

**IMPACT OF ORGANIZATION DEVELOPMENT INTERVENTIONS
ON EMPLOYEE DEVELOPMENT AND ORGANIZATIONAL
PERFORMANCE. ANALYSIS OF CURRENT MICRO AND MACRO
FORCES AND DESIGN OF APPROPRIATE INTERVENTIONS FOR
BUSINESS ORGANIZATIONS IN PAKISTAN**

A MIXED METHOD SEQUENTIAL EXPLANATORY STUDY



Doctor of Philosophy in Business Administration

By

ASMAT NAWAZ KHATTAK

Enrolment: PDBA 13117

Session: 2012-2015

Faculty of Business and Management Sciences

The Superior College, Lahore, Pakistan.

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in partial fulfillment of the requirement for the degree of
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AUTHOR’S DECLARATION

I “Asmat Nawaz Khattak” hereby state that my PhD thesis titled **“Impact of Organization Development Interventions on Employee Development and Organizational Performance. Analysis of Current Micro and Macro Forces and Design of Appropriate Interventions for Business Organizations in Pakistan. A Mixed Method Sequential Explanatory Study.”** is my own work and has not been submitted previously by me for taking any degree from this University

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No Part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the Faculty of Business and Management Sciences, The Superior College, Lahore in partial fulfillment of the requirements for the degree of Doctor of Philosophy in field of Business Administration in Faculty of Business and Management Sciences at The Superior College, Lahore.

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DEDICATION

I dedicate my thesis to my beloved wife and family. Special feelings of gratitude to my parents for their endless love, support and encouragement

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ABSTRACT

Organizational performance is a major corporate problem in Pakistan because of unsuccessful planning, absence of raw materials, and incompetent management, outdated industrial technology, and global compliance, poor product quality, energy shortages and unskilled workforce. Pakistan needs to produce products of superior quality. Pakistan requires the restructuring of its whole corporate infrastructure to increase and maintain its global market share.

Organization Development (OD) has become a main topic and the role of OD is significant in supporting organizations to redevelop the systems to enhance performance. Organizational performance and employee development are interdependent management constructs. People's development through traditional learning and development practices is now ineffective. The encouraging role of OD is more significant in saving resources and human efforts.

This mixed method explanatory sequential research study has investigated the impact of OD interventions on employee development and organizational performance. We used Mixed Method Approach because of many reasons. The first reason is the data triangulation. The second reason is to conduct effective data analysis and the third is to initiate creative modes of working. We selected a sample of 800 firms using a stratified random probability sampling technique for quantitative study from firms listed with Security and Exchange Commission of Pakistan (SECP). We distributed 800 questionnaires to Heads of Human Resource and 762 filled questionnaires were received back. Organizations were the unit of analysis and the unit of observation were Heads of Human Resource.

We used a closed-ended questionnaire to collect the quantitative data. The questionnaire has 147 questions. I conducted a pilot study on 50 industrial units to check the reliability and validity of the instrument. Cronbach's alpha was calculated and it ranged from .70 to .90 which provides evidence that constructs are highly reliable. We used SPSS to conduct the regression analysis and values of regression coefficient β , t-statistic and p-values, adjusted R^2 and F-statistic are calculated. We conducted the mediation analysis to check the role of the mediating variable and applied the four-step method of Baron and Kenny (1986). Sobel and Goodman tests are conducted to confirm the mediations among variables. We used the web-based method given by Preacher and Leonardelli (2001). Confirmatory Factor Analysis (CFA) is also conducted to test how the measured variables represent the number of constructs.

We conducted a focus group of ten OD experts to collect the qualitative data. I conducted a qualitative study to explain the quantitative results and to analyze the micro and macro forces that speed up organizational change. We also recommended OD interventions that can be used for employee development. We combined quantitative and qualitative findings using a data merging approach.

OD interventions are arranged in four groups. The first group contains seven structural interventions: corporate restructuring, corporate downsizing, work process and procedure, job redesigning, work system, International Organization for Standardization 9000 and self-managed team. The second group contains five technical interventions: manufacturing process change, manufacturing program change, information technology, technology change and automation. The third group contains seven behavioral interventions which are coaching, reward system, career development plan, and mentoring, financial assistance program, redesign of pay system and

training and development. The fourth group contains four strategic interventions which are merger, acquisition, partnership and joint venture.

Employee development is used as a mediating variable. The dimensions of employee development are knowledge, skills and abilities. Dependent variables are financial performance (growth), financial performance (profitability) and production performance. The dimensions of financial performance (growth) are growth in market share, growth in assets, growth in net revenue and growth in net profit. The dimensions of financial performance (profitability) are: economic value, return on assets, return on investment, return on equity and return on sales. Aspects of production performance are conformance to quality, efficiency and the cost of production, volume of production and speed of production process.

The findings recommend new OD for performance improvement and employee development. The role of OD is worth mentioning. The conclusions recommends the new OD principles. The various behavioral aspects of employee development are discussed. The findings are strategically important for “OD Community” in Pakistan. Quantitative and qualitative findings explained the relationship among OD interventions and the various aspects of organizational performance.

The findings provide a valuable contributions with respect to OD and performance. The findings provide practical support that behavioral, technical, structural and strategic interventions aligned with the corporate culture are helpful for improvement.

The current research study has made a significant contributions to practice that are consistent with new OD practices. This research study highlighted and explored various dimensions of organizational performance and guides practitioners on how to achieve these various dimensions.

The study provides insight into OD practitioners that performance is a leading driver of change. This study also proposes OD interventions for employee development, which is a “strategic revolution” in OD. The study explored the concept of Green OD. Green OD interventions reduce the adverse effect of organizational activities on the environment and society. The study is a step toward a Green-OD-Community in Pakistan.

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LIST OF ACRONYMS

AI – Appreciative Inquiry
CFA – Confirmatory Factor Analysis
ED – Employee Development
ERP – Enterprise Resource Planning
EVA – Economic Value Added
FAP – Financial Assistance Program
GPM – Global Performance Management
HDI – Human Development Index
HPWO – High Performance Work Organization
HPWS – High-Performance Work System
HRM – Human Resource Management
IHRM – International Human Resource Management
IJV – International Joint Venture
IMS – Integrated Management System
ISO – International Organization for Standardization
IT – information technology
JV – joint venture
KMO – Kaiser-Meyer-Olkin
M&A – Mergers and Acquisitions
MNC – Multinational Corporation
OD – Organization Development
ODQ – Organizational Diagnosis Questionnaire
PCA – Principal Component Analysis
PMDG – Pakistan Millennium Development Goals
QMS – Quality Management System
QWL – Quality of Work Life
R&D – Research and Development
ROA – Return on Asset
ROE – Return on Equity

ROI – Return on Investment

ROS – Return on Sales

SECP – Security and Exchange Commission of Pakistan

SME – Small and Medium-Sized Enterprise

SMT – Self- Managed Team

TQM – Total Quality Management

CHAPTER ONE: INTRODUCTION

1.1 The corporate environment of Pakistan

The World Economic Forum (2014) initiated a Global Competitive Report (2014–2015) which highlighted the current status of economic stability and growth in developed and underdeveloped countries. The report explained that growth in developed countries is because of their sustainable business and monetary policies. Strong institutions, innovations and national talent are the major elements of success. Both developed and underdeveloped nations should assign their limited available resources to productive activities to create enhanced opportunities. The report suggested that organizations should improve growth and performance. According to the Global Competitive Report (2019), sustained economic growth is a major driver of human development. Pakistan has achieved the 110th position in competitiveness. The condition is still not encouraging. Local and global organizations have stated that economies should take initiatives to streamline business procedures for sustainable growth (Pakistan Economic Survey, 2013-2014; World Bank, 2014; United Nations Development Program, 2013).

Pakistan needs to develop long-term structural reforms to overcome the poor economic situation, energy crises and unemployment. Organizations should overcome issues like inefficient management, corruption and poor administration. The business environment of Pakistan has

many risks and opportunities, but require a practical approach to capitalize on them. Natural resources, hardworking labor force and geographical location are the major strengths of Pakistan in the region. Pakistan also shows excellence in many areas and there are many opportunities for improvement in technological innovations (Yaqoob, 2011; Marshak, 2006; Batool and Zulfiqar, 2011).

The policies play a strategic role in industrial development. According to a report by ICMA (2010), the business climate in Pakistan faces certain constraints like the energy crisis, security issues, rising public debts and external liabilities, inflation, unemployment and slow economic growth due to which the pace of economic development is slow. Similarly, the major reasons for poor industrial growth are ineffective corporate planning, production issues, unavailability of raw materials, inefficient management, obsolete and old industrial technology, access to international markets, poor product quality and shortage of skilled workforce. Effective and efficient strategies are critical to achieve rapid industrial growth (Institute of Cost Management Accountants in Pakistan ICMA, 2010). According to a report of the International Monetary Fund (2016), the macroeconomic outlook of Pakistan is encouraging. Pakistan needs to develop and implement long-term strategic interventions to improve sustainable industrial and economic growth. However, some immediate strategies are necessary, such as an increasing supply in the energy sector, restructuring of public organizations and improving the corporate environment.

1.2 OD and Organizational Performance (OP)

OD is a change process to achieve greater OP and effectiveness. Organizations have focused on OD approaches to gain business opportunities and to meet corporate challenges. OD encourages business organizations to reshape their technologies, systems, procedures, structures and

business strategies to address micro and macro corporate business phenomena (Gohil and Desh, 2014). Burke and Bradford (2005) defined OD as a planned change process to improve organizational effectiveness. OD is an emerging field in Pakistani business culture. Organizations are focusing on new management and corporate solutions instead of traditional approaches (Bunker, Alban and Lewicki, 2004).

Organizations in Pakistan need a comprehensive business strategy to compete in the global economy. Organizations face many controllable and uncontrollable challenges. Organizations need to develop and implement new ways of manufacturing with modern technologies to compete in the global business world. It requires many structural reforms to optimize performance at each level. Organizations are moving toward the service sector that provides a significant contribution to job opportunities while other sectors are stagnant and declining. There is a need to improve the performance of the sector by implementing OD change interventions. The traditional approach is being replaced by effective use of IT, research and development (R&D), skilled human capital and up-graded technology.

Efficiency, effectiveness and performance are the major corporate challenges (Cooke, 2000; Mitchell, 2002; Demmke, 2006). OP is an important dependent variable in management research. Cooke (2000) reported that performance is related to productivity, efficiency, effectiveness, competitiveness, growth and product quality. According to a report of the United Nations (2003), the performance of organizations is related to the quantity, equity, and quality, and efficiency, reliability of service, transparency and integrity.

Prior research studies showed that various OD interventions are responsible for enhanced ED and OP. OD intervention is a planned and structured program designed and implemented to

increase corporate effectiveness. Performance is to accomplish the desired results and targets. Training and development (Armstrong, 2006), capabilities of managers (Liao and Chuang, 2004), practices (McComb, 2012), job design (Mosadeghard, 2008), downsizing (Cheema and Khan, 2010), HRM practices (Hunjra, Chani, Aslam, Azam and Rehman, 2010; Fiona, Geare, Halhjem, Reese and Thoresen, 2015b; Ji, Tang, Wang, Yan and Zhiqiang, 2012) are important tools of ED.

Organizations use OD interventions for the best use of resources to enhance performance. Innovative approaches, models and concepts of OD have resolved some issues of corporate performance (Cooke, 2000; Mitchell, 2002; Demmke, 2006). According to Marquis and Raynard (2015), organizations should start creative approaches for workable performance.

1.3 The research gap

OP and productivity are still areas of corporate interest, especially in emerging economies like Pakistan. Corporate leaders are interested in improving their OP while using new management philosophies, practices and theories. Organizations need to develop compliant corporate systems aligned with modern technologies (Bunker, Alban and Lewicki, 2004; Wirtenberg, Harmon, Russell and Fairfield, 2007; Agarwal and Brem, 2015). Organizations rely on the best practices of OD to solve performance problems and also the emerging green organizational practices are globally recommended for pro-environmental corporate culture (Haddock-Millar, Chandana and Mueller-Camen, 2016). The findings of this study are helpful to reevaluate the business environment. Organizations will face complex business challenges in the 21st century, and organizations must identify opportunities for growth and performance. Organizations should incorporate new tools to fulfill future needs of customers (Wirtenberg et al., 2007).

Skilled and professional human capital is a strategic asset. Zibarras and Coan (2015) recommended people oriented policies to develop productive culture. In Pakistan, little attention has been given to aligning behavioral OD interventions with ED and OP. OD alleviate and help organizations to meet strategic goals.

Multinational corporations (MNCs) have changed the business culture in Pakistan. MNCs created employment and developed the infrastructure. The impact of MNCs on less industrialized countries like Pakistan is significant and has a negative effect on local industries. MNCs hire skilled and trained employees and the local talent serves these MNCs (Hira, 2012). Pakistani organizations should adopt modern technologies, manufacturing practices and human management skills in business. Organizations need to plan and implement structural OD interventions to address the aspects of quality management (Djofack and Camacho, 2017). Organizations should concentrate on the design, development, execution and appraisal of OD interventions (Curtis and Dreachslin, 2008). Pakistan faces strategic business compliance challenges (Khattak, Rehman and Rehman, 2014a). The findings are beneficial for corporate planners to design and align the best OD practices with business strategy.

According to Chaudhry, Tanveer, Saeed, Raza and Faran (2015), a report published by the Lahore Chamber of Commerce and Industry in 2015 revealed that the business world is changing fast. Industries face many constraints in the promotion of growth. So, it is important to develop policies and strategies for short-term and long-term industrial growth. Organizations are moving towards a whole system change to gain long-term growth. Research studies also advocated whole system and strategic changes to achieve innovation, long-term growth, conducive culture and new thinking (Hassan, Shaukat, Nawaz and Naz, 2013; Canato and Ravasi, 2015; Sullivan,

Rothwell and Balasi, 2013). Cartwright and Schoenberg (2006) also highlighted the possibilities in strategic OD. Whole system change has been ignored in the Pakistani context.

Human capital is the most vital factor of productivity. ED is crucial for corporate success (Hameed and Waheed, 2011; Elena, 2000) and learning and development is an important organizational strategy (Ekundayo, 2014). Studies examining the impact of OD on ED in Pakistan are rare. These few studies (Hameed and Waheed, 2011; Rahman and Shah, 2012; Khattak and Rehman, 2015; Khilji, 2003; Islam, 2005; Khattak et al., 2014b; Irshad and Toor, 2008; Hameed and Waheed, 2011; Soomro et al., 2011) have explored and examined a single aspect of ED. This study has examined the association between OD and ED. The current research study offered more insight in decision making regarding investment in ED.

OD is an emerging field. Practitioners use its models and tools to improve performance. OD uses the knowledge of social and behavioral sciences. In Pakistan, the field of OD has been ignored in manufacturing organizations. Moreover, the academic world has also ignored this important area of management sciences. Research studies on green OD and green behavior are also rare in Pakistan. Organizations in Pakistan need to design and implement green behavioral interventions to stimulate employees and promote pro-environment culture (Bhutto and Aurangzeb, 2016; Mehtab-un-Nisa and Mahmood, 2016). Organizations need major changes in procedures to ensure the well-being of the society (Kasztelan, 2017). Few research studies have used the mixed method approach and the current study has investigated and explored the area of OD and performance in more detail.

1.4 Purpose statement

Business organizations in Pakistan are convinced to manufacture quality products. Corporate integrations have posed many challenges and also provided opportunities for quality, market access, penetration and retention, customers' expectations and operational sustainability. The current business environment has accelerated the need for employee development. A coherent, efficient, technology-driven business strategy is required to gain employability. People development policies and practices are required to achieve business goals (Khattak and Rehman, 2014; Kaiser and Sara, 2009). Satisfied and committed employees produce loyal customers. Investment in human capital is critical for organizational success (Khattak et al., 2014a). Professionally advanced employees play a strategic role in corporate success (Abbasi, Sohail, Cheema and Syed, 2010; Rehman, 2012). Organizations need to invest in employees' growth. Rehman (2012) concluded that employees are the key component of business organizations. Corporate experts recommend OD interventions to solve the problems of employee development and organizational performance. Armstrong (2006) stated that OD programs enhanced effectiveness. Abbasi and Burdey (2008) reported that human capital is not being utilized properly in Pakistan and there is a need to develop a sustainable industrial infrastructure to support industrial development.

The aim of this study is to investigate the impact of OD interventions on ED and OP. The study also analyzes the micro and macro forces that serve as catalysts for organizational change and the design of interventions in the light of micro and macro forces in the Pakistani context. Structural OD interventions include corporate restructuring (CR), corporate downsizing (CD), work process and procedure (WPP), job redesigning (JD), work system (WS), International Organization for Standardization (ISO) 9000 and SMT. Technical OD interventions are manufacturing process change (MPCC), manufacturing program change (MPGC), IT,

technology change (TC) and automation. Behavioral OD interventions include coaching, reward system (RS), career development plan (CDP), mentoring, FAP, redesign of pay system (DPS) and training and development (TD). Strategic OD interventions are merger, acquisition, partnership and JV.

ED is a mediating variable. The dimensions of ED are knowledge, skills and abilities. Financial performance (growth), FP (G), financial performance (profitability), FP (P) and production performance, PP are the dependent variables. The dimensions of FP (G) are growth in market share (MS), growth in assets (GA), growth in net revenue (GNR) and growth in net profit (GNP). The dimensions of FP (P) are economic value (EVA), return on asset (ROA), return on investment (ROI), return on equity (ROE) and return on sales (ROS). Dimensions of PP are conformance to quality (CQ), efficiency and the cost of production (CP), volume of production (VP) and speed of production process (SPP).

1.5 Objectives of the study

The major objectives are following.

- 1.5.1. Examination of impact of structural, technical, behavioral and strategic OD interventions on ED and OP.
- 1.5.2. Analysis of the micro and macro forces that will serve as catalysts for organizational change in the next years and to design OD interventions for organizations in Pakistan.

1.6 Research questions

1.6.1. Quantitative research questions

- 1.6.1.1. What is the impact of OD interventions on ED and OP?

1.6.1.2. How do OD interventions affect ED and OP?

1.6.2 Qualitative research questions

The moderator's guide included the following interview questions.

1.6.2.1. Kindly share your work experience related to organization development (OD) process.

How do you relate OD interventions with performance?

1.6.2.2. Think back and share an enjoyable memory regarding the OD field in Pakistan.

1.6.2.3. How do structural OD interventions like corporate restructuring, corporate downsizing, work process and procedure, job redesigning, work system, ISO 9000 and self-managed team (SMT) affect employee development, financial performance and production performance?

1.6.2.4. How do technical OD interventions like manufacturing process change, manufacturing program change, information technology (IT), technology change and automation affect employee development, financial performance and production performance?

1.6.2.5. How do behavioral OD interventions like coaching, reward system, career development plan, and mentoring, financial assistance program (FAP), redesign of pay system and training and development affect employee development, financial performance and production performance?

1.6.2.6. How do strategic OD interventions like merger, acquisition, partnership and joint venture (JV) affect employee development, financial performance and production performance?

1.6.2.7. What micro and macro forces are responsible for organizational change in Pakistan?

1.6.2.8. Discuss suitable OD interventions for business organizations in Pakistan.

1.7 Proposed conceptual model

The conceptual framework included OD interventions. OD interventions are arranged in four groups. The first group contains seven structural interventions: CR, CD, WPP, JD, WS, ISO 9000 and SMT. The second group contains five technical interventions: MPCC, MPPC, IT, TC, and Automation. The third group contains seven behavioral interventions: Coaching, RS, CDP, Mentoring, FAP, DPS and TD. The fourth group contains four strategic interventions: Merger, Acquisition, Partnership and JV.

ED is a mediating variable. The dimensions of ED are knowledge, skills and abilities. Dependent variables are FG (G), FP (P) and (PP). The dimensions of FP (G) are GMS, GA, GNR and GNP. The dimensions of FP (P) are EVA, ROA, ROI, ROE and ROS. Aspects of PP are CQ, efficiency and the CP, VP and SPP.

Previous research studies showed that OD is a planned change process (Armstrong, 2006; French and Bell, 1990; Burke, 2004; Cummings and Worley, 2005; Feyerherm and Worley, 2008; Rothwell et al., 2009; Rao, 2010; Burke and Bradford, 2005). The main objective behind the OD process is to improve performance. The literature shows that OP has been a prominent dependent variable. Performance means the completion of work and the achievement of results. Performance also includes financial and other benefits (Lebans and Euske, 2006 after Kaplan and Norton, 1992). James and Robert (1997) also highlighted that many research studies have concluded that performance is a well-known dependent variable.

A mixed method explanatory approach is used to investigate the impact of OD interventions on ED and OP. The quantitative study focuses on investigating the nature of the impact and the qualitative study will explore the micro and macro forces, which serve as catalysts for

organizational change in the next years, and design appropriate interventions in the light of micro and macro forces.

1.8 Development of the hypotheses

We have developed the following 164 hypotheses.

- H1:* CR has a positive effect on ED.
- H2:* CR has a positive effect on FP (G).
- H3:* ED has a positive effect on FP (G).
- H4:* ED mediates the association between CR and FP (G).
- H5:* CR has a positive effect on FP (P).
- H6:* ED has a positive effect on FP (P).
- H7:* ED mediates the association between CR and FP (P).
- H8:* CR has a positive effect on PP.
- H9:* ED has a positive effect on PP.
- H10:* ED mediates the association between CR and PP.
- H11:* CD has a positive effect on ED.
- H12:* CD has a positive effect on FP (G).
- H13:* ED mediates the association between CD and FP (G).
- H14:* CD has a positive effect on FP (P).
- H15:* ED mediates the association between CD and FP (P).
- H16:* CD has a positive effect on PP.
- H17:* ED mediates the association between CD and PP.
- H18:* WPP has a positive effect on ED.
- H19:* WPP has a positive effect on FP (G).
- H20:* ED mediates the association between WPP and FP (G).
- H21:* WPP has a positive effect on FP (P).
- H22:* ED mediates the association between WPP and FP (P).
- H23:* WPP has a positive effect on PP.
- H24:* ED mediates the association between WPP and PP.

- H25:* JD has a positive effect on ED.
- H26:* JD has a positive effect on FP (G).
- H27:* ED mediates the association between JD and FP (G).
- H28:* JD has a positive effect on FP (P).
- H29:* ED mediates the association between job JD and FP (P).
- H30:* JD has a positive effect on PP.
- H31:* ED mediates the association between JD and PP.
- H32:* WS has a positive effect on ED.
- H33:* WS has a positive effect on FP (G).
- H34:* ED mediates the association between WS and FP (G).
- H35:* WS has a positive effect on FP (P).
- H36:* ED mediates the association between WS and FP (P).
- H37:* WS has a positive effect on PP.
- H38:* ED mediates the association between WS and PP.
- H39:* ISO 9000 has a positive effect on ED.
- H40:* ISO 9000 has a positive effect on FP (G).
- H41:* ED mediates the association between ISO 9000 and FP (G).
- H42:* ISO 9000 has a positive effect on FP (P).
- H43:* ED mediates the association between ISO 9000 and FP (P).
- H44:* ISO 9000 has a positive effect on PP.
- H45:* ED mediates the association between ISO 9000 and PP.
- H46:* SMT has a positive effect on ED.
- H47:* SMT has a positive effect on FP (G).
- H48:* ED mediates the association between SMT and FP (G).
- H49:* SMT has a positive effect on FP (P).
- H50:* ED mediates the association between SMT and FP (P).
- H51:* SMT has a positive effect on PP.
- H52:* ED mediates the association between SMT and PP.
- H53:* MPCC has a positive effect on ED.
- H54:* MPCC has a positive effect on FP (G).
- H55:* ED mediates the association between MPCC and FP (G).

- H56:* MPCC has a positive effect on FP (P).
- H57:* ED mediates the association between MPCC and FP (P).
- H 58:* MPCC has a positive effect on PP.
- H59:* ED mediates the association between MPCC and PP.
- H60:* MPGC has a positive effect on ED.
- H61:* MPGC has a positive effect on FP (G).
- H62:* ED mediates the association between MPGC and FP (G).
- H63:* MPGC has a positive effect on FP (P).
- H64:* ED mediates the association between MPGC and FP (P).
- H65:* MPGC has a positive effect on PP.
- H66:* ED mediates the association between MPGC and PP.
- H67:* IT has a positive effect on ED.
- H68:* IT has a positive effect on FP (G).
- H69:* ED mediates the association between IT and FP (G).
- H70:* IT has a positive effect on FP (P).
- H71:* ED mediates the association between IT and FP (P).
- H72:* IT has a positive effect on PP.
- H73:* ED mediates the association between IT and PP.
- H74:* TC has a positive effect on ED.
- H75:* TC has a positive effect on FP (G).
- H76:* ED mediates the association between TC and FP (G).
- H77:* TC has a positive effect on FP (P).
- H78:* ED mediates the association between TC and FP (P).
- H79:* TC has a positive effect on PP.
- H80:* ED mediates the association between TC and PP.
- H81:* Automation has a positive effect on ED.
- H82:* Automation has a positive effect on FP (G).
- H83:* ED mediates the association between automation and FP (G).
- H84:* Automation has a positive effect on FP (P).
- H85:* ED mediates the association between automation and FP (P).
- H86:* Automation has a positive effect on PP.

- H87:* ED mediates the association between automation and PP.
- H88:* Coaching has a positive effect on ED.
- H89:* Coaching has a positive effect on FP (G).
- H90:* ED mediates the association between coaching and FP (G).
- H91:* Coaching has a positive effect on FP (P).
- H92:* ED mediates the association between coaching and FP (P).
- H93:* Coaching has a positive effect on PP.
- H94:* ED mediates the association between coaching and PP.
- H95:* RS has a positive effect on ED.
- H96:* RS has a positive effect on FP (G).
- H97:* ED mediates the association between RS and FP (G).
- H98:* RS has a positive effect on FP (P).
- H99:* ED mediates the association between RS and FP (P).
- H100:* RS has a positive effect on PP.
- H101:* ED mediates the association between RS and PP.
- H102:* CDP has a positive effect on ED.
- H103:* CDP has a positive effect on FP (G).
- H104:* ED mediates the association between CDP and FP (G).
- H105:* CDP has a positive effect on FP (P).
- H106:* ED mediates the association between CDP and FP (P).
- H107:* CDP has a positive effect on PP.
- H108:* ED mediates the association between CDP and PP.
- H109:* Mentoring has a positive effect on ED.
- H110:* Mentoring has a positive effect on FP (G).
- H111:* ED mediates the association between mentoring and FP (G).
- H112:* Mentoring has a positive effect on FP (P).
- H113:* ED mediates the association between mentoring and FP (P).
- H114:* Mentoring has a positive effect on PP.
- H115:* ED mediates the association between mentoring and PP.
- H116:* FAP has a positive effect on ED.
- H117:* FAP has a positive effect on FP (G).

H118: ED mediates the association between FAP and FP (G).
H119: FAP has a positive effect on FP (P).
H120: ED mediates the association between FAP and FP (P).
H121: FAP has a positive effect on PP.
H122: ED mediates the association between FAP and PP.
H123: DPS has a positive effect on ED.
H124: DPS has a positive effect on FP (G).
H125: ED mediates the association between DPS and FP (G).
H126: DPS has a positive effect on FP (P).
H127: ED mediates the association between DPS and FP (P).
H128: DPS has a positive effect on PP.
H129: ED mediates the association between DPS and PP.
H130: TD has a positive effect on ED.
H131: TD has a positive effect on FP (G).
H132: ED mediates the association between TD and FP (G).
H133: TD has a positive effect on FP (P).
H134: ED mediates the association between TD and FP (P).
H135: TD has a positive effect on PP.
H136: ED mediates the association TD and PP.
H137: Merger has a positive effect on ED.
H138: Merger has a positive effect on FP (G).
H139: ED mediates the association between merger and FP (G).
H140: Merger has a positive effect on FP (P).
H141: ED mediates the association between merger and FP (P).
H142: Merger has a positive effect on PP.
H143: ED mediates the association between merger and PP.
H144: Acquisition has a positive effect on ED.
H145: Acquisition has a positive effect on FP (G).
H146: ED mediates the association between acquisition and FP (G).
H147: Acquisition has a positive effect on FP (P).
H148: ED mediates the association between acquisition and FP (P).

- H149:* Acquisition has a positive effect on PP.
- H150:* ED mediates the association between acquisition and PP.
- H151:* Partnership has a positive effect on ED.
- H152:* Partnership has a positive effect on FP (G).
- H153:* ED mediates the association between partnership and FP (G).
- H154:* Partnership has a positive effect on FP (P).
- H155:* ED mediates the association between partnership and FP (P).
- H156:* Partnership has a positive effect on PP.
- H157:* ED mediates the association between partnership and PP.
- H158:* JV has a positive effect on ED.
- H159:* JV has a positive effect on FP (G).
- H160:* ED mediates the association between JV and FP (G).
- H161:* JV has a positive effect on FP (P).
- H162:* ED mediates the association between JV and FP (P).
- H163:* JV has a positive effect on PP.
- H164:* ED mediates the association between JV and PP.

1.9 Significance of the study

- 1.9.1. The Findings generate knowledge related to OD and ED and encourage corporate planners to design OD interventions for effectiveness. ED is an important component of OD and research studies on OD and ED are rare. Previous research studies have investigated the single aspect of ED (Hameed and Waheed, 2011; Rahman and Shah, 2012; Khattak et al., 2015; Khattak et al., 2014b; Irshad and Toor, 2008; Soomro, Gilal and Jatoi, 2011). This study has examined the impact of all major groups of OD interventions on ED. The current corporate culture has accelerated the need for ED. ED strategies are the need of the day to achieve corporate goals (Khattak and Rehman, 2014; Qaiser and Sara, 2009).
- 1.9.2. OD is an emerging concept in Pakistan and performance is a corporate challenge (Demmke, 2006). Research studies have recommended OD interventions for ED and OP

(Iqbal et al., 2014; Cheema and Khan, 2010). The study stimulates research on OD and related processes in organisations in Pakistan.

- 1.9.3. The study contributes information for further research in the area of OD and green OD. Organizations need green corporate cultures to save the environment and society for future generations. Pro-environmental corporate interventions and systems lead to green culture (Mehta and Chugan, 2015; Bhutto and Aurangzeb, 2016; Mehtab-un-Nisa et al., 2016).`

1.10 Research limitations

The limitations of the study are following.

- 1.10.1. The research study covers all the geographical areas of Pakistan which is time consuming and extensive traveling is required for reliable data collection.
- 1.10.2. The sample included only private and public limited firms.
- 1.10.3. The distribution of a questionnaire among 800 organizations and data collection from a geographically diverse sample is a difficult task.
- 1.10.4. A mixed method is an expensive and time-consuming activity. However, this complex design helps to interpret and contextualize results of the quantitative study. The design also increases the scope of analyses.
- 1.10.5. The major constraint is the lack of prior research studies on OD and performance in Pakistan. Very limited research has investigated the impact of OD interventions on organization performance. Qualitative studies on the topic are quite rare. Hopefully, corporate managers will access this thesis to explore this innovative research phenomenon. OD is an emerging field in Pakistan. Corporate planners are interested in innovative theories and concepts to resolve organizational performance issues.

1.11 Delimitations

The delimitations and scope of interest of the study are summarized below.

- 1.11.1. For the quantitative study, a sample of 800 firms from private limited and public limited companies registered with the SECP was drawn.
- 1.11.2. Only HR Managers were encouraged to complete the questionnaire. People related to finance and HRM have a better understanding of corporate financial outcomes.
- 1.11.3. For the qualitative study, focus group interviews were conducted. A sample of ten OD experts was taken using snowball sampling method.
- 1.11.4. The findings of the research study provide valuable theory, literature and policy contributions.
- 1.11.5. The study is based on valuable findings.

1.12 Personal interest in the topic

Business organizations face many corporate challenges and there is a need to develop effective and efficient systems in the presence of modern technologies (Bunker, Alban and Lewicki, 2004; Wirtenberg et al., 2007; Agarwal and Brem, 2015). Many structural, technological and strategic reforms are required to optimize organizational performance. Little attention has been given to the design of appropriate structures and systems to resolve corporate performance challenges.

I am committed to, and have a great interest in, investigating the management dilemma of OD interventions and performance. I have been in the profession of HRM for the last 25 years. After I get my PhD, I plan to join the profession of teaching. I would like to have my own OD consultancy firm with a team of consultants to serve the nation and organizations by designing appropriate OD interventions. I also plan to work in research and development in the area of OD

and transformation. Another aim of my research on OD is to create new knowledge for academia because the subject of OD has been ignored, so far.

1.13 Plan of the Thesis

I have arranged the remaining Thesis in the following manner.

Chapter 2: Chapter 2 presents the literature review on OP, ED, OD and change process, OD interventions and the research gap.

Chapter 3: This chapter provides a discussion on research paradigms, research approach, population, and sampling and a discussion on the instrumentation,

Chapter 4: I presented the analysis and results in Chapter 4.

Chapter 5: I presented the findings in Chapter 5.

Chapter 6: Chapter 6 presents the conclusion, theoretical and practical implications.

CHAPTER TWO: LITERATURE REVIEW

The field of OD has gained momentum due to new models and concepts (Karakas, 2009) and OD is still an evolving field (Marshak, 2006). Performance has been a major managerial issue and OD provides strategic solutions to organizations to address performance and managerial issues (Demmke, 2006). OD is a planned change process (Cummings and Worley, 2005; Armstrong, 2006; Marshak, 2006; Feyerherm and Worley, 2009; Rothwell, Stavros, Sullivan and Sullivan, 2009; Rao, 2010) built on humanistic-democratic values (Robbins, 2003).

Organizations in emerging markets have also focused on OD to improve performance (Marquis and Raynard, 2015). Odoardi, Montani, Boudrias and Battistelli (2015) argued that good corporate systems enhance performance. Engle, Marion and Peter (2015) explored the area of global performance management (GPM) and concluded that organizations need to create a balance between practices. The prime objective of GPM is to enhance individual performances to achieve improved aggregate performance.

Many organizational models and frameworks have been developed to achieve optimum performance and organizational success. OD practitioners use these models to analyze relationships between the variables of performance and organizational management. Marquis and Raynard (2015) proposed many institutional strategies for OP.

Globalization, new people management techniques and technology, competition and innovations have affected business organizations in Pakistan. Organizations are changing their structures, processes and adopt state-of-the-art technologies to stay in the global economy. Moreover, organizations are strategically thinking to meet customers' requirements. The role of OD is

significant in helping organizations to change themselves in a way to better serve their customers. OD emphasizes new management skills, structures, processes and infrastructure to enhance organizational performance and effectiveness. Karim and Kaul (2014) reported that structural recombination positively affects innovation and intra-organizational knowledge synergies.

The economic performance of Pakistan has shown growth quantitatively and qualitatively since 2008–2009 (Pakistan Economic Survey 2013–2014; Government of Pakistan). The performance of organizations is linked to skilled and knowledgeable workforce, quality education and good infrastructure. One of the major objectives is to enhance education at basic level with special emphasis on education of females and to achieve a 70% literacy rate by the end of year 2010.

The economy of Pakistan is improving and many steps have been taken to improve businesses and many reforms have been introduced to facilitate entrepreneurs. These reforms and changes have improved the business environment in Pakistan. The report further states that economies should take initiatives to streamline business procedures for sustainable growth. The report further states that the role of industrial sector in the provision of job opportunities is significant and it contributes 20.8% to gross domestic product (World Bank, 2014).

According to the Human Development Report 2013 initiated by United Nations Development Programme (2013), Pakistan has recently taken initiatives to address economic development issues and the economy has shown resilience. The impacts will adversely affect the human and OD process and poverty; natural disasters and other economic crises threaten the progress of human development and sustaining initiatives are required to improve the situation.

According to some neutral sources the economic development and performance of business organizations are not encouraging. Pakistan's Ministry of Planning, Development and Reforms initiated a report to analyze the status of PMDG (Government of Pakistan, 2013). The PMDG are socioeconomic targets that include the development and implementation of strategies for decent and productive work for youth and new technologies with the collaboration of private sector. The report states that micro and macro factors like institutional, administrative and political changes, weak commitments to structural economic reforms and global economics affect these targets. Raheem, Vishnu and Ahmed (2014) reported that the record of Pakistan in the Human Development Index (HDI) is not good. Pakistan is 135th out of 177 countries on the HDI; the common people are not getting benefits from all the economic initiatives taken by the government.

Yaqoob (2011) reported that Pakistan should improve savings. Corruption and energy crises are the major drivers of poor performance of organizations. Batool and Zulfiqar (2011) reported that high rate of unemployment is due to high population. Private sector organizations should overcome issues like inefficient management, corruption, poor administration, lack of business traditions and poor HRM practices. On the other hand, global organizations have already initiated OD strategies to serve their customers in a better way.

Kongsamut et al. (2001) found that the economies of 123 countries are shifting to the service sector from industrial and agriculture sectors. In Pakistan the service sector has also provided major support to the economy of Pakistan (Ahmed and Ahsan, PIDE Working Papers 2011: 79). Growth in the service sector is an indication of stability and the sector has provided opportunities in employment generation. The PIDE Working Paper (2011) suggested that organizations should

improve skills, education and technology for sustainable development. The PIDE Working Paper (2011) further consolidated various issues of the State Bank of Pakistan and identified the following sectors (see Table 2.1).

TABLE 2.1: Major Service sectors

S. no.	Major Service Sector
1.	Transportation and Communications
2.	Hotels and Restaurants
3.	Financial Institutions
4.	Entertainment
5.	Social Services

The PIDE Working Paper (2011) concluded that the higher growth of the service sector provided a significant contribution to job opportunities while other sectors are stagnant and declining. The performance of the sector may be further enhanced by implementing strategies like the effective use of IT, improvement in R&D, development of human resources and upgrading of technology.

The Pakistan Economic Survey (2016-2017) stated that the economy of Pakistan has been improved due to the strategic economic revival program (Ministry of Finance, 2016-2017). The program include financial and tax system management, energy capacity enhancement and institutions development. Owing to the strategic vision and pro-growth policies of the Government of Pakistan the growth in macro-economic performance was noticed 4.51 percent in 2016. Agriculture, industrial and service sectors were the major contributors to economy in 2017.

Economy of Pakistan shows continuous growth (Ministry of Finance, 2016-2017). Industry sector is a major source of tax revenues and provides job opportunities. The survey (Pakistan Economic Survey, 2016-2017) further says that despite of economic and social growth, the

balance of payments and export-import balance did not improve. The Pakistan Economic Survey (2017-2018) highlighted the 5 percent growth in GDP in each of the last 2 years. The economic growth is due the well-implemented supportive macroeconomic supply and demand policies.

Firms need OD strategies to develop economic structures, effective and efficient processes and automated plant. Lawler and Worley (2006) stated that change is necessary and provides a base for successful organizations. So, organizations in Pakistan must incorporate the concepts of OD to improve efficiency and performance of employees and other components.

2.1. OP

Performance is doing the work and achieving the desired results. OP is to compare the achieved outputs with designed outputs. There is multiple research studies on OP and a variety of strategies have been used to OP. Many studies show that OP is an important variable in management research. Cooke (2000) stated that OP is used with productivity, efficiency, effectiveness, competitiveness, growth and quality. According to an expert report of the United Nations (2003) the performance of organizations is related to quantity, equity, and quality, and efficiency, reliability of service, transparency and integrity.

There are many dimensions of OP and effectiveness. Demmke (2006) found that dimensions like efficient networking, accountability systems, powerful instruments, efficient coordination mechanisms, effective monitoring and control systems, and the competence of personnel enhance the performance of organizations. Performance varies from sector to sector. He suggested that more reforms and strategies like downsizing, contracting out and privatization programs, must be implemented to achieve maximum performance. Reform programs should be carefully analyzed and implemented to gain the possible benefits.

Mitchell (2002) reported that organizational capability (strategic leadership, structure, human resource, finance, programs, infrastructure, and technology) effect performance. Organizations should implement initiatives for sustainable organizational performance like functional flexibility through training, increase in job satisfaction, employee involvement and quality initiatives. They further stated that organizational capabilities and development need long-term strategies and the British business environment is under pressure to reduce the cost of production on the basis of existing technology and to improve quality. However, organizations can enhance effectiveness through strategic management policies and other development initiatives.

Marshak and Grant (2008) highlighted that OD and change is a multi-stage process and results of the process should be the emergence of a set of new OD that they called “New OD”, which includes chaos theory and self-organizing systems (Wheatley, 1992) besides constructivism and postmodern approaches which believe in multiple realities. They further stated that new OD has a different approach beside positivist classical OD which presumes the existence and validity of an objective. New OD focuses on appreciative inquiry and change (Marshak and Grant, 2008).

According to Weinzimmer et al. (1998), there is confusion in the literature about how researchers have conceptualized and operationalized growth and many approaches have been used to measure growth. They further explained that one source of confusion is the selection of indicators because many researchers have used change in sales as the indicator of growth and others have used indicators like employees or assets which are different theoretical concepts. The second source of confusion is the use of alternative formulas to measure growth and it affects theory development. They further explained that time is a factor while calculating the real growth of an organization.

- **Goal Approach** (Etzioni, 1964): Organization performance is operationalized based on objective.
- **Systems Resource Approach** (Yutchtman and Seashore, 1967): Organizational performance is assessed in terms of prime business aspects.
- **Constituency Approach** (Thompson, 1967): Organizational performance is assessed to measure how the internal and external constituencies are benefited. Organizational performance focuses on the need of a constituency.

In the research work of Carton (2004) with the University of Georgia, USA, seven studies on the measurement of performance were highlighted. Carton's (2004) research work is on measuring organizational performance. The research examined financial performance from a stockholder's perspective. Performance is multi-dimensional and its meaning varies from organization to organization. Following are the seven empirical studies.

2.1.1. Research work of Dess and Robinson (1984)

2.1.2. Research work of Rawley and Lipson (1985)

2.1.3. Research work of Chakravarthy (1986)

2.1.4. Research work of Venkatraman and Ramanujam (1986)

2.1.5. Research work of Brush and VenderWerf (1992)

2.1.6. Research work of Robinson (1995)

2.1.7. Research work of Murphy, Trailer and Hill (1996)

Murphy, Trailer and Hill (1996) investigated the following performance indicators to measure OP (see Table 2.2).

TABLE 2.2: Key performance indicators

S. no.	Performance Indicator
1.	Efficiency
2.	Growth
3.	Profit
4.	Size
5.	Fail
6.	Market Share
7.	Leverage

Murphy, Trailer and Hill (1996) dependent variables

Organizations should focus on measurement of performance in the current economic and financial position. Organizations must develop an OP system to achieve the objectives within a timeframe and budget. They further stated that a complex combination of contexts affects the measure of organizational performance. Subjective and objectives measures are important for OP.

Gavrea, Ilies and Stegorean (2011) conducted a research study on Romanian manufacturing organizations and stated that both internal and external variables are important. HRM practices and behavioral intervention strategies have a positive impact on OP. Engle et al. (2015) highlighted effective GPM and proposed that a balanced but essentially centralized, customized and beneficial, bundled system of IHRM practices that combine culture and technology should be created to improve performance. Fiona et al. (2015b) investigated the link between HRM practice, organizational systems and employment relationships and argued that effective HRM practices enhance workers' well-being and performance. We cannot achieve performance without skilled and satisfied employees (Ji et al., 2012; Bae and Lawler, 2000).

2.2. ED

ED means to enhance the abilities and organizational skills of employees for a desired performance and it is a joint and continuous process of upgrading knowledge, skills and abilities. In an ED process, the roles of an employee and the organization are important. Employees show better performance when organizations focus on employee development programs. Three ED strategies are used in organizations:

- **Training:** Training is an important tool of behavior change at the workplace. Training enhances the skills for the current and for the future job role.
- **Development:** Development improves the skills and abilities of employees for future challenges.
- **Education:** Education is the involvement of knowledge in the progress of an individual.

According to Hameed and Waheed (2011), employees are a strategic asset and organizations cannot survive without peak performers. Elena (2000) also argued that ED activities and programs are important to improve OP. Organizations use various methods and strategies for employee development. Zadeh and Ahmad (2012) identified strategies like counseling, training and development and quality of work life (QWL) programs. Hameed and Waheed (2011) stated that employees are important. Burke (2008) stated that the development of individuals cannot be separated from OD. Esen and Collison (2005) identified methods of ED (see Table 2.3).

TABLE 2.3: Methods of ED

S.no.	Method of ED
1.	Learning and development
2.	Executive coaching
3.	On job training
4.	Mentoring system

5.	Career development plan
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Source: Esen and Collison (2005)

In the current knowledge economy, skills and competencies of employees are considered the important driver of company value. Another factor is the demographics of employees; more investment in training and development is required. Organizations should redevelop effective methods and strategies of employee development to address the issue of skills shortages. Competencies are associated with the characteristics of employees that lead to successful performance and results (Boyatzis, 1982). Ekundayo (2014) stated the benefits of employee ED programs.

- ED programs increase organizational and employees' productivity.
- They improve quality of services and products.
- They enhance job knowledge and skills of employees and also address employees' weaknesses at the workplace.
- They reduce employees' turnover and absenteeism and ensure employee satisfaction.
- They eliminate wastage of resources and reduce accidents.

Ekundayo (2014) further stated that ED is a systematic process of planning and formulation of strategies and suggested the following methods of ED (see Table 2.4).

TABLE 2.4: Methods of ED

S.no.	Method
1.	Job rotations
2.	Self-development
3.	Self-assessment
4.	Job enrichment
5.	On the job training/Coaching
6.	Formal training
7.	Vestibule

8.	Developmental appraisal
9.	Perceived investment in employee development

Source: <http://www.ijssre.com>

2.3. OD and change

2.3.1. OD

OD is a well-known topic. According to Schein (1992), OD is a process of growth. Beer (1980) stated that OD is a system to enhance the organizational structure. Robbins (2003) stated that OD is a planned process of implementing interventions built on humanistic-democratic values. The concepts of OD have been used by organizational psychologists to improve organizations and to solve organizational problems. Organizational theories propound that organizations need change to gain business opportunities and face challenges. Armstrong (2006) argued that the objectives of organizations can be achieved by meeting the wants and needs of their stakeholders. Organizations should be flexible to adapt to environmental changes and OD means change management, team building and culture management. Peters and Waterman (1982) developed the 7S model to elaborate OD.

2.3.1.1. Structure: Structure provides a framework for the performance of organizational activities. Functional, Divisional, Matrix and Network are the major organizational structures.

2.3.1.2. Strategy: Strategy defines the path for future development.

2.3.1.3. Systems: Systems are the procedures developed for organizational operations.

2.3.1.4. Skills: Skills are the abilities and capabilities of organization and employees.

2.3.1.5. Shared values: Values are the principles of organization to influence individuals and groups.

2.3.1.6. Staff: Staff means the well-managed and motivated human resource of an organization.

2.3.1.7. Style: Style means organizational management style and leadership style of management and overall operational approaches.

The 7S model plays a major role in OD initiatives. Integration of all Ss during the OD process is a prerequisite for effective and compliant change. Analysis and diagnosis of the current state, designing and choosing appropriate intervention strategy, implementation of the strategy and evaluating organizational change are all skill competencies.

One major issue of organizations is sustainability. OD also provides an opportunity to regain sustainability. The current business environment has changed the performance indicators. Sustainability of organizations is not limited to environmental factors (Woolliams and Trompenaars, 2013) and corporate social responsibility. The future strength of an organization will depend on business efficiency, skilled people, clients, shareholders and society.

William et al. (2009) stated that organizations will experience more competition and change in future. Organizations will face the problem of sustainability. The new concepts of organization management will bring advances beyond our imaginations. Sustainability is still a management issue. According to a report published by International Federation of Surveyors (2010), sustainable organizations need to define the clear role and responsibilities of each section and employees, and leadership to motivate the employees. Organizations should establish a clear and conducive organizational culture and offer training to enhance the operational efficiency of employees.

OD is a process to improve ethics. Customers' expectations are now changing. Customers are interested in solutions to address the new challenges (Bunker, Alban and Lewicki, 2004; Gohil and Desh, 2014). Organizations will face complex business challenges in 21st century and organizations must identify opportunities for growth and innovation. Organizations should

leverage and integrate new technologies to fulfill the future needs of customers (Wirtenberg et al., 2007).

Organizations have been using many diagnostic tools and methodologies to investigate performance problems. AI is used as a diagnostic and OD implementation tool. Watson (2013) highlighted the role of AI in individual and OD because AI accelerates the relationships among components. AI generates a climate of cooperation and highlights the gap between performances. However, the commitment of managers is important during the implementation process. Fitzgerald et al. (2001) called AI a ground-breaking approach. Martinetz (2002) called AI “a good tool of OD” and further stated that AI is different from problem solving. During a problem-solving process, we identify a problem, diagnose the causes, and analyze the alternate solutions of the problem and plan an action while the steps in AI are the following.

- Appreciate and value the best of what is.
- Envision what might be.
- Dialogue about what should be.
- Innovate and create what will be.

The role of organizational structure, its location and type and culture are important during change process. March and Sulton (1997) stated that organizations are instruments of purpose and coordinated by intentions. They further stated that organizations are run through people, individually or collectively, with the collaboration of technology and machines. Various models of organization have been developed by organizational behaviorists. The general model of an organization has provided a framework of “Total system”. Total system focuses on the connections and consistent structuring of sub-parts and components for an effective performance.

Organizations work and behave like a social system (Yoon and Kuchinke, 2005; Alter, 2007). A modification in one element can cause a modification in another element. The system theory of organization views an organization as a complex and dynamic entity. Components of an organization take inputs and transform these into outputs. Organizations grow and develop with the passage of time in response to micro and macro environmental developments (Nadler et al., 1980). Anderson, Carter and Lowe (1999) argued that system theory elaborates complex systems. High performance has been a strategic objective of organizations for a long time. Strategic organizations believe in high performance teams, accountability and leadership. High performance organizations adapt and sustain environmental, local and global changes. An organizational environment comprises micro and macro factors which effect the organization in a positive and a negative way (Mason, 2007). However, some drawbacks have also been identified. Yoon and Kuchinke (2005) argued that the systems model does not support and guide during potential conflicts between the organization and its environment. Beeson and Davis (2000) stated that it is sometimes difficult for the control center, which directs the organization's operations, to respond to a specific change process.

Organizational behaviorists also define organizations through complexity theory which focuses on emergent behavior and outcomes and it easily defines the complexity and uncertainty of an organizational change process (McKenzie and James, 2004). Complexity is defined as the measure of diversity and it incorporates all the environmental factors (Mason, 2007). Systems and complexity theories have been used to examine the organizational change process (Amagoh, 2008) in a better way and they have the ability to guide corporate planners' responses to global changes.

Many organizational behaviorists believe that systems theory provides for the study of single parts of an organization (e.g., employees or customers, organizational functions such as marketing or manufacturing, and organizational structures such as division, departments, or teams) and we are interested in studying and examining the organization as a whole during a change process. The study of an organization as a whole means becoming familiar with the relationships between the discrete parts as well as the networking of partners, customers, and community.

Organizations are coordinated human efforts to realize specific goals and they consist of multi-structural layers of authorities and responsibilities. Responsibilities of organizational actors play a major role in making an organized collective agency (Grossi et al., 2007). Meyer and Rowan (1977) stated that organizational structures are the output of rationalized institutional rules and structures arise in highly institutionalized contexts in modern societies. Mintzberg (1980) stated that strong configurations and logical connections between organizational elements and adaption of their environments are the key aspects. Organizational structures emerge in response to micro and macro forces with the passage of time and produce organizational design.

Modern organizations introduced new management concepts like TQM, specialization, R&D and Total Integration. The concepts of people management are changing and the traditional organizational practices yield fewer results. Organizations need systems and practices that produce a responsive, flexible and adaptive business environment. The role of visionary leadership and modern technology in new organizations may not be ignored in addressing the issues of diversity and constant changes. Additionally, globalization has provided more business opportunities like growth and revenue. Organizations are also interested in structural changes to

give outputs of productivity, stability, speedy processing with quality and scalability. Many structures are emerging to avail organizations of the opportunities provided by globalization and internationalization. A few of these structures are discussed below.

- **Re-engineered organization:** All the processes of the organization are reviewed and re-engineered to improve the production process, quality and competitiveness. Re-engineering is a modern concept of OD.
- **Boundary-less organization:** R&D and idea sharing improve the performance of employees. Organizations remove vertical, horizontal and external barriers and provide an opportunity to employees to share innovative programs.

Boundary-less concept is also a managerial challenge. Hirschhorn and Gilmer (1992) explored the new boundaries of boundary-less organizations and stated that the traditional structural boundaries and geography disappear and new boundaries emerge. These boundaries are invisible and have a psychological impact on managers and employees. These boundaries are not mentioned on organizational organograms.

- **Network organization:** Organizations are facing a turbulent business environment and organizations have designed their structures, processes, and information technologies to exchange information (Duncan, 1973; March and Simon, 1958). Network structures are important determinants of an organization's information processing capacity (Bavelas, 1950; Connolly, 1977; Tushman, 1979). Ekbala and Kling (2005) stated that network organizations are much more complex and the structure may be flat, flexible and team oriented. The network model of an organization plays a major role in the current information economy and other advantages are its flexibility, cooperative culture, innovativeness, and knowledge and technology intensity.

- **High performance work organization (HPWO):** HPWOs believe in employee-oriented work systems and practices in the area of hiring, training, performance management, motivation and teams. Pasmore (1994) defined HPWO as “Creating flexible, high performing. Learning organizations is the secret to gaining competitive advantage in the world that won’t stand still”. According to a report of Kirkman et al. (1999), HPWOs focus on self-managing work teams, employees’ involvement, empowerment, TQM, integrated manufacturing facilities and people development. HPWOs adapt to changes, by developing new practices and systems, to address the future potential environmental conditions.

The European Foundation for the Improvement of Living and Working Conditions (2007) initiated a report, based on a study on teamwork and HPWO in 16 European countries, which stated that organizations are highly interested to deliver services quickly and to manufacture quality products. So, organizations are changing their management systems and practices to meet the expectations of customers. The report further stated that teamwork is one element of the new forms of work organization and an important component of HPWO.

- **Learning organization:** Mitleton-Kelly (2003) stated that learning organizations change the behaviors of employees and create a learning environment and encourage self-organization that facilitates the achievement of goals and objectives. Learning organizations are a process in which individuals interact with each other in forms of teams and groups and explore new ideas for the betterment of the organization. Serrat (2008) argued that learning is a key to success and survival in today’s organizations. Learning organizations provide a good culture and learning opportunities for employees like day-to-day work experiences, team meetings and task groups and provide coaching

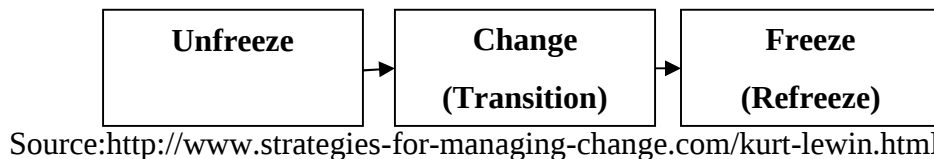
and mentoring support. Torlak (2004) found that learning organization is a mind-set of organizational members and it is also a system of designing and developing structure, culture and learning environment within an organization. Jones (2004) emphasized that managers should promote organizational learning to achieve organizational performance.

- **Virtual organization:** Virtual organizations operate in an environment without physical, geographical and structural constraints. Many components of a virtual organization operate from different sites and a virtual framework is created to address business opportunities.

2.3.2. Organizational change

Changes in organizations occur to address many internal and external issues and to achieve targets. Culture is the collective values, norms and assumptions of organizational members. Change at organizational level also changes the entire culture. Structure defines the relationship between various positions and levels of authority. The operations of an organization are based on systems in vogue. Organizational context must be incorporated during designing and planning a change. Kurt Lewin proposed a three-stage theory of change (see Figure 2.1).

FIGURE 2.1: Kurt Lewin Model of change



Stage 1: Unfreeze: During the stage, organizations move from comfort zone and prepare all the stakeholders before the change process.

Stage 2: Change (Transition): Lewin called the stage a transition which is the movement of people toward a new state.

Stage 3: Freezing (Refreezing): During this stage of the change process, people gain a stable and productive state and people accept changes and new environment.

The change model of Kotter (2007) focuses on changing the behavior of people, not strategy, not systems, not culture. During the change process, changes in strategy, system and culture are also important. There are some primary factors that increase the need for change that originate from both the external and internal environment of an organization. Constant changes in environment have an impact on organizations and create a need for change. Effective management of the change process increases the chances of success. The success of an organizational change program depends on both the quality of the intervention strategy and effectiveness of its implementation. The major objective is to improve OP. The main objective of organizational change is to develop employees and enhance the performance of an organization. OD is a process of change (Burke, 1994). Sometimes by organizational change we mean an instrument of OD. Al-Haddad and Kotnour (2015) have recommended effective control of the change process. Van der Voet et al. (2015) suggested that managers of public organizations must show extra leadership skills to overcome the complexity.

Hao et al. (2015) argued that a successful knowledge process and its effectiveness are major concerns and both structured and unstructured knowledge processes have positive effects on knowledge transfer effectiveness. Lara et al. (2015) explored the role of leadership in the corporate change process. They argued that the role of leadership and positive attitudes of employees are important during implementation of change initiatives. Roy (2015) found that the transition phase of the change process was the most stressful. The transition phase creates job

insecurity. Lars et al. (2015) focused on the risk of organizational change, effectiveness, benefits and financial performance.

2.3.2.1. Theories of organizational change

Borman et al. (2002) explained the organizational change process through various theories. The following are the change theories.

Change Process Theories

Change process theories define how and why change has occurred (Porras and Robertson, 1987). Change process theory is practitioner-oriented. So, the role of OD practitioners is instrumental. Cheung-Judge (2001) suggested that OD consultants and practitioners need a high degree of self-knowledge and personal development.

Cognitive Framing Theories

The role of cognitive framing theories is important in OD.

Theories of Innovation

Creative ideas of organizational members and their interaction with the environment bring changes in organizations. Woolliams and Trompenaars (2013) suggested that organizations should reconcile the culture dilemma of various stakeholders to gain long-term benefits. They further stated that organizations should combine values for innovation to enhance capabilities and sustainability.

Communicative Change Theories

Change is identified when organizational members interact with each other (Ford, 1999; Ford and Ford, 1995).

2.4. OD interventions

Intervention is a strategy used to bring change in an organization to improve performance. A diagnostic process is conducted and specific intervention strategies are developed to enhance performance. According to the founder of intervention theory, Argyris, (1970) “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”. There are various types of interventions like structural, technical, behavioral and strategic. Four types of interventions are discussed below.

2.4.1. Structural interventions

Structural interventions are implemented through planned management actions to achieve personal, financial and operational objectives. Competitive and sustainable organizations are developed through effective organizational restructuring (Khandwalla, 2001). Khandwalla (2001) stated that structural changes are important to achieve the success. The following are types of structural interventions.

2.4.1.1. Corporate restructuring, CR

CR is the way in which organizational activities and functions are organized and coordinated. Organizational structure guides and facilitates employees and defines roles and responsibilities. Organizational structure elaborates how functions are managed and how the organization is responsive. The role of organizational structure is important in achieving goals and objectives. Organizations need structuring in order to assign authority, duties and responsibilities and to regulate organizational operations. Organizational structures are important to facilitate management and employees and they also define the available human, financial and technical resources.

Organizational structures have been changing with the passage of time to address environmental changes. Management philosophy, size of the organization, organizational geographical location, and technology affect the organizational design and structure. A good and well-designed structure is a tool of organizational effectiveness. Organizations use CR intervention for effectiveness and development (Whittington et al., 2007).

According to Tran and Tian (2013), organizations need good structures to show performance and a well-designed CR enhances organizational success. Lunenburg (2012) highlighted the Mintzberg's (1992, 2009) framework.

“organizations can be differentiated along three basic dimensions: (1) the key part of the organization, that is, the part of the organization that plays the major role in determining its success or failure; (2) the prime coordinating mechanism, that is, the major method the organization uses to coordinate its activities; and (3) the type of decentralization used, that is, the extent to which the organization involves subordinates in the decision-making process”. They suggested five organizational structures: simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy (Mintzberg, 1992, 2009; Lunenburg, 2012).

2.4.1.2. *Corporate downsizing, CD*

CD strategies are used to cut costs, survive and adapt to changing business needs. Organizations opt for downsizing during economic crises through coaching and well-planned change systems. CD may have a negative effect if the process of change is poorly managed and studies showed that all legal aspects must be considered during the process. Organizations should analyze all aspects before downsizing to minimize the adverse effects (Bhattacharyya and Chatterjee, 2005). Campion et al. (2005) stated that organizations face the challenge of constant change. Successful implementation of CD process changes the attitude of employees.

Cameron (1994) reported that trust is essential for successful downsizing. The critical role of human resource professionals ensures the successful implementation of CD strategies. He conducted a research of 30 organizations that were engaged in downsizing and found that effective management of downsizing process is mandatory to achieve intended cost reductions and efficiencies.

2.4.1.3. Work process and procedure, WPP

WPPs are used as an OD tool. A policy is a statement that defines the organization's views with respect to a particular matter. Policies are principles or rules which guide operational direction. Procedures define step-by-step methods for implementing policies. Procedures are produced or developed in the form of flowcharts, checklists and steps of the process.

Organizations cannot survive without effective WPPs. According to NSW Industrial Relations (2013), organizations develop and implement policies and procedures due to changes in legislation, regulations and automation of production processes. The report further stated that policies and procedures guide organizations during a change process. Successful organizations recognize the role of innovative WPPs for a productive workplace. The role of WPPs related to people management enhance employability, performance and commitment. Pfeffer (1998) also stated that policies and organizational practices affect employees' commitment. They further stated that people management WPPs encourage the following aspects of a workplace.

- Employment security.
- High involvement in SMTs and decentralized decision making.
- Reduced status distinctions.
- Extensive training.

Siebers et al. (2008) investigated the effect of corporate policies on productivity. They divided management practices into operational practices and HRM practices. Operational management practices include information and communication technology, TQM and lean production while HRM practices are related to people management. Best policies and practices are strongly associated with growth, profitability and productivity. They stated that management practices have an association with organizational productivity and performance and there is a need for further research to explore the area.

2.4.1.4. Job redesigning, JD

JD is to define and combine related tasks to form complete jobs. Managers in organizations design and develop jobs to increase employees' interest and participation in decision-making process. Organizations are redesigning their structures (Robbins, 1990). Holman et al. (2010) concluded that the various aspects and characteristics of job redesign like changes in control, participation, skills utilization and feedback, positively affect the well-being and attitude of employees. Many job characteristics have a direct effect on well-being (LeBlanc et al., 2007; Mikkelsen et al., 2000). However, change in work procedures is not an easy job due to technology and information systems. Organizations face many obstacles during the redesign process. Campion et al. (2005) stated that successful work-design initiatives must overcome obstacles and challenges.

2.4.1.5. Work system, WS

Organizations are interested to design and implement WSs that can improve OP. Compliant and effective work systems alleviate profitability and productivity. Well-integrated WSs ensure employment security and job autonomy. Imran et al. (2015) examined the role of WSs in performance. They concluded that HPWS have a positive impact on productivity. Researchers

have investigated the positive impact of various dimensions of WSs on performance. They highlighted the apparent role of WSs and performance (Barney, 2001; Boselie et al., 2005).

HPWSs improve work behavior. Many research found that HPWSs ensure positive work behavior at work and employees show greater efforts at workplace (Guest, 1997). The current business environment needs more compliance and it demands strong WSs. Strong and well-implemented WSs develop the positive behavior of employees. Employees are critical to organizational success. The positive work behavior of employees is a critical factor to organizational growth. Zacharatos et al. (2005) concluded that HPWSs empower and encourage employees. Research studies have related integrated HRM practices with performance; research studies suggested that coherent HPWS and HRM practices lead to employee performance (Boxall and Purcell, 2003; Schuler and Jackson, 1987).

Pakistan is experiencing significant organizational change. Labor productivity in industrial and agriculture sectors is not encouraging. A decent work system is an important aspect to achieve sustainable development (ILO, 2014). Legal compliance is also a major business dilemma. Pakistan is a party to all multilateral treaties. Legal violation causes a penalty and business loss. Certainly, organizations need compliant WSs to ensure legal compliance. Compliant work systems promote an excellent work culture and high performance work attitude. Evans and Lindsay (2005) stated that “high performance work was characterized by flexibility, innovation, knowledge and skill sharing, alignment with organizational directions, customer focus, and rapid response to changing business needs and marketplace requirements”. Boxall and Macky (2009) argued that HPWSs lead to superior performance. However, it is unwise to state that a single

work system will improve performance. A bundle and coherent approach may lead to high performance (Macky and Boxall, 2007).

2.4.1.6. ISO 9000

Lee, Roberts and Lau (1999) stated that organizations have shown interest in quality standards and quality management due to growth in World trade which makes it possible to access World markets. Now the expectations of customers are changing. Organizations need to implement quality standards to improve performance and meet the customers' needs.

Franka (2005) investigated the benefits of ISO 9000 in Slovenia and argued that an ISO 9000 QMS had a positive impact on customers' satisfaction. Franka (2005) further stated that organizations need to retain high value customers in the current competitive business environment. ISO 9000 decreases customers' complaints and improves quality of post-sale services. