



Designing Interventions for Organization Development

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Preface

The discipline of Organization Development has advanced from the wave of change. We have opportunity to be actively involved in this evolution through education. It presents the methodology of the business and their role competitive. There are 7 chapters in this book, suitable for undergraduate students, Master's degree student, PhD students, Entrepreneurs, Company Executives and who are interested in organizational development. In addition to concepts, theories, the author has inserted case studies from various organizations. The author has applied various concepts into case studies.

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Assistant Professor Dr. Pekhanang Yodmanee

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Designing Interventions for Organization Development



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Chapter 1

Introduction to Designing Interventions for Organization Development

This chapter provides knowledge about Designing Interventions for Organization Development (OD) is the unique aspect of interventions for OD to achieve organization's goals. The OD is different from other plan change efforts, such as projects, innovation, ETC, which are more general. This chapter reviews the broad background of techniques, strategies, research, case studies, and another aspect of interventions for Organization Development (OD). This chapter introduces OD, interventions for OD, the history of OD, and the evolution of OD.

Organizations face many challenges situation for examples pandemic, new knowledge, management, new information technology, and new skills. OD interventions support an organization to meet its goals and objectives. OD interventions are a structural activity that can support an organization to solve organizational problems, and support management strategies for better team building or organizational culture. The chapter will identify the performance of organizations issue that can be improved organization. A competitive environment requires organization to develop a competitive advantage. "Interventions for Organization Development" is an important technique for helping organizations achieve goals. It is also important to develop the organization's current. First, we need to understand its definition.

1.1 Organization Development Definition

Gilpin-Jackson (2018) defined OD as the utilization of behavioral and social sciences to create groups where they desire to be through methods of high engagement and high inquiry. Jamieson (2019) defines OD as a planned process that uses the principles of organizational behavior science to develop effectiveness system, learning by the worth of humanity, participation, choice, and development of the organization.

The Bushe 2019 OD focuses on involving the people who will be affected by the decision being made to ensure that the best possible decisions are made.

Sasha B. Farley, Hyung Joon Yoon, and César Padilla (2021) OD is a worthy field, meaning the drive the way that interact and provide support to the clients.

OD is the knowledge and understanding of how academics and practitioners work together in organizations to create a stronger, more successful organization. OD is based on the process of improving the basic level of knowledge in the form of professional competencies and entity staff. At the same time, the basic purpose of entity development is to develop a strategy for professional training and personnel knowledge management: to increase its qualifications, depending on the characteristics of the human element in OD and change management. To date, there is no accepted model of the learning organization. Each learning organization creates its approach and integrates the training process into the production process. At the same time, the management process of such entities has become complicated by the changing external environment. Owing to changes in external environmental factors, particularly in employee training processes, managers must review their responsibilities and roles in the entity, while the training process should be controlled by the executive office. Definition

The definition of OD filed (Waddell et al., 2019) is a planned process of making changes to improve efficiency of the organization. In the modern world, this had become more common as the competition within the business had increased as organizations strive to compete to be the best in the market. So, the interventions are essential tool for the work of organizations for OD at all levels. Designing Interventions for OD are the essential method in the Human Resources Development Field (HRD). There are some key elements to the process in OD.

- 1) **It is a critical and science – based process:** OD and changes including process is a planned processed and it is not a trial-and-error process to which the is based on scientific findings and facts already seen on hand.
- 2) **Possess/Develop the ability to change and improve efficiency: Organizational Development** aims clearly to increase its efficiency and effectiveness of itself therefore, with interventions this process expects to not just change the organization, but also increase it flexibility and achieving higher standards.

- 3) **Develop, improve, and strengthen strategies, structures, and processes:** will usually follow the organization strategies to which the process will including improve itself and development new cultures or structures following it stated strategy.

1.2 Definition

The definition of the OD filed (Waddell et al., 2019) is a planned process of making changes to improve the efficiency of the organization. So, the interventions are essential tools for the work of organizations for OD at all levels. Designing Interventions for OD are the essential method in the Human Resources Development Field (HRD). There are some key elements to the process in OD.

- 1) It is a critical and science-based process: OD and change including process are a planned and it is not a trial-and-error process that is based on scientific findings and facts.
- 2) The organization can change and improve efficiency: OD aims clearly to increase its efficiency and effectiveness itself, therefore, with interventions this process expects not only to change the organization, but also increase its flexibility and achieve higher standards.
- 3) The organization improve the strengthen strategies, structures, and processes: OD will develop organization's strategies to improve organization cultures and structures.

1.3 History of OD

The author presents many methods of OD, but no matter what method of OD. Every organization has two main goals: The first goal is to solve problems within the organization. The second is to develop the potential of the organization changed in a better way. Organization will focus on reducing defects, reducing errors, and increasing organizational capacity through employees and systems because human resources and work systems are important components to make the organization work efficiently and needs of the organization will have met them. In the latter part of the OD, there was an emphasis on learning from learning and an emphasis on innovation and environmental adaptation. Learning the history of an organization clarifies the origin of the organization. This makes it easier to understand the content of the OD and can also be adapted to the current era and technology. For example, the way I have given as an example is a method of organizational transformation from top to bottom. You can choose one to suit the current situation in your organization, either top-down or bottom-up, if you want to create a new theory we may start with a combination of top-down and bottom-up connect it to your current technological capabilities, it may lead you to develop your organization. In which work in the organization must have a stable decision because every decision affects the entire organization. So, make wise decisions

and always backup solutions, but nowadays with technology to help you probably don't have to think too much about One-way or Two-way Door Decisions, but you may be able to mix them up in some situations to optimize the development of your organization to be in the way that you and the organization's goals want. Therefore, the study of the past allows us to understand the present and predict the future direction of the organization. Today, new theories are being discovered in organizations that can solve problems more quickly than in the past. I believe that there are still many organizations that choose to develop their organizations through designing organizational development interventions.

Meyer and Meyer (2011) study about OD based on the research of Organization Behavior. The earliest research referenced by Kurt Lewin focusing on research from the laboratory. The later eras are an emphasis on open system analysis of the external environment of the organization. The United States Started its studies of OD toward the end of the 1940s (Bartunek et al., 2021) Kurt Lewin has been recognized as the father of organizational development theories based on knowledge-based of six concepts as below.

- 1) Operational research
- 2) Change model
- 3) Force field analysis
- 4) Resistance Changes
- 5) Group dynamics and
- 6) Open system

The origin of OD started in 1947 at NTL Institute Laboratory Training leading to an organizational system and taking a role as an advisor to the company's development, McGregor and Beckhard, named it OD for the first time and defined it as a method of organizational transformation from top to bottom. The origins of OD can be divided into four categories:

- 1) Laboratory training,
- 2) Investigate and check the feedback,
- 3) Laboratory research, and
- 4) Parallel development in the social-technical and social-clinical

The role of Business Consultants is developing the company. The OD Consultant must participate and allow the employee in the organization to identify problems in the organization. OD emphasizing the development of interpersonal relationships, dynamics, change, and organizational restructuring has continued to expand since the 1970s because of the important concepts affecting:

- 1) An open system approaches
- 2) Diversity
- 3) Executive needs
- 4) Globalization and culture

- 5) Quality and Excellence
- 6) Leadership and Emotional Competencies
- 7) Finding Sense
- 8) Meeting all together to find System-wide Problems and
- 9) Learning Organizations

The declining era of OD in 1973-1980 was due to emphasis on efficiency instead, but the development of the organization began to provide courses and projects that support the business, academic, and management sectors.

The development of the organization began to return in 1990-2000. the factors that influence theories and strategies in this era, including overall quality management, team building, and adding value to work, as well as the system of reengineering.

In the 21st century which is the current era of OD due to different situations that have both obstacles such as the Covid-19 epidemic, economic crisis, or opportunities to create competitive advantages, such as innovation of technology, make OD which will be detailed in the next chapter. The changing of OD took place rapidly during the years 2006-2008, which was carried out with uncertainty and unorganized, resulting in inevitable in the organization.

From the history of OD, the author analyzes that OD has been studied for a long time based on organizational theory. The focus is on OB, starting with an emphasis on research in the field of Laboratory training. After the study focuses on the study of open systems that connect organizations with the external environment more. In the latter part of the OD, there was an emphasis on learning from learning. and an emphasis on innovation and environmental adaptation. The history of an organization clarifies its origins and easier to understand the content of OD. Therefore, the study of OD history make OD practitioners understand the OD situation and can predict the future direction of the organization.

The author commented that the method that transformed the organization from the top down of McGregor and Beckhard in 1947 managing organization from the top down is not a better way because it seems like decision-making with the authority of organization structure. The present organization organizing like teamwork would be a perfectly valid approach. After all, top leaders have the best experience and perspective to determine success necessary change in pursuit of business goals, but we should balance the problems from the leader and employees. The author suggests that a good development in an organization is supposed to move forward together as David Eveleigh said to make a change within your business consider the two approaches above and how both could be implemented to complement each other. So, everyone should understand what's the best tool for the business.

1.4 Levels of Interventions for OD

The interventions may also be categorized by multidimensional relationships, which are classified according to the perspective of the designs to improve organizational effectiveness and classification according to learning and change levels. The case of a distribution from the analysis of work in the organization can be divided into 3 levels as follows:

1.4.1 Individual Level

Although individual-level changes will not occur systematically and may not be effective because the theory of Levin found that the changes that occur are systemic occur in a group or organization system. The individual level change is a tool of change at a higher level because it creates readiness. It is the starting point to keep changing Personnel-level change can be accomplished in six major ways:

- 1) Recruiting and Selection involves recruiting people with the right talent for the position to work before; will come into the organization.
- 2) Training and Development are the main method of personal development. It consists of various techniques.
- 3) Career Development is done through work rotation by the Personnel Assessment Center and career development workshops.
- 4) Consultants listen to problems and find out the method for solve the problem.
- 5) Job design make by the surveying, diagnosing.
- 6) Counseling is unemployed or retired, a trend that has recently emerged as organizations around the world reduce their workforce, and the area studies and new practices of organization development to date.

1.4.2 Group Level

Concerns with a group of personnel or teams within the organization. This level means Small-Group, Teambuilding, Unit Goal Setting, and Group Interventions are very important because they produce more sustainable development results than individuals. The principal technique of group is team building, which begins with a survey of team building needs to set goals and plan to build a team. There are four main objectives of team building:

- 1) Team building defines goals.
- 2) The allocation of tasks according to roles and responsibilities.
- 3) Audit team processes and processes, and
- 4) Review the relationship between team members and team building for each

objective. using different techniques and methods with a consultant waiting for process instructions which are divided into steps of team building in this regard, consultants must know various theories. The important theories are:

- 1) hierarchical theory.
- 2) the theory of interpersonal competency,
- 3) the theory of group unconsciousness, and
- 4) Group Research.

Team building can also be applied to special groups such as self-management teams and quality groups

1.4.3 Organization Level

It is a consideration of the overall system applied and draw on behavioral knowledge to use in planning, development, improvement, and strengthening through structural strategies and processes leading to an effective organization. The highlight of this organization's development is the application of knowledge in behavioral sciences and technology, the use of knowledge and skills of change leaders, and working together and participation of members in the organization to motivate member's organization to increase production efficiency increase the quality of work. Teamwork development and conflict solving member are committed to the objectives of the organization. and reduce the rate of in - out of work, including the rate of absenteeism. This level means Large Systems, Socio-technical systems, and Survey Feedback. Each level as we can see will have a different focus on different types to help us explain the types of each organization. The author will be giving an example of one of my friend's company and experience from when went for an internship at a SME company; "Flexstay Rentals". On an individual scale, Flexstay Rentals has created different KPIs (key performance indicators) that need to be produced individually which when measured if falls behind the said KPI will require extra training with the general manager in that said performance/tasks. Then comes a team some are man team so they will be disregarded for this purpose, and I had selected the sales team whose job is creating sales for the company. A team goal is created for the team which helps the company see their performance and change or to improve their success chance of closing deals with the customers. This was also assisted by a company CRM (Customer Relation Management) software to keep track of the customers. Then comes the organization level, on this level, it's more of creating an organizational culture which some may call the core competencies. A great example of this for my friend's company is creating a culture of Flexstay Family. Everyone including the heads and chief are expected to help each other out in the company. The company believes in individuals' skills which can help other solves issues one may face in a different situation.

1.5 Organizational Development Processes

Waddell, et al (2019) knew the different types of an organization. We need to know how to identify what needs to be intervened. What are the issues that need to be improved/changed? Does it correlate with our strategies? There are 5-steps of the organizational development process which include the following:

1) Entering and Contracting: in this stage, we acknowledge that we indeed need the OD, or the then contract usually an outsource to support the organization with the Interventions for OD.

2) Diagnosis: The 2nd stage finds the root of an issue that is happening in the organization by identify the problem and review organization strategies to determine what needs to be fix?

3) Designing the Interventions: this stage designs the method will be improving or creating value to the issue that to the issue we are having at hand.

4) Leading and Managing Change: The organization establish a focused group to support the management.

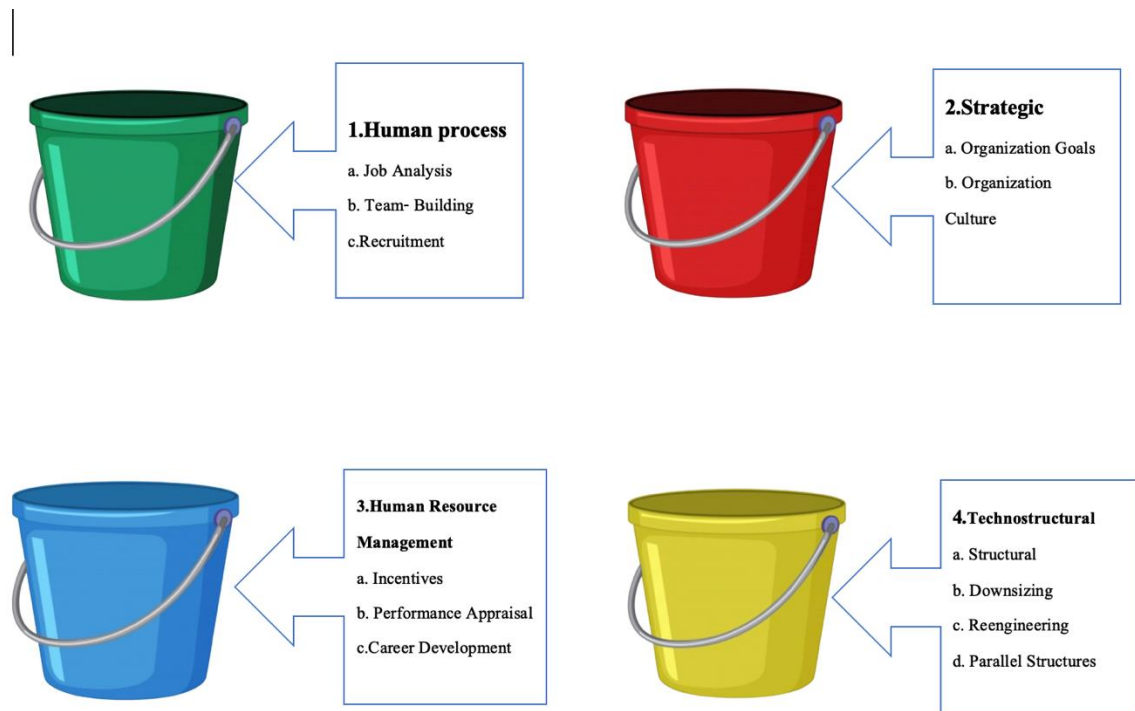
5) Evaluate and institutionalize Interventions: The OD practitioner evaluate the successful of intervention by observe the result, check the feedback. After the organization collect the outcome of the intervention was completed and then, the organization can find a way to develop, the recommendations, and should our next course of action should be

1.6 The Four Buckets of OD Process

1.6 The Four Buckets of OD Process

The OD description consists of 4 dimensions of literature (Al Massaeid, 2020) of work because it is an important element in creating changes and developing the organization. Therefore, OD practitioners should create and develop the work following both internal and external situations, in which all 4 dimensions are in 4 baskets as shown in Figure 1.1

Figure 1.1 The four buckets of OD process



From the 4 buckets, we can see the close relations that the 4 buckets have towards each other. Especially in present, we had seen where organizations had integrated human processes and techno structural to increase the overall effectiveness and reduce overall costs to help understand how each bucket stands and look a bit deeper into each bucket.

1.6.1 Human process

Any process or activity that requires humans as the main source is marked in this group for examples Job Analysis, Team building, and Recruitment. The human process explains the activities that humans play a big role for example the given job analysis from the previous page is a great example of this. Although this may have been integrated with the assistance of technology which allows for sharper analysis it still depends on how humans process it or its value. For example, some individuals may say that an IT assistant needs to be able to install all types of systems into a computer while others might say they said an IT assistant may also need to be able to do technical jobs like fixing or even building up a computer for the company. As a such human process in OD explains how these processes can be improved mainly on the human aspects.

1.6.2 Strategic

Activities concerning the organizational policies or strategies fall under this category for examples Organizational Goals, Organizational Culture. Strategic explains the interventions which follow organizational goals and policies this could include organizational cultures or rules.

1.6.3 Human Resource Management

Activities that follow HR-related items fall under this category for examples: Incentives, Performance Appraisal, and Career Development. Human Resources Management is responsible for human resources within organizations they are the ones who take care of the benefits, incentives programs, and career development for the employees within organizations. Last all techno-structures explains about technologies integrated into the organizations this explains about organizations downsizings when organizations integrated technologies to help with menial tasks which result in less labor etc. As such technologies had become one of the biggest changes we have met since they revolutionize how organizations work and maximize efficiency with their assistance.

1.6.4 Techno-structural

Activities that need technology or are related to technology will follow this category for examples Structural Design, Downsizing, Reengineering, Parallel Structures

1.7 Three Most Common Trends of Interventions

The organization theories can create significant changes in the organization effectively which is adjusted by Waddell et al. (2019) as below.

1.7.1 Structural Design

Organizations have a framework and department subunits to which all these units made up a successful organization. These are the cores that created the organizations like an organization system are driven by these smaller units towards a goal like a car engine that helps us travel to our destinations as such we must ensure these parts are new and always improved to increase efficiency and effectiveness.

1.7.2 Downsizing

As automation is introduced into organizations there are lesser people and labor needed for menial tasks as such downsizing makes it much more convenient and conformable to handle while also reducing overall cost for the organizations. “Downsizing is the most successful transformation strategy for an organization in a turbulent environment,” A consequence of downsizing is that there has been an increase in the contingent workforce. These part-time workers are often hired by organizations that have just laid off large numbers of their employees. In many cases, employees who are terminated from their jobs become independent contractors or consultants to the organization that terminated them. Overall, cost reduction is achieved by using a contingent workforce instead of expensive permanent workers.

1.7.3 Reengineering

The organization try to reform of process or task to increase effectiveness of the process of the technologies that effort to develop the organization. The organization creates a clear understanding goal of reengineering. This topic will explain each of the steps briefly to get a quick understanding of this topic. The process is described in 7 processes including:

1.7.3.1 Initial Process In this process the organization's top management will usually try to define the organization's current situation to find out the organization's real problem and determine what action to take. Some organizations might prefer to meet consultants or experts the discussion about this.

1.7.3.2 Data Collection The most people will go with giving surveys and questionnaires due to the ease of analysis of being a close answer question. However, there are many ways how people can do data collection, for example observation, focus group, interview.

1.7.3.3 Data Feedback Data were collected will be processed and reviewed by the committee established to help set priorities and changes that are needed to help the organization develop.

1.7.3.4 Planning Strategy This stage involve calling for change top which the data processed will be changed into strategy or plans including creating goals for change, change approach, and scheming implementation for the strategy.

1.7.3.5 Designing Interventions This can be in various forms for example education, team development, education, or laboratory training.

1.7.3.6 Team Building During the process teams/groups are encouraged to

examine to see how well they do they work together. Then these people will be encouraged in team building including the value of communication and trust which are essentials for team building.

1.7.3.7 Evaluation After the whole process evaluation is needed. So, in general, after everything is put into play feedback is required to help improve the next plan or strategy and check if the implementation is successful and the change is implemented and effective.

1.8 Issues in Entering the “Initial Process” in OD

Some elements should be considered before further entering the OD process.

1.8.1 Clarifying the Organization's Problems

The organization should present issues and symptoms of the problems to employees. The organization should find problems are relevant and need action in the organization.

1.8.2 Determining the relevant client

The consultants should also check whether they can work well with their clients and if they can have multiple clients according to the workload of their work power.

1.8.3 Selecting a consultant

The organization should select a good consultant which should be an expert and have experience in the field.

1.8.4 Creating an effective OD proposal

The organization make clients feel assured with our consults as a consultant. We need to create an effective proposal to show that we can help their organization develop and more effective. This is very important as it affects how will we work and what is needed along what changes would be made.

There will be 5 main concepts that we should be concerned with. These will be listed and explained briefly:

1.8.4.1 Goal of proposed project The organization establishes the goals of the organization to be concise, accurate, and descriptive of what goals are needed to achieve the change.

1.8.4.2 Action or proposed process The organization shall identify the steps

and describe the necessary steps, how the organization development is expected to be carried out.

1.8.4.3 Assigning roles, responsibilities, terms, and conditions The organization shall set who will be responsible OD process.

1.8.4.4 Recommend interventions The organization provide strategies, approaches, what will be needed to intervene, education, training, and political influences.

1.8.4.5 Fees Outline fees and approximate budget needed to complete the task by having an effective contact:

1.8.4.5.1 Expectations are clear

- Results can be achieved
- Results-stakeholder participation

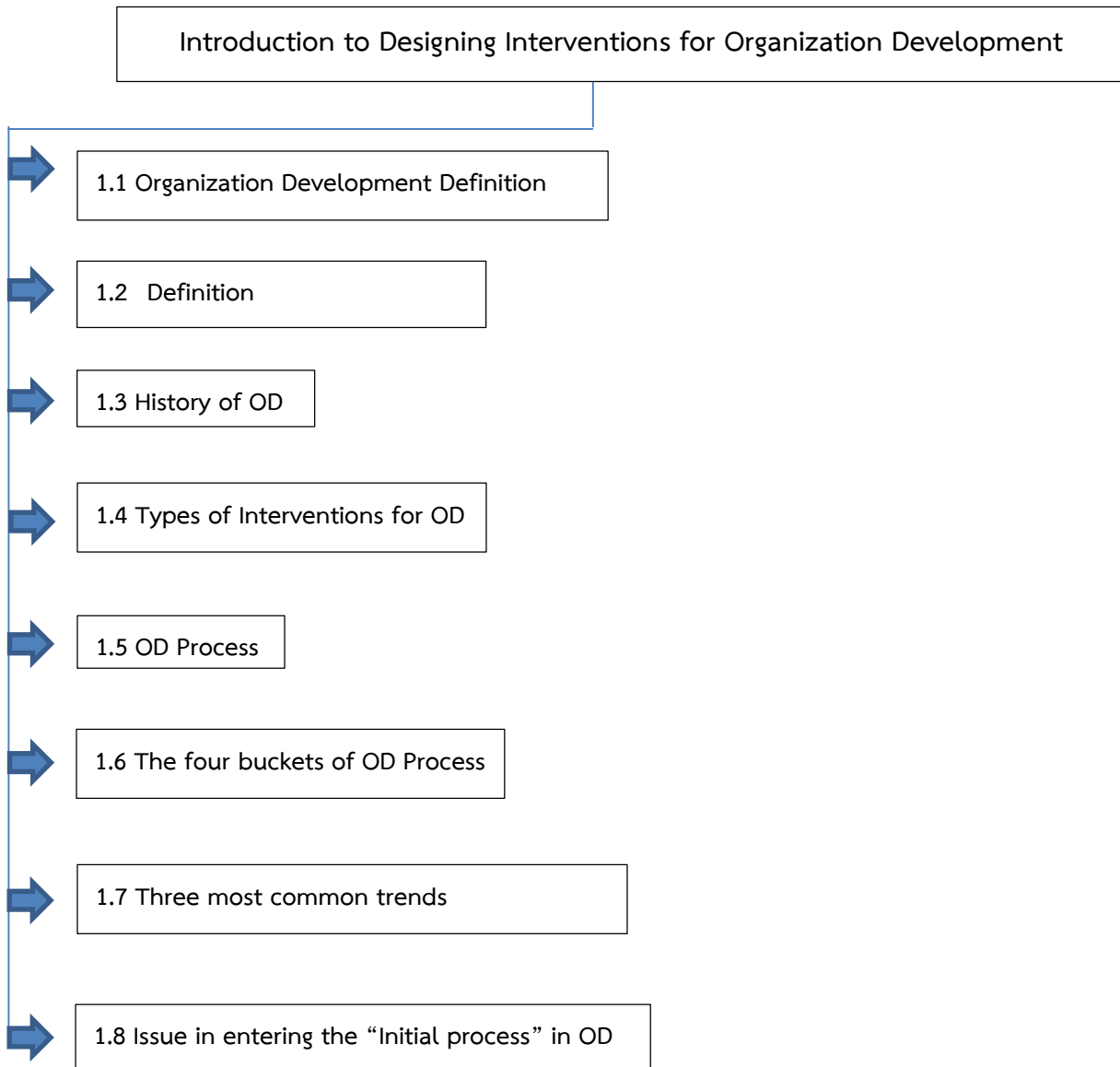
1.8.4.5.2 Time and resources

- Time should be reasonable
- Access to information that is helpful for the procedure (client, managers, members)
- Rules
- Confidentiality of sensitive information

Often concerning issues regarding the “Initial Process” of OD. The client usually felt insecure and lost control as sometimes the consult needed some authority to create changes and the client will fear that they will lose control of their part. Confidential information will also be at risk since there can be a probability of the consultants sharing this information with the organization’s competitors. They felt the worthiness of the work and themselves also dependency on the organization of them to create a change which can be very stressful in many circumstances.

Summary

Figure 1.2 Introduction to Designing Interventions for Organization Development



1.1 Organization Development (OD) Definition

The basic purpose of entity development is developing a strategy for professional training and personnel knowledge management: to increase its qualifications, depending on the characteristics of the human element in OD and change management. Each learning organization creates its own individual approach and integrates the training process into the production process.

1.2 Definition

Designing for OD is the essential method in the Human Resources Development Field (HRD). There are some key elements to the process in OD.

1.3 History of OD

OD is a study based on research in accordance with Organization Behavior, a long and continually evolving study to match the situation with the earliest studies referenced by Kurt Lewin focusing on research from the laboratory and in later eras is an emphasis on open system analysis of the external environment of the organization. An era is 1964-1973 that is actively concerned with the development of the organization, emphasizing the development of interpersonal relationships, dynamics, change, and organizational restructuring has continued to expand since the 1970s because of the important concepts affecting: The effects of the changes in the market and the environment closely information technology causing a change in organizational management style by focusing on the exchange Learn and gaining access to knowledge and innovations, which are the result of two factors leading to no need to make any changes to the brand. The declining era of OD in 1973-1980 due to emphasis on efficiency instead, but the development of the organization began to provide courses and projects that support the business, academic, and management sectors. OD is the concept of organizational change that emerged in the late 1940s and 1950s but began to be put into practice in the 1960s with the long-term support from senior management's effect on employee change and participation.

1.4 Types of Interventions

The interventions may also be categorized by multidimensional relationships, which are classified according to the perspective of the designs to improve organizational effectiveness and classification according to learning and change levels occur in a group or organization system, but the individual level change is a tool of change at a higher level because it creates readiness and is the starting point to keep changing Personnel-level change can be accomplished in six major ways:

1) Recruiting and Selection, which involves recruiting people with the right talent for the position to work before; will come into the organization

2) Training and Development It is the main method of personal development.

3) Career Development This is done through work rotation by the Personnel Assessment Center and career development workshops,

4) Counseling to listen to problems and find a cure or help.

5) Job design by surveying, diagnosing, and making work meaningful; and

6) Counseling is the unemployed or retired, a trend that has recently emerged as organizations around the world reduce their workforce and, the area studies and new practices of organization development to date level means Small-Group, Teambuilding, Unit goal Setting, Groups Intervention are very important because they produce more sustainable development results than individuals.

1.5 OD Process

There are 5-step of the OD process which includes the following:

1) Entering and Contracting: in this stage we acknowledge that we indeed need the organizational development, or the then contract usually an outsource to support the organization with the for OD.

2) Diagnosis: The 2nd stage finds the root of issue that are happen in the organization by identify the problem and review organization strategies.

3) Designing the: Straightforwardly plan out and design the method will be management agreeing with our plan and implementing the to which it is driven in a hierarchal based from top to bottom.

4) Leading and Managing Change: Establish a focused group for support the

management agreeing with our plan and implementing the to which it is driven in a hierarchal based from top to bottom.

5) Evaluate and institutionalize Interventions: Evaluate methods and observe how success, what the recommendations, and what should our next course of action should be.

1.6 The four buckets of OD Process

The human process explains the activities that humans play a big role for example the given job analysis from the previous page is a great example of this. Although this may had been integrated with the assistance from technology which allows for sharper analysis it still depends how human process it or value. Strategic: Activities in relation to the organizational polices or strategies falls under this category for example: Organizational Goals, Organizational Culture. Human Resource Management: Activities that follows HR related items falls under this category. Techno-structural: Activities that needs technology or is related to technology will follow this category.

1.7 Three most common trends

Structural Design: Organizations has framework, departments subunits to which all these units made up a successful organization. Downsizing: As automations are introduced into organizations there are lesser people and labor needed for menial tasks as such downsizing makes it much more convenient and conformable to handle while also reducing overall cost for the organizations. Reengineering: Reform of process or task to increase effectiveness and efficiency of the process.

1.8 Issue in entering the “Initial process” in OD

There are some elements which should be consider before further entering the OD process.

1.8.1 Clarifying the Organizations Problems

1.8.2 Determining the relevant client

1.8.3 Selecting a consultant

1.8.4 Creating an effective OD proposal

1.8.4.1 Goal of proposed project.

1.8.4.2 Action or proposed process

1.8.4.3 Assigning roles, responsibility, terms, and conditions

1.8.4.4 Recommend Interventions

1.8.4.5 Fee

Exercises

Directions: Please define the definitions for following words.

