The Importance of Organizational Development and Change to boost Employee's

Performance and Productivity

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Research Project Submitted in Partial Fulfillment of the Requirements

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DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously on concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.

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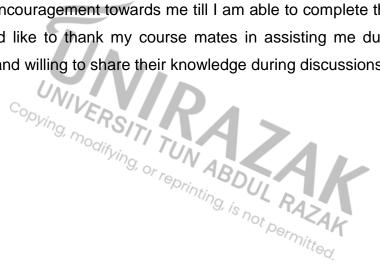
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The Importance of Organizational Development and Change to boost Employee's Performance and Productivity

By

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This research discusses the need of organizational development and change to boost employees' performance and productivity. Journals and books have been studied and adapted by various organizations to establish methods to increase the performance and productivity of their employees. Organizational development (OD) and change management are crucial components of modern-day businesses and play a significant role in boosting employees' productivity. In recent years, organizations have faced many challenges due to rapidly changing business environment, such as increased competition, technological advancements, and shifting customer expectations. OD and change management provide organizations with the tools and processes necessary to effectively respond to these challenges and achieve their goals. The research highlights that the employees must be willing to go through the changes in their organization. Employees must be willing to accept and apply the changes whether it is in technology or within the society, else the organization will missed out on opportunities. It is also shown that it is the individual's level of comfort at that time, determines his willingness to accept the changes at the workplace. Based on researches done, organizations who carried out the organizational development and change successfully, will be able to evolve and sustain over time. This paper aims to explore the importance of OD and change management for organizations, as well as the impact they have on employees' productivity.

CHAPTER 1
INTRODUCTION

1.1   Background of Study

Organizational development and change management have been increasingly recognized as key drivers of performance and productivity in modern workplaces. In this paper, we will explore the importance of organizational development and change to boost employees' performance and productivity. It discusses the need for change management to effectively implement organizational development initiatives and overcome resistance to change. It also outlines the different stages of the change management process and the key factors for successful change initiatives.

Furthermore, the study reviews the relevant literature on organizational development and change to identify best practices and successful approaches to increasing employee productivity and performance. This includes a review of academic articles, case studies, and industry reports. This study also analyzes the challenges organizations faces in implementing organizational development and change initiatives. These challenges include a lack resources, resistance to change, and a lack of understanding of the benefits of organizational development and change initiatives. The target audience for this study includes managers, executives, and organizational leaders responsible for maximizing employee productivity and performance, as well as human resource practitioners responsible for designing and implementing organizational development and change initiatives.

The importance of this topic stems from the fact that employee productivity and performance are key drivers of an organizational success. As organizations strive to remain competitive, they must adapt to changing trends and demands in their industry and operating environment. This requires a focus on organizational development and change management to ensure that employees have the necessary skills, motivation, and support to achieve optimal performance levels.

Organizational development (OD) is a process aimed at improving organizational effectiveness and efficiency through planned interventions that focus on individual, team, and organizational levels. It involves enhancing the overall capacity of an organization to achieve its strategic goals and objectives by improving

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its structures, processes, and systems. One key objective of organizational development is to create a positive work culture that supports employees' engagement, development, and performance.

Change management, on the other hand, is the process of planning, implementing, and managing changes in an organization to improve its performance. It involves understanding the different stages of change and developing strategies to help employees to adapt to new ways of working. Effective change management requires clear communication, collaboration, and involvement of stakeholders.

Organizational development and change management practices have been shown to increase employees' performance and productivity in many ways as they are critical components of a company's success. The success of any organization depends on the commitment and involvement of its employees, who are essential part of the change process.

In reality, most individuals will be reluctant to accept or adopt any changes at first, however if success and achieving goals are what the organization is aiming for in the future, they must be ready to implement the necessary actions in order to succeed. However, to keep up with the fast pace of changes has become one of the biggest challenge for organizations, from the fast communications through various social media platforms and flow of ideas globally to the ever changing modern technology. Individuals and organizations today need to be dynamic, versatile and equipped to face the accelerated rhythm of change in order to stay relevant and competitive in their respective industry. With the fast pace of change in business and technology today, the conventional workplace hierarchical model where the employees voices cannot be heard up the pyramid to the higher management is no longer valid and practical.

The background study establishes the context for the importance of organizational development and change in increasing employees performance and productivity. It highlights the benefits of these initiatives and reviews the literature and best practices. It also identifies the challenges that organizations face and provides insight into the strategies for overcoming them. Organizational development and change (ODC) should be the direction for an organization in order to meet the challenges of the business environment. Overall, a comprehensive background study will provide a foundation for addressing the problem statement and finding solutions to improve organizational performance and productivity.

1.2   Problem Statement

Many organizations struggle to maintain their performance and productivity levels in a rapidly changing business environment. Employee performance and productivity are critical factors in achieving organizational goals and staying ahead of the competition. However, many organizations face challenges that limit performance and productivity , such as low employee morale, poor communication, inadequate training, and outdated processes.

Despite the recognition of the importance of organizational development and change management practices for enhancing employees' performance and productivity, many organizations still struggle with implementing them effectively. Research has shown that many organizations resist change or implement it poorly, resulting in negative outcomes such as decreased productivity, employee dissatisfaction, and high turnover rate.

Moreover, there is a lack of understanding of the 'interconnectedness' of organizational development and change management with employees' performance and productivity. Many organizations fail to invest in employees' development, engagement, and empowerment, and instead focus solely on short-term goals and outcomes. This can lead to resistance from employees and ultimately a disengaged workforce, which can result in decreased performance and productivity.

Therefore, despite its potential benefits, organizations still struggle with effective implementation. The lack of understanding of the importance of creating a positive work culture, promoting employee development, and embracing innovation and technology hinders organizations' ability to achieve their strategic goals and boost employees' performance and productivity. Additionally, some organizations may view organizational development and change initiatives as an unnecessary expense or a disruption to day-to-day operations. This can result in failure to invest in the necessary resources to implement these initiatives, which can lead to a lack of progress and negative impact on employee morale, performance and productivity.

As such, there is a need for further research and initiatives that aim to help organizations overcome these challenges and embrace organizational development and change management practices that supports employees' performance and productivity.

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1.3 Research Objectives and Questions

This research aims to address the following matters:

1. To examine the impact of organizational development and change on employees' performance and productivity.
2. To investigate the role of change management in promoting employees' engagement and empowerment.
3. To identify the key factors that hinder the effective implementation of organizational development and change management practices.
4. To assess the effectiveness of various organizational development and change management strategies on improving employees' performance and productivity.
5. To explore the relationship between employees' training and development, innovation adoption, organizational performance.

This research aims to answer the following questions:

1. How does organizational development affect employees' performance and productivity?
2. What is the role of change management in promoting employees' engagement and empowerment?
3. What are the key factors that hinder the effective implementation of organizational development and change management practices?
4. What are the most effective organizational development and change management strategies for improving employees' performance and productivity?
5. How does employee training and development, innovation adoption, and organizational performance relate to each other?
6. What are the best practices for successfully achieving organizational development and change management initiatives for improving employees' performance and productivity?

7. How can companies ensure a positive work culture when implementing organizational development and change management programme?

8. How can organizational development and change management initiatives support diversity, equity, and inclusion in the workplace?

1.4 Significance of the Study

There are several significant outcomes from studying the importance of organizational development and change to boost employees' performance and productivity. Firstly, by understanding how organizational development and change management practices can enhance employees' performance and productivity, organizations can create a more engaged and motivated workforce, resulting in increased productivity and effectiveness. Nonetheless, knowing and understanding the factors that hinder effective implementation of organizational development and change management initiatives can help organizations make informed decisions and avoid potential pitfalls.

One of the benefits of implementing organizational development and change management programs is the increased job satisfaction and engagement of employees. This in turn, helps reduce employee turnover rates and the cost of recruiting and training new employees.

Effective implementation of organizational development and change, able to create a better organizational performance and competitiveness. By focusing on employees' development, empowerment, and engagement, organizations can create a positive workplace culture that supports innovation and creativity, leading to better organizational performance and a competitive advantage in the market. Not to mentioned that organizational development and change management initiatives can support diversity, equity, and inclusion efforts, making the workplace more welcoming and inclusive for all employees.

This study is crucial to developing sustainable and effective organizational frameworks that support employee development, engagement, and empowerment. The benefits of this study can positively impact organizational performance, competitiveness, and ensure a positive and inclusive environment for all employees.

CHAPTER 2

LITERATURE REVIEW

2.1   Definition and concepts of Organizational Development and Change

Organizational development and change have become increasingly important in the modern business environment. Organizations are facing increased competition and market pressures, which require them to be agile and responsive to changing conditions. In this context, the importance of organizational development and change in improving employees' productivity cannot be overstated. Organizational development and change management are two interrelated fields that focus on the improvement of an organization's performance and competitiveness. Organizations need to adopt a systematic and strategic approach to manage organizational development and change

Organizational development (OD) is a process of planned, systematic, and ongoing change aimed to increase organizational effectiveness and facilitate growth. It involves designing and implementing interventions to increase employee engagement, improve organizational communication, enhance group dynamics, and promote employee development and training. Organizational development focuses on improving an organization's overall heath and functioning through the identification and resolution of internal problems, while change management is concerned with the planning and implementation of changes within an organization. The goal of organizational development and change management is to enhance an organization 's ability to adapt and thrive in a rapidly changing environment.

