

## Emerging Trends in Organization Development

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### Abstract

*Organization Development (OD) is ongoing process and an emerging field of practice, which is being practiced in the Organization across industries to bring change and attain improvement within the Organization. The goals of OD are to make an Organization more effective and enhance the opportunity for the individuals to develop their potential. OD is about managing in a changing world. In the emerging global scenario, the Individuals in the Organization must develop and perform so that there is improvement in the performance of the Organizations. The present study attempts to understand the process of Organization Development and study the OD Interventions in the Organization of Oil and Natural Gas Corporation Limited (ONGC), an Exploration and Production (E&P) Company, in light of theory of a Model that OD interventions alter features of the work setting causing changes in individuals' behaviors, which in turn lead to individual and organizational improvements.*

**Key Words:** *Organization Development, Need for OD, Characteristics of OD, OD Interventions, Objectives of OD Program.*

### Introduction

In the fast business moving world, the Organizations have recognized the potential of their human capital and are increasingly dependent on them. For an Organization to grow, the Individuals in the Organization must develop and perform which in turn helps in improving the performance of the Organizations. The most important part in this process is the planning and the tools needed to manage the human capital which has lagged this aspect. Most of the Organizations have the capabilities to plan and evaluate their investments as far as the physical state is concerned, but very few have the capabilities to deal with the human capital is concerned and that is the key to the success of any Organization.

Every Premier Organization aims to achieve success in the global competitive markets and thrives to become numero-uno and to sets some targets to achieve it. There are some which achieve their goals in due course of time and there are some which fail to do so. So long as the targets set by the Organizations are achievable and reasonably set, the efforts are made by the Organizations to achieve them by introducing goals, strategies, policies, procedures, administrative systems, rewards, inculcating work culture, infusing managing styles, ambiance and newer technologies etc. However while introducing various techniques the Management of the company has to face serious challenges and cultural issues which although form the basis of again introducing changes in the Organization. However it is a known fact that Organizations who takes these challenges seriously and ignore the critics survive and give the best to the market and in return reap the rewards of the untiring efforts. This has been proven time and again by major Organizations/ Companies in the World as they define the vision, mission and goal of their Organization and then strive to achieve them by introducing ways and means in their Organizations.

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Thus Organizations introduce various interventions in the Organization which alter the work setting factors in the organization causing changes in the behavioral patterns of the members of the organization and develop themselves, which leads to improvement in the performance of the Organization.

### **Need for Organization Development in India**

In the fast changing world, 'change' has become an inevitable part of life. Organization that do not change when needed or are not sensitive to the need for change do not survive long. They are overtaken by others. Successful organizations take proactive steps to change and create new benchmarks and standards for others to follow than wait for others to set the standards. Lindsay and Petrick (1997) identify at least six compulsions for change:

- (1) Successful international competitions have challenged organizational designs and human resource management practices.
- (2) Successful organizations place high priority on pro-activity and systematic understanding and on responding to current and future external customer needs.
- (3) They proactively and systematically understand and respond to current and future internal customer needs.
- (4) Workforce mobility and diversity are creating new employee needs alongwith new expectations about the present and future work culture.
- (5) The revolution in information technology is reshaping the core competencies needed in a knowledge economy.
- (6) Human Resources (HR) and Organization Development (OD) leaders are challenged to become effective strategic partners in the creation of a world-class learning culture.

Indian Organizations are no exception to these compulsions. Today, they face many more challenges and complexities, operating, as they do, in a highly volatile political and economic environment. The Indian mind that governs Indian organizations is much less systems-driven and more people and relationship-driven. When faced with un-certainties, Indian organizations are forced to work for short-term goals rather than for long-term ones in an uncertain future. With the opening up of the economy, they face unprecedented competition from internal and external corporate. To stand up to global competition with borrowed technologies, insecure and relationship-driven employees, organizations need to bring about change rapidly.

Indian organizations need to be most sensitive to change. They need to master the change process. Yet the Indian mindset is tradition-bound, fatalistic and more resistant to change. Hence the need for Organization Development (OD).

### **Conceptual Framework**

Since the Researcher is an HR Professional in a Premier Organization like ONGC, the study on the Doctoral Thesis entitled, "*A Study on Organizational Developmental Interventions in ONGC*" was conducted to understanding the OD Interventions applied by the Organization. Oil & Natural Gas Corporation is an Indian corporation, established with an aim to meet the energy requirement of India. It is basically an E&P company. Oil and Natural Gas Corporation Limited (ONGC) born as a modest entity, was set up as a Commission on August 14, 1956.

