conclusion

Every organization is composed of a complex network of external as well as internal stakeholders that must be understood in order for it to function effectively. A number of organizations have performed exceptionally well during the pandemic, creating new opportunities and value together as a result of their interactions with each other. The experiment conducted by the authors in Cyberspace Trust demonstrates the value of organization development (OD) and how it can positively impact an organization. As a result, the majority of strategic alliances proved to be advantageous at just the right time when the organizations most needed them. The majority of vendors, employees, and customers stuck together, and they were able

to survive together. This is an important lesson for organizations and reinforces the importance of considering people over profits when making decisions.

Achieving success requires embracing technology and evaluating solutions from multiple perspectives without becoming overwhelmed by data. The challenges and opportunities for organizational development initiatives lie in learning, unlearning, and relearning while adapting to change with flexibility and swiftness. Post-pandemic, the organizations that are committed to building people and creating lasting value in their transactions will be most successful.

Acknowledgement

We express our deepest gratitude to Dr Aria Maestracci (Aria.Maestracci@cyberspacetrust.com) from Cyberspace Trust, Palo Alto, USA, for contributing valuable and constructively to the planning and development of this research paper as well as allowing the authors to conduct the experiment on her employees and organization.

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