It is an effort that focuses on maximizing the effectiveness, potential, and capacity of both people and organizations. The guiding principles of OD are:

- Commitment to long-lasting change
- Humanistic approach
- Action research tools
- Focus on process

Whereas Organizational change (OC) refers to any alteration in an organization's structure, culture, processes, systems, or performance. Change can be planned or unplanned, incremental or radical, and can occur in response to internal or external factors, such as new technologies, market shifts, or change in leadership. OC can also be defined as changes caused by an "environmental shift that, once sensed by the organization, leads to an intentionally generated response" (Porras, Silver 1999). What Porras and Silver are explaining to the reader is that for an organization refers to the actions in which a company or business alters a major component of its organization, such as its culture, the underlying technologies or infrastructure it uses to operate, or its internal processes. There are many factors that make change necessary in an organization. As mentioned, it could be new leadership of the company or within its department, shifts in the organizational team structure, the implementation of new technology or even the adoption of new business models. Regardless of what type of change, successful implementation requires careful planning, effective communication, stakeholder engagement, and ongoing evaluation and feedback. Change is an inevitable part of organizational life, and companies must be proactive in managing it if they hope to succeed.

2.2   Theories and Model of Organizational Development and Change

Theories of organizational development and change provide a framework for understanding the impact of these interventions on employee productivity. Similarly, the theory of planned behavior highlights the importance of employee attitudes and beliefs in facilitating organizational change and development. This theory proposes that employees' intentions to change their behavior and increase their productivity can be influenced by their attitude towards the change, subjective norms, and perceived behavioral control.

Handling change is an ongoing organizational matter, however small or big it is. If it is a planned and well managed change, managers are able to be prepared for any form of change resistance and able to calculate out a plan to put change in place . There are several theories and models for managing organizational change. Below are some of the most commonly used:

A) Lewin's Change Management Model

Kurt Lewin, a researcher and psychologist, proposed that successful change in an organization should be conducted in three steps: unfreezing, movement, and refreezing , to facilitate change in organizations. This model suggests that employees' productivity can be improved by creating a sense of urgency and the organization must first be prepared for change (unfreezing), then the change must be introduce and implemented (movement) and the organization must stabilize in the new state and start reinforcing these changes into the organization's work environment (refreezing) through communication, training, and support.

Unfreezing	When the equilibrium state can be unfrozen by increasing the driving forces and at the same time, decreasing the restraining forces.
Movement	The actual implementation of change where new practices and policies are implemented
Refreezing	Newly adopted behaviors and processes has become a daily routine in employees activities. Coaching, training and reward system help to reinforce.

Lewin's model of change has four characteristics:
- It emphasizes the importance of recognizing the need for change and being motivated to implement it
- It acknowledges that resistance to change is inevitable
- It focuses on people as the source of change and learning
- It highlights the need to support new behaviors

B) Kotter's Eight-Step Change Model

John Kotter, improvised Lewin's three-step model into a more detailed eight-step model. Kotter studied Lewin's model and identified all the areas where failures could possible occur. Kotter realized that several factors should be added in:

- A sense of urgency around change
- A coalition for managing the change
- A communicated vision for the change
- The removal of obstacles to accomplishing change
- The continued pursuit of change in spite of apparent victory
- An anchoring of the changes into the organization's culture

His revised eight-steps of change as follows:

Source: https://www.kotterinc.com/8-steps-process-for-leading-change/

Kotter expanded Lewin's "Unfreezing" step with his four recommendations. His step five, six and seven correspond with Lewin's "Movement" stage and step eight is aligned with the "Refreezing" process.

This model outlines eight steps to achieve successful change, including creating a sense of urgency, building a coalition of supporters, developing a vision and strategy, communicating the change, empowering others to act on the change, creating short-term wins, consolidating gains and producing more change, and anchoring new approaches in the organization's culture.

C) Action Research Theory

This theory proposes that successful change involves participation, collaboration, and continuous learning. It involves collaboration between the organization and external consultants who work together to identify areas for improvement, develop interventions, and evaluate progress.

D) Appreciative Inquiry

This model involves focusing on positive aspects of the organization rather than the negative. It involves identifying "what works" and building on those successes in a collaborative and participative process.

E) Burke-Litwin Model

This model identifies twelve dimensions of organizational performance that are interconnected. It proposes that changes in one area affect all other dimensions, so changes must be planned and executed with a systematic approach.

F) Nadler's System Model

David Nadler, an American organizational theorist, came up with a system model that suggests that any change within an organization has a ripple effect on all the other areas of the organization. He suggests that, to implement change successfully, a manager must consider four elements:

- Informal organizational elements: communication patterns, leadership, power
- Formal organizational elements: formal organizational structures and work processes
- Individuals: employees and managers, and their abilities, weaknesses, characteristics, etc
- Tasks: assignments given to employees and managers

As identified in the change model, when a change happens at one area, it will continue to have effects on the other areas as well, as in a domino effect. For instance, an organization came out with a new Request and Purchasing furniture policy. The policy, which is a formal internal organization memo, has an impact on the organizational information elements, individuals and tasks. Whereas, when a new CEO joins and creates changes, it will create impact on every layer throughout the organization.Ultimately, the changes creates positive outputs. The Request and Purchasing policy cuts down on processes and able to save the organization time and in the long run, money. While, the new CEO appointment increases shareholder value.

In short, these theories and models of organizational development and change does provide frameworks for understanding and implementing change within organizations. Each of these models has its strengths ad limitations and is best suited for particular situations. Understanding these theories and models is essential for effectively implementing change in an organization.

2.3   Change Management functions in organizational behaviour

Nowadays, organizations have to be flexible enough to be able to adapt to the ever-changing market demands and customer needs which is happening almost everyday. Failing which, other businesses will easily comes in and sweep off their customers and profits away. These changes take place almost every day. Therefore, flexibility of the organization is vital.

 In reality, organizations do not have to change, but it is the people that need to change. Managers of an organization must be able to detect potential problems as they occur and able to adjust their processes quickly to solve the problem. Good change management skills will definitely make this process smoother.

The art of progress is to preserve order amid change and to preserve change amid order - Alfred North Whitehead

Business leaders need to find ways to address customer needs in the fast-paced business environment of today impacted by social, economic, political and cultural shifts, it is indeed a stressful task for business leaders. In today's business

environment, can be mentioned that the ever occurring of change is basically the only thing that is constant. However, cannot deny the fact that no body likes change.

It is important that organizations and their managers have the ability to anticipate and implement change effectively. Managers need to find ways to overcome their employees' natural resistance to change, as only when the change is managed effectively can the business have a strong staying power and remains relevant to their customers. The first step in managing change effectively is to understand what change is and where it comes from.

Organizational change can be define as the transformation or adjustment to the way an organization functions. Organizations adjust to small changes all the time, possibly to ease the stress of the business environment, like competition, technology, or customer demand. These larger pressures do require larger responses and actions.

2.3.1 What forces create these changes?

External forces are those changes that are part of an organization's general and business environment. There are several kinds of external forces an organization might face:

External factors	Description
Demographic	A change in work demographic will require change in organizational culture. For instance, Avon built and grew their business of cosmetic sales, with the housewives and non-working mothers as their primary work force. However, when more women start to join the 'normal office hours' of 9-to-5, Avon had to change gears and find alternatives to move their products to the customers.
Social	New social trends able to push organizations into making new changes. Consumers are becoming more environmentally conscious in their lifestyle, a trend which able to make fast food restaurants to replace Styrofoam take-away boxes with paper or

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	bring your own containers drive. Manufacturers of cleaning products had to change their product formulas to omit environmentally threatening chemicals. Tobacco companies had no choice,but to revamp the image of smokers, and the dangers of their products. They started to look into e-cigarettes and other smoking alternatives to stay in business. This is where the vaping came as an alternative to smokers.
Political	Government restrictions and regulations often forces changes onto organizations. This can be something as simple as a change in minimum wage for employees, or as complex as rules and restrictions governing fair competition in business.
Technology	Technological changes able to determine a success of any business. Whether new technology being introduced in the industry, back then when laser was introduced to modern medicine, making surgeries method cleaner and safer; or commercially, when end users was introduced to it, consumers began to stop subscribing to VHS videos, and begin to stream the latest movies online which is less hassle and cheaper.
Economic	Back during the 2008 recession, consumers lost their source of income and had to reduce their spending drastically. The economic downturn hit every business industry in a big way. Even banks and certain financial institutions collapsed. Major organizations filed for bankruptcy. The only possibility of survival is to adapt to change. Giant companies like Lego, who experienced stagnant US sales during this time, turned to new markets in

	Europe and Asia to rebuild their business. However, Netflix were able to grow their subscriptions by 3 million subscribers in 2009 when they started the in-home entertainment alternative to families that had cut back their entertainment budgets.

Meanwhile internal forces of change refer to factors within an organization that able to trigger and promote change in organizational development and change. Internal forces are often under the organization's control and can be influenced by management or other internal stakeholders. There are several internal forces of change that organizations may experience, and they include:

Internal Factors	Description
Strategy or mission changes	Changes in the organization's mission or strategy can trigger organizational development and change. For example, mergers or acquisitions, entering new markets, or when the organization decides to focus on specific products or services that may lead to change.
Employee turnover	His can create a need for change, especially if employees with critical skills or knowledge leave the organization. The organization may need to develop new plans to address the talent gap in areas that have experienced high turnover.
Organizational culture	A shift in organizational cultue van also trigger internal change. Organizations that want to embrace a culture of innovation, diversity, or accountability may need to undergo significant changes, including adapting new policies or procedures and refining workforce roles and responsibilities.
Technological advances	Can introduce change in the organization's processes, products, and services, and require new

	knowledge. For example, the latest software or automation systems may require new employee training or hiring new technology experts to manage the technical change.
Processes and Systems	Changes to the structure of the organization, work processes, or operating systems may trigger organizational development and change. This kind of change often involves restructuring teams or introducing new systems.
Performance gaps	There will be a need for change when there are evidence of gaps in product or service delivery or performance issues. For instance, if an organization's customer satisfaction levels decline, there may be a need for changes

Organizations must be able to recognize the internal forces of change that affect it and be proactive in developing a flexible and adaptable framework that aligns with the change needs. By doing this, an organization can stay relevant and responsive to evolving markets or conditions, leveraging changes in organizational development to achieve its overall goals and objectives.

Organizations may experience internal forces of change, which is inter-related to external forces as well, however the impact is significant enough for it to be considered separately. Internal forces of change arise from within the organization and affects the internal functioning of the organization which causes low performance, low satisfaction, conflict, or the introduction of a new mission, new leadership.

When an organization having low performance, it must countered with change that produces high performance. Due to the low performance, which result in low quality or inefficiencies, customers begin to complain and the organization need to change. Even though these forces of change are outside of an organization's control, however, without exception, it must be manged if the organization wants to be successful.

2.3.2 Types of Change

A) Planned and unplanned change

Planned change occurs when there is a specific problem arises. An unplanned change normally arises spontaneously without any particular reason on the part of managers or employees of addressing a problem. More often, when change is planned, like a new information management system being introduced or a different procedure being introduced, change management need to be planned to minimize employee's resistance. It is often experienced that when an unplanned change occurs, like a sudden economic downturn or a shortage of resources, managers are not ready and can be taken by surprise, causes the adaptation to the change may not be as organized, in fact may cause chaos in the organization.

B) Evolutionary and Revolutionary Change

Can be said that evolutionary change happens gradually and incrementally. The stages of changes are often so small that the employees may not even recognize the shift, or even if they do, they are able to adjust their workaround it and process it a little at a time. Evolutionary change can be planned or unplanned. A good example of unplanned evolutionary change is Avon; where it has to adapt that the women work force began joining the 9-to-5 shift. It definitely did not happen overnight, just little by little, suddenly Avon realized they had a shortage of "Avon ladies" and needed to find new ways to reach out to their consumers.

Planned evolutionary change, or convergent change, is the result of specific and conscious action to make changes in an organization. For example, an organization may decide to cut their general admin department by five percent less staff, and still be efficient and able to meet customer demands. And possibly they may opt to arrive at that smaller number of general admin staff by attrition rather than by layoff, knowing that the turnover in the department is relatively high and they able to achieved the intended staffing numbers within 12 months.

Convergent change happens all the time within organizations, as managers adjust and amend their processes to make the departments and the company achieve the set target. During convergent change, managers need to ensure employees abide by the existing mission statement and core values set by the organization. This may lead to complacency.

For example, IBM fell victim to complacency as their managers tried to dictate the competition in the market. They quickly found out that their tweaks and adjustments could not keep them competitive when personal computing started to take off and other organizations had a better grasp of the consumer needs in the market.

Revolutionary change, or frame-breaking change, as indicated by its name, can be rapid and dramatic. It, too, can be planned or unplanned. A planned revolutionary change might mean dramatic changes to an organization's staffing, structure, or procedures. A good example would be when Marvin Ellison was appointed as Lowe's CEO in 2018, he made drastic changes in his first weeks. He immediately eliminated capital project, break the company into multiple smaller locations, and he terminated his chief financial officer and chief operations officer.

This led to an organizational restructuring in the finance and operations department, as well as the reassignments or layoffs of people working on the capital projects and supporting the smaller locations. The change was revolutionary because it was deemed necessary to improve Lowe's lackluster performance and to keep them competitive in the market against other competitors like Home Depot and other competitors.

Innovation can often lead to revolutionary change whether it is inside or out outside an organization. Major innovations like the cell phone have created revolutionary change within the industry, both for those giant organizations that produce the products (like Apple and Samsung) and even also for those that are new in the market (like Xiomi and OPPO).

2.3.3 What are the changes that can affect an organization?

These are the changes that can affect four elements within an organization:

Technology	The changes became inputs that are transformed into outputs, such as work processes, delivery of goods/ equipment and services to clients.
Product or service	Changes may result in new and improved product, and customized products being delivered to consumers.
Administration and management	Changes in how organization is managed, including changes in mission statement, structure, policies, etc.
People or human resources	Changes in employee behaviors, skills, and attitudes, as well as personal changes

A change in one of these elements may be significant enough to affect other elements as well. For example, if a company develops a new phone app that controls the air-condition thermostat, employees may have to be trained on that technology, therefore a new area of focus have been created that requires the organizational

structure's support. No matter how it is define, change is almost always met by some resistance. Can be said that it is human nature to want things to remain unchanged or status quo, because change often means the stress of new, unknown territory, more work, and requires new confidence.

2.3.4 Resistance to Change

In 2007, Microsoft CEO at that time, Steve Ballmer was quoted saying "There is no chance that the iPhone is going to get any significant market share".

There are similar examples that now can be deemed ridiculous. Henry Ford's lawyer once told him that the automobile was a fad but the horse was here to stay. Movie mogul Darryl Zanuck tossed aside the idea of television, sharing his opinion that the world would tire of "staring at a plywood box". These are all example of leaders who are resistance towards change and now it has proven to be a bit short-sighted and silly on their part.

Undeniably, change is stressful, and people try to avoid it because they want to avoid all the work, heartache and anguish that comes along with it. Even a positive change, like a promotion, can cause stress as the employee feels that they are moving into a new territory and need to prove themselves all over again. Even minor changes can require a brief adjustment period, but large-scale changes can take a long time to adjust to. In short, resistance to change is as much as it is an organizational issue as it is an individual issue.

2.3.5 Organizational and Individual Resistance

Organizational inertia is the tendency for an organization as a whole to resist change and want to maintain the status quo. Organization tends to become flexible and failed to adapt to environmental or internal demands for change. Some of the signs that organizational inertia are through internal power struggles, poor decision-making processes and bureaucratic structures.

Study shows that organizational cultures and reward systems may caused resistance or acceptance to change. A culture that promotes high levels of trust and cooperation lays the foundation for employees and their acceptance and promotes

change. On the other hand, if employees are punished for honest mistakes, if new ideas are not rewarded, and managers cannot handle daily issues, then that organization will face resistance to change.

The timing of change can also play a role in organizational inertia. If the organization have just gone though a large-scale change in organizational structure, it would not be the right time to introduce a new information management system. Employees will be likely to protest and immediately resist the change and that the heartache will come along together with the second change. Managers need to think and planned accordingly when to roll out a planned change in order to avoid employee's resistance.

Most of the time, people resist change because of the fear to bear the consequences. Change means learning and adapting to new situations. Learning new skills sometimes causes fear of not able to master the skills. This is why change can seem threatening. Furthermore, if employees feels that the change brings in economic insecurity or risk , or if they do not trust the management, this could further add to the resistance. Sometimes, individual traits can make one change resistant. Culture, personality and prior experiences can attribute to one's level of acceptance where change is concerned.

2.3.6 How to encourage change?

There is a lot of resistance to change.There are ways and tactics on how managers can initiate positive change and at the same time encourage the change:

Education and Communication	If there is uncertainty or fear over the unknown, organizations should not add that with a lack of information. Having face-to-face meetings, town halls, and email updates can often help reduce those fears. However, the disadvantage of this, is the ability to manage the change effectively to large numbers of people.
Participation and Involvement	Managers should involve employees in the change process, as it creates ownership and

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	when people participates in the change, they are less likely to resist it. The disadvantage of this approach is that it can be time-consuming and managers may have to let go certain control over change implementation.
Facilitation and Support	Facilitation and support require active listening and counselling. These are found to be effective when dealing with individual resistance, but can be time-consuming and possibility of failure as well.
Negotiation and Agreement	This approach allows negotiation to be done and this empowers other parties to ensure in the success of the change effort. Rewards and incentives are offered in exchange for acceptance. This may assist when dealing with resistance but can be expensive and lead to more negotiation.
Manipulation and cooperation	Re-diverting employees' focus and attention to other issues is a fast way to minimize resistance to change, but it can lead to mistrust and objection from those being involved.
Explicit and implicit coercion	If having time constraint and no option, managers need to use force to push past change. This method is quick and effective, but it does not build long term team work commitment.

Managers able to implement change successfully by using a combination of these methods and also need to understanding the source of resistance. But none of the solutions above deal with organizational inertia, which requires a broader set of organizational activities.

2.4   The relationship between Organizational Development and Change and Employee's productivity

Organizational development and change (ODC) play a vital role in enhancing employees productivity in an organization. By improving the organizational structure, systems, and processes, organizations can create a conducive environment for employees, which can lead to an increase in productivity.