The company became a corporate on June 23, 1993, which has now grown into a full-fledged horizontally integrated petroleum company.

Based on the importance of subject in the Review of Literature and the fact that there have been very few studies on the subject, the Study of Doctoral Thesis entitled, “*A Study of OD Interventions in ONGC*” was conducted by the Researcher amongst the limited sample size by framing questionnaire considering the Environment of ONGC based on the theory of chosen Model of the Study. It was decided that to understand the behavior of the individuals in a work settings of the Organization when changes are introduced by the Organization through various interventions according to the theory of Model of Organizational Change by ‘Porras and Robertson Model’ – an Open Source. In particular, it was decided to undertake research in Oil and Natural Gas Corporation Limited and study the impact of OD Interventions by undergoing the details of environment of ONGC viz., Organizing Arrangements, Social Factors, Physical Settings and Technology to understand the impact on individual and in turn its effect on the organization performance by making use of the theory in Organization Development.

At a initial state a Pilot Study was conducted amongst the executives of ONGC, Hazira Plant, Surat and sample of around 45 executives was collected through convenient sampling method amongst the 10 levels of executives viz., E0-E9 Level Executive. The reliability of the scales was therefore tested using Chronbach’s Alpha during the Pilot Study and based on the results obtained, the full scale study Organization wide was launched by the Researcher. The study was conducted in the ONGC Hazira Plant, Surat, however the population consists of personnel transferred from locations of ONGC in India and having different experiences in their own fields.

A structured Questionnaire of 95 Q. involving 18 construct were fielded amongst the different levels of 207 nos. executives and responses so collected were analyzed through SPSS System. The premise of the study is that OD interventions alter features of the work setting causing changes in individuals behaviors, which in turn lead to individual and organizational improvements.

The Organization change occurs only when individuals change their behavior and these behavior changes occur when elements of the work setting have been modified by OD interventions. The work setting plays a important role in the model and consist of four factors i.e organizing arrangements, social factors, physical setting and technology. The results of the study have been analyzed through tools & techniques using SPSS and inferences drawn have been concluded in the study accordingly.

### **Definition of Organization Development**

**French and Bell (2005)**, define OD as:

- A long term effort.
- Led and supported by top management.
- To improve an organization’s visioning, empowerment, learning and problem-solving processes.
- Through an ongoing, collaborative management of organization culture.

- With special emphasis on the culture of intact work teams and other team configurations.
- Utilizing the consultant-facilitator role and the theory and technology of applied behavioral science.
- Including action research.

**Characteristics of Organization Development**

As per **Donald R. Brown and Don Harvey** (2006), the basic characteristics of OD programs are:

- **Change:** OD is a planned strategy to bring out organizational change. The change effort aims at specific objectives and is based on a diagnosis of problem areas.
- **Collaborative:** OD typically involves a collaborative approach to change that includes the involvement and participation of the organization members most affected by the changes.
- **Performance:** OD programs include an emphasis on ways to improve and enhance performance and quality.
- **Humanistic:** OD relies on a set of humanistic values about people and organizations that aims at making organizations more effective by opening up new opportunities for increased use of human potential.
- **Systems:** OD represents a systems approach concerned with the interrelationship of divisions, departments, groups and individuals as interdependent subsystems of the total organization.
- **Scientific:** OD is based upon scientific approaches to increase organization effectiveness.

Major Characteristics of the Field of OD	
<i>Characteristics</i>	<i>Focal Areas</i>
Change	Change is planned by managers to achieve goals.
Collaborative Approach	Involves collaborative approach and involvement.
Performance Orientation	Emphasis on ways to improve and enhance performance.
Humanistic Orientation	Emphasis upon increased opportunity and use of human potential.
Systems Approach	Relationship among elements and excellence.
Scientific Method	Scientific approaches supplement practical experience

## Definition and Nature of Organizational Development Interventions

As per French Wendell and Bell Cecil H Jr. (2005):

- OD Interventions refers to planned activities the practicing managers and consultants undertake during the course of OD program.
  - These activities are designed to improve organization functioning by helping organization members better manage their teams and organization culture and processes.
  - OD Interventions are set of structured activities in which selected organizational units engage in task (task group or individual) or sequence of task, where the goals are directly/ indirectly related to organizational goals / improvement.
  - OD Practitioners bring 4 sets of attributes to organizational setting:-
    - A set of values
    - A set of assumptions about people, organization & interpersonal relationships.
    - A set of goals and objectives for practitioner & organization & its members.
    - A set of structured activities that are means for achieving values, assumptions and goals.
- These activities are called Interventions.
- To make OD effective and efficient, it is important that Interventions are structured and sequenced in a proper manner.

## The Model used of the Study

Organization Development is planned change in an organizational context. The development of models of planned change facilitated the development of OD. Models and theories depict the important features of some phenomenon, describe those features as variables, and specify the relationships among the variables. Planned change theories are rudimentary as far as explaining relationships among variables, but pretty good for identifying the important variables involves. There are several models and theories of planned change, the focus of study was the “Porras and Robertson Model of Organizational Change”. As to study the effects of OD Interventions which alter the work setting causing changes in individual behavior, which lead to organization performance and individual development, the open source was best suited to the environment of the Organization – ONGC.

The Researcher thus examined how OD Interventions work in light of the Model in the Organization of ONGC, which is a premier organization in India. Since its inception since 1956, the Organization has undergone a large scale of change.

## Review of Literature

Rao TV, Chairman, TV Rao Learning Systems, in his work, *Is it time to replace HRD Managers by Knowledge Learning Managers?*, concluded that it is high time probably to give a new life to HRD, at least in some organizations, by abolishing the HRD roles and creating a new agenda for change and competence building through (Chief Learning Officers) CLOs and (Chief Learning Managers) CKMs.

Kathryn L. Goldman (1998). *Reflections from the Mountain – Paradigms for Change* – OD Practitioner – 1998, expressed that Nonetheless, as a profession, OD tends to assume that only

breakthrough change can enable major organizational shifts and concluded that a new paradigm for change should ground the understanding of organizational change in what is known about human change and learning in the field of somatics, thus making the "change initiatives" more grounded.

Milton Harris and Artur Raviv (2000). *Organization Design – Working Paper 2000-02-22*, attempted to explain organization structure based on optimal coordination of interactions among activities. The results consisted of classifying the characteristics of activities and managerial costs that lead to the matrix organization, the functional hierarchy, the divisional hierarchy or a flat hierarchy.

Khosla Bindu., (2000). *Developing a New Organizational Culture: Framework, Process and Outcomes – Doctoral Thesis – IIM, Calcutta*, in her thesis concluded that organizational culture acts as an independent variable and can be managed by planned interventions.

Barbara Timony (2001). *The Role of Organizational Development in Large-Scale Organizational Change*, focused on the role of OD in large scale organizational change and how change management strategies help leaders of organizations to achieve desired business objectives, which may ultimately dictate a merger or acquisition, a downsizing, or similar systemic change in order to maintain the organization's viability.

Edgar H. Schien (2003). *Taking Culture Seriously in Organization Development: A New Role for OD? – Working Paper 4287-03*, concluded that the effective OD practitioner/Organizational therapist of the future will have the psychological skills to build relationships, the sociological skills to appreciate complex systems and the interplay of sub-systems and the anthropological skills of working with culture.

Pandey G.N Dr., (2004). *Dynamics of Change – The Case of OD in ONGC – Doctoral Thesis – South Gujarat University, Surat*, explored the extent of validity in an organizational setting (ONGC), of the conceptual model developed through critical observations and experiences drawn from the Joint Family. . In the study, an attempt was made to draw contrast and similarities of the two models viz., *Greiner's Model (1972) on "Evolution and Revolution as Organisations Grow"* with the *Joint Family Model*. While Joint Family Model was built upon sequential change, the Griener's model illustrated the consequential change necessitated to solve a crisis on the premise that *'revolution mothers the evolution'*.

L. David Brown, Mark Leach and Jane G. Covey (2004). *Organization Development for Social Change Working Paper No. 25*, Harvard University, examined how OD concepts and tools can be used to solve problems and foster constructive change at the societal level

P.Ferman Milster, P.E (2005). *Attaining Maximum Performance through OD – Working Paper presented at International District Energy Association, 19th Annual Campus Energy Conference, "Partnering for Success", February 21-23, 2005*, discussed the journey of one central utility plant from a level of poor performance to a participative, engaged, inclusive and caring workplace and concluded that OD is a relatively new human resources field of study and application that is finding increasing use to improve business performance.