1. Initial Process

2. Data Collection

3. Data Feedback/Data Confrontation

4. Planning Strategy

5. Designing Intervention

6. Team Building

7. Evaluation

8. How to apply the 4 buckets in the company?

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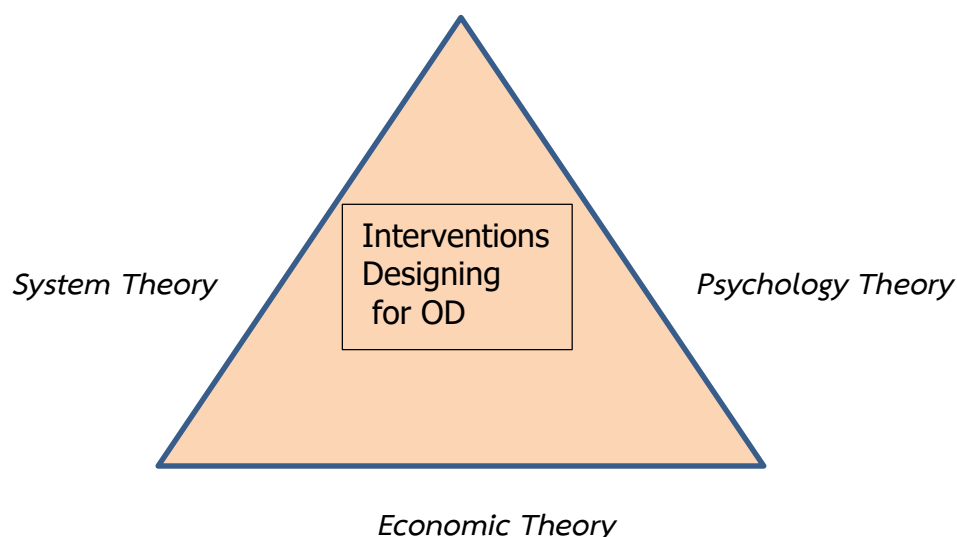
Chapter 2

Interventions Designing and Organizational Development Theory

This chapter presents the Interventions Designing and Organizational Development theory. The method derives from conceptions regarding however organization's function. OD practitioners apply the design and OD theory to the situation. The approach of theory has the advantage to understand how the system is currently working. It contains storage-related information about existing operations and analyzes this data to conclude current execution clarifications and potential changes and extensions. Successful allocations give organizations efficient information. They need to design valuable deployments. In this way, OD mediation is derived from reasoning and captures specific activities that facilitate the organization's potential. The various theories can develop organizations in different ways. So, OD practitioners should select and apply theories to the workplace for developing organization performance. There are three core theories: System Theory, Behavior Theory, and Economic for developing organizations as Figure 2.1

Figure 2.1

Core Theories of Interventions Designing for OD

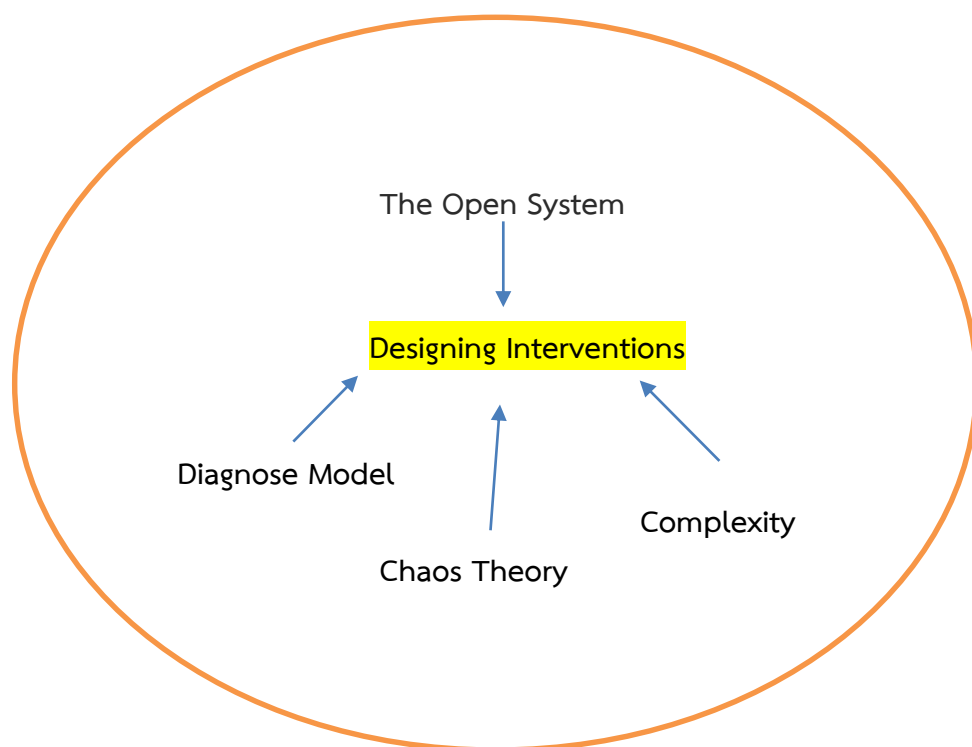


2.1 System Theory

The System Theory was discovered by Bertalanffy (Austrian biologist) in 1930s. The System Theory is the discipline starting with its application in biology. Later this theory was introduced in other fields in the 1950s. Therefore, system theory was applied to the core values of organizational development. Therefore, it is a characteristic of open system theory. It describes social phenomena and administrative phenomena. The Open Systems theory is at the heart of the research method. The Open System theory is a concept based on the Complexity Systems analyze. The open system will consider the correlation. Open systems theory also emphasizes questioning a linear way of thinking which is an object-oriented perspective. This is because systems theory believes that perceptions of all social phenomena are subjective and that they can be fully understood and explained. like seeing the same thing from many angles, such as people with heart disease. A doctor may diagnose the cause of abnormal heart muscle cells. After that, it developed into the Chaos Theory which is a theory that looks at the connection of factors as figure 2.2

Figure 2.2

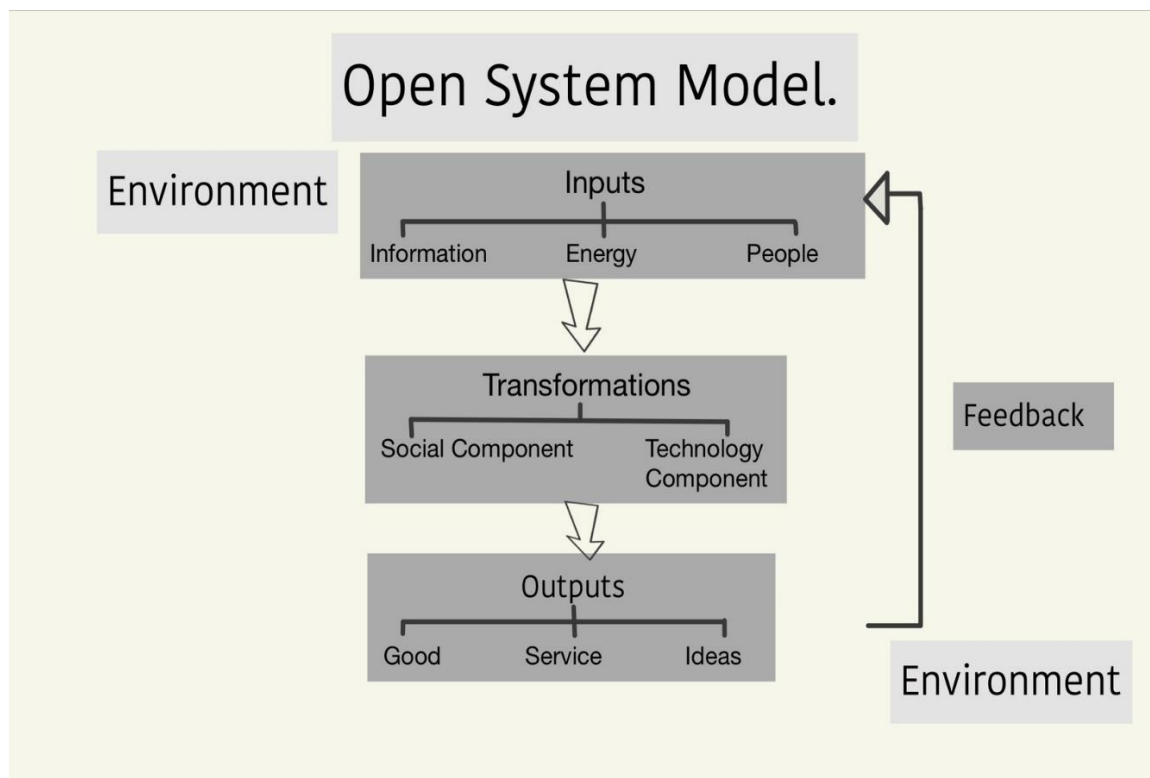
System theories related to the “Designing Interventions”



2.1.1 Open Systems Model

The Open System of Bertalanffy (1924b) is a system where there is an external exchange with external environments between the systems. The Open Systems Models assist to understand how an organization operates. There are the 3 important properties including environment, inputs, transformations (processes), outputs, feedback, boundaries, and alignment. The model can use the analysis of the organization on 3 levels Organizational, Group, and Individual as Figure 2.3

Figure 2.3
Open System Model



According to the figure, we can see there are 3 important properties. Including environment, inputs, transformations (processes), outputs, feedback, boundaries, and alignment. These are considered factor of an open system. It is also hard to determine the boundaries of an open system since the system is dynamic means that it has flexibility and motion of the feedback that can be altered. We need to look at each level of the organization and understand how each level affects or relates to each other. Diagnosing an organization effectively is a roadmap toward corporate sustainability that can be divided into 3 types include organization, group, and individual.

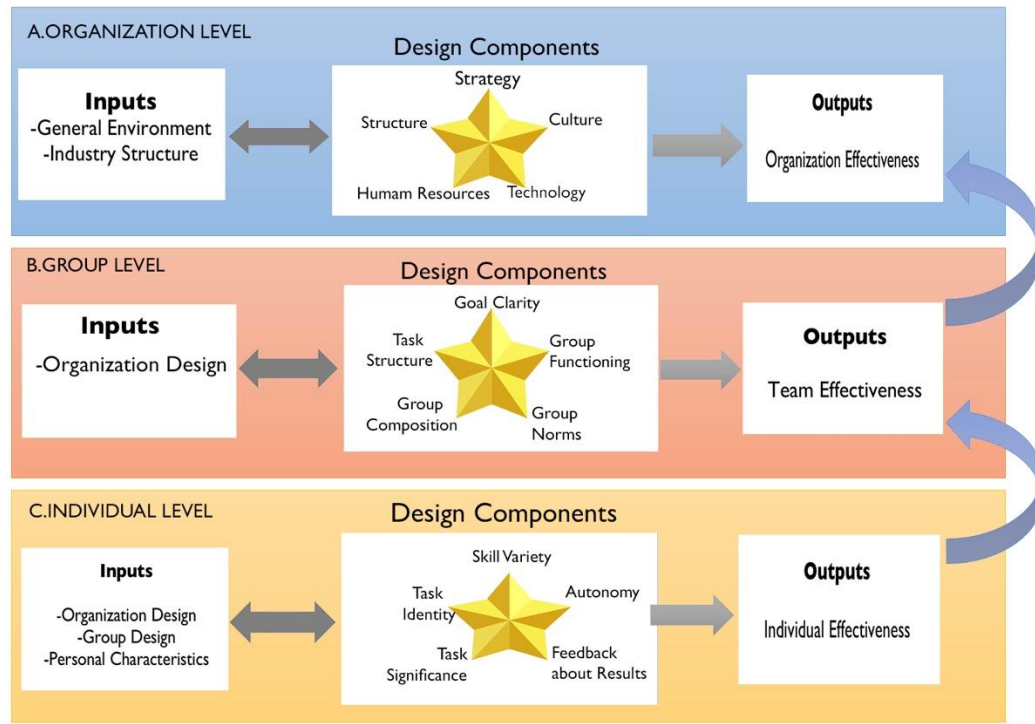
The author suggests a method to apply the theoretical to the workplace about the Systems Thinking: Thinking about things in a systematic and rational so that the results of thinking or problem solving are accurate and accurate. It will be the way to become a learning organization if that organization is effective. System thinking helps to learn to consult with others in solving problems which is the path leading to group work being a team. This concept is based on the concept of Open System Theory that everything in the universe or the universe, whether small or large, is part of a system unit. There are inputs, transformation (Processes), and Outputs that are bounded in each unit of the system. The result from one unit will be the input of another unit or even the whole system itself will be part of a larger system of systematic thinking therefore understand the belief in this concept as a basis before enabling system thinking to be able to perform well; Thinking and systems approach occurred because, at present Today, this systematic thinking is involved in every aspect of human daily life and the importance in helping various operations achieve their goals. Therefore, systematic approaches have been applied in many fields, such as education and management, where the applied model has different steps, such as has applied a systematic approach to creating a system model, which has four steps, which can be summarized as follows:

- 1) System Analysis stage will use the original system to be analyzed to study the problems and Identify needs and deficiencies including exploring available and desired resources
- 2) System synthesis is the stage of collecting data from the original system analysis. To be used to create a new system
- 3) System Construct is the process that is defined in the system synthesis step into the model. to show a hierarchy to reflect the four components of the system model: feed, process, control mechanism, and output
- 4) System Simulation stage is the stage of proving to test that Is the built system working as expected.

2.1.2 Diagnose Model

The system approach or systematic technique is the allocation of available resources to use economically appropriate to the environment and situation to work that efficiently achieve the intended objectives. It is considered that the system is not efficient when the theory is analyzed and applied at 3 levels: individual level, group level, and organization level. The system can be designed according to Figure 2.4

Figure 2.4
Diagnose Model



2.1.2.1 Organization Level diagnose model

Input: Organization Culture. Organization Structure, Environment of organization are materials of the diagnosis model.

Design components: Top levels of organization how people perform the work such as structure of organization, HR system, tactic, measurement system, regulation in organization, goal etc.

Outputs: In term of organization effectiveness such as KPI process, KAIZEN activity, Company's SWOT analysis.

For example, of Starbuck Starbucks as a famous coffee brand but customer come back because of the very well known "Starbucks experience". Well known as the place to go grab a coffee and work on some homework or even as a businessman on curtain project or just to relax and read a book

Input: As mentioned in the importance of Training Development & Attitude in the workplace

Design components: it's crucial for the success of a company to train them employees on a regular basis to keep the knowledge and success level high, they train their employees to

have the right attitude and trains frequently all their barista to have the perfect method to do their coffee

Outputs: The employees at Starbucks are sometimes under a lot of pressure as we mentioned above. That should be a priority for Starbucks as well. To offer training sessions where Starbucks can make sure that the customers are treated in the best way possible.

2.1.2.2 Group Level diagnose model

Input: The organization design, culture in organization are the input of the group level diagnose. The success organization is required well understand of culture and behavior of people in organization to make sure that driving to objective.

Design components: Middle management is how to assign the work task in term of team management and teamwork is key of driving organization to success our company goals.

Outputs: The effectiveness team can measure by the result of group's performance, Department's SWOT, KPIs, Balance Score Card, etc.

2.1.2.3 Individual Level diagnose model

Input: The personality traits are the input of diagnose model.

Design components: People's performance, skills set, and mind set are processing the input.

Outputs: The individual skills requirement to develop technique skills of each level in organization such as personal training, personal development, satisfaction performance.

The Levels of diagnostic model make people in organization understand structure objective, roles, regulation, and culture in their organization to do the best work to achieve high productivity, low cost, customer satisfying, technical skills, and high benefit.

2.1.3 Kurt Lewin 3 steps model

Lewin's (1947b) designed approach to OD includes four elements: Field theory, Group dynamics, Action Research, and the 3 Stages of the change model. It can be seen that in conventional process theory when we analyze the model, we tend to select a particular point of an object and then define its properties as important. The 3 Stages of the change theories tend to understand, analyze, and forecast OD change. Lewin defined the Change Management theory (1947b) is the Life space of the psychological and physical environment that affects call the Field of Force. Lewin motivates with a positive perception and then brings change. There are three stages of change management, the first is Unfreezing, the second is Change or Moving, and the third is Refreezing.

The Unfreezing stage is primitive existence. The employees don't need to change and develop the status quo by making employees aware of the need for change and revealing their insights and their natural struggles to deal with change. Thawing dealt with the relationship between willingness to change and satisfaction with change. The outcome

of this stage is a positive correlation between employee satisfaction with change-related communications and willingness to change. Not only that, but it also includes the idea that readiness portends getting used to change.

The Changing or Moving stage discusses deploying the changes in the organization by guiding the employees and supporting them to change. The Moving is a positive relationship between employee satisfaction and employee engagement.

The last stage is Refreezing stage confirms the stable implementation of the change attained by the commitment of the employees in the change process and commitment to employee satisfaction between readiness and engagement. The research (Ali & Anwar 2021) suggests that employee satisfaction relates to motivation and commitment mechanisms.

2.1.4 John Kotter 8 steps model

J Kotter (2012) describes the eight-step change processes that everyone needs to take to be effective. The eight steps of Kotter designed about the change as below.

Step 1: Determine the urgency of change

Step 2: Form a strong nucleus, leading change

Step 3: Create a new vision

Step 4: Notify all new vision

Step 5: Empower others to act on the vision

Step 6: Create a short-term win

Step 7: Maintain state of emergency

Step 8: Anchoring changes in corporate culture

The Kurt Lewin 3 stages model and John Kotter 8 steps model are simplified models of real-world experience that help us understand how to process the work. For example, by applying the model of Kotter's (1995) in Assessing the Implementation of a Non-profit Organization Change Initiative Using Kotter's (1995) 8 Steps Change Model Kotter developed the 8 steps change model for achieving change. The goals of all change efforts were to make challenging changes in how the organization cope with a changing market environment.

Step 1 The first step is necessary to motivate employees to develop a sense of change. "Without motivation, people won't help, and the effort goes nowhere"

Step 2 This step encourages a powerful of organization requires organization to assemble a specific group of leaders with enough power to chief the change effort and the group of leaders to work together as a team depending on the size of the organization.

Step 3 The third step involves creating a vision. Creating the vision requires

the plan to develop a picture of what the future with the change will look like. This picture should be relatively easy to communicate and appeals to customers, stockholders, and employees.

Step 4 This requires communication of the vision. This step involves using any opportunity possible to continuously communicate the change.

Step 5 This step is empowering others to act on the vision. The first step for act is removing any obstacles to the change. This may involve changing systems or structures within the organization.

Step 6 This step involves planning for short-term wins. Hence it is significant to plan for apparent improvements, create those improvements, and recognize and reward those involved.

Step 7 The organization focuses on increasing development and make more profit.

Step 8 The organization develops a new approach to the sustainability of intervention tool.

Two factors influence the organizational culture are the first factor show people how the changes improve organization performance with organization culture. The second factor ensure the next generation of the employees believes in embodies the new ways. The OD practitioners use Kotter's the 8 Steps for change as the Baby-Friendly Hospital Initiative (BFHI) from Henry's research (Henry et al., 2017) A cultural change had to happen. Kotter's Model of Change provided the motivation and engagement changes the attitudes and behavior. The strategies adopted in inpatient and outpatient processing have obstetrics, obstetrics, and pediatric practice. Improving access to community support groups can help maintain breast milk as a staple food for newborns after hospital discharge.

2.1.5 Complexity

The definition of complexity organization theory (Baccarini, 1996) is based on system theory. The complexity of the organization debate over the source of the complexity organization consists of the context of depends on the different components of the project, as regards the nature of each component, and the relationship of each component or collectively known as the structural complexity, which consists of two operational definitions are:

- Difference (Differentiation) is about the number of different elements and
- Dependence (Interdependency) is the degree of association between elements.

Baccarini suggested looking at the complexity of the project in two ways:

1) Organizational complexity (organizational complexity) in the definition of difference (differentiation) will mean the number of levels of command. The department of organizations participating, the number of expertise, etc. (characterized by vertical differences)

- Vertical differentiation and horizontal differentiation
- Horizontal differentiation). Interdependency is the degree of relationship between organizational units.

2) technical complexity (technological complexity) in the definition of difference Differentiation is defined as the number and variety of inputs, outputs, tasks, or expertise.

Westley, Zimmerman, and Patton (2007) study a complexity concept for the current situation of an organization in which the complex concept of characterized by changes that are embarrassed to predict the result that will understand, happen, develop, and adapt the complexity works, regards the affiliation of components and their relationships. These are the important part of the definition of dependence. Interdependency refers to the interdependence of work, team, technology, or inputs.

The author would like to give an example of Stacey's Agreement and certainty Matrix model (Stacy, 1996) to illustrate the details and utilization of the model as follows:

Stacy (1996) offers a framework for complexity analysis. Complexity organization based on two dimensions or axes of perspective, the degree of certainty, the other is the level of agreement. The details are as follows.

1) High consensus and high resolution of problems This concept organized into a simple organization where rational decision-making participants in the work are highly consensus on what needs to accomplish in the work. The modern approach to project management works well for this type of project, as well as theory and knowledge. The organization goals are set, including the right processes to maximize efficiency and effectiveness.

2) Little consensus There is a high degree of certainty in solving the problem There will be different opinions on the outcome of the organization. This concept leads to political games within an organization. It can negotiate compromise. It used to solve problems, and it can mean confusion of directions which progress toward the goal hampered by political games and hidden agendas.

3) High consensus but there is little certainty in solving the problem The goal has a consensus but is not sure how to reach it. Popular management practices may not be available and still unable can set or planned work like this requires strong leaders with a skill of shared mission. Williams (2002) points out that uncertainty in goals often causes change and leads to greater structural complexity.

4) Messy, little consensus and there is certainty in solving the problem It's an extreme situation. It's a mess. No one agrees with the plan and there is little degree of certainty about the method that leads to the outcome. Manage a popular project that doesn't work with projects like this. The only way to fix the problem is to avoid it.

2.1.6 Chaos Theory

Invented by Edward Lorenz in 1961, he was an innovator in the context of climate when making a weather forecast, he noticed that his calculations were greatly affected by the extent to which he rounded his numbers. The results of the calculations differ significantly climate chaos theory led to a famous talk, The Butterfly Effect, which applies to social, economic, political, and business planning environments. Applying this theory to design interference with the organization is used to understand the problem and obstacles arising from changes such as resistance against employees, etc. Conditions in the organization are fragile the problem in organization we didn't notice if they happened for a long time can become a big problem and can cause other problems in the organization should not be underestimated. So, we must pay attention to the little things that are factors in the organization.

2.2 Psychology Theory

Psychology theory's concern about social development is caused by the work of psychological factors that drive the employee to work enthusiastically. There are inventing, discovery, creation, contention, there is construction, and developing within the society. Sociologists use psychological factors to explain the social change in the workplace.

2.2.1 Behaviorism Theory

2.2.1.1 Classical Learning Theory

The classical conditional learning theory. The first initiator of this theory is Ivan Pavlov (Russian). Traditional conditions and behavior modification got the Nobel Prize in Physiology or Medicine (1904). Later, Watson took Pavlov's idea to modify it to be more suitable. Pavlov believed that the learning of living beings comes from stipulations. Conditioning is the response or learning that occurs that must be conditional or create a situation to occur as a condition of creating behavior in the organization if it is in the environment or old social conditions.

Learning theory

- 1) Human behavioral increase the responses to Human Need.
- 2) Human behavioral responses to stimuli related to the natural stimulus.
- 3) Human behavioral responses to stimuli associated with natural stimuli eventually cease if no natural response is received.
- 4) Human behavioral responses to stimuli linked to natural stimulus are

reduced and stopped when natural responses are not received and will reappear without natural stimulus.

5) Humans tend to characterize different stimuli and choose the right response.

Rules of learning

1) Law of extinction is the intensity of the response will decrease progressively if the organic stimuli receive only conditioned stimuli, or if the relationship between conditioned stimuli and unconditioned stimuli is more distant.

2) Law of spontaneous recovery is the response caused by the reduction of conditions due to receiving only conditioned stimuli. It will appear more and more if the organics are truly learned without the help of unconditional stimulus to match.

3) Law of generalization is that organics are learned by showing a conditioned response to a conditioned stimulus if there are other stimuli with properties similar to the conditioned stimulus. The organic response is the same as the stimulus that conditioned it.

4) Law of discrimination is that if the organic learns by the conditioned response to the conditioned stimulus if other stimuli have different properties than the original conditioned stimulus organic will react differently. Conditional stimulus, for example, if a dog is drooling from ringing a bell, then when the dog hears firecrackers or gunfire, there is no salvation.

Therefore, the learning of living beings from Pavlov's point of view is classical conditionalization. This refers to the use of two different stimuli: the conditioned stimulus and the unconditioned stimulus to achieve learning, i.e., the conditioned response. If living beings learn, they will respond to stimuli. 2 things in the same way and whether to cut out any kind of stimulus. The response was still the same because learners can make connections between conditional stimuli and unconditioned stimuli and responses. John B. Watson (John B. Watson) is an American psychologist who lived between the years 1878 - 1958, totaling the age of 90 years. Watson took Pavlov's theory as a key principle in explaining learning. Watson's work has become so popular that he is considered the father of behaviorist psychology, his theory of conditioned emotion.

Behavior can be controlled to happen by controlling the stimuli that conditioned them to be related to the natural stimuli and learning is lasting if correlated stimuli are given consistently in parallel when any behavior can be caused, it can be reduced to disappear.

2.2.1.2 Operant Conditioning Theory

Burrhus Skinner (American psychologist) studied the theory of action conditioning in the theory of operant conditioning (Instrumental Conditioning or Type-R conditioning). Skinner believed that Pavlov's classical conditioning was limited to a small number of human cognitive behaviors. Most of the behavior will be performed by humans. It is not due to the matching

between the new stimulus and the old stimulus, as Pavlov described. Skinner (1988) explained the components of the behavior as follows

1) Antecedents is a leading condition or stimulus that induces behavior (What happened first?) Every behavior must have a precondition.

2) Behavior is an act of mind set.

3) Consequences come after the behavior. It tells us whether we repeat the behavior or not, so no one does anything without expecting anything in return. A-B-C is abbreviated as A-B-C, which all 3 will continue to act resulting in the effect that precedes the behavior and leads to the corresponding effect.

Positive Reinforcer

It means any kind of stimulus which when received or brought into that situation will result in satisfaction and cause the response rate to change in a more intense manner, such as a compliment, etc.

Negative Reinforcer

It means any kind of stimulus which when cut out of that situation will result in the rate of response changes in more intense ways, such as loud noises, bright lights, blame, etc.

Applying the theory

Shaping Behavior, the cornerstone of Skinner's action conditional theory is that we can control the response by means of reinforcement, that is, we provide reinforcement only when the desired response is met to become a habit to continue. May be used to instill a person's personality to have the desired behavior.

Positive Reinforcement

1) Material Reinforce It is a reinforcement that can be made up of gifts, food, and items such as shirts, cars.

2) Social Reinforce Social reinforces are non-investment reinforcements available and are quite effective in behavior modification. They are divided into two types: words, commendation such as very good, very interesting, and expressions. gestures such as smiling, shaking hands.

3) Activity Reinforce It is the use of activities or behaviors that people like to reinforce the activities or behaviors you don't like.

4) Token Reinforce It is use money for exchange the behavior for example coupon, bonus, scores.

Negative Reinforcement

This is to stabilize or increase the frequency of behavior. Negative reinforcement is done immediately or as quickly as possible when unwanted behavior occurs. It should be moderately violent, not too much or too little. The person being punished should know what behavior was punished and why. You should use reason, not emotion. Punishment should be

used in conjunction with positive reinforcement. Punishers must be good role models in every way and punishment should be a last resort. If not necessary, punishment should not be applied.

2.2.2 Cognitivism Theory

Seymour Papert study (Harel & Papert, 1991) about the learning theory that focuses on learners as the creators of their own knowledge. Practitioner must create the knowledge by learning by doing and practice oriented. In addition, learning must be practiced and concern the interactions with the external environment by collecting data from the external environment and then processing knowledge, linking the new knowledge and information create a new body of knowledge under the conditions that the learner must have aptitude under the right environment to create knowledge happily provided that both conditions must be consistent. to be able to create real and sustainable knowledge. This includes attention, leadership, culture, structure, empowerment, knowledge workers, and problem-solving processes. They can create and design new ideas that are conceived in a much more holistic and non-mechanical way, such as:

1) Knowledge worker impact on OD. Knowledge workers remain motivation, able to more active in work, and intend to achieve to self-esteem.

2) Leadership impact on OD. Certain cognitive domain skills of leadership are important determinants of an executive's performance on problem definition, cause analysis, constraint analysis, strategy, creativity, goal analysis and wisdom.

3) Organizational culture impact on OD Empowerment the organization provide legal authority to make the decisions and to work within the boundaries of a particular organization.

4) Organization structure impact on OD Structure impact to the organization's effectiveness. So, the OD's performance relates to the organization structure.

5) Organization strategy impact on OD Organization strategy is the goals, policy, guidelines, procedures for achieve the organization's goals.

The cognitive learning component of an organization has a significant impact on organizational development, supporting learning and empowering knowledge workers with new achievements and innovation.

2.2.3 Humanism Theory

This theory reflects human behavior that is the human's need, or psychoanalytic theory. The theory of behaviorism originator of this theory is Abraham Maslow, who coined the theory and is regarded as the father of anthropological psychology. This theory has various names such as a Humanistic Theory of Personality (anthropic personality theory) and Self-

Actualizations Theory (true self-understanding theory). Human beings are good and worthy of human acceptance. An understanding of one's own potential Maslow believes that many human behaviors are often explained by employing a person's tendency to search out goals that it's faithful say that the method of motivation could be at the guts of Maslow's temperament theory. After humans succeed in the stage of complete satisfaction in gradable theory Maslow's desires once someone desires to receive satisfaction and when the person receives satisfaction in one issue can still be demanding that is a human character.

The Need –Hierarchy Conception of Human Motivation. Maslow (1958)

- 1) Physiological needs
- 2) Safety needs
- 3) Belongingness and love need
- 4) Esteem needs
- 5) Self-actualization needs

2.2.4 Constructivism Theory

Piaget and Vygotsky's theory (Matusov & Hayes, 2000) of intellectual development is the foundation for an important aspect of the theory of constructivism, Piaget explains that the intellectual development of a person has adaptation through the process of absorption or assimilation and the process of restructuring. Intelligence accommodation development occurs when a person processes information or experiences. New knowledge related to existing knowledge or cognitive structures If they cannot be related to each other, an imbalance occurs. People will try to adjust their state to achieve balance through the process of cognitive reconstruction. Piaget believes that all people will pass through the interaction with the natural environment and logic-mathematical experience, and the process of social transmission and development of a person's balance.

The main principles of constructivism theory are learners create new knowledge themselves enthusiastically instead of listening and absorbing knowledge from teachers. The students will be the inventors accordingly own thoughts by merging new ideas or information received with old ideas, which is easy, and learners can learn and adapt to new knowledge. which in the process of creating new knowledge It will help learners to practice thinking in complex ways and born after thinking and when encouraged appropriate from teacher's learners will be able to develop critical thinking in their inventions and study them thoroughly and deeply constructivist group. Constructivism believes learning is the method of creating rather than acquisition of knowledge, so the goal of teaching is to support the creation rather than the effort in knowledge transfer, therefore, the constructivists will focus on the appropriate generation of new knowledge of Individuals and environments are important in creating realistic meaning. how is that applied in teaching and learning management, there is

an important principle that in learning to focus on the learner's actions act to create knowledge which emerged different concepts about creating knowledge or learning. This is due to the fundamental concept that emerged from the report of the Swiss psychologist and educator Jean Piaget and the Russian Lev Vygotsky, which are divided into two categories: Cognitive Constructivist and Social Constructivist. (Sumalee, 2008)

1) Cognitive Constructivist, the philosophical foundation of the theory comes from the endeavors that will link old experiences with new experiences with a proven process. There is a reason knowledge born of contemplation which is considered a pragmatic philosophy together with the foundation of psychology. Swiss development psychologist Piaget's theory is divided into two parts: Ages and Stages, both of which are components. This will predict whether children will be able or unable to understand a thing when they are of different ages and theory. on the developmental aspect to be described as Learners will develop cognitive abilities development theory to emphasize this point because it is the main basis for for Cognitive Constructivism methods in terms of teaching. There is the idea that human beings must "construct" knowledge for themselves through experience which these experiences will encourage learners Build cognitive structures, also known as schemas, mental models in the brain. These schemas can be changed, enlarged, and complicated through absorption processes and modifications.