Effective organizational development and change initiatives can lead to an improved work environment for employees. For instance, changing the organizational structure or even just redesigning workstations can make work more comfortable and efficient, leading to increased productivity.

Employee engagement is critical for success in any organization. Development and change initiatives can can create opportunities for employees to participate in decision-making processes and able tofeel more engaged in their work.This can lead to a higher level of job satisfaction, commitment, and productivity.

ODC initiatives can involve the implementation of performance management systems that establish clear performance goals, measure progress, and provide feedback to employees. This can motivate employees to achieve better results and improve productivity. Organizations that invest in these initiatives able to create a more productive workforce and achieve their goals and objectives.

Organizational Development (OD) and Change are critical components of any organization's success.It involves a continuous process of improvement and evolution. OD helps organizations to remain relevant and competitive in today's rapidly changing business environment. It allows organizations to address challenges such as changes in customer needs, advances in technology, and shifts in the market. Through OD, organizations can create a culture that supports innovation, learning, and growth, which leads to improved employee performance and productivity. Without a focus on OD and change, organizations risk becoming irrelevant, losing clients and revenue, and ultimately, failing to achieve their goals.

One of the key benefits of OD is increased employee engagement and motivation. OD programs help employees to understand their role in the organization and how their work contributes to the organization's overall success. OD requires the

organization to invest a great deal of time and research and it is not as much a fix as it is a prevention of it. Some of the OD techniques and interventions implemented by various organizations include the following:

Sensitivity training	Training that aims to change behavior through unstructured group interaction. The objective is to address the subjects with increased awareness of their own behavior and how others perceive them, to facilitate better integration between the individuals and the organization.
Survey feedback	The use of questionnaires to identify discrepancies among member perceptions, with discussion and remedies planned.
Team building	Wide interaction among team members to built and maintain trust and openness.
Inter group development	These are efforts to change the attitudes, stereotypes and perceptions that groups have of each other.
Appreciative inquiry	Aims to identify the values and strengths of an organization, on which performance improvement can be created. The inquiry usually involves strategizing with employees on performance improvement and future goals.

Employees who are motivated and engaged in their work are more likely to be productive and to perform at a higher acceptance of change. By involving employees in the change process, organizations can create a sense of ownership and commitment among employees. This helps to ensure that changes are successfully implemented and sustained over time. Needless to say, OD and change creates a more positive and supportive work environment. OD initiatives and change efforts can also improve employee engagement and job satisfaction. This can result in lower

turnover rates, higher employee morale, and a more positive workplace culture.When organizations invest in their employees' development and create opportunities for growth, employees feel valued and motivated to perform at their best. A positive work environment can lead to increased job satisfaction, reduced turnover, and improved productivity.

Moreover, organizational development and change can also help organizations become more efficient and effective by streamlining processes and systems. This can reduce waste, increase productivity, and enhance overall performance, For example, if an organization implements new technology to manage its operations, employees may need to be trained on how to use the technology, which can lead to improved efficiency and quality of staff.

Organization must change and evolve to keep up with the latest technology and to meet customer growing demands. Without change, the organization will be left behind and become irrelevant in the industry. Change is important for any organization because, without change, businesses would likely to lose their competitive edge and fail to meet the needs of what most hope to be a growing base of loyal customers (Richards, 2006). By adapting to changes in customer needs, market trends, and industry standards, organizations can stay ahead of the curve and remain profitable over the long term.

OD causes an interdepartmental impact within the organization from ground-level operational staff to even the marketing and sales team. Organizations must consistently change and improve to remain competitive. Entities that participate in ODC 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. Once this pattern is set, the organization is on track to achieve their mission and goals. As mentioned earlier, an organization can benefit through OD by having an improved process and system which be able to elevate employees' development, thus increase productivity and profit. Internal communication within the organization will be improve creating a better understanding of the organization's mission and vision.

ODC influences the bottom line in many different ways. OD interventions and changes in organizational structure or processes can result in increased of productivity and innovation, profits and efficiency. This can result in cost savings and improved

bottom-line performance. 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 and increased sales.

2.4.1 Employees' reactions to Organizational Development and Change

The reaction of employees to organizational development and change can vary depending on various factors such as the nature of the change, the communication around the change, the extent of employee involvement, and the culture of the organization. Needless to say Organizational development and change (ODC) has a major affect on an organization and its employees. When an organization is implementing a change, it has a direct effect on the employees and the impact is of great significance.

One of the most key things that must be look into is the employees' emotions, but first the management need to manage the employees reactions. Employees may be skeptical about the benefits of the change, especially if they have seen similar initiatives fail in the past. They may also be skeptical about the ability of management to effectively implement the change.

Employees' reactions to change are influenced by a number of factors. It is reasonable to expect employees to react since the process of change involves going from the known to the unknown. Change can create fear and uncertainty about the future, which can lead to anxiety and fear among employees. This can be especially true if the change involves significant restructuring or layoffs.

And when employees react, it is important to distinguish between the symptoms of their reactions and the causes behind them (Bovey & Hede, 2001b).Three factors that research strongly identifies as influencing employees' reactions to change: employees' emotions and cognition. Separate yet interrelated aspects of emotions and cognition impact employees' reactions to organizational change:emotional intelligence,irrational thoughts, defense mechanisms, and employee attitudes (Wittig, 2012,pg.23).

Emotional Intelligence (EI) is the "capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves

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and in our relationships" (Vakola, Tsaosis, & Nikolaou, 2004). Irrational ideas are significantly and positively correlated with employees' resistance to change. Individuals tend to have automatic thoughts that incorporate what has been described as faulty, irrational or "crooked thinking" (Bovey & Hede, 2001a).

During change, employees create their own interpretations of what is going to happen, how others perceive them, and what others are thinking or intending (Bovey & Hede, 2001a). So they establish a defense mechanism. Defense mechanisms arise involuntarily in response to perceptions of danger and are adopted to alleviate anxiety (Bovey & Hede, 2001b).

Employees who are unconsciously inclined to use maladaptive defenses are more likely to resist change. They tend to show passive aggressive behaviour, avoidance and withdrawal towards the organization. Employees with a tendency to unconsciously adopt adaptive defenses are less likely to resist change (Bovey & Hede, 2001b). Employees may resist change if they feel that the change will negatively impact their job security, working conditions, or compensation. They may also resist if they feel that the change is being imposed on them without their input or involvement.

Employees' positive attitudes toward change were vital in achieving successful organizational change initiatives. Several factors impact employees' attitudes toward change, specifically gender, tenure, educational attainment, and social systems identified that a relationship exists between employees' cynical attitudes and resistance (Vakola, Tsaousis & Nikolaou, 2004; Oreg, 2006). Some employees may be enthusiastic about the change if they believe that it will lead to personal growth and development, improved working conditions, or increased opportunities for advancement.

To enable change agents to identify employees' acceptance and resistance, it is important to operationalize definitions of reactions to change. Resistance is a multidimensional attitude toward change, comprising affective (feelings toward the change), cognitive (evaluations of worth and benefit of the change), and behavioral (intention to act against the change) components(Oreg, 2006). If employees understand the reasons for the change and believe that it will ultimately benefit the organization, they may be more accepting if they have been involved in the planning and implementation of the change. It is important for organizations to communicate clearly and effectively with employees about the reasons for the change and the

benefits that it will bring. It is also important to involve employees in the planning and implementation of the change, as this can help to build buy-in and reduce resistance. Additionally, organizations can provide training and support to help employees adapt to the new way of working.

2.4.2 Organizational Development and Change to improve employees performance and productivity

The OD process may seem straight-forward to implement, however to execute the mission and objectives must be clear to all. There are four main pillars in the organizational development process. Those pillars are Mission, Vision, Strategy and Goals. For a successful implementation of OD, employees' involvement is essential together with the understanding of the organization's Mission and Vision. Mission and Vision carries two different function, however both plays an important role to the organizational development process. Mission statement refers to the present tense and its role is to clearly state the purpose of the organization to its employees and public. The Vision statement is looking into the future horizon. It also defines the purpose of the organization, however a vision is regard as timeless, aspirational, and inspirational about the goals an organization wants to achieve.

Organizational development and change can significantly improve employees' productivity by creating a work environment that is conducive to high levels of engagement, motivation, and satisfaction. A positive work environment is essential for employees to feel engaged, motivated, and satisfied. Organizational development and change initiatives can create a positive work environment by promoting teamwork, recognizing employees' contributions, and fostering a sense of community.When employees feel valued and supported, they are more likely to be productive.

By identifying and addressing the root causes of workplace issues, ODC initiatives involve a systematic analysis of the organization's culture, processes, and structures to identify areas of improvement. By addressing the underlying causes of workplace issues, such as poor communication, inadequate resources, or inefficient processes, employees can work more effectively and efficiently.

In today's work environment, many employees seek flexibility in their work arrangements. Organizational development and change initiatives can introduce

flexible work arrangements, such as remote work, flexitime, or compressed workweeks. These arrangements can improve employee satisfaction and work-life balance, which can lead to higher levels of productivity. When employees feel valued and supported, they are more likely to be more productive,

Before any change is implemented, an organization need to communicate and explain clearly the matter to their employees. An efficient communication system aligns employees with the company's goals, values, and objectives. This can be done through Town halls or even via email circulation for small or even big corporations. This information able to eliminate all the unknown and the fear the change will bring in the future for them. An open communication system enables employees to understand the importance of change in an organization.