Rao TV, Nandini Chawla, Raju Rao & Mohit Juneja (2007). *Global Leadership and Managerial Competencies of Indian Managers – A 360 Degree Assessment of the Competency*

*base of Indian Managers* – Working Paper No. 2007-06-05, IIMA, concluded that the Senior Executives of Indian Industry have a long way to be qualified as world class managers.

Martin Coskun & Armin Krdzalie (2008). *The Characteristics of Change Agents in the contract of Organizational Development* – Bachelor Thesis submitted in Chalmers IT University of Gotenburg, provided a understanding of the characteristics that makes a change agent successful in the different phases of organizational development.

Sna Farooqi (2014). *A Research Paper on Trends and Dynamics of Orgnizational Development Interventions and its Relationship with Training*. Indian Journal of Applied Research, Volume 4, Issue 4, July, 2014, concluded that OD offers a prescription for improving the ‘fit’ between the individuals the organization, between the organization and the environment and amongst the organizational components such as strategy, structure and process.

### **Emerging Trends of Organization in E&P Company – ONGC**

Keeping in line with the trends of Organization Development, during one of its HR Strategy Meet in 2015, the India’s Numero-uno E&P Company – ONGC addressed some of the key HR issues and identified key areas which were analyzed by dedicated syndicates who presented the action plan to the Executive Committee. The action plan comprised concrete actionable points with committed timelines. Each syndicate is led by one Key Driver (KD) and a Co-driver (CD), assisted by some other officers. Each of these programs shall be supervised by High Level Management, these areas are:

- Review of Transfer Policy.
- Training and Development.
- Knowledge Upgradation Initiatives.
- Review of PAR Process.
- Succession Planning in ONGC.
- Review of Medical Referral System and Health of ONGCians.
- Project on preparing pan ONGC Organogram, Job Description and Manning norms.
- Improving Quality of Life in ONGC Offices and Colonies.
- Enhancing Corporate Image.
- CSR – way forward.

Thus it can be said that in order to achieve the goal envisaged in ONGC Vision 2030, a large scale pan – India Organization like ONGC having its global presence in E&P Sector have adopted themselves and are changing themselves by introducing ways and means through their HR Managers with time bound action plan to achieve the desired results by planned change (OD).

### **Research Methodology**

The critical examination of the Review of the Literature revealed that though there are many research conducted in the field of Organization Development there is a gap in the study about the study of OD Interventions in the field of Oil Sector. Accordingly variables were identified for the study and Questionnaire was framed as per the theory of the study. The size of the Organization i.e ONGC is as large as 34008 nos. of employees as a whole and 886 nos.

employees at Hazira level comprising of Technical and Non-Technical Category as of 30.11.2016. Thus the non-probabilistic convenient Sampling Method is best suited. There were 10 levels of employees starting from Executive E0, E1, E2, E3, E4, E5, E6, E7, E8, E9., which can broadly be categories under three categories i.e E0 Supervisor Level, E1 to E4 (Middle Management) & E5 and above (Top Management). The structured questionnaires comprising of close-ended questions were framed and responses were obtained accordingly. Thus non-probabilistic convenient Sampling Method was adopted for getting the response from amongst the existing strength of the ONGC who have varied background of working amongst the various projects, assets and locations of India and have been transferred to Hazira Plant.

**The Scope and Objectives of the study**

1. To understand the OD Process and the role of Organizational Interventions in Work Setting Factors in Individual Development and improving the Organizational Performance in the Organization of ONGC.
2. To understand the process of OD Interventions applied in ONGC as per the model of the Study.
3. To study the influence of work setting factors, altered as a result of OD Interventions on organizational members cognitions (they learn what is expected, required, rewarded), which influence on the job behaviours, which determine individual development and organization improvement.
4. To study the Human Resource feed back in the form of results obtained through structured questionnaire.
5. To form a basis of mobilizing the Human Capital most effectively in the future and propose the measures for more efficient and effective management of any future action in the Organization.

**Findings of the Study**

Objective No.	Findings	Implications
1	The three basic components of OD process i.e diagnosis, action and program management are well placed in ONGC. All the three components are interventions into the organization that impact organization members.	The diagnostic component consisting of continuous collection of data about the system, its sub-units, its processes and its culture needs to be more proactive alongwith the action component which consists of the activities and interventions designed to improve organization’s functioning.
2.	The various ODI scales applied in the study have been well placed in the Organization as per the responses of employees.	Measures have been suggested in the study so that the employees are further better equipped to handle the changing requirement and contribute to improve the organization performance.
3.	There is significant influence of work setting facts, altered as a result of OD interventions on employees which in turn influence the job behaviours	The organizational members need to be more effectively handled and managed in a manner to suit their career planning needs so that they can

	determining individual development and improvement in organizational performance.	develop individually and help improve the organization performance.
4.	The feedback in the form of responses obtained from the employees of different level have been studied to suggest ways and means to improve further upon the individual development and organization improvement.	The Policies, Interaction amongst employees, Motivation, T&D, HR Processes, Leadership Style, Infrastructure, Career, growth & promotion as well as some of the PAR issues need to be more accurate, determined based on the requirements of employees. They need to be more proactively designed as per the responses received in the study.
5.	The findings of the study are conclusive summarized in the study for effective management of future action in the Organization.	Acceptance and implementation of implications have been suggested to improve the overall organizational performance leading to organization development.

**Conclusions**

As per the responses in the study it can be concluded that *there is influence on the behavior of individuals as a result of change in work settings due to OD Interventions introduced in an Organization.* Thus it can be concluded as per the study, conducted amongst the limited sample size by framing questionnaire considering the Environment of ONGC, Vision and its Organizing Arrangements, social factors, physical settings and technology considering the various constructs i.e Goals, Strategies, Leadership Climate, Policies, Work Culture, Interaction, HR Processes, Infrastructure, Welfare, Motivation, IT, Training and Development, PAR, Career, Growth and Promotion, Individual Development, Organization Improvement and CSR, as per theory of the Study, that OD interventions alter features of the work setting causing changes in individuals' behaviors, which in turn lead to individual and organizational improvements.

It can also be concluded that the Organizational change occurs only when individuals change their behavior and these behavior changes occur when elements of the work setting have been modified by OD interventions. The work setting hence plays a central role in this model and consists of four factors : organizing arrangements, social factors, physical setting and technology.

It is further concluded that the various OD Interventions applied by the Organization in the work setting factors such as Personal & Interpersonal Interventions comprising of Job Design, Job Enrichment, Career Planning, Goal Setting; Team Interventions comprising of Team Building, Process Consultation, Quality Circles, Role Negotiation, Role Analysis Technique etc.; Intergroup Interventions comprising of Intergroup Development, Third Party Intervention, Organization Mirror, Process Consultation & Total Organization System Interventions such as Management by Objectives, Goal Setting, Survey Feedback, Action Research, Quality of Work Life and Decentralization are still required to be more aggressively applied for individual development and improvement in Organization Performance.

### Recommendations

The work settings factors comprising of Organizing Arrangements, Social Factors, Physical Settings and Technology of the Organization should be arranged / altered specifically suited to the needs of the members of the Organization to help them develop individually as per the feedback in the study.

The specific interventions such as Life and Career Planning, Strategic Planning, Survey Feedback, Role Analysis Techniques, Process Consultation, Partnering, Stress Management, Appreciative Inquiries, Organization Mirroring, QWL, Physical Settings and Cultural Analysis should be introduced by the Organization over a period of time and members of the Organization be inculcated for the change and help improve the effectiveness of the Organization.

As suggested time and again a systematic survey feedback program needs to be implemented as a regular feature in the organization so that the feedback can be analyzed for better implementation of various processes in the Organization. The frequent communication of Organizational Priority to the employees through rolling of nation-wise organization program would also go a long way in building the Organization.

The efforts of the Organization in forming dedicated Syndicates for implementing the action plan with concrete actionable points with committed timelines led by one Key Driver (KD) and a Co-driver (CD), assisted by some other officers by identifying following key areas to be supervised by High Level management as directed by the senior Management of the Organization in one of the recently held HR Strategy Meet is one of emerging trends in the field of Organization Development and needs to be further more strengthened by obtaining frequent feedback organization wide.

ONGC should also conduct various need based programs based on the feedback by applying appropriate learning methods situation-base with an aim to improve the individual member effectiveness.

Last but not the least the Organization should carry out a satisfaction survey once in a year to measure the level of satisfaction and study the expectations of the individual members in the Organization. The above interpretations of results in the study and recommendations offered in the Organization can be used in similar situations in other Organization in Indian Context.

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