2) Social Constructivism, a theory based on Vygotsky's emphasis on social context learning. Piaget's cognitive theory is used come as a basis for Discovery Learning, where the teacher's role is relatively limited, Vygotsky's theory provides an opportunity for teachers or senior learners. Squaw played a role in learner's learning Cognitive Constructivists and Vygotsky's Social Constructivist provides an opportunity to participate and relate to more than teachers as for Vygotsky's theory, culture is a powerful intellectual tool. It is necessary for the development of the form and quality of such tools. More patterns and rates of development have been established than those in Piaget's theory, believing that seniors, such as parents and teachers, will be a leading conduit for other devices. cultural tools, including language way tool. These cultures have given rise to today's history, culture, social context, and language, including access to electronic data. The research about the Constructivism Theory (Al-Rahmi,2020) suggest the apply theoretical into education research constructivism promote research by using constructivism in meddling and social media as a device in the results of the research has used several models to find the best results, one of which is constructivism modal to create hypotheses and find results. The conclusions from the research are constructivism can increase learning efficiency as well by using social media as a tool. Students have better learning outcomes for self-learning according to the principles of constructivism. Students can achieve academic results by applying theory. constructivism and can use social media to interfere with their education with a tutor guided.

2.3 Economic Theory

Economic Theories effect economic and financial benefit. The benefits of the economy are worth the investment because the survival of the organization calculate the income with factors as below.

1) Scarce Resource Theory Activities that have been scheduled to occur in the company may encounter limitations related to resources. Investing in activities may consider getting a return that is worth investing in resources such as money, people, time, ETC.

2) Sustainable Resource Theory Investments aim to obtain long-term returns in the future. Sustainability competitive advantage bring innovation to help improve processes to be more efficient, add long-term economic value.

3) Human Capital Theory, it is the most important thing in organizational development by considering the yield to be obtained compared to training and education is an analysis of the efficiency of Cost-effective Analysis when the performance is higher rewards for working will also increase the higher productivity increases the company's performance. and analyzing the principles of Cost Benefit Analysis and ROI: Return on Investment.

Researchers study short and long-term impact of Economic Growth (Alam & Murad, 2020). Openness to trade and Technological Advances in renewable energy use in 43 years of economic cooperation developing countries by ARDL Model. The results show that economic growth, trade openness and technological progress similarly affect renewable energy use across variable long-term and short-term dynamics in the 25 OECD countries. All the information in this study is related to economic theory, which is the study of the economics growth that affects organizations. It also affects the development of the organization.

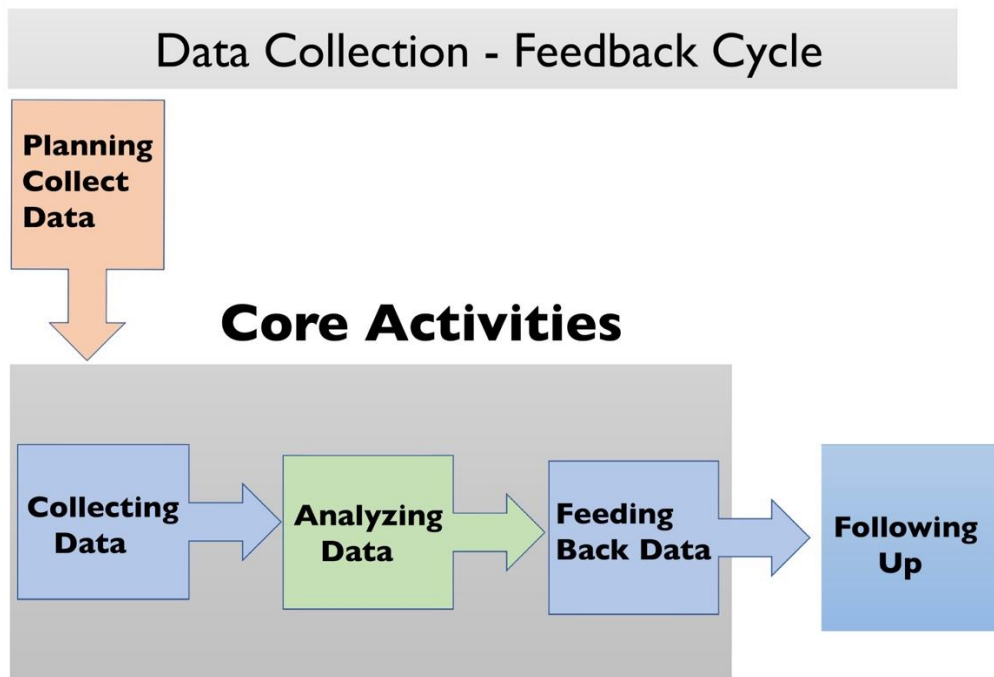
2.4 Diagnosis

Cognitive diagnosis is very important to the organization. The diagnosis requires accurate information to facilitate the diagnosis, therefore, the steps are as follows:

2.4.1 Data Collection

The collecting data process approach to gathering information to understanding company structure, goal, task, and objective to company effectiveness. Data collection is an important part of all research as Figure 2.5

Figure 2.5



There are many types of channels to collecting the data such as survey, research, questionnaires, face to face (ask people, interview), behavioral observation, suggestion, opinion, sampling. It's depending on types of data and sample size. Next step then gathering data should use tools to analyze approach by using techniques skills. Content of analysis are concerned about number in the form of statistic, mean, average, or analyze in term of model "Force-field analysis of work group performance" in that model use source information and must have desired performance to achieve organization objective.

2.4.2 Data Feedback/ Data Confrontation

In the part of solve business problem and organization need to exactly know what customer information/data, understand what they want, specific point for solving and to achieve objectives of organization. Customer feedback is the important source of information/data to succession of business and this key driver to maintain existing customer and new customer, right objective and strategy will help to win in business.

Feedbacks were collected after observation was made the survey. There are many factors to measure after have feedback such as time, awareness, budget, alertness, verifiable, descriptive, limited, accountability and acknowledgement when the survey's steps by step in survey feedback involve all of stakeholder (employee, customer, investor, partner). The survey

manages for organization improvement. The feedback can present organization's problems and develop the organization's performance.

2.4.3 Planning Strategy & Implementation

Design is another one method that help organization increase effectiveness and continuous improvement. It can be divided in 4 types include:

1) Human process Interventions is the type of human to handing to solve problem in organization such as third-party, process consultation or team building come to help organization.

2) Techno-structural Interventions is a form of organization and top view on corporation. Such as structural of organization (hierarchy organization structure, matrix organization structure), TQM, job design, downsizing or reengineering.

3) Human resource management Interventions is how to manage people in organization and fix with a conflict in organization because different people different growing different style in one organization has variety of people such as age, gender, region, religion and other and each people have different skill hr professional will provide training to fit with employee and every company should concern about their well-being.

4) Strategy change Interventions which is form of changing in organization from external and internal factor such as. Organization design, organization structure, dynamic strategy, culture change or globalization.

Cultural values are a one part of design effective interventions. Cultural values of organization communicate message to subordinates. Include, context orientation is extent in communicate such as in high context cultures focus on the ceremony and compromise particularly in old people. Power distances mean extent level of employee in the organization that have different power it unequally in organization depend on position and status in organization. Uncertainty avoidance extent of society tolerate the unfamiliar and unpredictable. organization need to avoid conflict and prepare to cope with problem when world change. And individualism is how to responsible for themselves and their family and tend to develop initiative, value time and autonomy is very important.

The author discusses that Organizational Diagnosis: An Evidence-Based Approach Organizational Diagnosis plays an important role in organizational change, both in selection intervening appropriately in the organization and helping to prepare for change within the organization. He identified diagnostics as a key factor of the change process and models to be used to diagnose organizations. Nevertheless, little attention is paid to the diagnostic process. The analysis will concern the diagnostic process and subsequent misdiagnosis. The key factor relates to the successful and the high failure rate of change initiatives. This exam reviews the diagnosis and summarizes the basic steps of the diagnosis process. Three cause-and-effect

relationships have been identified that underlie evidence-based diagnosis and suggest four areas of knowledge that need to be crossed to guide the diagnostic process. Evidence-based guidelines for corporate diagnostics have been proposed with the aim of making the diagnostic process more rigorous. The way to improve the suitability of selected interventions for a given situation and prepare for change among the organization's members. Finally, it is recommended specific steps to advance the state of organizational diagnosis in the areas of organizational development and transformation for the organization to function in a positive and complete way.

Summary

This chapter presents the Interventions Designing and Organizational Development theory OD practitioners apply the design and organizational development theory to the situation. In this way, OD mediation is derived from reasoning and captures specific activities that facilitate the organization's potential. There are three core theories: System Theory, Behaviorism Theory, and Economic for developing organizations.

2.1 System Theory

The Open Systems theory is at the heart of the research method. The Open System theory is a concept based on the Complexity Systems analyze only that part of the research. It will consider the “correlation” of all the factors involved relationship between one thing and another. It's not just looking at a specific feature or one thing. Open systems theory also emphasizes questioning a linear way of thinking which is an object-oriented perspective. After that, it developed into the Chaos Theory which is a theory that looks at the connection of factors.

2.2 Psychology Theory

Psychology theory concerned about the social development is caused by the work of psychological factors that drive employee to work enthusiastic. There are inventing, discovery, creation, contention. There is construction and developing within the society. Sociologists use psychological factors to explain social change in the workplace.

2.3 Economic Theory

The benefits of the economy are worth the investment because of the need to consider the survival of the organization calculate the income with Scare Resource Theory, Sustainable Resource Theory, Human Capital Theory.

2.4 Diagnosis

Diagnosis is the use of an open system in an organization where the system has an external exchange with the external environment between the systems whose properties in the open system are environment, input, transformation (process), result, feedback, scope,

and alignment. In this system, it can diagnose organizations to be effective according to plans. It is divided into 3 types: Organizations, Groups, and Individuals. Open system boundaries flexible. The dynamics of feedback can always change by Organization diagnosis. Moreover, the group-level analysis starts from the input, it is the organizational model such as the organization's design for success or the behavior of people in the organization to achieve the goals that the organization has set goals, Composition design is a method of delegating tasks to people in an organization and breaking them up into individual teams, also known as teamwork, where each team is assigned different goals. It must achieve that goal. The team also set the results as an assessment of the team's performance whether the goal was achieved or the evaluation of the team's results performance. In addition to the individual level analysis, in which inputs are based on personal characteristics or organizational design, it also judges the individual abilities and performance that each person will have different personalities in the outcome. This will be a check of the skill development of each person. The approach to data collection is to understand and set objectives to make the organization more efficient. In planning, it is a strategy that has overtaken the design in the work which leads to continuous improvement.

Exercises

Direction1: Please describe vocabularies as below.

1. Open Systems Model

2. Inputs

3. Transformations

4. Outputs

5. Environment

6. Feedback

7. Data Collection

8. Data Feedback

9. Planning Strategy & Implementation

Activity 1

Direction2: Please choose a company that you interest and introduce about it. Then explain the open system from this company.

Company Name: _____

Type of Industry: _____

General Information:

Inputs: _____

Outputs: _____

Transformations: _____

Feedback: _____

Environment

Culture and Economic context of this company and give reasons.

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Chapter 3

Designing Effective Interventions

Since globalization causes the world to change every day, organizations need to develop or adapt to these changes, which are fast and complicated. The concept of OD began in the 1940s and 1950s (Bartunek et al., 2021) OD was put into practice in the 1960s by emphasizing distance vision, with support from senior management, and with participation of employees. OD will look at people as the core principle in personal growth, readiness for change, realizing that people have emotions, values, and interpersonal relationships, people work better when they feel comfortable, and look at the organization as a system. OD is a way of changing the organization from top to bottom, but it must rely on the concept of Organizational Change theory. The change in the organization must be done systematically.

Therefore, OD consists of theories, concepts, and models for organizational change. It is also the basis for the development of new techniques and new knowledge about OD. The process of finding problems, planning for organizational changes, and providing advice about the process of change results in management's understanding and managing people better. It is not a mechanism or a machine. It is a system of living things where there is more trust in each other. The reason the organization must be developed is that the organization must adapt to the many complicated business changes they face. Executives must manage these changes by themselves. While OD is the application of theories to practice, it is also an opportunity to test theories and bring back practical knowledge to improve the theories so that are more accurate, powerful, and easy to explain.

Designing an OD requires a lot of attention to the needs and the nature of an organization to ensure that the organization is left with permeant changes to its structure, culture, etc. Organizations can utilize the following four major types of interventions:

1) Human process intervention. It is a way of managing people in order to solve the problems within the organization. An example is using a third-party to help solve problems.

2) Techno structural intervention. It is a form of organization with a top view of the corporation.

3) Human resource management intervention. It is the use of HR staff to provide assistance in problem solving.

4) Strategy change intervention. It is a form of change in an organization caused by external and internal factors.

It is important to remember that different cultures have different aspects of changes, which means some approaches may not be suitable for an organization. Therefore, management must consider the most suitable approach carefully.

3.1 The Effectiveness of Designing Interventions

The author presents the issue of effectively designing intervention models. It means changing the organization. It is a step that is done after researching the organizational problems and providing feedback to the service provider. The principle must start with gathering information and then letting the clients choose the intervention technique themselves so that they are bound to their choices. They must look at the conditions of readiness of the service recipient. They must have power within the organization and have sufficient resources to make changes. These changes can be categorized according to the purpose of knowledge development. Following are some ways that changes can be categorized:

- 1) General
- 2) Creative management of existing knowledge

For cases divided by department, it is divided into four levels based on Harrison's model (Huse & Barebo, 1980) from least to deepest (Non-Standard Employment around the World Understanding Challenges, Shaping Prospects, 2016).

- 1) System-Approach
- 2) Interpersonal-Organizational Relationship
- 3) Attention to personal work patterns
- 4) Analysis of internal characteristics of the person and internal relationship in organization.

For Harrison's model (Huse & Barebo, 1980), cases can be classified by 13 organization development activities as suggested by the author.

- 1) Diagnosis
- 2) Team Building
- 3) Intergroup Activities
- 4) Feedback from Surveys
- 5) Education and Training
- 6) Structural-Technical Activities or Structural Activities
- 7) Process Consulting
- 8) Organization Development by Management Net Techniques
- 9) Third-Party Peacebuilding
- 10) Teaching and Consulting

- 11) Life and Career Planning
- 12) Planning and Goal Setting
- 13) Strategic Management
- 14) Organizational Transformation Activities

Interventions may also be classified based on multidimensional relationships according to 1) their design, 2) to improvements in organizational effectiveness, and 3) to learning and change levels.

3.2 The Effectiveness of Capacity Building Interventions (Shafi et al, 2021)

Technical training can develop advanced motivation, advanced attitudes, advanced confidence, and advanced competitiveness. A group of workers can demonstrate improvement through professional development training which introduces recent understanding and provides new answers to existing challenges. One of the consequences of training is to develop new competencies as potential constructing interventions. As a result, technical training imparts technical knowledge, problem-solving skills, and workplace dexterity. Training also develops life competencies that reap interpersonal proficiency, a capacity to deal with pressure, the ability to study correctly, and the ability to affect change at the institutional level. Furthermore, newly acquired competencies can result in the improvement of worker capabilities, competitiveness, and higher knowledgeable. Professional people become more informed and skilled people with advanced efficiency, advanced managerial competencies, and advanced decision-making skills. Thus, professionals develop greater flexibility and innovativeness, and they better understand the potential of organizational and technical constructing. At a personal level, the professionals develop higher earning potential and a more advanced standard of living. The evaluation consequences develop highly skilled professionals and encourage the improvement of workers' goals. Workers become more effective and completely understand their own personal competencies.

3.3 Individual Intervention Techniques (Carnevale, 2018)

The author presents issues related to individual intervention techniques which are briefly described in this section. Change at the individual level does not occur systematically and may have not have sustainable results. The theory of Levin (Lewin, 1997) found that systemic changes occur in a group or an organizational system. But change at the individual level is a tool for creating change at a group level because individual change creates readiness,

which becomes the starting point for change at the group level. Personal-level change can be accomplished in the six major ways listed below:

- 1) Recruiting and selection involves finding people that already have the right talent for the position, and then to bring those people into the organization.
- 2) Training and development, using various techniques, are the core methods of personal development.
- 3) Career development can be accomplished through job rotation and career development workshops. Personnel assessments can be made by an organization's Personnel Assessment Center.
- 4) Counseling can be used to listen to employee' problems and then to help employees find ways to solve their problems.
- 5) Jobs can be better designed by surveying employees, diagnosing areas of improvement, and developing ways to make their work more meaningful.
- 6) Counseling people who are either unemployed or retired due to workforce reductions are a trend that has recently emerged. This type of counseling is a relatively new practice, and it has become part of organization development.

3.4 Group Intervention Techniques (French & Simpson, 2010)

The author suggests that group intervention techniques are very important because they produce more sustainable development results than do individual intervention techniques. The principal technique for team building begins with a survey of team needs. Use these needs to set goals and plan team building. Team building has four main objectives:

- 1) Defining goals for the team.
- 2) Allocating tasks according to roles and responsibilities.
- 3) Reviewing team processes
- 4) Examining the relationship between team members.

Teams should be built based on an organization's objectives. Different team building techniques and methods can be used for different organizational objectives. Consultants can be used to develop process instructions for each step of team building. In this regard, consultants must know various important theories including:

- 1) Hierarchical Theory
- 2) The Theory of Interpersonal Competency
- 3) The Theory of Group Unconsciousness
- 4) Group Research

Team building can be applied to special groups such as self-managed teams and quality groups. Finally, the measure of a group's effectiveness is a measure of the success of team building, and team building can be measured using the criteria proposed by McGregor (1960):

- 1) Understanding of the work done
- 2) Open communication
- 3) Mutual trust
- 4) Mutual support
- 5) Managing differences between people
- 6) Choosing the right team
- 7) Team members having the right skills
- 8) Leadership skill

3.5 Criteria for an Effective OD Intervention (Argyris, 1970)

Criteria should be established for framing the success of organizational interventions. The organization should define KPI associated with effective OD interventions by following the concepts listed below.

- 1) The extent the OD intervention should be suitable to improve the performance of the organization.
- 2) The extent to which the OD intervention is based on causal knowledge about the intended outcome.
- 3) The extent to which the OD intervention transfers change management capabilities to the organization's members.
- 4) The extent that the organization has internal commitment to the OD intervention.

3.6 Planning an Intervention (DeCorby-Watson et al., 2018)

3.6.1 Readiness for Change:

Readiness for change is based on how much the organization is ready for upcoming changes and whether the organization is flexible enough and capable enough to manage the changes so that they become consistent within the company. Readiness is most affected by human factors including resistance to change, commitment to the change, and sensitivity towards the change. When employees are committed to the change, then the organization is more than ready to make the change.

3.6.2 Capability to Change

Capability to change is related to the motivation, knowledge, and skills of the organization's employees. A change agent within the organization can help to develop employee's capability to change.

3.6.3 Cultural Context

An organization's culture impacts the type of interventions can be used successfully the organizations. The culture is deeply embedded in an organization, and it can exert a very powerful influence on employee reactions to change. The culture itself is shaped by how people value and think about OD interventions. To further break this down.

3.7 OD Future Trends

The author presents issues concerning OD future trends. OD has existed since the late 1940s. Since that time, knowledge development, theory, and owner practice owner has focused on changing people. Consultants have also helped in these areas. From identifying problems to planning for organizational changes to providing consulting about change processes has resulted in management better understanding and managing people. Improved OD helps executives and organizations to work as a system of living things instead of a machine. Working as a system of living things creates more trust in each other. The two problems with OD are:

1) Whether people actually develop or change the organization, even though the development of people should cause organizational changes. HRD is an investment that should have long-term effects that promote organizational changes.

2) Sometimes executives do not adhere to humanist philosophy because they want higher profits or short-term goals. Therefore, executives focus on personal development rather than organizational change.

In the 1980s, OD faced challenges from short-term goals and postmodern philosophies:

- 1) A humanist or business perspective
- 2) An emphasis on emotional expression and practice
- 3) The challenge of shrinking the organization
- 4) The challenge of teaching executives and special organizations about human resources management
- 5) The Modern vs. Postmodern Controversy

Because of these challenges, OD must be adjusted so that methods can focus on short-term goals. Eventually, management can turn their attention to reengineering and change management. Although modern philosophy helps, the current OD has adapted. It is now more eclectic from the original OD.

3.7.1 Contingencies Related to the Change Situation (Carnevale, 2018)

1) Individual differences among organization members. Organization members or employees are different, and we cannot assume that everyone is the same. People have their own values and thoughts about all kinds of things.

2) Organizational factors. Management has to consider many factors when considering organizational changes. Some of these factors include management style, technical uncertainty, market activities, flexibility, and capital resources.

3) Dimensions of the Change Process. Change process will never happen if the process is not endorsed by top management. They are some of the main players that can help create change within the organization.

4) Expertise of the change practitioner. Practitioners within the organization also play an important part in any change process. Interventions require planned and careful construction. Therefore, knowledgeable, and experienced practitioners can develop and provide suitable change plans for the organization.

5) Cultural Values and Economic contingencies. Human values, cultures, and economic strength are considered external factors that directly and indirectly affect an organization. As a result, these factors also affect OD interventions.

3.7.2 Contingencies Related to Targeted Changes (Schoeberl & Ansorge, 2019)

1) Organizational Issues. The organization or the employees may not be ready for major changes. Moreover, the organization may not have the capital required for major changes.

2) Strategic Issues. The planned changes may not match the organization strategic goals, or the planned changes may alter the course of the organization. Moreover, the organization's strategy may not be clearly defined, which results in confusion of various strategic issues.

3) Human Resources Issues. The organization's employees may not have the skills to support the planned changes. Employees must be both skilled and ready for the planned changes.

4) Human Process Issues. Employee development processes may not match the needs that the intervention will address. For example, the organization may have made errors during job analysis tasks.

Each country has different histories, different styles, different cultures, and different economies. We can see these differences in various models. But strategy, technology, organizational structure, human resources, and human processes affect changes to an organization no matter the country. Issues related to targeted changes must be considered at three separate levels: the individual, the group, and the organization.

3.8 Designing Interventions Using OD Theories

The author discusses the idea of applying theoretical OD techniques of interventions. Organizations that have the potential to keep growing will continually develop themselves. To keep up with social trends is another important reason to survive in the business market, but the development of an organization so that it is effective in the business market depends on many factors. People in the organization are one of these factors. Not only executives have a significant role in the organization; staff members at every position, even gatekeepers and cleaning staff, are involved and should be concerned about the organization.

3.8.1 Design Intervention and John Kotter's Eight-Step Model.

Designing interventions apply to most human resource development situations. Interventions can be used to provide employee training so that they understand organizational vision, values, and ideas, or interventions can be designed to deal with problems, internal and external, that arise in the organization. Another area to apply interventions is in various change strategies that are intended to improve the organization. Eight-Step Model will allow interventions to be as effective as possible. It is the basis of organizational development for long-term effectiveness.

John Kotter developed a theory called the 8-step model (Kotter, 2012). Leading change. Harvard business press. The theory assumes that a person has the ability and opportunity to create change, and that change has an effect on the overall organization. This theory has a process for creating organization climate changes. It can influence the thoughts of all members of the organization. It places an emphasis on creating a feeling of corporate togetherness and raises the awareness of the need for continued cooperation. This theory also exists to create a clear vision and achieve overall acceptance so that everyone can participate, which allows the organization to remove obstacles more easily.

Using the first theory, an organization may set short-term goals first and then create long-term changes. Then, the organization will build on those changes and thus make them part of the organization. So, implementing these two theories are my choice to make organizational transformation more efficient.

The author suggests designing interventions using John Kotter's theory. The aim is to increase the ability and opportunity for individuals to succeed. Kotter's theory consists of the following eight steps:

Step 1 involves establishing a sense of urgency. It must start by making all members of the organization aware of the need for change. At least 75% of the executives must agree and support the need for change. This step must also motivate the majority of the employees in the organization so that they will support the changes that will occur.

Step 2 is to form a powerful guiding coalition. Raising employee awareness for change requires the leadership of those people who are recognized within the organization. This leadership is not necessarily limited to executives. Leadership can also be provided by someone who has credibility within the organization (e.g., by job description, expertise, etc.) Leaders need to be informed, with correct information, so that they clearly understand the reasons for the change. Then, the leaders can work to create a correct understanding with others in the organization.

Step 3 involves creating a vision. When an organization starts to think about making changes, many new ideas will arise. Make sure those ideas are transformed into a clear vision. Employees recognize visions better if they are written in concrete forms instead of abstract forms. Diagrams are a great way to express written visions. A clear vision gives everyone a better understanding of how changes can be adjusted so that they will be successful.

Step 4 involves communicating the vision. Once a new vision has been established, management must communicate the vision to the entire organization. Reminders of the vision should be used whenever possible. The author's experience is that meetings are used to initially communicate any changes to vision. Often new vision is shared at company annual meetings. Vision should be used on a daily basis for corporate decision-making and problem-solving so that all stakeholders understand the core values contained in the vision.

Step 5 is empowering others to act on the vision. Sometimes, employees can be resistant to change. Some of these employees may have an anti-vision attitude. Executives should first try to understand why people oppose the vision. Then, executives can use explanations to help these employees adjust their views and to hopefully support the new vision.

Step 6 involves planning for short-term wins. Changes must be carried out continuously with the aim of successfully achieving short-term goals. Managers should prioritize short-term goals rather than long-term goals because short-term goals are less likely to fail.

Step 7 is to implement and sustain change. Changes should be made continually. It is therefore the responsibility of management to instill a sense of corporate change and to create change as the next goal for the organization to achieve. Management must also

consider possible obstacles to change as well as what should be done to address these obstacles.

Step 8 involves institutionalizing new approaches. For changes to last, changes must become part of the corporate culture.

3.8.2 The Diagnosis Model

The Diagnose Model can be divided into three categories as follows: the organization level Diagnose Model, the group level Diagnose Model, and the individual level Diagnose Model. The organization level Diagnose Model (Luściński & Gierulski, 2012) addresses the diversity and environment within an organization. Diversity and environment affect people throughout the organization, so we can use this type of model to create organization environment that are better for employees. The result is that employees will have greater motivation to do their work, and employees will work more effectively.

The group level Diagnose Model addresses work done by groups of people where teamwork skills are critically important. The composition of a group and the norms of a group are two of the most important factors that an organization considers when developing its work culture. Group norms help employees understand how teams should interact with each other and how the organization's overall design fits into its work culture. This type of model will help employees work more effectively as a group, which means they can effectively work together and successfully build good relationships within the organization.

The individual level Diagnose Model addresses how individual employees work within the organization. Well-designed individual jobs allow for the effective execution of tasks that need to be performed following specific work processes. The characteristics of individuals who perform these jobs are based on their levels of education, experience, and skills. In addition, the expectations of individuals with special needs are properly considered.

In the author's opinion, the organization level Diagnosis model is can be used by an organization or company that needs to develop a stable working environment because this level of the model creates a clear organizational structure and a well-defined work culture. Use of this level of the model usually happens in large companies.

The group level of the diagnosis model is used to develop a variety of group work cultures within an organization. Each group usually has a different culture, and the assignment of people to teams and subsequent team management are important goals. Moreover, the effectiveness of each team is assessed in order to measure concepts such as the outcome of the SWOT group work.

The Individual level the diagnosis model focuses on the nature of the individual within an organization. The model addresses the ability of each person to fulfill a set of specific ideas or goals. As examples, a carpenter should be good at making wood-related products

while a nurse or a doctor should be knowledgeable about various types of medical devices. Doctors will assess patients' symptoms in order to understand the specific medical issues and then develop a plan to treat those issues.

Netflix is an example of a company that applies the Diagnose Model within their organization. They have created a modern organization culture called "No Rules Freedom and Responsibility". In 2009, Netflix announced that their organization culture will include freedom and responsibility. At the same time, Netflix eliminated many traditional policies and regulations. For example, they canceled measures used to schedule work that allow employees to work on vacation. If an employee can be responsible for their work and complete the work on time, then employees are not required to request travel authorizations or travel expenses. In addition, the organization allows employees to communicate openly through a process known as 'Live 360'. This process allows employees to speak with their colleagues and supervisors face-to-face with honesty and sincerity. Something both strange and interesting is that employees can interview for other jobs to check how much their abilities are in demand in the labor market.

Netflix is looking for people who are excited about problems and problem-solving challenges. They want people who are happy to be assigned problem-solving work, Therefore, the company set up a talent-recruiting department to help them compete for the best resources. All prospective employees will receive a Netflix Culture Memo Guide that explains many aspects about the company. The Culture Memo Guide is a tool that prospective employees can use to determine if their personal goals are aligned with the company's primary goals. Netflix also attracts talented people by offering one of the best average salaries in the industry. They disclose the mechanisms used for calculating pay based on employee value, and the company shows that they determine employee compensation in a transparent and auditable manner. Netflix also includes a variety of amenities and food offerings to pamper their staff, such as beer, sushi bars, and games. Over the first six months to a year, the company continues to prepare their employees for work. As a result, Netflix is labeled as an organization full of good people.

Netflix tries to position the right people for the job. They do not always look for the smartest people. Instead, they look for people that can perform specific jobs at a very high level. Netflix tries to study what each prospective employee likes to do, and what each prospective employee does especially well. The company tries to hire the right person for the job, not just someone who can do the job. Netflix is willing to say goodbye to talented people if their skills and abilities are not suitable for their next job assignment. Netflix may not dismiss an employee for making mistakes or for being unable to solve a problem. But Netflix may dismiss employees if they hide problems instead of communicating their issues.

The author considers the Netflix organization to be a modern organization, a place where the new generation of young, prospective employees will want to work. This

organization does not blame individual people for problems. Instead, they look at the overall system to see where problems might be. Netflix also trains employees to take responsibility without having to follow a lot of rules. This concept helps employees to feel that the organization has trust in their people, which may help people choose to work for Netflix and then stay with Netflix.

3.8.3 The leadership Theory

The theory that the author applies for OD is the transactional and transformational leadership model defined by James MacGregor Burns (Burns, 2012). The organization should have a good leader to lead subordinates to achieve effective performance. The author suggests the following ideas about the leadership theory.

The first style managers should use is transactional leadership. It should be used when absolute decisions must be made or when workers must complete tasks according to strict sets of rules. Transactional leadership can also be used when situations change frequently over time or when poor human behaviors might affect the quality of the company's product. The leader should be determined to make very clear decisions so that they can manage their subordinate correctly. This management style also tends to motivate employees by giving rewards in exchange for outstanding job performance.

However, most workers or subordinates do not want leaders who are too strict. Instead, employees want managers who use flexibility to inspire employees to reach their goals. Inspiring employees to reach their goals is one of the duties of the transformational leader. This transformational management style is more kind than the transactional style. The transformational leader tends to sympathize with their employees. The leader will understand their subordinate's feelings. When managers demonstrate sympathy towards an employee, the manager may be able to help that employee better understand the tasks that need to be completed. Currently, workers tend to express their thoughts, attitudes, beliefs, and human behaviors more easily than in the past. Workers tend to say what they want and show how they feel. So, if a leader is too strict, some younger and very talented employees might resign from the company if they think the work environment will have a negative impact on their mental health. Therefore, both leadership styles, transactional and transformational, need to exist together in an organization. The workers or subordinates need to complete their tasks by the deadlines. On the other hand, the workers also need to have good mental health in the workplace.

Leadership and teams must learn, collaborate, and communicate. They must share their knowledge, experiences, and skills so that all employees are prepared to face future changes. Moreover, managers should create a work environment that rewards initiative because such an environment will help the organization. Initiative helps people to improve

work processes, which will help to create effective performance throughout an organization. If a company's workforce demonstrates effective performance, then the whole organization will be effective.

3.8.4 The Maslow Hierarchy of needs: Psychological Level (Maslow, 1943)

The author suggests a plan that can develop or improve all employees' management and communication skills. Management must make sure that everyone in the organization improves, which will benefit the organization's continued growth. In addition, management should reward individuals to further motivate all employees to perform high-quality work. Such rewards will also make employees feel like they want to stay with the company long-term, maybe even until their retirement. Managers must still think about how to invest in the organization's human resources. If a company spends too much money trying to develop and reward employees, then these human resource policies may create financial issues in the future. Therefore, managers may need to limit rewards to the truly hard-working and smart employees. The author suggests that such a plan could be enough for organizational development and for employees to further develop themselves.

3.8.5 Operant Conditioning Theory

People interact with their environment. People also interact through training that has as its main goal to increase the amount of knowledge of the individual learners. Learning is a very important process that people use to adapt to changing social conditions and changing environments. If people can manage these changes, then teamwork process should improve and thus team outcomes will also improve. Management should have a plan that provides and employee bonus when good deeds that been done by an employee. These employee bonuses can provide fuel to employees that motivate them to keep doing good work and to keep developing themselves. The bonus can be any kind of stimulus which when received or brought into a specific situation will result in greater satisfaction to the employee. Increased satisfaction will cause the rate of continued improvement to change in a more intense manner. An example of a stimulus is a simple compliment can be applied to an employee's good work behavior. That compliment is a behavioral stimulus that will promote continued good work behavior. Such continued good work behavior can be observed by other employees, who may also respond to the stimulus, even though it was not actually applied to them.

3.8.6 Cognitivism Theory to Design Effective Organizations

The Cognitive Theory (Deci, 1975) focuses on human thinking. People can observe or practice real work, which will allow them to experience the work and thereby gain more knowledge. Participants can develop their thinking skills, problem-solving skills, decision-

making skills, and communication skills. The cognitive process promotes various types of learning such as attending, perceiving, remembering, reasoning, Imagining, anticipating, classifying, interpreting, and problem-solving. Employees in the organization will develop skills and gain experience that will enable them to work more effectively, which in turn helps the organization to grow and improve.

Training employees using the cognitivism theory, such as training people to perform new work, will help employees to gain more knowledge than asking employees to read documents. Moreover, employees may be able to work more independently, which will help them develop better problem-solving and decision-making skills. Cognitive Theory develops the thinking process by expanding the scope of behavioral thinking. Using their own knowledge and skills to solve problems helps employees to better understand the problem as well as gain more experience in their specific jobs.

The author suggests that organizations can use the theory of constructivism combined with learning organization theory to intervene OD. Set clear goals at the beginning. Since the business world is constantly changing, most companies must adapt to new business environments. The goals of the organization are 1) to prepare the organization to handle changes and 2) to make employees more efficient in the new business environment.

By using social media as an intervention tool in organizational development, an organization can use the theory of social constructivism. The emphasis of this theory is on building engagement and interpersonal relationships. The organization can also apply old theories like learning organizations where the emphasis is on participation between organizations. By working on together, the organization can create a new corporate culture. Social media involvement is an effective development method because most people today use social media. Everyone has their own phone with access to various social media platforms. So, an organization can use social media to find teaching material, or the organization can use social media as a teaching tool. Participants can learn on their own or with the help of organizational mentoring. Participants can acquire new knowledge on their own, which is a good way to develop an organization because it allows participants to use their ideas and adapt to the organization. The result is the participants participate in creating a new and better work environment. Participants can learn whatever they want to learn because the knowledge available via digital media is endless. People can continue to improve, even on a daily basis. The organization benefits as employees continue to develop themselves. For

example, if more employees gain specific qualifications, then the organization benefits because the image of the organization is improved.

In conclusion, social media should be used as an intervention tool because of its theoretical effectiveness. If organizations want to keep up with the hi-tech world, then those organizations will need to use social media as a tool to support changes to their work environment and their work culture.

3.8.7 OD Processes

In 2022, Thailand removed cannabis from the list of illegal drugs. Therefore, the author would like to study farming cannabis to promote the economy and to help local communities earn more money through community development. The objectives of this research are to find ways for a local community to earn income, which can support future community development. Such development is important because a problem that we often encounter in Thailand is that most people have low income, and Thailand has more poor people than rich people.

Data will be collected by using surveys, interviews, or group discussions to ask community members for their comments on how to make cannabis products that are useful for community development. Where should we start in order to get people interested in these products? How can we enable members of the community to share their opinions about such products? For our study, participation in the community means the full participation and leadership of community members in planning, developing, delivering, and evaluating community actions or initiatives. Such full participation will help to make our work more efficient and will keep everyone in the community satisfied.

The goal is to help families who cannot afford the high costs of growing cannabis. Instead, the plants can grow under our care. In my village, we can reference and practice empowerment, which will help local people understand that cannabis farming can be an additional income source three seasons per year. As a result, local people can make a lot of money selling cannabis products. One example of product use is the leaf, which can be cooked. The cannabis leaf contains THC, which makes our stomachs need food. Another product use is the cannabis flower. It contains CBD, which can help people relax and sleep well. Below are some of the many benefits of cannabis:

- 1) Improve the well-being of the community.
- 2) Help local people to see cannabis farming as a business.
- 3) To change people's attitudes towards cannabis so that people can enjoy its benefits.

3.8.8 Kurt Lewin's Theory

Kurt Lewin's theory (Lewin, 1997) describes how people's behavior has power and direction. Something that is in one's interests and needs will have positive power. However, something that is beyond a person's attention will have negative power. At any given moment, everyone has his or her living space. That space consists of the person's physical environment: people, animals, things, places, etc. Kurt Lewin's three-step theory includes the concepts of 'unfreezing, changing, and refreezing'. Organizations can use the three steps in this theory as tools to solve problems more effectively.

The first step is 'unfreezing'. This process prepares people to make changes. People must realize that 'change is necessary'. People need to be prepared to leave their comfort zones. The organization, therefore, must do whatever it takes to get employees to comply. An organization could force employees to comply, or risk being punished. Or an organization could influence employees using rewards and self-determination.

Employees may feel nervous about change, but this feeling means that they are in a state of readiness for change. To be effective at this stage, organizations may need to use some specific techniques such as issuing unexplained commands if failure to comply will be punished. Or the organization can allow employees to use their talents to accomplish something greater. Leadership must create a vision, a picture of the future, for everyone in the organization. The result is that everyone in the organization will share the same vision until it is achieved.

The second step is 'changing'. This process includes thoughts, feelings, and behaviors. Making changes is a difficult process that requires trial and error. Leaders must be people who can provide advice and support. They also need to observe employee work to see if the changes are having an impact. A specific change technique may be a waste of time, and should be replaced by another change technique. For example, leaders may have to change gradually without employees knowing about it. Or, leaders may need to seek help from outside the department to implement change. Another option is to make an appointment to speak with large groups of employees and to encourage them to talk openly about problems or discomfort with change. These discussions can continue until people do not raise any new issues. After those types of meeting, employees are allowed to sign up for discussion groups smaller groups that are of interest to them. In these groups, people can continue to talk about anything that is worrying them. These group discussions do not have a timeframe. Therefore, the end of the discussion will be whenever the change activity ends.

The last step is 'refreezing'. This process maintains the new level or the new state, as if freezing it in place. This process will then lead to new standard operating procedures. This process has a disadvantage: employees may not be willing to work seriously because they are afraid of another change. Techniques used in this process need to make people feel that

staying in the organization is worthwhile. For example, leaders can create a team system and then give bonuses to a team instead of the old way of giving bonuses to individual workers.

The author suggests that companies can use Kurt Lewin's theory of organizational development to maximize organizational effectiveness. When organizations use Kurt Lewin's theory as a tool, then the organization's OD has a clear goal.

3.8.9 Goal Consistency Principle

The Goal Consistency Principle theory can create social evolution in organizations (Balatsky, 2021a). Goals are based on the reason for the formation or the development of the organization. The growth rate depends on the balance between three of the organization's development factors: culture, institution, and technology. The organization should have only one common main goal at a time. The members of the organization can effectively divide the work and then work together to ultimately achieve that common goal. A single common goal is a method to create and maintain bonds between members of the organization.

The author suggests that the Goal Consistency Principle can be the core concept when in the design and management process of the organization. Various elements of this theory include clearly defining each job description, each team, and each section. Leadership involvement will ensure that each member of the organization has a clear understanding of what he or she should do, including their authority to report directly to leaders, and their authority to maintain organizational stability with the goal of improving organizational performance. Information sharing in the organization includes top-down, bottom-up, and peer-to-peer communication. The goal is to ensure smooth information flow throughout the organization. Employees of the organization should work to create effective communication, coordination, and control because the organization must maintain a free flow of information within and outside the organization. In practice, an organization can follow the principles of labor division and labor departmentalization as part of the organization's design. The first idea is a division of labor within the organization. A division of labor is the clarification of what an organization needs to do to achieve a given goal and then dividing the work among individual employees. The second idea is labor departmentalization where work is divided into labor groups based on different occupations. Thus, occupations of similar nature can be grouped into units that will perform specialized work within the organization.

3.9 OD Case Studies

The author suggests that technology is essential to productive and creative work, and technology can be used to foster OD. In an organization, everyone has a smartphone. We want people of all genders and ages in our organization to be interested in using the smartphone to improve productivity. But social media, available to employees via their smartphones, can also help employees to pursue training and thus improve their learning. Knowledgeable people, including an organization's own managers, can provide training to employees. Moreover, using online applications as new work tools, many people in the organization can create new ideas that will benefit and develop the organization.

Managers should encourage employees to use social media applications such as TikTok or Facebook to create new products or services that will earn more money for the organization. Most people use social media in their daily life, but they use it without any benefit to an organization. The same people who know these applications and have experience using them may be able to find ways to use the applications productively so that the organization benefits. For example, perhaps existing employees can use social media applications such as Facebook, Instagram, or TikTok to reach today's many talented people. Social media. They may be able to design new uses of existing application that can further benefit the organization. Some applications may be able to support interventions that can successfully develop an organization over the long-term. The goal should be to leverage employee technical knowledge and expertise to help the organization to continue to develop in outstanding ways.

The author presents issues related to case studies of OD, which can be briefly described as follows: OD is both theory and practice, and the success or failure of OD can provide good lessons to help revise theories or improve best practices. Five case studies are presented. The causes OD problems are analyzed, and the outcomes are discussed.

3.9.1 Case 1: A parent company from the UK wanted a subsidiary company to develop their organization. The subsidiary's leadership was instructed to attend a three-day training seminar to learn about OD development. When the management team received the training, leadership learned that the company's problems were more likely to be with lower-level employees. Therefore, in this case, the parent company was pushing the subsidiary to further develop their organization, but the subsidiary was not yet ready. The subsidiary had not defined their own needs. Instead, problems were caused because the subsidiary was trying to do what the parent company wanted.

3.9.2 Case 2: At a medical school in Thailand, the dean wanted to change the whole organization system by dissolving behavior. The dean implemented executive training and team building, but when the dean changed his focus to work on a new project, OD at the

school gradually disappeared. The lack of support from senior management was the cause of this problem.

3.9.3 Case 3: At a small electrical component factory in Thailand, top management tried to use OD. But the lower-level executives were not ready for change. Therefore, executives at the second level required time to understand the need for OD. Top management worked to create understanding about why change is needed. They chose to collect feedback from different company groups that wanted to further develop the organization. Then, leaders used the feedback to modify how change would happen. In addition, top management created internal consultants to act as change facilitators. This case is the only one that follows OD theory.

3.9.4 Case 4: A government agency wanted to develop their organization by using management net techniques. [JJ: This technique is listed in chapter 3, but it is not explained.] The techniques were forced on the organization by top executives who received training on these techniques. These executives thought that management net techniques should be applied to their organization. So, they required groups within the organization to implement these techniques. Each group was allowed to develop practices and to operate by themselves. Internal training made it possible for groups to reach the second step out of six steps. But after a year and a half, the director of training retired. The new director of training was not eager to continue with this OD process. Moreover, the head office did not push the need for change. This case was quite a failure.

3.9.5 Case 5: A large organization is divided into districts. Top management of the organization is interested in using OD techniques. Therefore, they used feedback from surveys to push OD experiments down to the district level. Management organized training for executives and to lower-level employees. After three months, the OD techniques were yielding good results in District 1. Later, good results were seen in District 2 and District 3. Then, the organizations training time and training budget were reduced. At the same time, support from top management started to fade away. As a result, the initial good results did not last.

These five case studies underscore the importance of the learning model, which dictates that learning can occur when there is readiness, hierarchy, and resources available. If the organization is not ready to learn, then shortcuts, abbreviated learning practices, or reduced management support will not work. Moreover, OD may not be successful at lower organization levels even though it was successful at higher levels. An important conclusion is that no serious development will continue in the future. And obviously, any type of development must have the continuous support of senior management if the development is to be successful over the long-term.

Summary

This chapter presents and reviews ideas about designing effective interventions. OD theories, concepts, and models can be used for organizational change. The concepts presented in this chapter can also form the basis for the development of new OD techniques and new OD knowledge. Organizations must be developed because organizations must have the ability to adapt to the rapidly changing business environment.

3.1 Effective Design of Interventions Models

The concept of OD began in the 1940s and 1950s (Bartunek et al., 2021) but was put into practice in the 1960s by emphasizing distance vision. With the support of senior management and the participation of employees, organizations learned to affect changes in how those organizations developed. Organizations should look at people and their personal growth as a core principle. People need to be ready for change, which means that organizations must realize that people have emotions, values, and interpersonal relationships. Moreover, people work better when they feel comfortable and can see the organization as a well-managed system. OD consists of methods to change an organization from the top to the bottom. Organizations can rely on concepts such as the Organizational Change theory. Again, OD consists of the theories, concepts, and models to implement organizational change. Designing an OD requires a lot of attention to needs and the nature of an organization to ensure that the organization will benefit from a permanent change in its structure, culture, etc.

3.2 The Effectiveness of Capacity-Building Interventions

The client of organization can choose the insertion technique so that he or she is bound to that choice. When choosing the insertion technique, the client must look at the conditions of readiness of the service recipient. Also, the organization must have sufficient resources to implement any proposed changes. Changes can be categorized according to the purpose of knowledge development. Organizational transformation activity interventions may also be classified based on multidimensional relationships. They can also be classified according to the type of designed Interventions that will improve organizational effectiveness. A final classification can be based according to an organization's learning and change levels.

3.3 Individual Intervention Techniques

The authors present issues related to individual intervention techniques. The change at the individual level does not occur systematically and may not have sustainable results. The theory of Levin found that systemic changes occur in a group or organizational system. However, change at the individual level can be a change tool that affects changes at a higher level with the organization.

3.4 Group Intervention Techniques

The authors present some ideas about group intervention techniques. These types of Interventions are very important because they produce more sustainable development results than do the individual techniques.

3.5 Criteria for an Effective OD Intervention

Following are the three main criteria need for effective interventions:

- 1) Obtain valid, relevant, and useful information about the organization, especially information about their change initiative.
- 2) Provide the customer organization with alternatives for action.
- 3) Create internal commitment towards change.

3.6 Planning an Intervention

Following are the main steps for planning an intervention:

3.6.1 Readiness for change. Readiness is mostly affected by human factors including resistance to change, time, commitment towards the change, and sensitivity towards the change. When the right set of conditions are met, then the organizations is more than ready for the change.

3.6.2 Capability to Change. The capability to change is related to the motivation, knowledge, and skills of the employees in the company. Employee capability can be an affective change agent.

3.6.3 Cultural context. The organizational culture is another core concept of interventions. Culture can exert a very powerful influence on how people react towards the change. The culture shapes how people will value and think about interventions.

3.7 OD Future Trends

In the 1980s, OD faced challenges from short-term goals and methods as well as the following postmodern philosophies:

- 1) The humanist or business perspective
- 2) An emphasis on emotional expression and practice
- 3) The challenge of shrinking the organization
- 4) The challenges of human resources management, teaching executives, and special organizations
- 5) The Modern vs. Postmodern Controversy

3.8 Designing Interventions Using OD Theories

The author discusses ideas about applying OD theories to various intervention techniques. Organizations that have the potential to keep growing will continually develop themselves. Keeping up with social trends is another way to survive changes in the business market. Developing an effective organization depends on many factors. People in the organization are one of the important factors in the development of an organization. Not only executives should be involved in OD. Staff members in every position within the organization should also be involved.

3.9 OD Case Studies

The author presents several case studies related to OD. For each case, causes and outcomes were analyzed. These case studies show that OD is both theory and practice. The success or failure of OD in such case studies can provide good lessons for revising theories or improving practices.

Exercise

Direction1: please explain words as below:

1.The Effective of Designing Interventions Model

2.The effectiveness of capacity building interventions

3. Individual Techniques Interventions

4. Group Techniques Interventions

5. Criteria for an Effective OD Intervention

6. Planning the Intervention

Activity 1

Explain the techniques from the case study that use for OD.

Walmart Company (Walmart, 2022) is the large retail companies in the US and many countries around the world. Founded in Arkansas, USA by Sam Walton in 1962, today is the biggest retail company in the world. Walmart's OD processes have a goal to achieve savings; Walmart's OD process needs to be decentralized to its employees to help them develop and restructure or reshape the behavior that they have. can talk or communicate psychological People are motivated to work because as employees we will receive more benefits, so people turn to focus on organizational development and keep employees active all the time at work. The organization's goal is to make people save and people's existence, enabling us to help them live better lives and be loyal to the Walmart.

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Chapter 4

Human Process Interventions

All organization wants to succeed in the real world needs to be able to change with the times and evolve through time. Therefore, every organization is to concentrate on "organizational development" in order to continuously bring about improvements. Not only do visionary executives play a critical part in the organization's development moving forward, but all employees must also better realize their own potential. Since behavior, operations, organizational structure, and work attitude are changing for the better, organizational development is responsible. Organizational development is now a management technique that is used to move an organization forward, stay up with changes, steadily enhance the organization, and become more concrete. Raising the bar for innovation and optimum effectiveness while also valuing employees at all levels is another aspect of organizational growth. The organization's growth must also reflect the organization's core values as well as its vision and mission. To be successful, organizational development needs to have specific objectives and a plan of attack the organization will be able to grow continually and sustainably. Another factor that can make an organization more efficient and encourage further growth is the human process intervention.

Human process interventions are a series of consultation activities that active with the group, diagnose, and improve employee's behavior. The Interventions are designed to use group and make better of its resources to find and solve interpersonal problems, and to develop more effectively the work. In terms of interpersonal, social, and organizational dynamics, the most popular methods of OD therapies involve human process. OD strategy, are emphasizing employee performance, should not be mistaken with human resource development. Interventions in human processes are intended to improve organizational effectiveness, human resource development. The Intervention of human process is primarily concerned with the personal growth of the individual. Interventions in human processes can take many different shapes. In other words, the goal of human process intervention is to enhance and mediate interpersonal conflicts or conflicts between coworkers. The company's operations will be more productive because of this involvement.

4.1 Diagnostic Issues in Interpersonal and Group Process Interventions

The Individual and group process interventions target the task structures, group dynamics, and performance norm components of the model, and their current characteristics must be diagnosed. (Cummings, T. G., & Worley, C. G., 2014). The term "group process" describes how people collaborate to complete tasks within an organization. Most businesses spend a great deal of time and energy setting and achieving their objectives, but they frequently pay little attention to what is happening within the group or to its most important resource. While putting forth a lot of effort to produce results, it is crucial that members' needs be met. Although all of them can be done at once, they very certainly won't happen on their own. Effective organizations closely examine how members collaborate, what roles they play, and whether group process include: Communication, Participation, Decision Making, and Organizational Roles.

4.1.1 Communication

Communication is the pattern among the group processes easiest elements to spot: Who speaks? How much time? How often? Who talks? Who interrupts topics?

4.1.2 Participation

Verbal involvement is one sign of involvement. Keep an eye out for variations in the level of participation among the members. Which participants are most active? Do you notice any changes in participation, such as a change in the volume of talkativeness from lows to highs?

4.1.3 Decision Making

Many decisions are taken in groups without considering the implications for the other members. Some people try to force their opinions on the group, while others encourage everyone to take part in or contribute to decision-making. Does the conversation move from subject to subject? Who jumps topics? Do the group members' interactions provide any justification for this?

4.1.4 Organizational Roles

To ensure that the group's goals are achieved, several key responsibilities must be filled. There are three different categories of roles: First, group role will committ to completing tasks. Examples include information providers and seekers, elaborators, facilitators of orientation, energizers, and recorders. Second, group role will maintenance geared toward strengthening bonds between members. Examples include compromiser, harmonizer, and encourager. Third, group role concerns of the collective in favor of personal demands. Examples include: the attacker, the admirer, the ruler, and the blocker.

4.2 Process Consultation (PC)

It is a procedure (Heracleous, 2022) that enables the consultants to interact with people or groups to educate them about the procedure and assist them in comprehending and resolving issues independently. The PC listen to member of organization while the organization develop solutions that advance their company as well as the learning necessary to make organizational change sustainable are both recognized by a process approach to consulting. PC shared values may operate sequentially, but they frequently iterate and cooperate throughout our connection (Matt, 2022).

4.2.1. Listening

The method finds the true goal of a process and the adaptive difficulties it wants to tackle to promote growth and transformation, we begin by probing deeper inquiries of it. We create a method that is in line with their most crucial objectives to advance their business by embracing the cultural, social, and relational context of their organization.

4.2.2. Helping

PC stay alongside the organization through the scheduled actions that progress their goals and objectives, armed with the correct purpose and a co-created process. We will adjust and pivot along through iterative processes to get the outcomes they want.

4.2.3 Learning

We work together to continuously learn throughout the process so that, in the end, they are qualified to direct the one they designed for their company. The process becomes sustainable and productive for them and their organization in the future by equipping them with the knowledge and abilities needed to lead.

A process consultant is a highly skilled professional with knowledge of the social and psychological dynamics involved in working with a variety of target systems, including whole organizations, groups, and people. Process consultation is a branch of the field of human systems intervention that encompasses an intervention methodology, a broad theory, and a philosophy of helping.

4.2.4 Skills

Given how difficult interfering is, a process consultant's knowledge is essential comprises the following: works tirelessly with individuals and groups to achieve a larger change process, such as strategic visioning and strategic planning, etc. choose the facilitative intervention from a variety of techniques, technologies, and change theories that will help the client system the most depending on the context. maintains knowledge of hidden organizational procedures, group dynamics, and interpersonal challenges.

4.2.5 Techniques used

A process of consultant will initially play the role of an observer rather than the leader or participant in a group meeting. The consultant is concerned with the group dynamics during this period to identify any interpersonal interactions that might be a factor in the problems the group is experiencing. The consultant starts actively participating in the conversation. They give to participate in the focus group by asking clarifying questions. Eventually, they will brainstorm their opinion and then summarize the findings.

4.2.6 Education required

A psychological degree and experience with are advantageous for entering this industry. Analytical abilities and knowledge of how to read body language are also helpful. The most advantageous training will probably be in experiential education.

4.2.7 Role in OD

A process consultant is a particular kind of a consultant who serves as a coordinator to assist organizations cope with difficulties in a meeting's procedure rather than the tasks themselves in organizational growth.

4.2.8 Role in small group development

Group development stages involve the employment of a process consultant. A process consultant will be employed on occasion when a group is either forming or becoming normative. However, they frequently take part in disputes within the organization.

4.2.9 Role in conflict resolution

A group regularly encounters disagreements regarding the information, goals, tactics, or principles. The process consultant must assist the group in understanding the type of disagreement it is experiencing. Once the nature of the issue has been established, the process consultant assists the group in formulating the steps necessary to break the impasse. Remember that the process consultant's responsibility is to assist the team in problem-solving, not to resolve the issue on its own. This is so that the group, not the consultant, would oversee coping with the consequences of their decision.

4.2.10 Role in conflict management

The process consultant may need to steer the group periodically toward conflict management rather than conflict resolution depending on the nature of the problem.

4.3 Basic Process Interventions

For each of the interpersonal and group processes, a variety of interventions may be used. These, in general, are meant to increase productivity in both people and communities (Cummings, T. G., & Worley, C. G., 2014). Process intervention is an OD operator skill to help groups understand how they work, and the team has more freedom (Chitlada, 2019).

4.2.1.1 Individual Interventions

The main objective of these interventions is to help people communicate more effectively with others. The process consultant might comment to one or more individuals about their overt meeting practices. At the covert or hidden level of communication, feedback can be more tailored to the individual and is meant to increase their awareness of how their actions affect other people. (Cummings, T. G., & Worley, C. G., 2014)

4.2.1.2 Group Interventions

These interventions target the group's structure, content, or process. Process interventions raise awareness of the group's own internal workings and spark interest in their analysis. Interventions might take the form of remarks, inquiries, or observations on the dynamics of interpersonal relationships, problem-solving and decision-making, as well as the character and goals of the group, for example, suggesting that a time slot be allocated during each meeting for addressing how these decisions are made and occasionally polling the group's members on their opinions of those decisions. (Cummings, T. G., & Worley, C. G., 2014)

4.3.1.2.1 Communications

Communication has four key functions within a group: control, motivation, feelings, and information. Communicating helps to control the behavior of group members to express themselves desirably. Communication motivates group members to improve their work. Communication gives group members a sense of satisfaction in work and the group, and communication gives group members information to make appropriate decisions. Therefore, effective communication helps group members to behave in a direction that increases productivity and satisfaction.

4.3.1.2.2 Member Roles and Functions

Each member must exhibit behaviors that are consistent and supportive of the achievement of the group's needs and goals. Therefore, the group must assign appropriate roles for the members by observing the roles and duties of the members. The behavior of each group will differ according to the behavior of the individual within the group. The behavior within the group can be divided into 3 forms as follows: First, Task-oriented Behavior is the behavior of achieving goals by focusing on a specific task that occurs within a group by the nature of the task. Second, Group Maintenance Behavior is a behavior that helps and

improves interpersonal relationships, maintains unity, and resolves conflicts within the group. Groups with this behavior will help encourage members to always be aware of being in a team. Last, Self-oriented Behavior. This type of behavior is done by the individual to satisfy himself, ignoring the group, or may behave in a way that ignores the feelings of others. This behavior may cause problems in unity within the group.

4.3.1.2.3 Group Problem Solving and Decision Making

The mode of decision-making is self-determined by the leader and allowing group members to participate in decision-making inevitably affects group behavior in a way that increases or decreases the productivity and satisfaction of members.

4.3.1.2.4 Group Norms and Growth

The norm is the standard of behavior expected by the group members. Most of the time, problems arising between groups and organizations are the result of group norms being inconsistent with organizational goals.

4.3.1.2.5 Leadership and Authority

Leadership is the use of leadership's influence to enable others to accomplish organizational objectives. The group understands the impact of leadership and power. Formal and informal leadership roles and leadership are shared among group members.

4.4 Third-party interventions

A third-party intervention is a scenario in which an external entity becomes involved in a situation between two other parties. The outside party can aid in enhancing communication, providing resources or information, or provide impartial support. Generally, the third-party is neutral and has no previous relationship with either of the parties involved. Many conflicts within organizations can be solved by those parties directly involved; however, there are times when those involved might find that they are unable to manage their differences by themselves. In certain situations, bringing in a third-party to mediate the issue is one option (Nathan Mahr, 2022). A third-party person must have outstanding qualities: Know the situation analysis to position their roles to suit the time and space. Moreover, they must know how to adjust their roles according to the moment of the situation. Assigning a third-party role becomes apparent when it comes to that what is that situation and how is it. The third person plays the role of a facilitator or conciliator, who is responsible for managing the entire conversation process from the moment of the agenda, recording, and summarizing the results of the meeting. This includes the agreements made during the talks. This role is not an agenda item based on the requirements or authority of a third-party. Third parties must not use themselves as the center of discussion. It will act as a help in organizing the process to find solutions to deal with problems together only. During the discussion process, third parties

must keep a record of all the facts they know to determine the origin of the conflict and to get to know the nature of the issues that make up the conflict situation. For this reason, in addition to the facilitator, the third-party assumes the role of an investigator.

In some situations, a third-party, taking on the role of a restructuring must push the chain of command involved in a minor restructuring under their command or simply say serves to push people at the level of supervisor or commander level to modify the management structure within the agency or organization they are overseeing. It may change the person or organization. As mentioned above, there is another role, the meditative role, which means creating communication opportunities between opposing groups. They can find creative problem-solving. The mediation style will vary. It depends on the educational background and aptitude of each mediator. Some prefer deal-makers-style mediation, which proceeds through setting up issues they consider to be the main. Then mediators try to push and pressure those involved in the issue. Take the time to discuss and solve problems together. Some people like style orchestrators. The distinctive feature of this style is the mediator will gradually create an atmosphere for natural persuasive conversations between each other and let the participants talk gradually. Communicating important issues with mediators will not be too pushy or pressurized.

While some people choose the bargaining style because they are good at creating an atmosphere of indirect debate. The predominance of this style is that mediators are easy to establish and can choose to focus only on issues they consider negotiable to satisfy participants. The atmosphere of this style of mediation is similar to haggling over the prices of goods from the market vendors. Another style is the therapeutic style by focusing on creating mutual understanding. Focus on solving individual relationships rather than solving conflicts or finding consensus. The aim of using this style is to get people involved in the conflict who have never talked to each other to get back together. Some people may have tried to talk to each other, but the results appeared in a negative direction. Forms and methods of communication are therefore at the heart of this style of mediation. Face-to-face contact is the primary means of communication in this healing style. Mediators must create an atmosphere for participants to be as open-minded as possible ignoring the specific stances and interests of the participants. During the talk, there will be no separation and grouping for similarities and differences like the other formats mentioned above. The importance of this style of mediation lies in the basic preparation before elevating to join to resolve joint problems because after the discussion is complete, this will provide one set of information to build a basic framework and look for issues before forming common issues for further discussion.

4.4.1 The episodic model of conflict

"Episodes," or recurrent, cyclical stages of interpersonal conflict, are common. For the parties involved in a conflict as well as those that interact with them, there are costs and rewards. Conflicts that are not managed or addressed quickly spread. There are four methods for resolving conflicts in an episodic model. The first strategy involves clearly identifying the triggering factors and avoiding or minimizing them before the symptoms of conflict arise. Limiting the conflict's ability to take certain forms is the second control method. Helping the parties deal with the fallout from the disagreement in different ways is the third control approach. The impacted parties and the outside consultant might work together to develop coping techniques. The fourth strategy is to eradicate or settle the fundamental problems that are fueling the conflict. (Cummings, T. G., & Worley, C. G., 2014).

4.4.2 Facilitating the conflict resolution process

Conflicts have both good and bad results, for example, causing competition, creating new challenges, and making the organization survive in every situation. Some conflicts may affect the organization with 6 remedial strategies.

4.4.3 Negotiate with reason

When having a problem, don't ignore it to get it over with as this will only make things worse (Wealth Me Up, 2017). Negative feelings between the parties may start to develop if issues are not resolved, and this tension may spread to other coworkers.

4.4.4 Avoid harsh words

The Third-party negotiate to identify the underlying issues that are causing the dispute, such as differing goals or information. The Third-party must talk to seek clarification and conclusions the situation in the organization. All members should change the conversation style to ask questions and speak to avoid making hurtful comments that incite conflict. When the situation is bad for negotiations, the participant attempts to speak clearly because doing so will lessen the use of angry or threatening body language from an argument.

4.4.5 Listen carefully

Conflicts are on the rise mostly because people aren't listening to one other with sincerity. In order to determine the root of the disagreement, which may have arisen from misunderstandings or disparate interpretations of the same facts, it is important to pay attention to the other person's reactions realized that working with people required cooperation in order to complete tasks; as a result, the third-party should eliminate of their clutter, the lack of self-confidence, stress, and lack of listening time, which is the main barrier to good listening. (Wealth Me Up, 2017)

4.4.6 Find a deal

An agreement can reach a solution based on the primary objective of the work. The third-party identify the areas of agreement, and expressly articulate the reasons for disagreeing with the other party. The Third-party discover a solution that is agreeable to all

parties, strive to relax the conditions of the demands between them as you work together. An agreement may be made in the form of a contract after one is achieved. After that, let each side put the agreement into practice to see if everything went according to plan. Improvements or modifications may be made to the agreement to satisfy all parties, resolving the problem.

4.4.7 Find a middleman to help resolve the issue

The third-party will facilitate mediation without prejudice against either party, mediators must assist both parties in defining, analyzing, and developing an understanding of all the facts by listening to the circumstances surrounding the issue.

4.4.8 Know to apologize

Knowing how to apologize and forgive others' wrongdoings or admit your own mistakes aren't shameful, so there is an agreement that may be the best way to resolve the issue by simply acknowledging your mistakes and making them better, you can reduce conflict.

4.5 Team building

Team building is the process of building a good relationship between a group of people. The relationship is improved until there is efficient collaboration on both the level of individual relationships and the relationship of the entire group. They may also share objectives, have a positive work ethic, and do their utmost to forge unity. Depending on the goal, the relationship-building process might take many different shapes (Narayanaswamy et al., 2013).

The phrase "team building" describes a wide range of organized activities that assist people in developing their interpersonal and problem-solving abilities, help groups execute tasks more effectively. It helps individuals and improve team performance. Groups of all kinds, including permanent work teams, ad hoc project teams, and virtual teams, make up organizations. In these settings, team building is an effective strategy for enhancing collaboration and job completion. It can assist teams working on problems in making the most use of member contributions and resources. Team building serves as an intervening mechanism while empowering climate functions as an important boundary condition in the relationship between transformational leadership (Aga et al., 2016) and showed that empowering climate significantly moderates the positive indirect effect of transformational leadership on project success via team building at both the first and second stages. It may aid group members in being highly motivated to carry out their choices. Additionally, team development may assist organizations in overcoming issues, including member apathy and an overall lack of interest, decreased production, rising internal complaints, and assignment-related misunderstandings. Low meeting attendance, a lack of initiative and creativity, an increase in outside criticism of the caliber, punctuality, and efficacy of services and goods, and

antagonism or disputes among members. Other organizational development initiatives, team building may also be beneficial for other processes, such as employee involvement, job design, restructuring, and strategy change. New teams frequently emerge from these transformational initiatives, and they must instantly operate at a high level of effectiveness. Management teams frequently plan them, and a variety of committees and work groups carry them out. Building successful teams may aid in the creation of effective change initiatives as well as in ensuring that corporate members adopt and implement them. In fact, the bulk of technological, human resource management, and strategic efforts require effective team building. It is well known that team building is important, and it will likely be popular for years to come. especially in the upcoming years, in fields that develop quickly, including entertainment, software, and technology. Management teams are dealing with issues that are increasingly complex and hazy, particularly in industries that move quickly like entertainment, health, financial services, and the creation of software and technology. The type of cooperation and problem-solving abilities required to deal with such situations may be acquired through team development. Team building may be a crucial component in creating a coherent corporate strategy when the group is the company's senior management. It can also encourage the close collaboration required to implement complicated plans and new types of governance. People from many cultures and geographical regions will interact more frequently when performing complicated management and operational activities, according to the theory behind the globalization of labor and companies. Over the past several years, the number of team-building exercises for these "virtual" and international teams has significantly expanded.

Most team-building exercises are predicated on the idea that people engage face-to-face and that relationships are formed in part because of visual clues. According to studies, in virtual teams, camaraderie is fostered by proactive offers of support and assistance on task-related challenges and sustained by frequent, brief, and task-focused conversations. As a result, team building may aid virtual teams in examining cross-cultural difficulties and how they influence judgment and problem-solving, allowing communication in the absence of tone and nonverbal cues, and fostering trust. Team building may be used to create a new team, resolve member problems, or reinvigorate a stale team in a variety of circumstances. For determining if a team-building program is required and whether the business is prepared to launch one. Team building would not be a suitable change technique if the issue was structural or technical, intergroup, administrative, or included just two individuals.

4.5.1 Activities involve one or more individuals

Only the members of the target group are the focus of individual level interventions. A person's social, cognitive, and behavioral tendencies are typically the targets of these interventions. Examples include classroom instruction or mentoring.

Different people have different requirements for inclusion, influence, and belonging when they join groups and organizations. The team's approach and structure have the power to encourage or discourage these demands. By taking part in diagnostic interviews and using personal style questionnaires, participants can better understand their motivations, preferences, or feelings within the context of the group. One or more of the group's members end up with a greater grasp of how problem solving, and other group processes are impacted by inclusion, feelings, control, and power, and it gives them options for how much they want to participate and commit. These activities give people knowledge so they may better understand how their needs and wants can be met or will be met. Coaching, 360-degree feedback, and aid with conflict are examples of improvement activities that address a person's conduct in a group. These interventions concentrate on the actions and attitudes of specific group members to change the ongoing processes of the group. For instance, one team's leader would typically have several agenda items up for debate. The group had to do a prearranged set of activities for each of the things, though. Most participants were dissatisfied with their inability to influence the results. The main objective of the teambuilding exercise was to teach the team leader and other participants how to change this procedure. The group participants gave comments to the leader on instances of her overt manipulation to reach preconceived conclusions and how they felt about it.

4.5.2 Activities focus on work and group behavior

Group interventions, which are applied in healthcare for self-management, behavior modification, peer support, mental health rehabilitation, or health education, are treatments that are administered to groups as opposed to individuals. Team-building activities frequently focus on behavior related to job performance and interpersonal relationships. An effective team must consider work behavior, group dynamics, and the requirements and preferences of the group's members. Data collection for diagnostic activities involves conducting team surveys or, more frequently, interviews. According to the goals of the team-building program, the consultant's expertise with the business and its culture, and the participants will all influence the type of information that is acquired. By participating in staff and other meetings as a process observer, the consultant may have already gathered a significant amount of data. The information collected will also rely on whether other organizations have made initiatives in organizational development. Whatever approach was used to collect the data, it often includes information on leadership behavior and styles, goals, objectives, and decision-making

processes, as well as organizational culture, interpersonal relationships and interactions, communication patterns, roadblocks to effective group functioning, and technological challenges specific to the task at hand. Diagnostic procedures can create a framework within which more work can be carried out. Enhancing group functioning and process is the goal of improvement efforts. Numerous activities have been described by various authors. Some of them include defining responsibilities, boosting member commitment and goal clarity, improving communication, revising, or defining the procedure for making decisions or addressing problems, altering social norms, promoting risk taking, and building trust. The role of manager becomes extremely complex.

Every business requires a supportive workplace culture to be successful. When working in a hostile atmosphere, employees will be less productive during the day, feel anxious or upset about going to work, and on occasion may even consider quitting. Effective business executives are aware that the workplace environment can occasionally become poisonous or unfavorable. Their first aim is to guarantee that everyone gets along well so that tasks may be completed successfully, and everyone enjoys their work. Team-building activities can assist managers in creating a corporate culture that benefits everyone in the workplace. As a result, productivity will rise, and people will be more likely to like their jobs. Sometimes it is better for managers to pursue these sorts of activities; other times, an HR expert may assist in getting these kinds of activities started. A degree in HR management can help you get the training you need for the added responsibilities of an HR manager. It's critical to comprehend why your team members will benefit from team building, whether you're a manager or HR specialist, and what sorts of exercises might benefit your business.

4.5.2.1 Team-Building Activities

Team building is an action or process intended to foster relationships among team members, forge enduring partnerships, and facilitate improved teamwork and working methods. Running team games and activities, leading talks, organizing outings, or just working as a team are all examples of team building exercises. The idea is that the activity is created to unite your team in an enjoyable and interesting method. Only when their organization's culture includes timely, pertinent activities that meet specific requirements can team building take place. One-time workouts can be beneficial in this regard, but they do not guarantee results. They can promote cooperation among their staff members while also assisting them in recognizing their own strengths and weaknesses through team-building exercises. Therefore, competition should never be emphasized during a team-building activity. Make sure their workplace routines and procedures include team building. For instance, they should get to know their team members better, work together to achieve shared objectives, help them advance their talents, and go above and beyond to communicate with their virtual team

members. A team is a collection of interdependent individuals who cooperate to achieve a common goal, use comparable methods of operation, and hold one another accountable. The interdependence takes several forms, giving rise to the following teams: people with similar organizational objectives who report to the same manager, executive, or supervisor; those formed briefly to complete a single task; those whose members don't have official links with the organization but whose collective objective is to perform tasks they can't finish on their own; and those made up of people whose work roles are interconnected. Another important consideration for teams is location. A virtual team exists when members are geographically separated but nevertheless in close proximity to one another and communicate with one another through technology. The results of any specific team-building activity can be influenced by the time provided for the activity, the length of time the team has been working together, the cultural origins of the members, their willingness to evaluate their working practices, and their perseverance. As a result, the results of team-building activities may range from those that have just minor effects to those that have a big impact on how the team works.

4.5.2.2 Benefit of Team Building

Make sure everyone understands how to collaborate and better resolve issues as a group. Providing everyone with the tools to jointly develop goals and learn how to collaborate to attain those goals will bring everyone together and help the business go forward. Develop an optimistic outlook when working and dealing with challenges.

4.5.2.3 Keys to team building activities

1) Task Achievement

It's important to get practice executing duties as they arise throughout this team-building exercise. Develop your management, problem-solving, and responsibility skills together. Doing a poor job is at the core of this verse. Instead, it teaches everyone to complete their missions responsibly from beginning to end. They should finish the task, whether it is successful or unsuccessful, and not abandon it midway because doing so would be irresponsible. Until the process is fully understood, workers should be instructed to view their work as a process.

2) Accuracy and Quality of Decisions

Every action involves a decision, but a wise choice leads to a successful outcome. From gathering information, considering different viewpoints, analyzing, identifying options, and making the best choices. A careful consideration and thorough study are required to determine which prudent decision is appropriate. This will result in wise decisions being made. This wise choice might not be the answer to the issue. It might not always be the greatest choice, and it might not always be the quickest. Instead, it is the one that has the least impact and is the most appropriate.

3) Risk Taking

Risk is one of the things that frequently develops and teaches courage in decision-making. The courage people take on challenges and dangers. That will give people time to develop their decision-making skills. If we don't practice taking chances, it may make employees in the organization frightened of dealing with issues head-on, avoiding them, and building up issues. On the other hand, if we are comfortable with risks and know how to effectively them, this may not be a bad thing. Due to the risk of missing out on potential possibilities, it might also be a good opportunity.

4) Motivation

Motivation is one factor that might act as a lubricant to improve your driving. People will be inspired to complete various duties with the help of good motivation, and good motivation should be a part of developing a strong team dynamic.

5) Speed of Learning

A common activity that motivates team members to complete various duties is relationship-building. Every participant is always aware of where they stand in terms of having to accomplish each work that has been allocated to them. Learning rapidly is one of the keys to developing team partnerships. A more effective manufacturing run will also be the result of this quick learning.

4.6 Team building process (Reilly, 2007)

4.6.1 Icebreaking

Because of organizations, ice-breaking with one another is frequently the initial goal of team relations activities and the first step in developing team relationships. That comprises of a collection of individuals with various personal styles. Everyone has a diverse range of tastes and behaviors. Therefore, it is crucial to stop engaging in certain behaviors with one another so that everyone gets to know one another and has confidence in them. Activities for behavior modification are frequently straightforward enjoyable pursuits, or they could be important pursuits that don't cause stress and must fortify your relationship.

4.6.2 Create common goals

One of the key themes that are often set as one of the objectives of building this team is to be able to look at the goals in the same direction as well as be able to create common goals. Having the same goal is to make everyone see their direction and the organization clearly including moving in the same direction. This will enable the organization to achieve its goals effectively. At the same time, the activities that occur in this team building process should train everyone to know how to set goals as well as help to accomplish the mission to achieve the goal as well.

4.6.3 Practice problem-solving skills

The operation is constantly vulnerable to issues of team discussion. Employees in an organization are in dire need of a skill called problem-solving. Therefore, during team-building events, problem-solving exercises are frequently incorporated into several processes, such as instant problem-solving techniques, individual problem-solving, and problem-solving team systems. The problem-solving skills create the ability to develop consistency to solve all problems in a variety of work factors of future situations.

4.6.4 Practice skills in communication and expressing opinions

Communication is an apparently straightforward issue that always ends up being the cause of the issue, regardless of how big or tiny it is. Miscommunication has caused a lot of harm. Therefore, effective team-building exercises frequently involve communication practice. Both the information conveyed and the manner in which people interact because sharing facts and perspectives is part of working together, this communication may also contain comments because no one can think the same for everyone, practicing tolerance for differing viewpoints is important. On the other hand, failing to comment at all or acting passively can also lead to issues. Therefore, it's important to develop effective communication. If we know how to articulate our thoughts properly, they can result in better ideas because opinions are frequently the basis of new concepts.

4.6.5 Practice building unity

The development of interpersonal relationships among team members is one of its most crucial goals. Activities should enhance cooperation and practice working as a team. When there is harmony, the work will be more productive, and success for the company will be easily achieved.

4.6.6 Team-building exercises

Here are some tips for managers to employ when planning your next team-building activity.

1) Games

Charades in reverse. Their workers' communication abilities will be put to the test in this game. When a group plays a joke on a specific person, the game is being played. This motivates the group to brainstorm creative solutions to assist the person in making an accurate prediction. Human Tangle is an entertaining game that will promote communication and aid in the development of interpersonal trust. They must grip the hands or shoulders of several players in order to play the game, and their objective is to disentangle themselves.

2) Greater activities

A locked chamber. It is possible that the office money would need to be used to make an advance reservation for this game. There are "escape rooms" in several places where they try to decipher a code to escape while being given hints. In order to answer the clues, teams must cooperate, communicate, and establish a nice rhythm.

Scavenger hunt outside. Such a team-building exercise can support teams in cooperating to win. This is a fantastic chance to improve communication and will encourage the development of natural leaders.

3) Ice Breaking exercises

Three truths, one falsehood. Employees can contribute intriguing and entertaining information about themselves through this exercise. Employees may be shocked by the things they don't know about their coworkers since they like speculating on which facts about a person are real and which are fake. Employees can chat about this type of game in the future as they recall cute tiny tidbits about one another.

4.7 Theory of Human Process Interventions (Swanson, 2022)

In this project, we will use Chris Argyris's theory, a behavioral theory that organizations plan to use in managing people in an organization, to determine the factors that will increase the knowledge, skills, and experience of people within the organization. It is dependent on the organization's internal development interventions. Developing an organization that focuses on the development of human resources to improve organizational performance, which need to be integrated within the organization, requires consideration of interconnections in the implementation of organizational development interventions among behavioral components of people in different organizations by focusing on three processes involved in interpersonal and group dynamics using the program of change technique. Interpersonal relationships and social dynamics usually arise from the interaction of processes. First, counseling will help group members diagnose their work duties and work together to resolve issues such as conflicts over unusual duties stuck in communication and broken norms, which will help members gain skills and gain an understanding of important issues as well as be able to solve interpersonal problems and problems in the group as well. Second, a third-party intervention processes This method is caused by the process of counseling that focuses on interpersonal relationships with conflicts in the face of an unusual situation within an organization. Interpersonal conflict can result from key issues such as conflicts with the way they work or from interpersonal issues such as miscommunication or third-party interventions. Individual conflicts can be resolved through negotiation and mediation. Third, the team-building process This intervention helps the working group achieve its goals. It's like a mentoring process. Team building allows group members to make decisions together and jointly solve problems, and the mission of the group must be checked. Members' roles and strategies for the mission of the operators in the development of the organization must act to support the group's human resources in becoming proficient in order to complete the mission when people's ineffectiveness may be caused by a lack of confidence in one's own organization. It is necessary to adjust the values, beliefs, and behaviors of individuals in the organization in order to work

systematically in order to bring about behavioral changes, support the objectives of the organization, and jointly develop the organization together. This theory has the advantage of emphasizing the value of critical self-reflection on conduct. Chris Argyris hopes that his idea will promote more positive human interactions. If an employee has stronger interpersonal relationships, they will be able to achieve more and be more organized. If someone thinks about their behaviors, they can be better treated as an adult in charge as opposed to a local bystander.

4.8 Case Study

4.8.1 Team Building

The researcher studied data on the relationship between Human Process Intervention and Organizational Effectiveness in software companies. The Human Process Intervention used by the researcher was team building according to Vijay (2017) said: four core leadership styles analyzer, director, creator, and connector as well as their strengths and weaknesses, preferred methods of communication, and primary backup. The findings suggested that assertiveness and responsiveness are the two interaction dimensions at the core of a leader's behavior. According to Benson's (2009) argument, social, behavioral, and process factors make it difficult to create and implement teams within an organization. He covered four topics in relation to managing teams: a keen grasp of the nature and stage of the team, personal growth opportunities related to strengths and shortcomings, and transformational and transactional leadership styles. Internal OD executive provided a clear image of the organizational factors that influence complexity in team structure, operation, and dynamics, assist OD practitioners in planning exceedingly complicated and challenging team-building interventions, he also put up a few recommendations for facilitating team interventions. In a virtual setting, team building entails giving members of the team the channels and chances to engage in the kind of meaningful conversation needed to forge a common future. In Holton's study, a six-person team conducted participatory action research with both inductive and deductive methods of investigation. Seven elements, including organizational effect, specified focus, alignment and interaction with external entities, performance metrics, knowledge and skill requirements, individual needs, and group culture. This study examined process consulting, team building, and sensitivity training in order to ascertain the impacts of human process interventions on organizational effectiveness, which is measured by individual performance, group performance, and organizational performance in software businesses. Finding the Human Process Intervention in the top Indian software businesses was the main goal of this study. The impact of human process modifications on the effectiveness of organizations was also looked at in the study. A conceptual framework was presented, and evidence supporting the relationship suggested further has been drawn from the literature review. Human process

improvements have been shown to positively affect a variety of organizational performance outcomes. Team development is the intervention that contributes the most to organizational effectiveness.

4.8.2 Consultation

4.8.2.1 The issue between the HR and Finance departments

The author gives examples of situations, corrections, and applying theories to intervene to solve problems in this situation. The HR director enlisting OD specialists to help resolve the conflict between the HR and Finance departments, the intervention process got under way. The HR director describing how challenging is for both teams to communicate with one another and complete the various projects they collaborate on. The dispute has been ongoing for some time, it affected the team's morale and productivity in addition to causing delays in the project's completion. The HR director is receptive to ideas and prepared to make any required changes to improve things. The author uses Argyris' theory to intervene in this problem. An intervention is a purposefully planned, behavioral, theory-based action that aims to improve the effectiveness or efficiency of an organization, according to a more recent study. He defined intervention as "to intervene is to enter into an ongoing system of relationships, to come between or among persons, groups, or objects for the purpose of helping them." The consultant began the diagnosis process in order to solve the issue. Both directors were interviewed, then they spoke with important members of both teams. They also created an online poll where all team members may take part and share their thoughts on the subject. Additionally, the consultants administered an MBTI test to each member of both teams. During the problem identification and interpretation stage, the consultant determined that poor communication was the main cause of the disagreement. The consultant continued by outlining potential causes of the conflict throughout the feedback step. The personalities of the team members from both departments differ from one another, which is one of the major variables. In addition, there are issues with the culture, the alignment of business unit goals, and imprecise expectations from the management. The consultant identified poor communication as the primary contributor to the dispute during the problem identification and interpretation stage. The consultant continued by outlining potential causes of dispute in the feedback step. The personalities of the team members from both departments differ from one another, which is one of the major variables. In addition, there are issues with the culture, the alignment of business unit goals, and unclear expectations from the leaders. The consultant advised having a full-day workshop to analyze the team members' input during the solution stage, clarify expectations of one another, assign roles and tasks, and give suggestions for efficient communication based on the different personality types. The two directors also have a private session during the training when they talk about their strategy for

improving group communication. The consultant performed a brief survey after the workshop to get comments on it. The participants, including the directors, gave the consultant a favorable answer. It clearly shows that the teams are ready for change and that they will use the workshop's knowledge and open dialogue to address the problem. When the consultants followed up with them again after two months, the directors reported that intergroup communication had much improved. They were happy that both their own understanding of one another and how each group perceived the other group had improved.

4.8.2.2 Nursing staffing levels have also been increased but administrative staff remain the same.

The author is an OD specialist. He will use Kurt Lewin's theory to solve problems that Kurt's theory. His strategy positioned the researcher as a social change specialist who assisted the client by assisting and supporting organizations in bringing about positive, long-lasting change through research. A sizable tertiary teaching hospital in Brisbane, according to the author (Queensland). By adding more renal dialysis chairs, a renal dialysis facility was able to accommodate more patients. Administration staff was not changed, but nursing staffing numbers were. The administrative staff's morale and performance suffered after the restructuring because they were unable to handle the heavier demands. It was decided to launch a workload study intervention with the help of the internal OD Team thanks to trade union participation through the District Consultative Forum. When the author and the divisional director of nursing met as the internal OD specialist, it was determined to use an action research methodology. The hospital had never conducted workload studies, thus all instruments had to be created from scratch based on research. Second, the author obtained data from the staff through questionnaires and in-person interviews, which was used as a guide in perfecting the workload research instruments. This material centered on several problems the unit was having, such as communication between shifts and between clinical and non-clinical employees, a lack of clarity regarding the responsibilities of new clinical staff and operating in a setting with a matrix reporting structure. The Divisional Nursing Director, followed by the nursing and administrative employees, were given summaries of staff issues and administrative work issues. The author conducted time and motion studies of the administrative personnel over a three-month period using the proper workload research instruments that he devised based on this information. Following this three-month period, thorough action plans were created with administrative personnel, the Divisional Director of Nursing, and union representatives in order to address the issues. The administrative personnel were divided into groups that had a duty for carrying out tasks. Communication within the unit underwent a significant number of changes, administrative staffing levels were increased, and work processes were mapped out and realigned to patient intakes. The focus of this action study was on the client, on the problem, and on acting with the customer and an OD specialist, it involved a diagnostic, active-learning, problem-finding, and problem-solving process.

Together, the client and the OD specialist identified and prioritized specific issues, examined data to determine their causes, and created realistic and doable action plans.

4.9 Design of Human Process Intervention Theory

We use the tools to intervene for organizational development by using team development in the organization and the method of team leaders in the organization to improve work processes by consulting and giving advice, including discussing and exchanging information in team meetings to give them the opportunity to express their opinions through tools such as questionnaires, attitude surveys, or interviews with related work groups, etc. We also intervene in various activities arising from the work of the employees in each duty; the new way of working, the development of clarity of corporate vision, or the urgency to solve problems in an organization, such as meetings, is an effective tool for raising awareness of organizational issues and providing an opportunity to direct future operations. In the past, management focused on the analysis of technology and machine performance for the organization, but in terms of resources that are often neglected or not used at all, the human resource known as "human capital," which researches the investment approach to economic outcomes, has discovered that the best and most effective investment for an organization is investing in human resources to intervene in organizational behavior so that personnel are motivated to work and have specific skills, knowledge, and attributes, including ideas for improving people's work within the organization. We also need to bring in another factor that will help motivate people to be able to accept changes in the skills and capabilities of employees in organizations that need to build morale and create motivation towards the goals of the organization. From the existing human resources, those personnel, the organization needs to extract the talents when they come out and use them to the fullest. Increasing member morale, motivation, and commitment will aid in the organization's efficiency. According to Lewin, it is also necessary to build morale and morale at work, including various benefits that will be the motivation to work to the best of one's knowledge and abilities. In our intervention, Kurt's Theory will be applied to intervene in organizational change in the form of factors that motivate people to accept change through the process. This theory includes three parts: unfreezing, changing, and refreezing. Let's start with the first section of this: the unfreezing phase is the moment when the organization's current status quo and environmental factors lead to poor company operations. This could be because of inefficient technology or job design, or because personnel lack the necessary abilities and attitudes. For parties to embrace and realize the need for change, a crisis serves as a catalyst. The process of putting plans, strategies, and procedures into action to transform the situation to the intended state is known as the "changing phase." Third, freeze the time frame for keeping the new condition in the organization's fields indefinitely. This step is to make new changes in

various occurrences and continue to be part of the organization. So, we use this theory to develop communication in organizations with the employees first because we think communication is the most important part of helping organizations reach their goals in the workplace. They always use communication to convey the message to everyone in the organization. We will start with the first step of unfreezing, encouraging staff to adopt the management-needed attitudes and actions. By making employees aware of the issues the business is having, it is hoped to lessen their resistance to continuing to do things the same way and rejecting the requirement for organizational reform. In the second stage, management-specified changes are made to existing systems, practices, goods, services, or other outcomes because employees must adapt and develop new skills because of change. At this point, the company must provide its employees with new knowledge, new behavioral patterns, new working procedures, or new methods of doing things. In the third phase, the company must set up systems to prevent the change from occurring. The organization must give fresh, positive reinforcements in the form of prizes or money to workers who behave positively in order to aid them in developing their new work attitudes or behaviors into new habits and doing this new task as well. Organizations can employ coaching or role modeling at this point by supervisors and administration.

Summary

Organizational development can change the organizational performance. The standard for innovation and maximum effectiveness must be raised as part of organizational development. The organization's growth must also reflect the organization's core values as well as its vision and mission. The organization will be able to grow continuously and sustainably as a result. Human process interventions are a series of consultation activities that active with the group, diagnose, and improve employee's behavior. The Interventions are designed to use group and make better of its resources to find and solve interpersonal problems. This intervention will make working in the company more efficient. Interpersonal relations, group dynamics, third-party involvement, and team building are all related to human process interventions. These are a few of the most popular OD interventions. First, Interpersonal. Communication consultant interventions are intended to support people in improving the effectiveness of their interpersonal communication. For instance, the process consultant might comment to one or more people on their overt meeting practices. Feedback can be more individualized and geared toward raising a person's understanding of how their actions influence other people at the covert or hidden level. Second, Group. Process interventions are designed to expose the group to its own internal workings and spark curiosity for studying them. Interventions can take the form of remarks, queries, or observations regarding the connections between and among group members. Process consultants may advise setting aside a portion of each meeting to discuss how these decisions are made. Third, Third-party interventions. A third-party intervention is a scenario in which an external entity becomes involved in a situation between two other parties. The third person plays the role of a facilitator or conciliator. Third parties must keep a record of all the facts they know to determine the origin of the conflict. Last, Team building. The phrase "team building" defines a wide range of actions that assist groups in becoming more effective at completing tasks. These transformational projects typically result in the development of new teams, which must start off swiftly and effectively. Successful team building is a necessity for most of the technological, human resource management, and strategic initiatives. Team building may be a crucial component in creating a coherent corporate strategy. It can also encourage the close collaboration required to implement complicated plans and new types of governance.

Exercise

Direction1: Please give definition of vocabularies as below.

1.Process Consultant

2. Third-Party Interventions

3. Team Building

Direction 2: Describe the process of third-party.

Direction 3: Students make your pair the discuss and evaluate the core intervention of team building.

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Chapter 5

Technostructure Interventions

In this chapter, we start with technical structure intervention: a change plan focused on organization technology and organization structure, global competition, innovation technology, and ecology can change all organizations to shift from bureaucracy to more flexible designs. The organization is adaptable and innovative but requires more management skills to achieve the organization's goal. They are downsizing their organizations, and work processes, and eliminating functions including shifting from the traditional style of dividing such as functions, division, and matrix structures processes to integrated methods such as customer-oriented, and network structures. What structure is suitable for the specific environment, technology, and organization? The organization aims can make low costs and decrease bureaucracy by downsizing the organization. The core competitiveness of the organization to external contractors is not function. Successful layoffs are closely related to the company's strategy. The integration of processes leads to faster and faster execution of tasks. The redesign is usually carried out with the help of new information technology so that employees take more effective control and coordinate the work process. A workflow is a customer-oriented structure concerned with the resources of a specific customer, and the network structure that connects the organization with interdependent organizations.

5.1 The Functional Structure

Functional structure is an organizational structure widely used in the world. Organizations are separated into functional departments for examples marketing, operations, research and development, human resources, finance, control areas, permissions, and responsibilities. The first functional area is occupied by experts in the engineering and accounting fields. It is taken into consideration less complicated to control experts if they may be grouped collectively below the equal head and if the pinnacle of the branch has been educated and has enjoyed that precise discipline.

5.1.1 Case study of The Functional Structure:

Bharti Airtel Limited (Airtel) is telecommunications provider in India. It is the better example of an organizational structure is the functional structure used by Airtel. It has directors

for the legal department, customer service, marketing, human resources, and HR. All directors oversee and is accountable to the functional department.

5.2 The Division Structure

The divisional structure represents a kind manner of managing can refer to as a product structure. There are certain problems with the departmental structure. Professionals isolate their peers and get into work difficulties. On the contrary, the structure can encourage loyalty to the department. The division structure organizes employees according to the general product or geographical location. The department organization has a team that focuses on a specific market or product line.

5.2.1 Case study: McDonald's Corporation has a segmented organizational structure

The restaurant business is divided into various elements that are responsible for the operating requirements. Each department manages the operating area and the corresponding strategic objectives linked to the mission of the organization and the vision statement of McDonald's organization. One of the goals of the modular organizational structure is to support independence and flexibility.

5.3 The Matrix Structure

Some OD experts have been committed to maximizing the advantages of the function and structure while minimizing weaknesses. These efforts have finally formed the superposition of the matrix structure 4 horizontal structure, focusing on the coordination of products or projects within a vertical functional structure. The matrix structure was originally developed in the aerospace industry. Due to changes in customer needs and technical conditions, customers focus on the relationship between functions adapt to the development of processes, and limit the scope of the objectives. The Matrix structures are used in manufacturing, service, non-profit organizations, and government. Each matrix organization contains the factors and important factors: the top-level manager leads and balances the two teams; the matrix manager (function, product, or industry) separates the subordinates; and the manager of the two managers to two different reports by the manager of his parents. These roles have specific requirements.

The Matrix Organization Structure creates cooperation between organizations in the aerospace industry in the 1960s. (Ghenwa & Joseph, 2019). The Matrix Organization structure

combines and uses a type of cross-fountain organization make they can cooperate between two or more companies, for example, one company they have the material to do a spaceship and two company they have the equipment appropriate, three company they have professionals on this job. All companies use a matrix organization structure to do spaceship projects together. Processing by top to down and down to the top. The leader of the project on the top will create goals for the bottom leader then the bottom leader will share the work with team members when the work finishes bottom leader will collect the work and send it back to the top and repeat the process until finished the project (Shahani, 2020) we can find mostly matrix organization structure in the organization people work on the project (Czinkota & Knight, 2021) the matrix organization structure also can find in the companies such as marketing, financial international organization. The matrix organization can consist of several parts of the organization such as communication part, project management, product control, transportation team, HR team, equipment, and material.

5.3.1 Case study of Starbucks

Starbuck have successfully implemented matrix structures. In general, matrix structures consist of a division of functions and by-products with multiple lines of work. A variety of outlets, respond well to Starbucks because they do not only sell coffee but also things to buy, therefore need to be divided into several departments. District manager in charge of the store group each store is run by a store manager and a shift supervisor who oversees the group of employees.

The four elements of Starbucks are:

1) Functional hierarchy Starbuck is grouping departments by business function, such as human resources and marketing, because if the policy changes, it will apply to all Starbucks.

2) Product-based divisions Starbucks locations have a wide variety of products. They also refer to divisions for the many different brands under the Starbucks brand such as Evolution Fresh juice or Teavana bottled tea.

3) Geographic divisions Starbuck investments in different areas around the world to cover America, China, Russia, etc. Each department has senior management who is trained and able to adapt strategies to suit the region or culture. various

4)Team Every Starbucks has a team at every location, but the company understands that teamwork and customer service can help it retain its customer base. The company work hard and motivate to achieve personal goals and improve organizational culture.

5.4 The Process Structure

The principle of organizational process structure is to form an interdisciplinary team to manage core processes controlled by the "process owner." There are several level structures, and the senior management is composed of leaders in strategic planning, human resources, and finance. The business domain may make it difficult to coordinate tasks and decision-making to complete the task. Decreasing the huge management between departments and subordinates, the process-driven structure allows the company to focus most of its resources on providing services to internal customers. The process defines the structure, not the product or function, and is managed by the "process owner". The process has a clear performance goal that can guide the execution of the task. Work creates added value and improves efficiency, the process-based structure simplifies and enriches the workflow. Simplify work and reduce administrative burden by eliminating unnecessary tasks and enriching work by integrating team tasks into the entire process. In a process-driven structure, the team is the most important organizational function used for strategic planning, usually self-directed and responsible for achieving goals. The customer decides the team's goal team in the process structure is customer satisfaction. The team should make this consistency assessment its focus on the team is rewarded for its work. The scoring system focuses on measuring performance based on customer satisfaction and then conducting real performance evaluations. These teams maintain close contact with suppliers and customers. For some employees, the team can maintain a direct and timely relationship with suppliers and customers to understand and respond to problems that arise. The team members have sufficient information and receive training. To implement a process-based structure, team members must be able to handle a variety of factors in the internal and external environment.

The Process Structure has a clear performance goal that can guide the execution of the task. The process line will have many concepts of the initiatives is to design a process-based organization. by organizational structure. According to business processes the process orientation will look Process-based organizations should be clearly defined and described because in that way there are better opportunities. Which specific area to go and where should the organization be organized? According to the necessary alignment of other organizational design elements. If there is no overall system adjustment the chances of success will be very small (Durner & Atwood, 2019).

5.4.1 Case study of The Dutch Bank

The Dutch Bank business was originally two departments (the front office and the back office). The front office was so busy with sales and account management that they had no time for commercial work back office during a business process. The results of business processes must connect to data transfer activity between foreground and backstage. In

redesigned organizations, business units can focus on business activities to the maximum, while almost administrative are transferred to a central operating unit that performs activities for several business units. The focus of the bank is establishing a clear connection between business units and operating units. It is divided into two separate parts, and that activity belongs to a particular unit which requires a detailed study of the processes and relationships between them because it must ensure that the coordination between departments is minimal. This leads to the two-way implementation of the service level agreement.

5.5 Customer-Centric Structure

The process-based framework focuses the business area on creating a process of solving the problem and meeting the needs of important customers. In a product-oriented organization, the customers need quality products and value of the products with innovation. In the customer-oriented structure, the organization develops divided into personalized packages that include products, services, support, and training. The product-oriented structure has major structural features, including product groups and teams that use product gross profit to measure. The core process is the development of the products. The Customer Service and Resources Department is a market-driven department that large organizations are concerned with individual customers or customer groups to maximize profit. The core business areas are supported by complex processes that connect market-oriented business areas but a closer inspection reveals that in most organizations, product-centric considerations are important and deep-rooted assumptions. Establishing a customer-centric organization is an important decision and unsafe technology and market changes. So, the organization must do the degree of maturity. Everyone can successfully the customer-centric structure.

A company with a customer-centric structure and organizational design to integrate work in each department to focus on different customers. An enterprise-level customer-centric structure can increase customer satisfaction but at the same time increase the cost of coordination. Further elaborating on the hybrid success story of a customer-centric structure, the benefits of increasing customer satisfaction are reduced because competitors have the same customer-centric mindset in a decentralized market, a low-margin industry. Ultimately, we show that corporate restructuring around customers pays off in a competitive environment.

5.5.1 Case study of Golden Peacock Villa Hotel in Mutare, Zimbabwe

The competition in the hotel business is getting bigger. Even with more brands entering the market, hotel investment is increasing in the market. Therefore, if existing hotels must cope with fierce competition and add value to customers. Move from Customer Relationship Management (CRM) to Customer Centric Strategy (CCS). They use the theory of Disconfirmation, theory of the confirmation measures satisfaction because it has been found

that rejection of confirmation is the best indicator of customer satisfaction. We can recognize from the quality of the products, or services can be measured. Another theory of the Equity Theory, According to equity theory, satisfaction will focus on determining that resource allocation (time, money, rewards) is fair to both parties. (Customer/Organization)

5.6 The Network Structure

The network structure controls the dynamic of relationships among several organizations. It is explained by a typology, which describes the four main types of networks as shown below.

1) Internal market network is an organization that can trade services and resources with external markets when each department is set up as an independent profit center.

2) Vertical market network consists of several organizations, which are assigned to a central organization that is responsible for coordinating the transfer from raw materials to consumers.

3) Intermarket network is an alliance between many organizations type depending on the industry.

4) Opportunity network is a temporary structure composed of various organizations that can use with different industries.

The technology networks to enhance relationships between different departments of the organization and enable more modern work trends. The value creates the process of the organization's relationship business environment and trends, opportunities, and risks viewed through a network perspective (Niemczyk & Trzaska, 2020). This is evident in several studies, including highlighting the need to organize concepts and change language.

5.6.1 Case study of A GLOBAL ENGINEERING SERVICE PROVIDER

The steps to verify that this theory applies to organizations are:

1) A structure consisting of at least three units and their interrelationships. Units are not entities, but doers.

2) Relationship of New Band based on the hierarchy, commitment, responsibility, mutual benefit, participation, communication, and trust.

3) Level of Independence of units in the network.

5.7 The Downsizing

Downsizing refers to steps of taken to reduce the size of the organization. The organization in this century is usually achieved by reducing the employees through layoffs, retirement, and by reducing the organization when there is no longer a certain member in the organization. Traditionally, layoffs involve subordinate employees, but layoffs increasingly require human resource experts, middle managers, and senior managers. Cisco or Motorola, cheap, part-time, permanent, or temporary workers are often hired by the same organization that started.

Downsizing theory has been one of the most critical strategies for a company facing managerial challenges, especially in an era of global financial depression, many companies have brought organizational downsizing theory to adapt to survive. The hiring freeze is one part of a downsizing that reduces labor cost in the short term many organizations like to use it when the organization needs flexibility or needs to pass some hard situation examples one organization stop to hiring employees for one month can save labor cost one hundred thousand birth. A hiring freeze can employees confused, why organization stop hiring new employees, if employees don't know about the situation?

5.7.1 Case study

Meta's restructuring confirmed massive layoffs of up to 11,000 people or 13% of the total number of employees, the most among tech companies that announced layoffs in 2022. Executives admitted they were too optimistic about growth until causing the need to lay off employees because hiring more employees than necessary. While employees who are laid off, Meta will provide compensation for employees, including 4-month employee compensation, 6-month health insurance, and a help center to help find new jobs for employees who have been laid off. The executives of Thai AirAsia, a well-known airline company, plan to lay off 350 from around 5,000 as it seeks to balance its workforce with fewer flights due to the COVID-19 pandemic that affect travel and tourism. Layoffs are made based on filing for voluntary leave if the number has not reached the target set, it will be evaluated based on the work' result.

5.8 Reengineering

The recent reorganization is a basic and complete reorganization of Business Processes Reengineering to achieve significant productivity increases. A redesign is changing the way companies traditionally produce and deliver goods and services. Focus on the production: this division of labor allows companies to efficiently make high-quality products and services, as it could be overwhelming, complex to manage, and different to respond to the unpredictable that many companies facing this situation. These tasks include decomposing specialized work units into more integrated and feature-rich workflows. These workflows can make it faster, more flexible, and better respond to the competitive environment, customer requirements, product life cycles, and technology. I doubt whether the success of the redesign requires almost revolutionary changes to the design and operation of the business. Unknown assumptions about how the organization operates and why it operates in certain ways. These efforts often lead to fundamental changes in people's thinking and working methods. Work changes, tasks, and special structures provide customers with value-added services. This revolutionary change in value-added services is very different from the productivity increment method based on other changes in existing workflows. Since the redesign completely changed the status quo, it should significantly improve the company's performance. They have standardized the transfer of information and helped to integrate data into many related tasks and workflows. Before people in different workspaces can access new information, they must enter the new information into a separate computer system. The update includes downsizing, the transition from the functional structure to the work plan, and the process-based structure. There are many overlaps with the background of the GN application, which may lead to streamlining and streamlining of the management staff in the production process. Downsizing may require subsequent redesign interventions. If you scale down without drastically changing the way you work, the number of people performing the same tasks will decrease. Since lower wages and lower productivity are offset by lower productivity, the expected cost savings may not be realized. The organizational structure can change a work design, a workflow help break the vertical integration of functional and structural organizations. The organization structure can define and evaluate core business processes. It can modify operations to reflect the key relationships between the tasks at hand. When working on a new job or team, the team focuses on cross-functional tasks, result-based feedback, and employee development characteristics related to employee motivation and social-technical approaches to workplace design.

Re-engineering the system is a way to improve for more benefits than ever and keep up with the world trend. So, Business Processes Reengineering go through fundamental changes to increase productivity and quality. Davenport and Short (1990) describe Business

Processes Reengineering as an analysis and design of internal and inter-organizational workflows and processes, according to Davenport (1993) proposes a Business Processes Reengineering framework with a five-step approach to redesigning business processes describing the role of information technology.

5.8.1 Case studies of Official Trip Procedures in Higher Education Institutions.

This study provides insight into the reengineering process in higher education institutions in the application of official online travel systems. As well as filling the gaps about the importance of business processes in education-oriented organizations comprehensive information that shows complete information about business processes and collecting insights in this study can provide new perspectives on business process dismantling. The business process improves and develops online applications which proves that is a significant change in business processes. This official online travel system is expected to overcome obstacles that relevant agencies suffer and reduce administrative processing time to make the process better. In addition, it is expected to refer to other higher education institutions with the same characteristics to implement the system developed in this study.

5.9 Employee involvement

Employee participation is the current label, describing many practices and concepts related to the movement between work and personal life in the late 1950s. These practices have used a decline in the quality of life in the workplace. Participation aims to increase the participation of members in decisions that affect the effectiveness of the organization and the well-being of employees. Four key elements encourage employee participation performance working methods: goal setting, performance, customer service, and employee selection. The manager passes through the manager and the employee who make the decision together and then to the employee who decides it.

Organizations can contribute to Emotion Intelligence by providing education and training programs for decision-making, problem-solving, and understanding of business processes to expand the knowledge and skills of their members. How people participate in the organization. Multiple communication methods use with employees for the rewards such as self-esteem and achievement. External rewards are directly related to desire, the memo will generate external rewards through participation in the decision-making process and can develop quality management (TQM), which is an alternative way to manage employee retention. TQM is process improvement, continuous quality, and lean manufacturing has evolved from manufacturing to quality control and represents the long-term operation of the entire company. Reliable products and services exceed customer expectations. The involvement and membership of employees change the process of the chances of saving costs. TQM makes

employees more responsive by providing extensive training to improve their skills and abilities, the latest information will reduce the company's decision-making ability and link rewards with performance. Through successful implementation, TQM is also closely related to the company's overall business strategy. This stems from the careers of W. Edwards Deming and Joseph M. Juran (Suarez, 1992) the fathers of modern mass movements, who used methods to develop the quality of protective equipment. When a job can be performed by one person (for example, a bank clerk and an operator), a traditional job is created. These tasks are usually simplified. Repeat the task, indicating the time and direction of travel. When work requires coordination between people, for example, on the conveyor belt of a car, a traditional working group is formed that consists of members who perform relatively routine tasks, but related tasks are subdivided into simpler and more discrete parts (usually called tasks). Set goals and working methods for each part and assign these parts to team members. Each member performs the regular part and the repetitive part of the assignment group. External controls are used to complete tasks, such as timetables, strict workflows, and supervisors. Employee involvement by the definition of Marchington and Parker (1990) consists of executive-based guidelines and is designed. It is a process that is often initiated by management to increase information for employees and increase commitment to organizational success.

A case study describes the success of the Japanese global market that allows employees involved in work. This research seeks to determine whether companies classified as using Japanese quality management methods have a significantly higher level of operator participation in quality efforts, the three types of companies represented in this study are traditional American companies, Japanese companies operating in the United States, and non-traditional American companies.

5.10 The Motivational Approach

An incentive method is used to plan an incentive method. In this method, organizational performance is mainly regarded as a function of the satisfaction of members and attempts to increase productivity and satisfaction in the workplace. The employee contributions and the application of innovative work plans. Its design methods and principles are based on extensive research on public and private organizations of different ethnic cultures. A socio-technical system dominated by target groups focuses on independent target groups. Self-regulation or high-performance working group consists of members who interact with each other. The team is usually responsible for the entire manufacturing process. You

will track how participants do their homework. They will use their products together. Organization-wide objectives response for supporting services, maintenance, procurement, quality control, and skills. When wages are based on results, collective productivity rather than individual productivity is the standard. The theory of motivating employees in the organization to increase efficiency even more by increasing productivity or job satisfaction with rewards given to them to help them achieve more goals in their careers consists of advancement in duties. responsibility Achievements and engagement Motivational jobs are those that allow employees to work at their best to earn success and reward them for it (Paul & Herzberg, 1969).

5.10.1 Case study of Udon Mastertech Co., Ltd. in Thailand

OD interventions were conducted at formal and informal meetings and events, with formal meetings between the investigator and the transition team. Its main aim is to increase employee motivation by improving job design. (Including increasing the value of the work empowerment permission to participate job invention) and increase financial incentives. Increase the bonus according to the company's performance and set up the "Outstanding Employee of the Month Award".

Summary

In this chapter, we intervene in the technical structure: a blueprint for technical and organizational changes. Global competition, rapid technological and ecological changes have forced all bureaucratic companies to become more flexible. It is adaptable and innovative but requires excellent management skills to achieve the organization's goals. They analyze the organization, workflow and exclude features.

This includes the process of changing traditional separation styles (such as functions, subdivisions, and matrix structures) to integrated structures. As a process, it is customer-oriented and networked. Which structure is suitable for your specific environment, technology, and organization? Shrinking organizations try to save costs and bureaucracy. Layoffs are closely related to company strategy.

Process integration can speed up tasks. Usually, the design is modernized with the information technology so that employees can control and coordinate work processes. The workflow of a specific customer, individual structures and resources, and the network structure assigned to organizations with interdependent organizations.

Exercise

Direction1: Please analyze the lesson and answer the questions.

1. Describe the most common organization structures used today and explain the strengths and weaknesses.

2.Explain the process of downswing.

3.Describe the reengineering intervention.

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Chapter 6

Human Resources Interventions

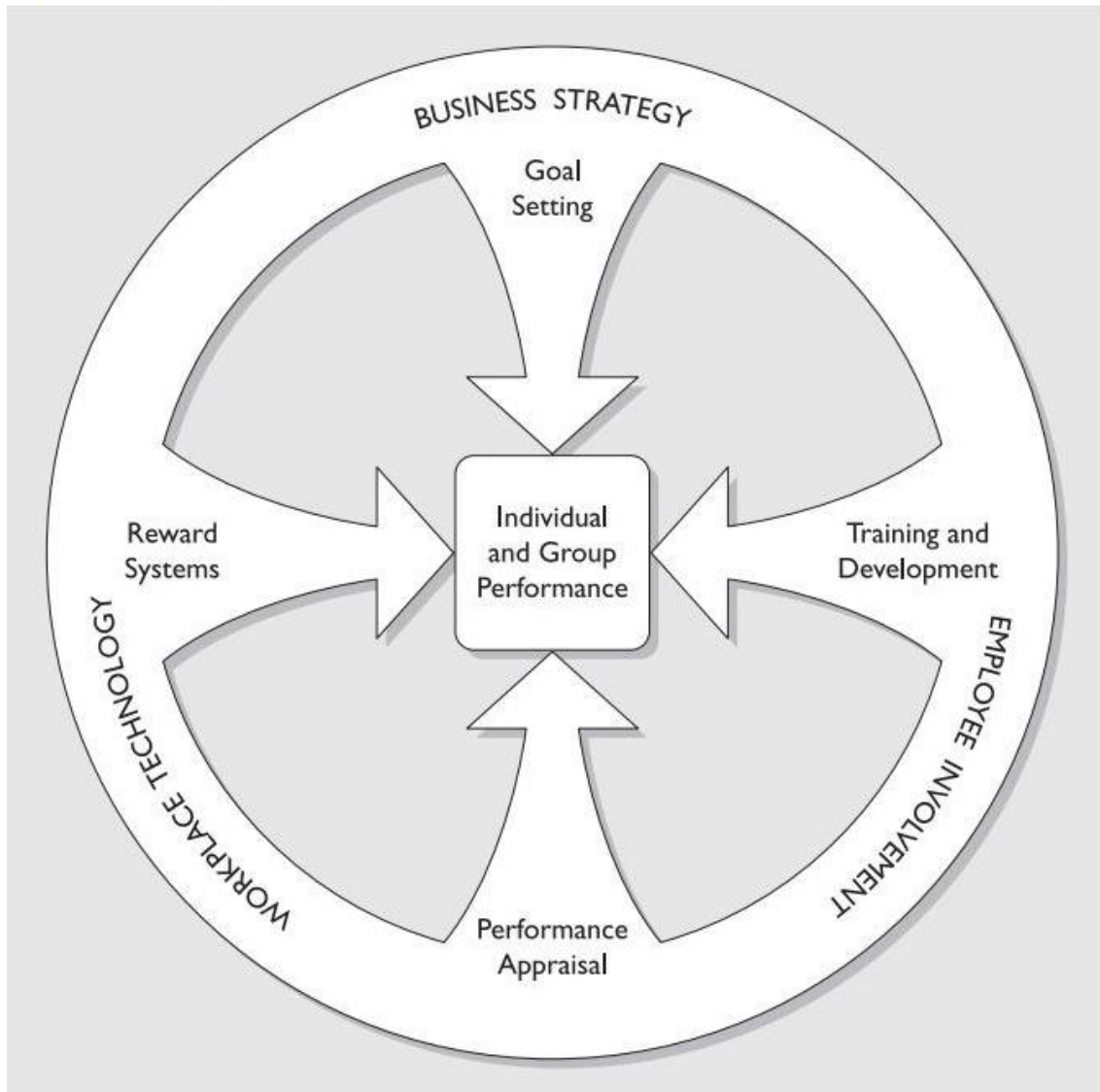
Human resources interventions can be characterized as the role of organizations and employers in terms of work participation (Human Resource Recruitment and selection, corporate policy, organizational primary prevention, interventions, and attitudes toward older employees within the organization (e.g., discrimination), (White, 2012). Human resource management activities aim to improve an organization's performance and effectiveness by improving team members' performance, dedication, and flexibility (individuals and groups). This is accomplished primarily through methods centering on individual management.

6.1 Performance Management

The goal of performance management is to help employees grow and perform well to their abilities, there is a periodic, systemic, and objective process. Performance management is not just aimed at improving skills. Instead, it focuses on developing skills that help employees perform better. The reason was the process which aims to focus on personal goals to get along with the group and organization. The method measure employees' participation and performance include goal setting, performance appraisal, and a rewards system (Thomas G. Cummings, Christopher G. Worley, 2015).

Measurement and agreement were reached through the proper process, employees are held accountable for achieving their objectives, and the company is held accountable for rewarding top performers. If results are not achieved, the HR department and organization will create and invest in training employees to ensure they can meet their responsibilities and expectations. This necessitates that each employee's performance expectations be clearly defined, and that the organization enables him or her to meet them. It also emphasizes the importance of implementing a performance-based compensation system that fosters the differentiation of rewards and continuously admeasure and manages employee engagement. Most importantly, to ensure ongoing employee engagement. This necessitated the creation of a transparent, accountable, and measurable Performance Management System that drives exceptional results. In response to the challenges, the Management by Objectives (MBO) principle unleashes each person's passion and potential (SHRM India, 2012).

Figure 6.1

A Performance Management Model

Note: Referring to the performance management models from organization development and change, Thomas G. Cummings and Christopher G. Worley. Through this model, the theory of human resource intervention will be described in detail. Setting goals identifies the types of performances that are sought; performance reviews rate those results; personal competencies are developed via training and development programs; and desired outcomes are reinforced through reward programs (Thomas G. Cummings, Christopher G. Worley, 2015).

6.1.1 Goal Setting

A goal is a planned outcome. Setting goals is the process of helping individuals, and teams, help your employees identify this desired outcome and make a strategy to achieve business goals within a specific amount of time or to put it differently, goal setting is nothing more than future planning. However, goal setting must be specific.

6.1.1.1 Elements of goal setting process include:

6.1.1.1.1 Establishing challenging goals

Goals setting process should be concerned with establishing goals that are challenging but realistic with a high level of commitment, there are two dimensions that help measure how challenging goals are: the difficulty of the goal (stretch goals) and the level of employee participation. Increasing the level of goal difficulty” stretch goals” when you want them to acknowledge the challenge and put more effort into the work tend to increase performance if they see it’s possible to achieve the goal. Motivate employees to accept challenging goals. When a group of people successfully achieve their performance in a company, other employees are more encouraged to do their best in their specific role to achieve the same performance.

6.1.1.1.2 Goals should include difficulty

The motivation and evaluation to people, so it leads to increase effort and performance. However, it also has its own problem that they may lose their motivation and energy which may even result in unethical behavior. There is a strategy for defining goal difficulty in acceptability levels, such as collecting references or best overall, which means employees realize that groups and organizations have reached a given achievement, and this motivates them.

6.1.1.1.3 The level of employee participation

The level of employees is allowed to participate in setting goals. Employees can commit to the organization's goals by participation. However, it only works in the context that members meet higher goals than typically assigned to them. The context factors are an important role in establishing a role clarifying between the organization's policy with the individuals, group, and the organization.

First, the line of the sign must be clarified between the differences of business strategy goals and Individual. Group goals should be appropriate with a scorecard in order when approaching goal setting. However, If the group, Individual tries to achieve goals that are unrelated to business strategy, it is going to be harder than It should be.

Second, employee participation will become more efficient when the employee Involvement policy in the organization is being supported. Employees have the will to challenge goals.

Third, when the work requires high cooperation to complete,

group-oriented participative goal setting is more likely to increase commitment.

6.1.1.1.4 Specifying and clarifying goals measurement

Objectives should be defined; employees and supervisors negotiate resources that are specifying and clarifying goals measurement. Specific goals reduce confusion, and ambiguity expectation and improve the performance working at the same time. In order to clarify goal measurement, the objective should be defined in performance. By defining goals operationally, it must be sure of being Influenced by group and employee's behaviors. Clarifying goal measurement also requires enough resources, for example, Raw material, Time, and equipment can be accessed when an employee and supervisor have a negotiation. Clarifying goal measurement should be Increasing employee participation, it can provide challenging unspecific goals. Employee Involvement policies effect on the way goals is clarified. Employee involvement policies can also favor the employees and group work manage the entire goal-setting process.

Finally, the process of specifying and clarifying goals should be clear otherwise It will increase the difficulty of business strategy. Under these conditions effort to gain approval from measurement also confusion and resistance to open mind can be found on the importance of goals

6.1.1.1.5 Application stages

From the features of goal setting, established challenging and clarifying goals. Organizational practitioners will develop a particular approach to goal direction. These steps identify applications.

1) Diagnosis: Careful and detailed analysis of the task and overall.

Whether it is the nature of the job, the working environment, the working group, or the needs of the employees.

There will be three factors or contexts as follows.

- Business strategy
- Workplace technology
- Employee engagement levels

Those contexts will provide information about the specifics of the job, such as goals, difficulty, type of work, and the appropriate level of allocation for cooperation and the necessary support systems for the job.

2) Preparation for goal setting: The action plan will create at this time to improve and increase communication and participation between supervisor and staff, to associate them with participation in goal direction. Also, the plan will offer them a formal goal-setting method.

3) Setting of goals: Referring to the first step 'Diagnosis'. One of the

contextual is employee engagement levels while will involve this step by participating in establishing the challenging goals and clarifying the method of goal measurement. They tend to set goals higher than those assigned by the executive.

4) Review: The goal-setting procedure is assessed in this last step so that adjustments can be made as needed. To determine whether the goals are stimulating, difficult, support the business plan, or are subject to employee influence measure the performance.

6.1.1.2 A common form of Goal Setting: MBO

MBO (Management by Objectives) methods are intended to identify an employee's core goals, which are subsequently assessed using the group's input. This enables all corporate employees to see their accomplishments as they carry out their jobs in relation to the firm's top priorities, increasing alignment between action and results and resulting in much higher performance.

1) Involvement in a workgroup: Participants define the overall goals of the group and individuals and develop an action plan. The primary workgroup members create action plans for the group's overall and individual objectives

2) Setting goals in collaboration with subordinates: Set goals for collaboration is focused on work goals and developing an action plan to achieve the goal. Individual job duties and responsibilities are addressed after the overall goals and roles of the workgroup have been established.

3) Establishment of action plans for goals: Subordinates have developed an action plan that reflects the personal style of the subordinates. In a group discussion or in a meeting with the senior manager, the subordinate develops plans of action for goal achievement.

4) Establish success criteria: At this stage, the manager and employee agree on success criteria for the specified goals, which are not restricted to easily measurable or quantitative data. To guarantee that both the management and the subordinate understand the task and exactly what is expected of them.

5) Review and recycling, consist of three stages. Subordinates must first take initiative, review progress, and discuss accomplishments and challenges. Then the manager discusses work plans and goals for the future. Finally, the general discussion includes the ambitions of subordinates as well as other concerning factors.

6.2 Performance Appraisal

Performance Appraisal can be defined as a systematic thinking process of the manager directly evaluates an individual or group's performance such as expertise, quality, and quantity of results, skills, work attitude, cooperation, discretion, flexibility, initiative, as well as employee skills for future growth and development. The purpose is representing a link between reward setting and goal setting process. Generally, the goal of performance evaluation is to promote employees within a certain period based on their performance and capabilities, review, and feedback on employee performance, and evaluate the gap between actual performance and expected performance and management in the process. In addition, performance evaluation diagnoses the strengths and weaknesses of employees, thereby determining future training and development needs, and clarifying employee expectations and responsibilities. It is also the basis for making decisions about a salary increase, promotion, discipline, compensation, etc., and improving the efficiency of the organization's staff, making reasonable decisions about transfers, layoffs, and dissatisfaction, to gain a competitive advantage.

1) Competency Evaluation

This part of the employee evaluation method is to assess the skills of employees and expectations must be in the same way how they belong in each position of the company or not. Some people show excellent performance could be consequences of promotion as well.

2) Attitude Evaluation

This assessment format is based primarily on the viewpoint of the assessor caused by personal feelings.

3) Personal data

In this evaluation method Individual roles and responsibilities, such as absence, sick leave, arrival late, including the punishment of each employee, irrelevant to employee's performance evaluations, but it is an important part that will be used for holistic evaluation.

6.2.1 Method of Performance Appraisal

There are many ways to measure employee performance based on the criteria of the organization. Generally, all organizations have not adopted and used a single measurement method to measure the performance of their employees because each method has its advantages and disadvantages. In some companies, employees receive feedback from their superiors, colleagues, subordinates, and customers, and conduct self-assessments. The most common methods used in the performance evaluation process are divided into two categories: traditional performance evaluation methods (Rating scales, Checklists, Critical Incident method, Essay method, and Paired comparison method) There are many specific

methods and methods of measuring performance that help employees and supervisors reduce intensive strengthen the relationships and share contribution Traditional methods perform better in terms of ensuring everyone have same understanding such as initiative, reliability, creativity, decency, intelligence, leadership potential, etc. Modern methods (Management by objective (MBO), psychological evaluation, behaviorally anchored rating scale (BARS), 360-degree feedback, 720-degree feedback) modern methods pay more attention to performance evaluation. The new method expands the role of the evaluator and tends to become more objective and valuable. You actively participate in the evaluation at all stages of the evaluation process and increase the frequency of responses. Determination of performance data and training needs. For example, the case study of power functioning in 2007vthe company's primary line of business has shifted from being a mobile telecommunications operator to a supplier of ICT infrastructure and tools. Our goal is to lead the market for passive infrastructure within the next five years by offering a comprehensive one-stop solution for telecom towers and other ICT facilities. Our Promise: To be forward-thinking, customer-focused leaders Encourage our employees' creative thinking and instill an entrepreneurial spirit to produce solid company results, encourage infrastructure and capacity use that is most productive, take use of disruptive technology to usher in a new era of digital company transformation and better meet client expectations.

6.2.2 The Performance Appraisal Process

The performance appraisal process starts with the development of performance standards and benchmarks for employees and finally evaluates the progress of the employees and makes decisions. Establish standards can compare the actual performance of employees. Performance requirements are used to complete the company's mission and vision, so every task requires these standards. The established standards, this is the first step used to compare employee performance. The organization's level of involvement goals must be distinct, intelligible, and quantifiable to be measured as success. All employees must understand the standards, and management is responsible for making sure that everyone in the company does. This will help them understand their role and understand exactly their expectations. The standard should also be communicated to the evaluator. If needed, the standards can also be revised based on relevant feedback from staff or evaluators. Measuring actual performance: This is an ongoing process that includes monitoring performance. This step needs careful selection of appropriate measurement methods, dealing with individual bias. It will not have any negative effect on the process of results. It also helps employees work more easily. Organizations can compare actual performance with standard performance with the required performance. This comparison is important because, as a manager or evaluator, you can spot differences in results that can show more intrinsic performance than desired performance. Desire performance precedes actual performance is not a good answer for an organization. An obvious example is a company recalling an assessment that was given to an

employee. In addition, employees should be given personal feedback. The purpose is to communicate and listen to discussions between employees and their superiors to diagnose possible future problems. Feedback should be positive because it will affect future employee performance. Positive feedback in the workplace motivates employees to keep moving but does not demotivate them. It can be used to improve employee performance. Performance feedback tasks should be handled carefully because it might affect employees' emotions. Thus, employees should be prepared before informing feedback to another employee.

6.3 Reward System

Reward systems play a significant role in human resource management. Their duty is to seek talented personnel, stimulate them, and keep those who are the best and worthy of the company. Reward programs have a direct impact on the expense side of an organization's financial statement, which is frequently the most significant factor. Because they affect human attitudes, behaviors, and performance, they are strategic (Cruz et al., 2010). Therefore, organizational development practitioners should focus on both intrinsic and extrinsic rewards to rise the happiness of employees and enhance productivity. Intrinsic rewards such as the decision-making ability to expand the workplace and improve employee performance, to recognize their sense of accomplishment, accomplishment, or satisfaction). This is a concrete confirmation of efforts), including payment; various incentive measures, such as stock options, dividends, and profit sharing; promotional activities; all these extrinsic rewards also be able to provoke the employee to perform well. Reward system that motivates employees, reward them based on their contributions and efforts to the organization to motivate employees to engage in high-quality work, attract and retain high-quality employees, but the organization's research does not say that reward systems can build or create and promote justice, because part of this system is competition. Therefore, sometimes it can cause problems such as plagiarism or taking others' credit. The structural characteristics of the reward system and rewards affect the performance of individuals and groups; four specific awards are listed, including ability-based compensation, performance-based compensation, profit sharing, and promotion deal with issues related to the establishment and management of a reward system. The rewards system is an essential part of the organization and should be designed according to organizational regularity and operation, or an organization's structure. The basic concept of the theory is that employees will be motivated by the understanding and belief of their desired outcomes. If people anticipate a successful and pleasant outcome, they will try to work hard to perform at the level expected of them. The main objectives of work-life interventions are to determine the internal and external rewards (results) that are extremely

valued and connect them to achieving expected performance goals (Thomas G. Cummings, Christopher G. Worley, 2015).

6.3.1 Characteristics of Effective Reward Systems

6.3.1.1 Availability: The rewards can reinforce desired performance. The reward should be visible, obtainable, and able to achieve. Low desires for a prize mean nothing. For example, pay raises are frequently eagerly anticipated, but impossible to do due to enhancing salary less than the standards is unacceptable and may cause a negative effect.

6.3.1.2 Timeliness: Rewards should be given as soon as something were complete. As a behavior need to stimulate frequently, otherwise the motivational potential will reduce.

6.3.1.3 Performance Contingency: Rewards should relate to the performances or the work employee hope to get more of performance and reward. If the goal is achieved, there is a reward; The reward is diminished or withheld if the objective is not met.

6.3.1.4 Durability: Intrinsic reward is a reward that lasts longer than extrinsic reward such as pride and fulfillment for achieving certain things in the workplace. However, each person is motivated by a different thing as everyone could feel a unique reward, some reward might feel motivated by extrinsic rewards such as pay increases.

6.3.1.5 Visibility: The reward should be visible and understandable, hence, everyone in an organization is able to know who is getting a reward and it will motivate them to perform well.

6.3.2 Skill and Knowledge-Based Pay Systems

Skill-based pay (SBP) is a payment system that supplies additional payments to staff in a swap for formal certification of their mastery of knowledge, and competencies. Skills refer to learned and visible professionals in performing tasks. Knowledge is information that has been acquired and used to perform tasks. Competencies are more basic broad-based abilities or characteristics required to complete tasks. Employees in SBP systems receive additional pay only after demonstrating the system-recognized skills, knowledge, and competencies. As a result, SBP is an individual-based system since it is centered on personal traits rather than job requirements. In more typical work-based compensation systems, employees are entitled to pay regardless of whether they are competent in their position because the pay is dependent on the job (Herbert G. Heneman, SHRM, 2011). In other words, the more you know and the more you can do. Employees can improve their education and experiences to increase income. Knowledge-based compensation encourages employees to learn more and improve their skills. A compensation-based system works by establishing and identifying the position and skill needed that fit the task. The organization will recruit the right number of employees and set the prices for each skill differently. If employee having high skills more, they can gain more salary. These skill systems take at least two years to achieve, and generally, everyone

starts from the same starting point and gets paid at the lowest level (Thomas G. Cummings, Christopher G. Worley, 2015).

6.3.2.1 The Benefits

The compensation system that repays based on employees' skills and knowledge, has the following advantages: flexibility can be increased by learning new perspectives or skills, performing well in multiple tasks, and seeing how the whole organization works. It allows the transfer of jobs and the filling of temporary positions due to absence or job turnover requirements; therefore, it encourages a more flexible workforce. Higher wages, ongoing instruction, and expanded jobs through further training tend to reduce employee turnover and elevate their competencies. As a result, employees will be long-lasting satisfied due to skill and knowledge-based pay supporting the development in person and pay with a fair wage. Since wage increases are based on skills related to measurable standards, criticisms of subjectivity are usually related to unfair evaluations, and such evaluations should be avoided (Thomas G. Cummings, Christopher G. Worley, 2015).

6.3.2.2 The Disadvantages

The main shortcomings of skill-based payment systems are the “Top-out” cost, and the absence of unexpected outcomes.

First, employees will encourage to gain new skills and perspectives until they reach the limit, there are no higher levels to achieve.

Secondly, the ability-based payment system also requires a lot of time and money to be spent on training: need high investment to develop the training course and requires at least two years of experience and learning of employees to reach all skill developed by the organization.

The training programs that the organization provided to employees to increase their ability will not charge a fee due to the organization will be rewarded as a valuable result of productive performance (Thomas G. Cummings, Christopher G. Worley, 2015). Furthermore, because salary is based on skills rather than-productivity, the labor force can get high salaries and flexibility, but it is not productive.

6.3.3 Performance-Based Pay Systems

Performance-based compensation is a financial reward system that evaluates employees' performance according to specific criteria. Performance-related compensation system standards can be based on the performance of individuals, groups, or organizations, or a combination of the two. Salaries are based on their personal contributions, not on workplace expenses. Increase employee focus and commitment to corporate goals. Individual contributions to the success of the organization should be recognized.

Performance-based compensation plans usually differ in three aspects:

1) The organizational unit measures performance for reward purposes individuals, groups, or organization system.

2) How to measure performance? The Performance is measured by using either subjective supervisory evaluation criteria or objective productivity, cost, or profit metrics.

3) Reward evaluates from good performance include salary increase, stock, or cash bonuses. The reward evaluates from the general concept of this kind of human resources and its advantages and disadvantages.

Advantages: Pay for performance can provide a variety of advantages. Management can improve productivity and employee engagement. It also helps to pay the right people with the right amount and get rid of lazy workers. It can also help define clear goals for the company. Salary plans that are based on groups and organizations rather than individual employees promote cooperation among employees. In the first scenario show the good teamwork advantages.

Employee morale is enhanced by rewards, and most workplace incentives are based on one's performance review. These rewards, also referred to as performance-based pay, are thought to increase individual productivity and job quality. Employees comprehend the company's goals and performance criteria. It is vital to assess your own progress toward these objectives. You can also direct your employees' efforts to areas where the organization requires them. Individual pay plans, group pay plans, and organizational pay plans are ranked in order of how well they link pay to performance. Since pay is not a direct result of a person's behavior, the last two plans receive a lower score on this factor. Finally, HR managers can use performance compensation to attract potential job applicants and increase employee loyalty.

Disadvantages: Without careful planning and management, the effectiveness of the compensation system will cause many problems. The bonus plan has been under pressure due to poor managerial choices and other causes. In one case, a bad acquisition choice reduced profits and reduced the organization's ability to pay bonuses. Some businesses find it challenging to create a payment system because it's difficult to set the level of performance and evaluate personnel objectively. Benchmarks and results in a product can be ambiguous and ineffective. There is controversy about how to measure performance and how employees work to get paid. Employees may not understand the actions taken, but if the salary does not increase, they can still blame the management. There may be conflicts between competitions. In addition, the rewards of individual employees hardly contribute to teamwork. In addition, additional pressure is put on managers and executives. After all,

the biggest problem with an effective compensation system is that managers need to constantly monitor and record employee performance to provide time-consuming feedback.

6.3.4 Gain-Sharing Systems

The best way to characterize gainsharing is as a management style where a business strives to enhance performance through employee involvement and participation. As performance rises, employees get a bonus. Gainsharing is not a piecework system for individuals. The pay-for-performance wage system is a group incentive. Profit sharing includes the payment of bonuses to employees based on the improvement of company performance, that is, it is an enhanced development process, and benefits are shared among those who contribute to achieving goals. The plan can improve employee motivation, participation, and productivity. Making a profit distribution plan requires decisions on the following design elements:

1) Design process: The agreement and cooperation of the workforce are necessary for the profit distribution scheme to be successful.

2) Bonus formula: The profit distribution plan is based on a formula that generates a bonus pool, which is distributed among the bonus pools covered by the plan. Most plans are customized.

3) Distribution process: After establishing the bonus formula, you need to decide how to share gains after you achieved it. The decision includes options for allocating how much of the bonus funds to the company and the percentage of employees to the company.

4) Bonus frequency-in most plans, bonuses are calculated monthly. Usually, this is done in consideration of the organization's recording, and this is usually enough to keep employees motivated.

5) Change management: Organizational change factors include innovative technologies and products that can alter the bonus formula.

6) Participation system: Benefit-sharing programs include a participation system that collects, evaluates, and implements employee suggestions and improvements. These systems typically include a formalization process as well as various levels of committees for evaluating and implementing proposals.

6.3.5 Promotion system

Promotion is the appointment of existing employees to a higher-ranking position or office than they previously held. This could be the consequence of a successful implementation for a listed vacancy or, in some cases, personal promotion.

In most cases, many promotion and relocation decisions in the organization are top-down, senior management decides whether to promote lower-level employees, and the process can be tight and safe. People are frequently uninformed a position is available, that they are under consideration for advancement, or the reasons why some persons are promoted while others are not. Without this information, qualified persons looking for a new job may be overlooked. Moreover, because employees may well not comprehend the link between high performance and promotions, the motivational power of promotions is decreased.

Promotions include promotions, salary increases, and benefits. In some organizations, the nature of the job may vary greatly. Rewards The focus of rewards is on progress, not on the development of new skills and knowledge, and this may lead to a decline in labor flexibility.

Nowadays, most organizations try to reduce the secrets related to promotion and the labor movement by publicly posting job vacancies and inviting people to nominate. Although open job posting incurs additional administrative costs, it can result in better promotion decisions. By guaranteeing that interested people are considered for new opportunities and talented people are discovered, open posting expands the pool of available staff. Open posting can also improve employee motivation by demonstrating that a valuable reward is accessible and based on performance.

6.3.6 Reward system process issues

Affect employees' perception of the reward and secrecy and communication about reward systems. Normally, reward systems are created by high-level compensation and human resources experts and then enforced on employees. Although this top-down method may provide a coherent system, it cannot guarantee that employees would understand and trust it, and it usually produces a system that does not improve performance. Employees who are distrustful of the reward system are more likely to generate negative impressions of it.

According to increasing studies, employee participation in the creation and management of a reward system may improve employee understanding and contribute to feelings of control over again and dedication to a strategy as well as improved performance.

6.4 Current Human Resource Intervention

Technology is now frequently utilized to influence and change human behavior. VR and AI are the technologies now in use. By recreating the situation and immersing the participants in it, VR creates a virtual image. HR want trainees to comprehend the circumstance before them rather than comprehend the theory. AI will play a part in a somewhat dangerous skill to keep workers safe or assist in preserving the labor of workers. Humans cannot be

replaced by AI, but it can make things go more quickly and precisely. Employees may believe that AI is the thing that can replace them. As a result, this technology helps to stimulate workers to continuously learn new skills necessary for survival in the post-industrial period.

6.5 Case Study

6.5.1 Amazon Case Study

According to Jeffrey Bezos, CEO of Amazon, customers receive trusted services, lightning-quick deliveries, and prices that are competitively low. In order to alleviate these difficult transitions, this development and expansion will also need HRD support and functions. Maintaining high levels of customer satisfaction is the first business strategy that needs HRD backing. Specifically, putting in place an HRD intervention that prioritizes:

- 1) Cost-effective pricing
- 2) Excellent delivery
- 3) Trustworthy service

First, an HRD can focus on maintaining Amazon's aggressively cheap costs. To address their merchants and fulfillment facilities, Amazon could employ HRD functionalities. Amazon wants to offer low costs, so it's crucial to give merchants and buyers HRD functions so they can choose the appropriate price for their goods. Businesses should make sure they utilize all available Amazon resources and technologies to the fullest and are aware of them. Amazon sellers and fulfillment centers underutilize a variety of resources. One of these tools is Feedvisor, an engine that adjusts product prices based on how much customers spend on comparable goods. It alerts the user when their goods are being sold for reasonable pricing. To assist sellers and fulfillment centers in selling their goods at the lowest possible market price by effectively employing resources, Amazon should integrate HRD features. Due to incorrect addresses and out-of-date customer information, about 0.6% of Amazon's daily shipments are returned. That is equivalent to about 200 packages per day for people who might then have a poor opinion of Amazon. To achieve the aspirations and objectives of guaranteeing prompt delivery and dependable service, Amazon fulfillment centers in other nations that do not utilize a comparable database may implement organizational growth. The company's mission, which reads, "Our goal is to create a location where individuals can come to look for and learn about whatever they would like to purchase online." has been consistent with Amazon's business strategy.

Porter (1985) created a value chain model that might be in line with Amazon's plans to increase its capabilities. The model is made to make it easier to conduct methodical studies of prospective profitable business ventures. Operations, inbound/outbound logistics, services, and sales/marketing are categorized as primary activities. Administration, human resource

management, purchasing, and technology development are examples of secondary operations. The implementation of HRD and OD functions can guarantee that the strategic plan is appropriately modified. Amazon has made a name for itself as the largest international virtual retailer in the world, and keep this title, HRD and OD functions could be adopted to guarantee its success. This might guarantee that Amazon's everyday tactics and strategic planning consider its vision, goals, and mission.

6.5.2 The Case Study of Sexual Harassment

The author suggests an activity that prevent sexual crimes in the organization, maintain the image of the company, and create a safe place for employees. The firm recently of one male employee after he harassed a female coworker in the workplace, according to recent news reports. When he sexually harassed this female coworker, he assumed she lacked the courage to report him. However, this victim reported about it to the HR department. HR made the decision to speak with the man personally after learning everything from the female employee in order to confirm the facts, but they also looked at the workplace CCTV. The name of the victim was not made public after this firm had dealt with the situation, as it is the duty of a decent corporation to safeguard each employee's personal safety. However, in order to prevent this kind of incident from happening again, the company has begun training its employees on this. Not just men but everyone needs to be trained on sexual harassment and be aware of its consequences. This is because bullies and victims can be either gender. Including it can happen anywhere, not just in the workplace. If everyone is aware of this matter, in addition to being able to create a safe workplace, it also includes good behavior in society as well. Overall, this case study showed us how an organization would handle a situation involving employees' personal rights rather than a problem directly tied to the business. An intervention in employee behavior and maintaining corporate reputation, including the details on the significance of preserving employee security are also provided in this case study.

Summary

The performance management model is a comprehensive process for defining, evaluating, and improving employee behavior and performance. The practices and techniques used to set goals to evaluate performance, and prize systems are all segments of performance management. These technologies collaborate to influence individual and group performance. Furthermore, the business strategy that defines goals, guidelines, and objectives focus on the organization's relationship and environment. Determine whether the performance management practice is an individual or collective workplace technology; the level of employee participation is the final consideration. Performance management practices and practices are influenced by three contextual factors. Setting objectives Managers and subordinates define appropriate behaviors, responsibilities, responsibilities, performance, and which are in accordance with the organization's goals and specifications. This is known as goal setting. Furthermore, goal setting can improve the overall results of the group because it can solve the group's goals when applied to a working group. Goal setting process elements include setting challenging goals that must be challenging, realistic, and have a high level of commitment.

Exercise

Direction1: Questions for Amazon Case study. Follow the case study please answer the question.

1. What would you do if you are the HR department and after the training has been provided, there are still some employees disobeying the regulation, how will you deal with this circumstance?
2. After every employee had known about the punishment from the training, the evaluation of the employee will be together with the assessment of the employee's performance assessment or not?

Direction2: Questions for The Case Study of Sexual Harassment. Follow the case study please answer the question.

1. What would you do if you are the HR department and after the training has been provided, there are still some employees disobeying the regulation, how will you deal with this circumstance?
2. After every employee had known about the punishment from the training, the evaluation of the employee will be together with the assessment of the employee's performance assessment or not?

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Chapter 7

Strategic Change Interventions

Strategic Change Intervention of organizational development clearly reflects political change. The design or change of organizational structure and culture includes change-organizational, design-culture-integrated strategic, constant-dynamic creation strategy-self-organization and design-transformation of the organization. Transition change Transition change is the redefinition of something (the current state). It starts with an assessment of the present and expected future. According to the initial vision and organization, the success of business transformation depends on how different the future state is from the current state. Defining strategy Transformational change refers to changes in a specific field caused by the interaction with environmental factors that lead to the need to adopt the people's behavior in the organization. The concept of organizational change in Michael Baker Corporation's case study includes change management and change. For example, let's try to discuss the process and feedback. The report contains information about conversion changes. Your transformation to change is the stage of strategic intervention. This transformation of change has three keys: organizational design, integrated strategy, and culture.

7.1 What is strategy management?

Strategy management (Mintzberg, 2022) is the plan of the company and the detail for the company can reach its goals, especially having selection for the customer. "Designing an action plan to suit the resources in the organization and preventive planning so that the strategy does not fail in the short and long term". So, that is the means strategy has 2 optional it is "Action Plan to suit the resources and goals" such as the company needs to increase the amount (goal) and must increase the target of the customer (Plan). If you are needed to increase your target customer and you must hire one employee to run this point, it doesn't enough though because the first thing is the company goal and strategies, it should clearly explain the target customer and what I want from those customers. In the same way, the action plan to suit the resources would be useful and that is designed for the company's customers, and we should have enough staff. Therefore, our staff should be protected the internal information belonging to our organization for the customers to be with us in the long term and anything about how interesting condition for them.

Strategic management (Sasaki & Vaara, 2020) refers to the going process of defining the organization's missions and goals with the context of the organization's external environment. Defining the right strategy operations according to the specified strategies using authority to control strategies. To ensure that the organizational strategies adopted can lead to the achievement of the specified objectives.

Strategic change Invention is a way to identify and understand the emotion patterns and relations dynamics that cause anxiety, insecurity, conflict, and lack of direction. You will enjoy undoing these patterns and dynamics, so that you can experience the quality of life, love, and relationship that you deserve. Strategic changes invention is "a project dedicated to extracting the most practical and effective forms of strategic action and communication from a variety: Ericksonian therapy, strategic family therapy, human needs psychology. Neurolinguistics, psychology of influence, strategic studies, traditions of diplomacy and negotiation, and others."

7.1.1 The best component of strategy

The meaning of strategy is world-wide for somebody, in this part we should review the strategy it should have 5 things of strategy (Van & Man, 2021).

- 1) **Goals:** The general company goals of strategy is increasing the customers and increase the amount and get the profit but there are some is details.
- 2) **Customers Target:** it's meant the customer that need to make a deal or make some condition with us for getting the benefit or Win-Win situation.
- 3) **Value:** it means you must make a value for those customers. It means you must adapt the strategy for appropriate with them, and selection for the customer that can get a lot of benefits, even though you have the competition.
- 4) **Resources:** It mean design the appropriate the strategy for resources and organizations for to reach the goals and the most important things and the competitive advantage the company should have.
- 5) **Protection:** it is the way that you protected organizations don't let them worse, especially the pressure of competitor.

Michael Porter (Porter & Kramer, 2019). he is God of Harvard Business school he said, "In business competition there is no best". We are the best company for everyone, we should have to looking for the way that how to make it difference, and we should make something that customers satisfaction with company strategy. The company should be the strongest point that the competitors cannot copy our strategy. There are a lot of advantage that easy to understand such as technology and the priority, so we have resources that have limit for that.

7.2 The nature of strategy management (Henry, 2021)

The nature of strategic management is an important duty for a manager in the way that they must manage their company must change the strategy and the decision for the strategic decision making because strategy management relates to an organization in the long term. It is the process of strategic management for making the advantage long term with the organization, it is a tactical decision. There is no ready-made method, that needed cooperation and commitment. The resources in the organizations have a clear direction on the options and announce to everyone in the organization understands the same goals.

7.2.1 Case study of KKL company

KKL Company (Thaimice, 2022) there are the one from organization or we call them Travel Agency, it is the started up small business in Konkean Convince they have to commercial registration in July 2017, census. Travel abroad (Outbound), followed by sales of travel programs in the country (Inbound), booking of travel agents and hotels, but the operating results at the end of the year approx. It shows that the company's revenue has decreased due to the number of competitors in the business sector at the provincial and regional levels has increased and has faced a crisis caused by the spread of infectious disease. Coronavirus escalated impact on income.

The organization structure:

To ensure that employees participate in management, profits, personal problems. and satisfaction, the manager will participate in every activity and every suggestion will be listened to, including problem in work. The organizational structure encourages brainstorming and requests. Recommendations from employees at all levels including complaints and suggestions from customers. To the fullest extent possible for efficient service quality and management.

Market research information

Normally, Khonkaen is not a tourist destination that tourists are interested in traveling in. it is a province that connect with neighboring provinces. Has a population of more that millions, in other words, Khonkaen is center of port of transportation according to Geographic location strategic economy and educational institutions

Type of Customer

1. General customers
2. Organizations
3. Retail customer.

Competitive Strategy

KKL Tour company limited or trade name “KKL TOUR” is a small company that started in Khonkaen province, doing business in the competitive sector. Growing rapidly in the local market in addition, the company assesses that it is difficult to compete with competitors because competitors have a variety of customers and have expertise and know that domestic market is a strategy that has been used from beginning to present. Currently, the company is in the process of seeking guidance run a new business by considering the following issues.

1. Technology strategy
2. Competition strategy
3. Strategy management
4. Cooperation strategy

7.3 Intervention design

Organizational development interventions are activities, actions, and events designed to help organizations improve their efficiency and effectiveness. OD interventions vary from standard offerings developed and used by many organizations to specific offerings tailored to specific organizations or departments. The design of the OD intervention must focus on needs and observe situations where change and develop a change plan that meets the effective intervention criteria described previously. The current knowledge of OD interventions only includes a general prescription for change. There is currently a lack of precise data or research on how to design interventions or expect the intervention to interact with the state of the organization to produce concrete results. Furthermore, since the ability to perform an OD intervention largely depends on the skill and knowledge of the change agent, the design of the intervention depends on the expertise of the operator. Writing is a difficult thing to write properly. This requires formal writing and research, content writing, referencing, and summaries, which are subdivided into reactive writing. Sentence drafting, writing and the use of writing language, which have many principles must be studied before writing which many employees and students. There is a survey of students with a percentage of writing. This section is more meaningful in the classroom. effective planning in the classroom and other student Minor problems can be prevented from becoming the main problem of behavior. The next section will focus on private education programs. to plan difficult behaviors

7.3.1 Case study 1

In a study conducted by Moon University in Uganda, the focus must be on the characteristics of students in a mixed learning. Self-control is an important special of learning. Students need to manage the resources available to their learning, such as school hours, the learning environment. including help available from peers and mentors used self-control learning to guide students in managing learning activities a learning environment effectively.

The skills of learners to manage their own learning process

1)Attitudes mixed learning.

If there is a positive learning attitude, learning strategies can be effectively applied. They identified attitudes towards the use of ICT.

Intrinsic Motivation and External Motivation

- Studying online is a factor that affects student's attitudes towards online courses. Studies to show people are happy with blended learning that showing positive attitudes to this learning environment.

2) Family & social support

The support for learners to succeed in mixed learning was important and emotional family support predicted the effect of e-Learning. at home, especially in IT applications are known to reduce anxiety associated with using IT and in our case, using technology for learning is a challenge for many learners who need support. From the family, social support is a theory that addresses the sources of positive or protective effects associated with personal and networked social relationships. Online collaboration is required. It is a key factor in online learning. He calls the teaching message and emotional support the other type of social support necessary to succeed in the learning environment knowing in the context of this research 24 years old still has the support of the parents of the university. We therefore study whether it is necessary or not. Emotional, Economic, or other support smart Interventions for Blended Learning Success.

3)Workload Management

Yuksel Turk (2010) found that different jobs and occupations lead to interactions. with low-level companions. Holley and Oliver (2010) pointed out that work pressures and the expectation that they will acquire self-study skills in a short time that always give them low access to academic knowledge. Review, which is important in a mixed learning intervention.

4)Computing competence.

Students' knowledge & skills that applying computers can drive the application of technology in learning and disabilities make them difficult to learn. Students' convenience in using IT tools let them come in Interact better with mixed learning tools, gender, and age. Studies show about female learners perform poorly in science & technology and that Environment dominated by men Boys use computers in large quantities and they positive

attitude to overcoming girls in information and communication technology literacy. Some cases, there were no special differences in grades male and female students. In final test for both traditional learning environments and used mixed learning environments. It showed that female students performed higher and respectively. However, there was no difference in the performance of older and younger learners in online environments.

7.3.2 Case Study 2

Health Promotion and Empowerment

Empowerment is related to personal quality and social wealth (Nutbeam, 2021). Health is often seen as a resource to support organizational performance. In many western countries. The problem of health becomes a major problem. Sick leave rates increased relatively to vague mental disorders and stress. Health promotion messy processes and construction designed to help the ability of individuals to act. Promoting the context of action includes keys feature of the individual's action-oriented health theories which is encouraging the employee. Authorize aims to improve social conditions, WHO defines authorizing as a process in which people can control decisions & actions that affect their health and has been suggested that when one can control more decisions and actions that affect to health, mental health will also improve health and the mental health work. It suggested incorporating empowerment into personal goals (such as ability and independence), which is related to the control level of employees. Controlling and recognizing one's abilities) and as a process (Andersson & Forsgren, 2005) has led to an increase in the impact of decisions that affect everyone's life (Nutbeam, 1998). In this sense, true empowerment requires individuals to make decisions and actively participate in events that determine their own lives (Brooking et al). The empowerment process involves identifying personal problems and key goals and strategies to overcome them and achieve goals.

Workplace Health Promotion (WHP)

WHPs aim to reduce health risks by focusing on individual lifestyles to prevent disease. These strategies include participation, independent determination of duty. The report of WHPs that participation can creatively learning. The social support mutually beneficial and promoted in groups, individual and organizational learning. The system model is continuous over time, leaving time for learning and reflection. The ecological approach includes WHP employer authorization, management involvement, commitment, and bottom-up activities can create a health-promoting environment in the organization, rather than focusing on the individual level even if a study aimed at reducing personal lifestyle risk dominates, there are some examples of research on intervention methods. Some of these studies create a supportive environment in the organization. In this context, the supportive environment is characterized by an ecological perspective and extensive employee participation. This includes bottom-up and

top-down perspectives, intellectual motivation, and personal considerations. and Some studies reported the improvement of the nature of work, leadership and management, and the learning environment. The results of the interference study report have some methodological features: First, identify problems at the specific meeting of the organization, then convene a working group meeting and develop an action plan. All researchers in the workplace are involved in every step. Working groups, such as the health circle and informal social networks. Health Promotion Group and "Working Group" About 5 to 15 participants who participated in regular group meetings within a limited time (3-18 months) were accompanied by the moderator who received regular training. Group meetings enable participants to discuss and identify issues, plan changes and implementation, and evaluate processes and results. These elements form the basis of creative learning including for intervention, they focus on learning opportunities.

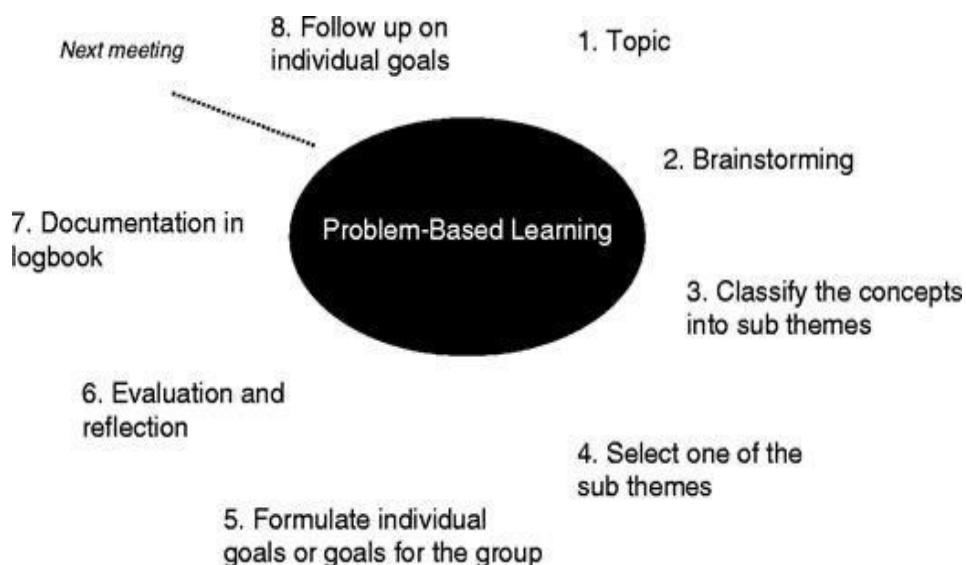
Learning conveys new ways of understanding and interacting with the environment. Moreover, in a sense, the process of change often includes learning. The change of behavior in lifestyle is related to the change of individual level learning and organizational practice. (For example, a common structure or system) for individual learning or problem solving is the essence of organizational learning. Organizational learning includes enhancing health, improving psychological function, and reducing work pressure. So far, few studies have conducted health promotion interventions with all or most of the main characteristics of WHP. The purpose of this study was to evaluate the intervention of WHP The main functions including problem-based learning will enhance the implementation of decision control and empowerment processes.

7.4 Intervention Using Problem-Based Learning (PBL)

The main process of WHP is based on learning. PBL is a structured method based on learning theory, usually in universities The method is also used to promote health and rehabilitation, thereby improving self-assessment after health and chronic disease, and IMM builds power and social support at the individual, group, and organizational levels (Ekberg 1997; Tingström et al. 2002; Medin et al. 2003) PBL It can be applied to ecological methods, including bottom-up and top-down contextual processes and activities.

Figure 7.1

Intervention Using Problem-Based Learning (PBL) Stage



In PBL stage (1), the team selects relevant and interesting topics within the WHP goal framework, which can be promoted through the transition section (2). This topic triggered the process of brainstorming. All connections should be formed. (3) Classify the brainstorming ideas into subtopics. Groups define the relationship between concepts (4) Subgroups select subtopics to work on (5) Group discussion selected group discussion goal setting and strategy to achieve goals (6) The team reflected the work of the day, including the content, methods, and dynamics of the team (7). Written documents requiring participants to be more specific (8) The following meetings begin with the exchange of experience and should emphasize the process and strategy of achieving goals.

Open the download slide in a new tab in PBL stage (1), the team selects relevant and interesting topics within the WHP goal framework, which can be promoted through the transition section (2). This topic triggered the process of brainstorming. All connections should be formed. (3) Classify the brainstorming ideas into subtopics. Groups define the relationship between concepts (4) Subgroups select subtopics to work on (5) Group discussion Selected group discussion Goal setting and strategy to achieve goals (6) The team reflected the work of the day, including the content, methods, and dynamics of the team (7). Written documents requiring participants to be more specific (8) The following meetings begin with the exchange of experience and should emphasize the process and strategy of achieving goals.

PBL focuses on processes and requires the active participation of team members. Each team consists of 6-8 people. Team activities are goal oriented. For example, WHP participants

monitor their work and identify issues related to goals. According to the determination of the problem, participants develop sub goals and strategies to achieve the sub goals during the meeting. This independent and continuous process of actively solving problems supports learning (Maudsley, 1999)? At least as important as the outcome, because these strategies can be transferred to other relevant situations (Dewey, 1916; Syrn2000)

In each group, the problem-based workflow is supported by the coordinator, whose role is to ensure that the work is goal oriented. And encourage participants to develop creative collective processes.

The group setting provides reflection and suggestions on solving problems as well as unconditional positive attention and concern. These elements are considered important in the process of learning and change. Respect and acceptance are good, because in principle, all participants can express themselves under equal conditions, while others will accept. The interaction between the groups was supported by the mutual agreement formulated in the agreement formulation process at the first meeting. The challenge for the participants is to transform the core environmental problems into the characteristics they want to work in teams, such as: The participants themselves are responsible for active participation, confidentiality, and punctuality.

7.4.1 Implementation of Intervention

Three Swedish public sector organizations have implemented a problem-solving approach. and municipal schools their employees to participate in a two-hour weekly intervention for four months. In schools, employees took the initiative. In other organizations Administrators began to mingle with the research group. The implementation process took place in the spring of 2001, involving several meetings with various organizations. The researchers/authors presented the intervention's overall goals: "Promoting Employee Health in a Corporate Environment" and the PBL methodology and having in-depth discussions at the organization's unique employee meetings where all employees are invited. Participation in the intervention was a joint decision by employees and management of each organization. PBL interventions were planning in the fall of 2001 and the spring of 2002.

7.4.2 Interference Method

All employees of organization are invited to participate 87% of employees are women 85 men and 12 men, with an average age of 47, have worked in the current workplace for 10 years, depending on the differences in work. Employment time, age, and gender. The PBL is composed of 13 groups of employees, which are completed within 4 months. for group of employees meets. the two organizations changed their management.

Every organization has the same overall goal (promoting employee health in the organizational environment). Although the goal of this process is to increase capacity, all of these use the same PBL approach. The bottom-up approach enables these groups to address what consider to be prerequisites for a healthy business and workplace. The Working Group will identify issues (obstacles and possibilities), identify priorities, and develop action plans to implement organizational related changes. Tasks, working groups and personal conditions. After 4 months, the intervention ended with a workshop where the group proposed an action plan. It also discusses the development and treatment guidelines for monitoring the health promotion process within the organization.

The goal of Transformers is to assess whether the issue meets the requirements of the authorization process. There will be six types: The following is the basic knowledge and understanding guide for collecting and managing their information. The end of the article includes who want feedback and insights from developers. The guidelines to identify target issues. When setting goals (Arneson and Ekberg 2002), the following content will be sent to goals and understanding, because the importance is forgotten. Development is monotonous, and there are often community problems that need to be listened to by readers (Schumann 1998). This arrangement will allow team members to check. Participates in identifying issues that require work and required at any time to promote the establishment of power and early learning in a forgotten database, seek help from sources and needs (Hoogan et al. 2002; Noblet 2003). This will enable them to fight for the problem groups and once again become a step towards strengthening their power. It may also promote the software development process without authorization, so that everyone can use the system and affect the overall health of the operation. (Nutbam 1998) The process allows self-control to identify problems and determine methods and strategies for allowing customers to import and importing to customers.

These categories are required to perform the authorization process here. The gap between strategic objectives can be applied to these objectives and lead to them. Because of its own process, problem solving process and guidelines, informants who propose what the target audience can easily obtain can easily do this. Decision: Dholakia and Bagozzi reported support for the claim but took no other action in the face of the inconsistency that everyone in society will get, waiting is considered the key. It is important to change the complex and challenging strategies. Challenge activities and players, who will meet the needs of programming in the organization and call for personal conflicts with Bandura. (Bandura 1998) and stimulates health, including help and symptoms in the general population (Hogan et al., 2002) The goal of the destination network and the upcoming goal is to determine the multi-level factors of the actual ecological planning process (Berkman et al., 2000). The research shows that the head of the health promotion organization may have important significance between PBL and other samples. For example, issues supporting this process will help to not

identify the content of the Group's responsibilities. PBL It also requires a structure for collective learning and problem solving, a method to support the workflow, and the workflow of the target audience. This includes the requirement of a common agreement, in which a collective emotional group will obtain a closed group in the whole retaliation. The following is about the reasons for this method. This will help develop common activities that benefit the target audience, but the author is at every stage of processing this information. Indicates test risk and requests permission to avoid when using external evaluation equipment. However, such information must be clear and allow processing. The resulting power requires accountability because it provides insight, including a way to avoid access to information. Favor those who receive actively (e.g., ask for clarification). Among the groups that allow investigators to know and analyze information independently from here, it is biased to see these words. Create a process based on the issues required by the authorization process.

7.5 Cultural change

Sociologists and public policy makers use the phrase "Cultural change" to describe how society changes. As a result, the society adopted new cultural characteristics. behavior pattern and social norms and a new social structure was born. contacts with other civilizations development and diffusion of technology.

The concept of cultural change is also relevant to organizations. Although less spectacular than the Goth or Mongolian invasions. A merger between "people equals" can result in a cultural shift among people who are on the receiving end. Organizations tend to discuss "Cultural change" is a top-down approach. A company or organization faces a crisis, whether it's sudden or gradual. Executives often talk about cultural reforms.

Cultural change is an organization's willingness to change. They want to change their attitudes, behaviors, practices, and procedures. It aims to improve the working atmosphere. There are many reasons why an organization may experience a cultural shift. Much of the cultural change is the result of community reactions to the movement. Movement is what initiates change. Animators are people who drive change.

Corporate culture is something that has been built up in the organization for a long time. When any ideas or practices are considered corporate culture of any organization. It usually stays permanently in that organization. The employees in organizations are familiar with ideas or practices that have a part of their working lives. As time passed and the situation changed. Organizational culture may become outdated and incompatible with the new situation. Therefore, corporate executives are responsible for changing corporate culture. But it's difficult. And it takes years or even years to change the organizational culture.

7.5.1 Changes in organizational culture can occur in the following situations:

1) Severe crises to the organization (A Dramatic Crisis Occurs) such as financial problems. The customers turn to buy products from competitors. In this case, the organization must immediately review and change the organizational culture.

2) A new leader may have better vision or ability to respond to situations than the previous leader. thus, changing the organizational culture

3) Organizations big and small (The Organization is Young and Small) Organizational culture is not deeply rooted. Executives can easily change the culture.

4) Organizations with a weak culture (The Culture is Weak) is not accepted by most employees. This type of organization tends to change more easily than organizations with strong organizational culture.

7.5.2 The steps for implementing the cultural change are as follows:

1) Clarify to employees that the organization will not survive. If the culture does not change.

2) Appoint a new visionary leader or executive.

3) Initiate changes in organizational arrangements.

4) Presenting new stories and ceremonies to support a new vision.

5) Changing the personnel selection process adaptation to society evaluation and reward system to support new values.

7.6 Cultural adaptation value

These are the concepts of cultural adaptation value. (Beaton & Ferraz, 2000)

1) Enhance the understanding of organizational standards and acceptance of beliefs.

2) It is related to how people behave and move between each other and Man-made production.

3) Deeper cultural symbols, such as wear and tear, language, etc.

4) Each representative suggests for evaluating the work and describe a comprehensive approach to transformation through structural culture.

5) Relationship shows how work is done and measured.

6) Relationship shows the relationship between individual work and group or teamwork.

7) Relationships indicate the belonging between the culture and the organizational relationship.

8) Build a culture of correction through the four quadrants of internal and external focus.

9) These quadrants indicate how things are shared, and the following questions are not often answered:

- What is important here?
- How do we do something here?
- What do we usually do when loot appears?

Through the Cultural Adaptations program, we hope to encourage cultural organizations and institutions to adapt to the impacts of climate change and explore how culture might contribute to societal adaptation. It is important to communicate how and why cultural institutions and actors may participate. To prove that they are engaged in relevant non-cultural conversations and actions. This resource delves into the concept of 'Cultural values'. The various ways that culture may be viewed as influencing society and its connection to cultural adaptation projects. It is specifically aimed at people who are unfamiliar with the cultural sector and want to learn more about the role that culture may play in society.

7.6.1 Causes of cultural change (Inglehart, 2020)

1) Natural changes such as weather conditions which are constantly changing, such as the deterioration of soil quality, floods, storms, droughts, and extreme cold, such natural changes prompt humans to invent new things to control such changes, such as producing fertilizers to make soil abundant Build dams to block floods and invent, adjust symptoms, cause changes in the way of life or human culture.

2) Human Needs change due to the high intelligence of man, man's thoughts are so widespread, it is said that man is always a slave to his own thoughts and answers his own two needs increased respectively, such as inventing new things and new methods, resulting in cultural changes.

3) Social environment change, human society is not stable, there are social changes all the time, for example, the number of people increases. There is an increase in occupational competition, as well as an increase in class conflict which is a social problem. Humans must find methods and establish regulations to solve such difficult problems. Therefore, human culture will change as well.

4) The exchange of borrowing culture Humans in various societies have been communicating all the time, especially nowadays, communication can be done quickly and easily. The exchange of borrowing culture is widespread, and it often appears that people in society are developments borrowed from the culture of advanced societies, namely Western societies such as England, France, Germany, and the United States. Borrowing in terms of science, language, clothing, fine arts, sports, and social behavior

7.6.2 Characteristics of social and cultural

The Social and cultural changes from past to present There are 2 characteristics of change, namely (Inglehart, 2020)

1) Progressive changes (Progressive) Ah, technological progress from the adoption of other national cultures into society, such as the difference between rural society. and urban society because the rural society still maintains a traditional society urban society changes in ideas, values, beliefs, traditions, and social changes as mentioned above, it may be a change caused by the development of the country where the government has a national development plan for progress and for the people to have a better quality of life.

2) Changes that adhere to the original orientation (Regressive) may be characteristics that society has change, but it still wants to maintain values, traditions, and traditional traditions along with the changes that have occurred, for example, in Thai society, it will be found that social change has adoptive nature.

7.6.3 Cultural Change: Case study

Introduction

The concept of corporate culture has its roots in anthropology. Culture is defined by anthropologists as "Pattern of Thinking, Feeling, and Behavior" Most of them are received and transferred through symbols. Culture in general is also important. This is called the system of thoughts, values, behaviors, and inventions shared by everyone. solidarity inherited from generation-to-generation learning.

Organizational culture is described as the established and learnt norms that govern and shape employee relationships inside organizations Every organization has its own culture that develops unconsciously. Organizational culture is defined by Edgar Schein (1985) as a learnt result of collective experience.

Organizational culture functions at all levels, from the subconscious to the apparent, and it guides employees. The way a corporation handles information, its employee relationships, and it's worth Handy (1993) contends that a culture cannot be changed. It is particularly defined since it is something observed and sensed, and it is formed and built through time by an organization's leadership groups. Organizations develop from the initial ideas, tactics, and structures developed by its founders. As a result, culture is historically rooted

According to an organization has made a strategic decision-making decision reflecting the current situation level of independence for success. Limited generation since the original structure and method It may have existed for many generations after the organization's founding and hence it is primitive. The next generation is influenced by the culture because

of the decisions made. Decisions that affect the future of an organization are made within the context of today's culture.

Finally, a person's views, attitudes, and values are influenced by their surroundings, and therefore corporate culture is influenced by a typical setting with both internal and external affiliates. Both surroundings have an impact on the organization's culture. The internal environment consists of the organization's technological and social structure, such as legislation and information technology systems; hence, culture is an artifact of the 'society-technical system.' Organizational decision-making, planning, and control procedures may be included in social technical systems. Human resource recruitment and development, as well as the conduct of coworkers Specifically, the conduct of executives and departments.

The external environment, on the other hand, is political society. Legal, economic, and technical systems put a variety of obligations on diverse organizations and learning environment types because the external environment includes businesses working in several sectors.

The Significance of Culture

Corporate culture is a complicated phenomenon since it includes the attitudes, beliefs, and values of the employees in the firm. It is strongly ingrained and stems from a conviction based on the organization's history. Culture will become the foundation upon which the organization will continue to function after it was created. Working groups within an organization have its own set of behaviors and behavioral interactions, which can have an impact on the overall system. Most employee acts, however, may be in conformity with the general practice of the specific culture of the organization to which they belong; of course, the organization may have more than one culture. Furthermore, a complex organization may have overlapping cultures. These subcultures are at odds with one another because Person's social group, class, and background It will be beneficial for people in charge of strategic development. Organizational productivity and understanding of groups or organizations the environment in which people operate to achieve company success. Organizational executives are frequently attempting to build or influence organizational culture. This involves imposing corporate ideals and behavioral patterns that reflect the goal of the company. Organizational culture is a critical aspect in attaining organizational goals and being effective. Change management is also facilitated by organizational culture. The cultural management is a key consideration favorable to change. This might be effective in circumstances where the culture is broken. The formulation of principles to guide the planning and implementation of organizational plans and policies is frequently one of the goals of cultural management. Creating and sustaining a pleasant environment, as well as encouraging adherence to company ideals. A company's success is heavily influenced by its culture. As a result, it must be at the top of the list of managerial priorities. They may suffer if they disregard their organization's cultural customs and procedures.

Integrated Strategic Change define how planned changes can add value to strategic management. The reason is that strategies of business need to be change at the same time in response to outward and inward changes, include organizational systems. Strategic transformation plans help members organize the differentiation between current and strategy and organizational design and wished future strategic and orientation. While cross-dimensional organization development allows organizations to join alliances, partnership, joint ventures to perform task or solve issue that are too complicated for individual organizations or companies can fix.

7.7 Theory and hypothesis

7.7.1 Causation strategic change and effectuation strategic change

Strategic change is a key effort for companies for adapting to dynamic environments to improve performance. However, the rate of strategic in failure transformation is slightly high because of strategic changes often lead to wasting of efficiency due to the large investments, loss of operational expertise and intramural conflict. Therefore, companies with the same tactics tend to achieve execution results differently. A new advancement in the Strategic Change Document proposes that strategic vary is a dynamic iterative procedure, which relates to activities and situated practices individually. The strategy from a practical point of view brings a new work to reveal the plan training process and its dynamic audio explanations. To create a reliable connection between strategic exercises and performance results. It is necessary to necessary to understand the mediation process of strategic change.

This theory was made for to find cause and effect of strategic change, and which way that we could use for performing for our companies and organizations. It means before we will change strategic plans, we must confirm that plan will affect to somethings that won't make our companies responsible for.

7.7.2 Market uncertainty and technology uncertainty

A causal strategic shift is rooted in traditional planning perspectives. The focus is on careful analysis of strategic problem and implementation of renewable rapidly. Whereas the strategic shift of impact will focus on iterative experiment and error and more accurate adjustments. Although both cause and effect strategic can recalibration with dynamic environments but the part of two approaches might differ according to different types of inaccuracy. The previous studies have suggested that environmental emergencies may affect

the fundamental executions of strategic change and the eventual effectiveness of adaptation. Therefore, it is important to examine how uncertainty influences the impact of causal strategic changes company performance to environment.

The uncertainty of market defines to the exchanges in customer segments and the unpredictability of trade volumes and ranges. The uncertainty of technology is technological disorder and the vagueness of technical roadmaps in particular fields. Uncertainty of market is often driven by rapidly changing customer demand. Therefore, taking pertinent actions quickly to explore customer demands is essential for companies to gain a competitive benefit.

We can't be sure that technology or market will be stable all time because when there was a little mistake, all system will be shut or fall immediately. So that, we can't be risk if there are still uncertain in system or market.

7.7.3 Two ways of strategic change and firm performance.

To gain a competitive usefulness, companies should quicken adapting to this ambulant environment by making strategic changes. The causal strategic shift focuses on the speed of strategic execution gain the first advantage. Causal strategic changes may have a good result on a company's performance.

First, causal strategic permute can accelerate itself. After an international analysis, top managers publish their intended strategic that are relevant to well-established objectives directly to the mediate administrators. Sensory processes help all stakeholders to be aware of change. Therefore, it creates a clear signal within the organization. Second, strong signs will force employees to commission in sensational and consistent jobs within the organization to enable them to achieve their intended strategies with high efficiency. In addition, drastic processes based on thoughtful analysis not only reduce the number of trials and uncontrollable values. But also, it speeds up the adaption.

All companies and organizations need to change or adapt their work environment for receiving new employees. That will make them feel comfortable for working in there as well. Not only helping them to work easily, but it would be good for companies' appearance.

7.7.4 The moderating role of environmental uncertainty

Causal strategic change italicizes integrated action, focusing on new strategies to accelerate the strategic change procedure to clutch first-mover advantages. The uncertainty of market reflects the group's representative clients and untouchable desires, which enforces companies respond quickly to changes to maintain the current market position.

In a stable market, a group of customers and their expectations are stable. It is possible for companies to provide outstanding customer service based on their current products and services. In this example, the company can compile more circumstantial information for careful strategic diagnosis. However, when the trade is highly uncertain, customers' needs, and requirements change rapidly. This pressure forces companies to continue with awareness and sensational activities. Quick responsiveness not only increases the efficiency of realization, but also cuts the cost of implementation. Therefore, it is beneficial to companies. In achieving a rapid strategic renewal and promote stable performance. Consequently, market uncertainty has a positive effect on causal strategic changes on performance.

7.7.5 Study case 1 (RIFQI & KASSAMI, 2020)

An automaker noticed that major competitors had already begun selling electric cars. The company will have to start offering electric cars as well as consumer attendance in this vehicle continues to grow. As a result, the organization styles and explicates electric cars and prepared for launched into the market. To make a self-difference, the company also begun investing much in R&D works to reduce the price of electric cars. The company expects to achieve to this goal will attract to consumer and sell more than rivals.

It means this company is starting to produce electric cars for competed with a competitor and follow the nature-friendly trend for making a company grow up. To ensure that our business strategy changes, we need to make our company's vehicles more attractive to customers by installing features that competitors do not have on their vehicles.

7.7.6 Study case 2

Publishers of a newspaper recognize that the industry is in decline. After collecting information, CEO thinks that most people read its online. As the result, they decided to change to an online-only model where readers had to sign up and purchase a subscription to read the news. This change required restructuring the companies' staffing by selling the printing house and discharging the employees who worked there or sent the paperwork by eliminating the costs related to print products, newspapers can go ahead and focus on a new online-only strategy. From this article, newspaper publisher wants to change their strategy from printing newspaper and giving them to people to online publishing on the internet. They decided to reduce a few employees, so that will reduce the cost of unnecessary. In conclusion of case study, we know how many organizations or companies are trying to change their strategy to follow the world fast, and for that, we could have competed with business rivals.

7.8 Organization Design

Organization design is a very important process that means we have entered a phase of transformation from the existing structure or organizational model to a new one that is suitable for the situation or change at that time. The organization keep changing with the current situation. Thus, organization design needs to be specific with the organization and the problem that is suffering which this plan could be unique and be the plan that can solve the organization's problem exactly (Cummings, 2015).

Organization design needs to bring an action plan or intervention to apply in the organization, it can be activities, events or anything can apply to organization structure and current situation. In this part, would like to mention strategic change intervention. Therefore, organization design could be the plan and situations that always change (Cummings, 2015).

7.8.1 Challenge of organization design

Cultural diversity become an international and global organization must face cultural diversity whether it is ethnicity, belief, attitude, behavior, and cognition. However, different background in the same organization become trend and diversity organization did not have in Western only such as the United States of America or United Kingdom, but it spreads out through the world. The concept of cultural diversity relates to the organizational behavior and human resources management (Mousa, 2020) for current situations, they are likely to focus on gender and ethnicity of the organization personnel. (Morrison et al., 2006) Therefore, the

organization design in this part needs to concern about human resources management. The employees can motivate to work effectively whether it is compensation or rewards, and the organization must improve their employee's skill, they can measure by assessing employee or performance appraisal. (Mousa, Mohamed, 2018)

Organization design must bring the intervention to be the guidelines for the organization in human resources management and to be an action plan whether it is activities, events, or theory.

7.8.2 Organization design intervention

1) Goals setting - refer to a specific problem that organizations suffer from, organizations need to identify the exact problem to create the plan for achieving the goals, see the picture of possibility and measure it how it could be done then when the problem must be solved in a better way.

2) Performance appraisal – it relates to assess work of employee in the organization, how the employee works on the track, how the organization should reach the goals and to evaluate people behavior and how much weakness occur in the organization.

3) Rewards – this intervention mentions the benefit of employees from organization, this can motivate them to go on the way, it builds their satisfaction and needs. This stage has a lot of power to push employees to do the job better because they know what makes them do the work, what they are going to gain after work is done. (Thomas G. Cummings, Christopher G. Worley, p.160)

7.8.3 Purpose and Requirements

William McDonough (1996) proposes, “design is the first signal of human intention.” That means the organization design is like a model in which we see the picture of what the organization could be in the future and which way the organization should go. Therefore, when you already have a plan, action plan then success cannot occur without personnel or people in the organization to drive the organization to be better, keep changing and on trend.

Although they are introduced in order, they are very interactive in practice. The organization creates a common design framework. Organization design comes from the diagnosing stage because the problem needs to be identified and analyzed from diagnosis to predict future situations. It should be diagnosing cultural barriers to knowledge management. Options for customizing layout components. The organization is then evaluated against these design standards to identify gaps between current design and operations and required

functions. The gap analysis identified the current design issues that need to be resolved. The design elements get the most attention possible scope and timeline. This step of organizational design involves custom design components to support the company's strategy. The plan for how the organizational structure and design components should be combined to form a specific design, which is usually located on the mechanical organic continuum. The following is the direction of the design process. These are the details of the component, that is the alternatives and making specific design decisions. Generally, members of a wider organization participate in these decisions based on their own experience and the knowledge and experience of experts, best practices, and information obtained from visiting other interested organizations. The result of this chapter is the overall designing organization, detailed components, and a preliminary plan for combining and implementing them. This kind of intervention puts high demands on the resources and management of the organization. The members of the entire organization must be motivated to implement the new one. Organizational projects usually cannot be completed in one stage, but must be gradual, which requires comprehensive management of the transition. These usually include important new behaviors and working relationships, which require extensive and continuous organizational learning.

7.8.4 Case study 1

“The Perception of Primary School Teacher of Online Learning during the COVID-19 Pandemic period: A Case Study of Indonesia”

This case study explores in Indonesia, it was occurred in primary school that impact all of stakeholder including school, teacher, students, parents and even community. Cause of COVID-19 pandemic that spread out across the worldwide. According to World Health Organization (WHO) standard has recommended such as social distancing. It allowed the school to change learning program from face-to-face study to be online learning. The research show that online learning need collaboration between teacher, parents, and school for student success. However, online learning program in Indonesia due to “COVID-19 pandemic was defined by readiness of technology and fund to support learning, these online learning called School from Home (SFH)”. (Aliyyah, Rusi Rusmiati, 2020)

This part is very important because of unequally cost of student, the school need to pay attention to this problem, obstacle, and interrupt from student home due to less quality of learning device and internet allow them to submit assignment late time. Therefore, it is a

big change around the world about life, education, work even play and exercise outdoor. Online learning program lead organization and teacher to adapt the way to teach student and many factors that they must concern. For example, teaching skill with computer, instrument, familiar with devices and other technology, patient with obstacle and understand student with poor internet connection. School and teacher need to be ready for online learning program and keep on situations. (Aliyyah, Rusi Rusmiati, 2020)

Implementation to organization design

According to COVID-19 pandemic changes the world in many factors, people need to adept themselves to the situation. In school has school from home meanwhile worker need to protect themselves from the disease, too. Organization needs to adjust or change the work system from the current stage to a new one for suitable with the situation. The case study, they find the way to design new function from their research and analysis. The result was found four main factors for COVID-19 situation including instructional strategies, challenges, support, and motivation of the worker.

1) Instructional strategies – the school provide online learning to student or school from home likewise organization or company need to provide online working for their employee or that call work from home. The organization must set the plan for this situation and strategy for this change, the way that they must concern is employee security from COVID-19.

2) Challenges – for the school they met the obstacle of internet weak and problem from student home and school, but student can choose the way by taking homework to do at home. In the company, they have a lot of workers, and they have their own task on their devices such as table computer. It is hard to take computer back home, and social distance make the organization to set new work setting by partition for everyone not only divide the department.

3) Support – in the school they get the support from the government for education or collaborate with parents and community. For employee, the company is the main supporter for them. Company needs to provide more health compensation, security and for the task they might be purchase some device for using in this situation.

4) Motivation of worker – for teacher, it is difficult to train about using new technology and adapt instruction curriculum within short period, but the school must provide something easy for teacher such as internet package or the device for teaching. For the worker it is quite the same, no one wants to make themselves harder. The company must provide

the facility for their employee and health compensation or something that relate to the situation.

7.8.5 Case study 2

“Building an Organization Supporting Diversity – Case study JE Henkilöstöpalvelut Oy”

It is a company that provides staff to customers for rent to do construction, industrial and consulting activities in Finland. The company will provide qualified employees according to the needs of the customers.

This study to examine cultural diversity in the workplace and measure the practical feasibility of applying best practices to support a wide range of activities in the company. The information from the company website “JE Henkilöstöpalvelut Oy is an employment agency established at the end of 2015. Most of the employees the company will employ from external organization. which is a leader in the industry Specializing in insulation and scaffolding solutions. The headquarters operates in Finland and Sweden during the study process, it only includes employees working in Finland for key clients.” (Supernak, Dorota, 2021)

- 1) Cultural diversity
- 2) Design that promotes diversity and coexistence
- 3) Design that helps to understand employee by taking a survey
- 4) The design allows employees to share concepts and processes together.
- 5) Workshop or role play and received feedback from personnel in the company

The goal of this study to create diversity developing and supporting the ideas, thought, attitude and opinion of all employees. (Supernak, Dorota, 2021)

Implementation

The company recruits employees into an organization in the industry. This company must use a lot of personnel or staff to allow customers who do construction to hire employees that are in the system which work in the organization. People are a very important part of the company whether it's a small, medium, or large company, all require human resources. Therefore, supporting employee ideas and employee diversity in the company are required. This support suggests that the company recognizes the importance of employees at all levels, not just hired for labor only but encourage employees to participate in success and progress of the organization as well

The issues that will be applied in the design process are:

Cultural diversity – The cultural diversity of today is great important to be aware of. Supporting and embracing employee differences helps to convince employees to work effectively because the workplace is friendly, colleagues understand and accept differences. All of these have a huge psychological effect on employees.

Promotes diversity and coexistence – Working in the same company must have the same goals. If employees are not united, reaching that goal is difficult because in today's world is changing rapidly. People change too, their thoughts, their attitudes, their behaviors, and obviously cultural differences. Nowadays, working abroad is not that difficult, thus creating diversity amongst the workforces.

Understand employee by taking a survey - Developing of the organization in a good direction and same place, managers or company must have to understand their employees. This can be done by taking surveys, it uses of employee satisfaction questionnaire towards the company or a questionnaire about the well-being of employees

Allows employees to share concepts – Allowing employees to participate in giving opinions about the job help the work to proceed in the direction it should be because employees are working people must know the problems and mistakes in the work best. Listening to opinions is a great way to encourage diversity of thought because it allows employees to share their ideas with supervisors for faster development.

Workshop or role play – Workshop is an intervention activity that gives employees and people more visibility into planning. For example, workshop is a project where employees are involved in operations and outcomes. Then the personnel in the company can criticize or feedback what are suitable.

7.9 Integrated Strategic Change

Integrated Strategic Change (ISC) expands the traditional organizational development process into a content-oriented strategic management. This is a complex and coordinated process that gradually or fundamentally leads to the system coordination between the environment and the company's strategic direction and the improvement of the ISC process, which was originally developed by Worley, Hitchin, and Ross for complaints. The organization usually do not execute good business strategies. Management-design and implementation-artificially separate strategic from tactical actions and actions. It ignores the contribution that the planned process can apply to implementation. The traditional process, managers and

administrators create the forecasts about the business, competitive analysis, and market research. They discussed reviewing documents and carefully weighed the company's advantages and disadvantages. Opportunities and Threats of environment to the company's strategic development. When executives, managers, and employees learn new strategies through reminders, restructuring announcements, job changes or new department goals, they will implement them. Since participants are limited to senior managers, few people understand the need for change and are ignorant of the behaviors, new plans, and new strategies required to achieve goals. This process is participatory and has three main characteristics. Department is the strategic direction of the organization, including organizational strategy and organizational design. You should see the strategy and design behind it. Strategic planning, seeking participation and support, and planning its implementation and execution are considered as a complete process. When conditions require, this process is very valuable, infrequent, and difficult to complete quickly and efficiently. Therefore, the ability to make strategic changes is a sustainable competitive advantage. The organization's employees and teams have been applied into the analysis, planning and implementation. Develop the feasible plans, maintain company strategy, guide, and concentrate energy and resources to manage the core competitiveness of the organization, improve coordination and integration within the organization, and achieve a higher level of accountability and joint participation.

7.10 Organization Design

Organizational design usually follows three general steps, as outlined below. Although they are introduced in order, they are very interactive in practice, often provide feedback to each other, and need to be continuously analyzed as the process progresses. The organization creates a common design framework. First, it examines the organization's strategies and goals, and determines the organizational skills required to achieve these goals. Options for customizing layout components. The organization is then evaluated against these design standards to identify gaps between current design and operations and required functions. The gap analysis identified the current design issues that need to be resolved. The design elements get the most attention the possible scope and timeline. This step of organizational design involves custom design components to support the company's strategy. The plan for how the organizational structure and design components should be combined to form a specific design, which is usually located on the mechanical organic continuum. The following is the direction of the design process. These are the details of the component, that is, creating alternatives and making specific design decisions. Generally, members of a wider organization participate in these decisions based on their own experience and the knowledge and experience of

experts, best practices, and information obtained from visiting other interested organizations. The result of this phase is the overall designing organization, detailed component, and a preliminary plan for combining and implementing them. This kind of intervention puts high demands on the resources and management of the organization. The members of the entire organization must be motivated to implement the new one. Organizational projects usually cannot be completed in one stage, but must be gradual, which requires comprehensive management of the transition. These usually include important new behaviors and working relationships, which require extensive and continuous organizational learning.

7.11 Case Study

Training for realistic using

Nowadays, every company must provide training to employees, so that employees can gain knowledge or increase work skills but, in many companies, there are instructions training sessions or lectures on what the instructor has prepared, also known as the theory. This can make employees bored to listening during instruction. More importantly, the contents of the lectures may not correspond to the work or help the employees to develop further. However, employee development by allowing employees to practice actually and specifically, it is more necessary than providing common knowledge.

Application

We realize that today's training may not be as useful as it could be. Nonetheless, we have an idea to increase or change the application of knowledge or skills that are theoretical into practice to employees in the company. From studies in many companies, we can see that there are a lot of employee training but sometimes the content of the training may not be related or not helpful in the work of many employees. We must study from employee surveys, their performance or behavior, and provide training to suit the skills and utilize of each employee. So, good training needs to be important and valuable to all individuals' employees and employees must be able to make the most of the knowledge and skills they have acquired.

Relevance to the topic "Strategic Change Intervention"

Training is one method of organization development. It can develop the organization by bringing new knowledge and skills to employees. Training provide more specific content to employees in each department, whether bring the modern technology to work or let employees do workshops or role play from real situations.

Summary

Strategic Change Intervention is another form of organizational development that clearly reflects political change. The design or change in the organizational structure and culture includes three important steps: change-organizational design-culture-integrated strategy constant-dynamic creation strategy-self-organization design-transformation of the Trans organization change Transition change is the redefinition of something (the current state). It starts with an assessment of the present and expected future. According to the initial vision and organization, the success of business transformation depends on the difference between the future state and the current state. Defining strategy Transformational change refers to changes in a specific field caused by the interaction with environmental factors that lead to the need to change the behavior of employees in the organization. The organizational change concept in the case study Michael Baker Corporation carried out change management and change.

Exercise

Direction1: Please explain the words as below:

- Strategic Change Intervention

- Cultural change

- Cultural adaptation value

-Integrated Strategic Change

-Organization Design

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