Employees will be able to see the benefits and necessity of the ODC. They are able to carry out their duty with ease and focus to move forward. Effective communication is essential for employees to understand their roles and responsibilities, receive feedback, and collaborate with others. Organizational development and change initiatives can improve communication channels by introducing new tools, processes, or training programs. Improved communication leads to more engaged employees, which in turn leads to increased performance and productivity.

Change is important in organizations as it provide opportunities to employees to learn new skills, explore new methods and exercise their creativity in ways that ultimately benefit the organization through new ideas and increased commitment. 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. Preparing employees to deal with these changes involves an analyst of the tools and training required to help them learn new skills (Richards, 2006). Training can be provided through traditional classroom settings or,increasingly, through online learning opportunities. Importantly, organizations need to evaluate their employees' existing skills and capabilities and then take the necessary actions to improve their current skills and met the skills required to respond to the growth and changes. Employees themselves able to benefit from this, as they become more skilled and educated, thus increased his or her own value in the job market. This will make them more confident in carrying out their job or task.

Organizations that prioritize employee learning and development tend to have more engaged and productive employees. Organizational development and change initiatives can create a culture of continuous learning by providing employees with opportunities for training, mentoring, and coaching. This, in turn, can improve their skills and knowledge, leading to higher levels of productivity.

Organizations benefit from change that results in new ways of looking at customer needs, new ways of delivering customer service, new ways of strengthening customer interactions and new products that might attract new markets (Richards. 2006). An equipped employee with the right mindset can lead to new ideas and new innovations that can definitely contribute to the organization's growth. When the organization able to generate more revenue and profit, naturally the employee will get rewarded for the work put in. Increment in salary and bonus payout will be awarded to employees. This will motivate employees to work harder which means performance and productivity will increased.

2.5 Factors that effect the success of organizational development and change initiatives

There are many factors that can effect the success of organizational development and change initiatives. By having clear and specific goals and objectives can help ensure that everyone involved in the change initiative is working towards the same end result. Strong leadership able to provide this, encourage buy-in from employees, and promote accountability and ownership of the change initiative. The initiative should align with the organizational culture and values. If the initiative clashes with the organization's culture, it may not be well received or supported by employees, reducing the likelihood of success.

Employee participation in the change initiative is critical to its success. Employees should be involved in the process from the beginning and have a sense of ownership and control over the change. Effective communication within the organization is vital. It should be done frequent, consistently, clear, and transparent, and all stakeholders should be kept informed throughout the process. Adequate resources, including funding, time, and personnel, are essential to the success of any

change initiative. Without the necessary resources, it mat be difficult to implement and sustain the change.

Training and development help employees to acquire the necessary skills and knowledge to support the change. Ensuring that employees have the right skills, tools, and knowledge can help them to adapt and respond to change effectively. Monitoring and evaluation are essential to understanding the impact of the change initiative and identifying opportunities for improvement. Regular monitoring and evaluation can help ensure that the initiative stays on track and able to achieve the desired results.

2.5.1 Key factors that hinder the effective implementation of organizational development and change practices

Resistance to change is one of the most significant barriers to the successful implementation of organizational development and change practices. This can often occur due to a lack of information or understanding of the change initiative and its benefits or relevance to the organization or employees. Resistance to change can lead to delays, a lack of engagement, reduced motivation, and in some cases, active sabotage of the change initiative. To address resistance to change, it is essential to communicate transparently and proactively engaging employees in the process, highlighting the benefits of the change, and ensuring their cooperation and participation.

Inadequate planning is another critical factor that can hinder effective implementation. Organizational development and change practices require meticulous planning, assessing objectives, timeliness, resources, and potential obstacles. Without a clear road map or agenda, organizations may encounter delays,cost overruns, and implementation hiccups. Adequate planning is essential to outline the resources required and the steps to take to measure progress towards the expected outcomes.

Insufficient resources can be a major impediment to effective implementation. This includes financial resources,personnel,equipment,and time. Implementing change often requires significant resources to plan, evaluate, execute, and maintain

changes. Without adequate financial, technical, or human resources, organizations may to initiate or sustain change initiatives effectively.

Needless to say, it is essential to involve employees in the process of organizational development and change practices as they are the ones that will be impacted directly. Lack of employee engagement can lead to dissatisfaction, reduced performance, and reduced motivation to implement change. Organizations must strive to engage employees through a participatory approach, involving them in the change planning, evaluation, and implementation process.

Effective communication is crucial for successful implementation. Poor communication can lead to resistance, misunderstandings, and delays, both internal and external stakeholders must be informed about the change process, why is it necessary, and what benefits it means. Communication should be clear, transparent and channels should be open for feedback.

Organizational development and change practices require the commitment of leaders at all levels to succeed. A lack of leadership commitment and sponsorship can significantly hinder the success of the change initiative. Organizations should ensure that its leaders actively participate in the change initiative, model the behaviour expected from employees, and foster a conducive environment that supports the change initiative.

Therefore, effective implementation of organizational development and change practices requires solid planning, adequate resources, effective communication, employee involvement , leadership commitment, and mitigation of resistance to change. Fostering open communication and building a flexible and adaptable work environment are essential to the success of the change initiatives. By addressing these key factors, organizations can facilitate change in a seamless manner to achieve their strategic objectives.

2.5.2 Impact of Organizational Development and Change to employees

Technology, customer needs, the economy, growth opportunities and challenging the status quo are five factors as to why and how change can affect an organization.Technology can play a critical role in facilitating OD and change management programs. Organizations should consider using tools such as project

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management software, collaboration tools, and communication platforms to help streamline processes and improve communication.

Communication is key, as clear and effective communication is critical to the success of OD and change management programs. Communication helps employees to understand the reasons for change, and to keep abreast of progress and developments. Change management helps to mitigate resistance to change, which can arise when employees are unsure about how changes will affect them.

Effective change management helps employees to understand the reasons behind changes and the benefits that they will bring. This helps to reduce resistance, as employees are more likely to support change when they feel that they are being kept informed and involved, therefore enabling changes to be implemented smoothly and effectively.

Organization should ensure that all employees understand the purpose and goals of the programs and are kept informed of progress and outcomes. The economy can impact organizations in both positive and negative ways and both can be stressful (Richards, 2006). A weak economy can create even more problems as companies find themselves needing to make difficult decisions that can impact employees' salaries and benefits and even threaten their jobs. The ability to manage both ends of the spectrum is critical for organizations to maintain a strong brand and strong relationships with customers as well as employees (Richards, 2006).

Positive economy may cause demand for products and services to grow which are signs that an organization should consider expansion which means bringing in more new staff and new equipment. These changes may offer opportunities for staff, but it also brings in new challenges also known as the unknown. Employees generally are not so susceptible to the unknown as it also means uncertainties of their future in the organization. Furthermore with new talents coming in, they suddenly find their job security threatened. This will add more pressure to the employees.

Employee involvement is crucial to the success of OD and change management programs. When employees are involved in the change process, they feel more connected to the organization, and their commitment increases. Involvement also helps employees to understand the reasons for change and how it will affect them, which can help to minimize resistance to change.

Furthermore, involving employees in the change process can lead to creative solutions and ideas, as well as improved communication & team work. Organizations should encourage employee's participation and feedback throughout the process to ensure that their needs and perspectives are taken into account. By doing this, an organization is encouraging a culture of continuous improvement, whereby employees are encouraged to identify areas for improvement and provide suggestions for how they can be addressed. This can help to promote sense of shared responsibility for the success of the organization. Employee empowerment is another key aspect of the role of employees in organizational development and change. Empowerment enables employees to take responsibility for their own learning and development, and to make decisions that are in the best interests of the organization.

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 employees' 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, customer expectations, and market research, organizational development promotes change.

2.6 The use of technology and data analytics to support organizational development and change initiatives

The use of technology and data analytics can help organizations to streamline and optimize their change initiatives.

2.6.1 Benefits of Technology and Data Analytics in Organizational Change

Technology and data analytics offer several benefits when implemented in organizational development and change initiatives. For example, technology can be used to automate repetitive tasks, track progress, and provide real-time feedback to stakeholders. Data analytics can help organizations to make data-driven decisions, identify areas for improvement, and monitor the impact of change initiatives.

One example of technology that can assist in organizational change initiatives is project management software. Project Management Software provides a

centralized location for teams to track project progress, monitor timelines, and collaborate effectively. Additionally, software allows team members to create custom dashboards to track their progress on critical metrics and KPIs.

2.6.2 Challenges of Implementing Technology and Data Analytics in Organizational Change

Integration and implementation issues are some of the most significant challenges associated with implementing new technology and data analytics in organizational change initiatives. For instance, organizations may face technical difficulties, privacy and security concerns, and resistance from employees who are not familiar with new technology.

Another significant challenge is the lack of understanding of data, not all organizations have the same data proficiency level, and not everyone has the same level of familiarity with advanced data analytics and statistical analysis. These challenges can be overcome through training programs, with the goal of building data literacy and empowering employees to leverage the tools for data-driven decision making.

2.6.3 Best practices for using Technology and Data Analytics in Organizational Change

Organizations can maximize the benefits and mitigate the challenges of using technology and data analytics in organizational development and change initiatives by following best practices. These include:

No.	Best practice	Description
1	Identify clear goals and objectives	It is important for managers to be clear on what they want to achieve with organizational change initiatives. This enables them to measure success, track progress, and identify areas for improvement.

2	Choose the right technology and data analytics solutions	Organizations should research and compare different software and data analytics solutions before selecting one that meets their needs.
3	Plan for implementation	Organizations should plan for successful roll out of the technology and data analytics solutions and consult with various stakeholders. This planning should also include the training of employees in its use.
4	Monitor and measure success	Regularly evaluate the impact of technology and data analytics in organizational change initiatives and make improvements where necessary. Ongoing monitoring fosters continuous improvement of the technology and data analytics processes and ensures that the initiative is meeting its goals.

The use of technology and data analytics can significantly support organizational development and change initiatives, however, seamless integration and implementation require clear objectives, careful planning, and cooperation among employees and departments. Organizations should aim to maximize the benefits of technology and data analytics, mitigate challenges, and leverage best practices to achieve successful outcomes. Ultimately, implementing technology and data analytics is an opportunity for organizations to innovate and improve their overall efficiency and performance.

2.7   Empirical studies on the effectiveness of organizational development and change in increasing employees' productivity

This literature review will explore various theories and empirical studies that demonstrate the relationship between organizational development and change and employee productivity.

Several empirical studies have shown that organizational development and change initiatives had higher levels of employee productivity, better financial performance, and greater innovation. In addition, a study by Kotter and Schlesinger (2008) found that organizations that effectively manage change had more committed and motivated employees, leading to higher levels of productivity, profitability, and customer satisfaction.

Moreover, research suggests that leadership plays a crucial role in the success of organizational development and change initiatives. A study by Burke and Litwin (1992) found that transformational leadership, which focuses on inspiring and motivating employees to innovate and achieve organizational goals, was positively related to employee productivity. Similarly, a study by Goleman (2000) found that leaders with emotional intelligence, which involves self-awareness, empathy, and social skills, were more effective in managing change and improving employees' productivity.

A study published in the Journal of Business Research (2018) found that organizational development interventions such as leadership development, team building, and change management positively affect employee productivity and performance. The study analyzed data obtained from organizations across various industries and found that these interventions were associated with increased employee engagement, commitment, and job satisfaction, which ultimately translated into improved productivity and performance.

Another study published in the Journal of Organizational of Organizational Change Management (2017) examined the impact of change management strategies on employee productivity and performance in a healthcare organization. The study found that successful change management was associated with increased employee engagement, commitment, and job satisfaction, which ultimately translated into improved performance and productivity.

A study published in the Journal of Applied Psychology (2012) investigated the impact of organizational development interventions on employee performance and productivity in a manufacturing organization. The study found that training programs, job redesign, and team-building interventions resulted in significant improvements in employees' morale, job satisfaction, and job performance.

Despite the positive results and evidence suggests that organizational development and change interventions can be effective in boosting employees' performance and productivity, certain limitations need to be considered. These interventions typically involve a combination of training, team building, leadership development, and change management strategies. However, the success of these interventions can vary depending on various factors, including the organization's culture, leadership style, and the degree of employees buy-in.

And as the theoretical and empirical evidence suggests that effective organizational development and change initiatives able to create a culture of continuous improvement, foster innovation, and increase employee motivation and commitment.

2.7.1 Statistics on the success of organizational development and change in business

Organizational development and change initiatives are crucial for businesses to stay competitive and relevant in today's rapidly changing business environment. However, the success rate of such initiatives can vary widely depending on various factors such as the scope of change, the size of the organization, the level of employee engagement, and the clarity of communication.

According to study by McKinsey, only about 30% of organizational change initiatives succeed in meeting their goals and objectives. This can be due to resistance to change, lack of clear communication, and inadequate employee engagement.

On the other hand, organizations that have a clear vision, effective leadership, and a well-structured change management process tend to be more successful in their change initiatives. A study by Prosci, a change management consulting firm, found that organizations with a structured change management approach had a 68% success rate compared to a success rate of just 33% for organizations without such an approach.

Another factor that effects the success of organizational change is employee engagement. According to survey by Deloitte, organizations with high levels of

employee engagement are four times more likely to successfully implement change initiatives compared to organizations with low levels of engagement.

While there is no guarantee of success for organization change initiatives, the likelihood of success can be greatly increased through effective leadership, clear communication, a structured change management approach, and high levels of employee engagement.

2.7.2 Examples of organizations that have successfully implemented organizational development and change:

No.	Organization	Success
1	IBM	Has a long history of successfully implementing organizational development and change. In the 1990s, the company transformed itself from a mainframe computer manufacturer to a provider of software, services, and solutions. This change was driven an emphasis on innovation and customer service, and it resulted in significant growth and success for the company.
2	General Electric (GE)	GE is another company that has successfully implemented organizational development and change. In the 1980s and 1990s, GE transformed itself from a diversified industrial company into a focused technology-driven organization. This change was driven by a focus on streamlining operations and reducing costs, and it resulted in significant improvements in productivity and profitability for the company.

3	Apple	Apple is well known for its ability to successfully implement organizational development and change. The company has transformed itself several times over the years, from a computer manufacturer to a consumer electronics company to a provider of software and services. This change was driven by a focus on innovation and design, and it has resulted in significant growth and success for the company.
4	Amazon	Amazon has successfully implemented organizational development and change. The company started as an online bookstore and transformed itself into a leader in e-commerce, cloud computing, and artificial intelligence. This change was driven by a focus on innovation and customer service, and it has resulted in significant growth and success for the company.
5	Toyota	Toyota has a long history of successfully implementing organizational development and change The company transformed itself from a producer of low-cost vehicles to a provider of high-quality, reliable vehicles. This change was driven by a focus on quality and continuous improvement, and it has resulted in significant growth and success for the company.

2.8   Case study of company that have successfully implemented organizational development and change programs.

Here, we will look at a case study done on brand name Zappos, and the benefits that resulted fro successful implementation of organizational development and change, in terms of employee productivity, customer satisfaction, and profitability.

Organizational development and change are essential factors for any organization that aims to stay competitive in today's constantly changing business environment. A properly planned and executed organizational development and change initiative can significantly contribute to employee productivity and organizational performance. Here, we will look at an organization that has implemented successful organizational development and change, which has led to increased employees' productivity.

Case Study: **ZAPPOS**

Zappos, an online shoe and clothing retailer, is an excellent example of an organization that has successfully implemented organizational development and change. Tony Hsieh, the CEO of Zappos, led the company's organizational development and change initiative to increase employees' productivity and improve organizational performance.

a) Culture of Customer Service and Happiness

Zappos implemented a culture of customer service and happiness, which aimed to provide an unparalleled customer experience. Every employee, regardless of their role in the organization, is focused on delivering the best service to customers. The company provides world-class customer service by empowering employees to above and beyond to meet customer expectations.

b) Employee Empowerment

Zappos also empowers employees to take ownership of their work and make decisions. The company encourages employees to take risks, learn from mistakes, and develop their skills. Empowering employees has led to increased employee engagement, motivation, and commitment to the company's goals.

c) Leadership Development

Zappos recognizes the importance of effective leadership in driving the organizational performance. The company invests in leadership development

programs to develop leaders who are innovative, ethical, and can drive change. The leadership development programs are aimed at developing transformational leaders who inspire and motivate others to achieve the company's goals.

d) Employee Training

Zappos invests significantly in employee-training to ensure that employees have the necessary skills and knowledge to perform their jobs effectively. The company provides training on technical skills, as well as soft skills such as communication, leadership, and teamwork. This investment has led to employees feeling more confident in their roles, and they are better equipped to perform their jobs effectively.

As a result of implementing these organizational development and change initiatives has led to significant improvements in employee productivity. The company has achieved high levels of customer satisfaction, which has contributed to increased revenue. The company's focus on employee empowerment, leadership development, and training has led to increased innovation and a culture of continuous improvement. Zappos is an example of an organization that has successfully implemented organizational development and change initiatives that have increased employee productivity and organizational performance which means increased profitability. The company's focus on developing a culture of customer service, employee empowerment, leadership development, and training has led to significant improvements in employee engagement, customer satisfaction, and revenue. Successful implementation was facilitated by a clear focus on goals, utilization of data analytics, focused training programs, and the support and commitment of senior management. The success of Zappos provides a road map for other organizations looking to implement similar organizational development and change initiatives to increase employee productivity and organizational performance. As obviously through these initiatives, organizations are able to innovate and optimize its business operations, thus achieving sustained growth and success. Organizational development and change initiatives are fundamental to companies looking to take their business to the next level, and Zappos serves as an excellent example of this.

CHAPTER 3
RESEARCH METHODOLOGY

This study will utilize a quantitative research design to investigate the relationship between organizational development and change and employee productivity. The data will be collected through a self-administered survey questionnaire, which will be distributed to employees of different organizations.

3.1   Research Design

The purpose of this study is to establish that employees' performance and productivity is aligned with the organization growth. For example, to identify what is the impact of organizational development and change to employees and how important is employees' role to ensure the success of the implementation. And how employees and the organization can benefit through the whole organization development and change process if done correctly. The research design will be a cross-sectional design, as the data will be collected at a single point in time. This design is appropriate for investigating the relationship between organizational development and change and employee productivity as it allows the researchers to collect data from a certain number of participants at a particular point in time and determine correlations and associations between variables.

3.2   Research Approach

The study will use a non-probability sampling technique, specifically purposive sampling, to select the sample of respondents. The respondents shall be the public who are interested to participate and willing to corporate. The researchers will select the organizations based on their willingness to participate in the study and their current status in implementing organizational development and change initiatives. To collect data, questionnaire was send out in various working group and interview in-person was also carried out. The sample will include employees from different levels of the organization, including managers, supervisors, and front-line employees.

3.3 Data Collection Method

The data for this research was collected through a self-administered survey questionnaire, which will include close-ended questions, and in-person interview. The questionnaire will be pre-tested to ensure it is clear, concise, and easy to understand. The questionnaire will be distributed by email, and participants will be given two weeks to complete and return the questionnaire. A follow-up reminder email will be send after one week to increase the response rate. Meanwhile, the in-person interview can be conducted in an informal environment and also in groups. Questions posed shall be from the prepared survey questionnaire.

3.4 Data Analysis Method

The data analysis of this research will be mostly represented in qualitative manner. It has been mentioned earlier that the data will be gathered by questionnaire and interview. As a result, the analysis will be qualitative. However, there will be few quantitative solutions.

3.5 Limitations and Ethical Considerations

There are several limitations to this study. First, the study will rely on self-reported data, which may be subject to response bias. Secondly, the sample may not be representative of the entire population as purposive sampling is non-random. Finally, the study will only focus on measuring the relationship between organizational development and change and employee productivity and will not examine other potential factors that may influence employee productivity.

The study will adhere to ethical principles, and participation will be voluntary. The participants' anonymity and confidentiality will be maintained to ensure privacy and to protect their rights.
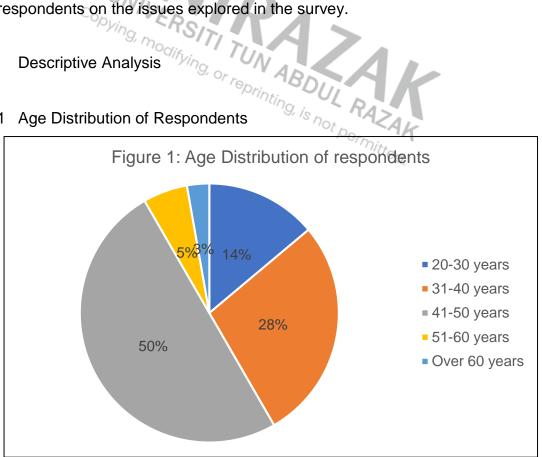
4.1   Introduction

This chapter shall present the findings of a survey conducted among a group of individuals using a combination of questionnaires and interviews. The survey was created to gather information on various topics related to the importance of organizational development and change to boost employees performance and productivity. The questionnaire was distributed via google forms to a diverse group of individuals, while the interviews were conducted with respondents who volunteered to participate in a more in-depth conversations. A total of 36 respondents were obtained for the survey. The response for the google form was quite low as compared to the face-to face interviews.

In this chapter, the key findings will be summarize from both the questionnaire and interview responses, highlighting the most significant trends and patterns. Overall, the survey results offer a snapshot of the perspectives, experiences, and opinions of the respondents on the issues explored in the survey.
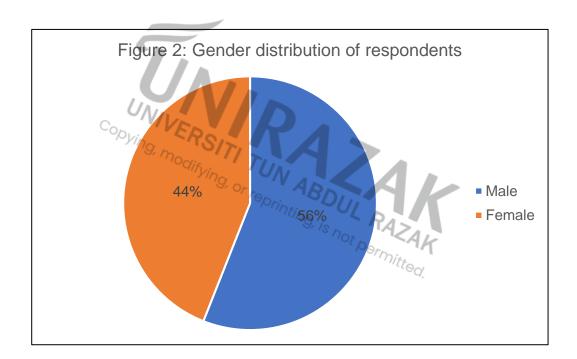
4.2   Descriptive Analysis

4.2.1   Age Distribution of Respondents

Figure 1: Age Distribution of respondents

20-30 years
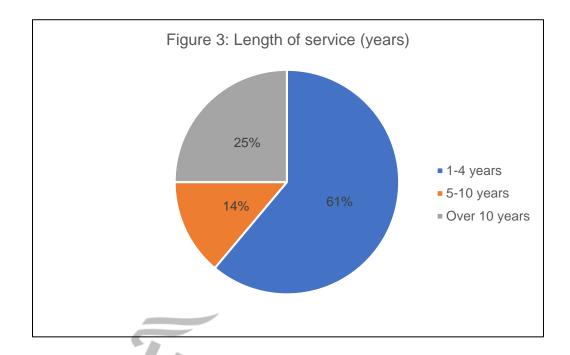31-40 years
41-50 years
51-60 years
Over 60 years

For the survey, out of thirty-six people surveyed, 50% is from the age group of between 41 to 50 years of age. These age group is the majority respondents in this survey. Followed by the 'millennial' age group of 31 to 40 years of age, which comprises of 28%. The age group of 20 to 30 years of age comes in at third majority at 14%. This age group can be considered as the younger generation and their opinion in the survey may be based on first working experience. 5% of the respondents are from the age group of 51 to 60 years and only 1% is from the age group of over 60 years of age. They can be considered the minority group as these age group typically no longer participate actively in the work force,

4.2.2   Gender Distribution of Respondents

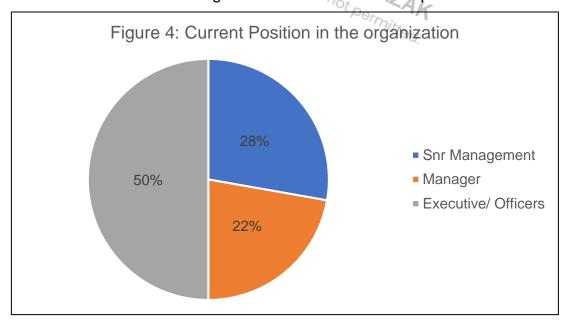Figure 2: Gender distribution of respondents

From the thirty-six respondents, it was found that a total of 56% respondents were females and 44% were males, as seen in Figure 2. During interviews, females tend to be more cooperative and participative, whereas male respondents will reply straight to the point and being direct.

4.2.3 Length of Service Distribution of Respondents

Figure 3: Length of service (years)

- 1-4 years
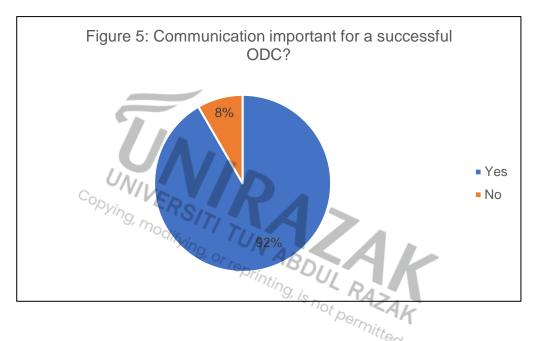- 5-10 years
- Over 10 years

When asked what is the length of service at their current job, 61% of the respondents, which are the biggest group, have stayed between 1 and 4 years. 25% have been on their current job for more than 10 years and 14% have been working at the same place between 5 and 10 years. This information is shown in Figure 3.

4.2.4 Current Position in the Organization Distribution of Respondents

Figure 4: Current Position in the organization

- Snr Management
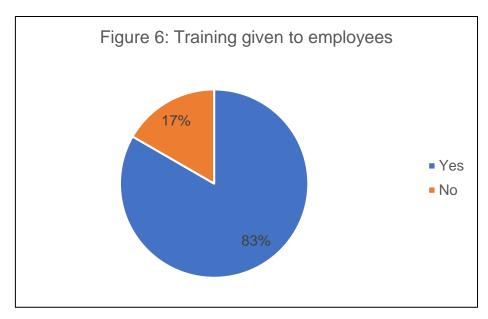- Manager
- Executive/ Officers

The information found in Figure 4 shows that 50% of the people surveyed are in the Executive or Officer's position, 28% are from the Senior Management and 22% are Managers respectively. Next question asked was whether has there been any major changes in the organization during their tenure; 85.7% responded yes and only 14.3% said no major changes has been implemented. Here can be seen that most organization has went through ODC in order to remain competitive in their own industry.
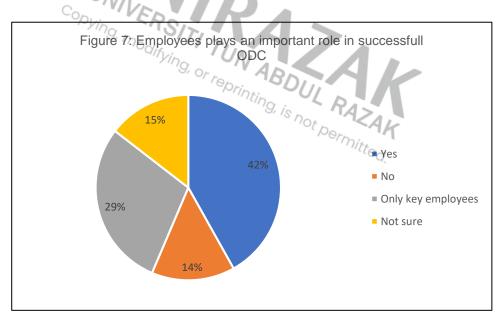
4.2.5   Respondents view on ODC initiatives Distribution

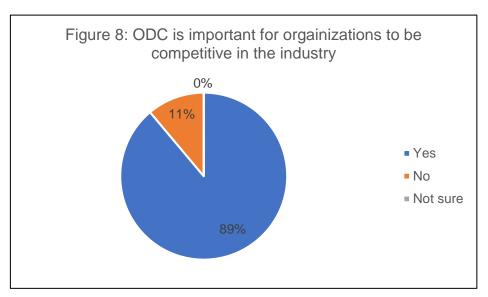Figure 5: Communication important for a successful ODC?

From the survey, 92% of the respondents said yes that the changes was communicated clearly to them by the management and only 8% informed that there was no communication. This shows that communication is vital to ensure a successful implementation of organization development and change.
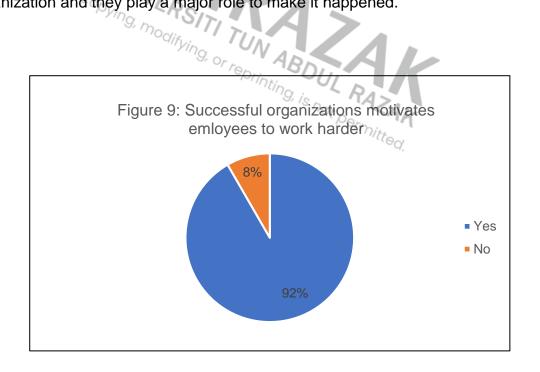
Figure 6: Training given to employees

83% of the survey group informed that the organization prepared them for the ODC by giving training for the required skills and briefing of the new SOP was also done accordingly, while 17% said no training was given by the management. Result as shown in Figure 6.
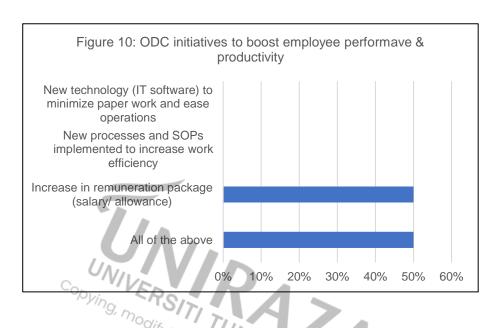

Figure 7: Employees plays an important role in successfull ODC

They were also asked; in their opinion, does an employee's role plays an important part for an ODC to be implemented successfully. 42% answered yes,while 29% of respondents believed that only certain key employees play an important part, 15% said they are not sure and 14% said they do not believe and employees role is not important for ODC, as shown in Figure 7.

Figure 8: ODC is important for orgainizations to be competitive in the industry

- Yes
- No
- Not sure

0%
11%
89%

The next question asked was whether is it important for the organization to carry out ODC to maintain sustainability and competitiveness in the industry; 89% answered yes and 11% is in the opinion that DC is not important to have a successful organization and no respondent (0%) is not sure, as shown in Figure 8. From here, it can be said that majority of employees realized the importance of ODC for their organization and they play a major role to make it happened.

Figure 9: Successful organizations motivates emloyees to work harder

- Yes
- No

8%
92%

From the survey, as shown in Figure 9, majority of the respondents (92%) said that the success of the organization they work in do motivate them to work harder and only 8% said that it does not motivate them. This also shows that employees realized that if the organization is successful, they would gained from it and enjoy all the benefits given to them. This will drive their performance and productivity higher.

Figure 10: ODC initiatives to boost employee performave & productivity

The last question our survey asked the participants was what type of changes and developments that will boost their performance and productivity in the organization; 50% of respondents replied that all the initiatives listed; Increase in remuneration package (salary/ allowance), New processes and SOP implemented to increase work efficiency and New technology (IT software) to minimize paper work and ease operations can boost their performance ad productivity. However, 50% said that only the increase in remuneration package will be able to motivate them, as shown in Figure 10. This shows that employees need to be rewarded to boost their performance and productivity.

4.3 Qualitative Data Analysis

From the result of the survey, qualitative data able to be captured from the respondents. Below are the analysis:

The respondents of the survey are from various levels in the organization ranging from Executives to Senior Management, with Executives being the majority group. From the questionnaire and interviews, majority of the respondents concurred that to implement a successful organizational development and change, communication to the employee is important, proper training and briefing to the employee must be given and overall employee engagement and involvement is crucial, as shown in Figure 11.
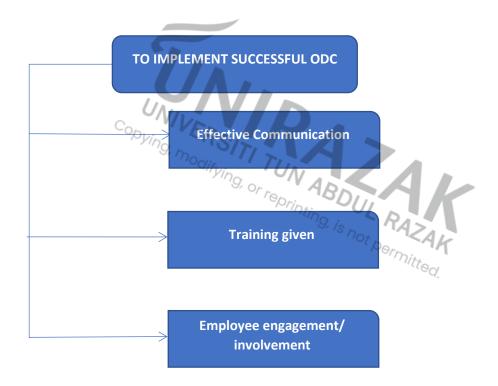

Figure 11: To implement successful ODC

In the survey, majority of the respondents have been with the organization for 1-4 year, and the other 50% have stayed more than 5 years. And all of the respondents mentioned that the recognition by the employer, increase remuneration and having new and improved technology and processes or SOPs wll motivate the employees to work harder to show and deliver results, as shown in Figure 12.
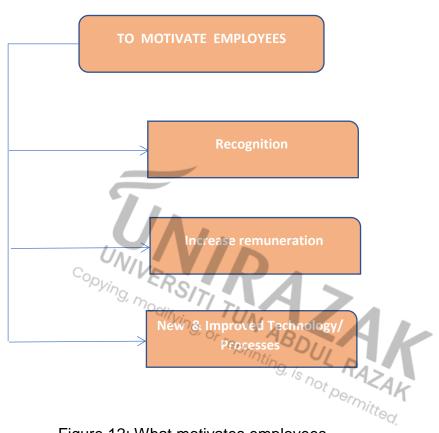
Figure 12: What motivates employees

Therefore, can be concluded that to implement a successful organizational development and change, an organization need to acknowledge employee's role and find ways to motivate them as this will increase productivity and in return will increase the revenue and profit of the business, as displayed in Figure 13. This shows the positive relationship of organizational development and change management to boosting employee's performance and productivity to bring success and revenue to the organization.
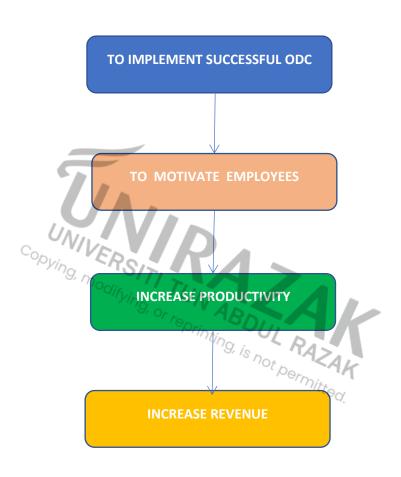

Figure 13: Conclusion result from survey

CHAPTER 5
CONCLUSION

5.1   Conclusion

In conclusion, effective implementation of organizational development and change can have a significant positive impacts on employees' performance and productivity. This is because organizational development and change contributes to creating a more engaged and motivated workforce by addressing the root causes of performance problems and targeting the skills and attitudes that drive employee performance. Through effective communication, involvement, and training, organizational stakeholders can help create a more effective, efficient, and productive workplace culture that can drive higher levels of success for the organization as a whole.

As the work world continues to evolve, so will the need for change to increase. Success demands that the desired change need to take place. Great organizations evolve continuously. Change brings in new ideas and ways of doing things, and it ensures that the organization is innovative and profitable. Organizational development is essential, as it transforms an organization to a more productive phase. In order to carry out the organizational development and change successfully, the full participation and support of the employees is vital. The employees are the true assets of an organization. They are the ones who contribute effectively towards the successful functioning of an organization. They strive hard to deliver their level best and achieve the assigned targets within the stipulated time frame. A motivated and a satisfied employee would perform better and increased productivity as compared to a demotivated employee.

Moreover, a strategic approach to organizational development and change can lead to significant changes that can deliver lasting results and foster sustainable growth over time. Implementing best practices that support employee engagement, leadership, leadership, and collaboration can drive long-term productivity gains, increase innovation, and boost overall workplace morale, which positively impacts an organization's bottom line.

As mentioned in this paper,a successful organization has a productive and organized work force. The employee would be proud to be an ambassador of the business. By building exceptional products, and with improved systems and processes that excite them, they are made to feel part of something bigger that holds the decisive competitive advantage. If an employee becomes fully engaged, they are able to follow the processes diligently, and able to understand what the organization is aiming to achieve through each of the process of the organizational development. In conclusion, organization that implements successful organizational development and change has carried out the right strategies which enables their employees to understand the objective and goal of the organization. The employees will feel motivated to deliver the best experience, and to keep improving. This will happen right across all layers of the organization from the ground staff level right up to management level, everyone will understand what organizational development and change and they will drive towards it.

Therefore, it is crucial for businesses, leaders, and management team to prioritize organizational development and change s a long-term investment in driving employee performance and productivity. By continuously assessing the effectiveness of their organization, identifying gaps, and effectively implementing development and change strategies, businesses can create a culture that is continuously capable of adapting, innovating, and improving. With the right investment inchange management, businesses can move smoothly through change and retain ther competitive edge while harnessing the potential of their workforce to achieve their goals.

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APPENDICES

Questionnaire

TITTLE OF PROJECT PAPER: THE IMPORTANCE OF ORGANIZATIONAL DEVELOPMENT AND CHANGE TO BOOST EMPLOYEES' PERFORMANCE AND PRODUCTIVITY

NAME OF AUTHOR: CHRISTINA EDWARD ENDOT

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master of Business Administration.

SUPERVISOR

Signature :

Name :

Date :

ENDORSED BY:

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Dean

Graduate School of Business

Date: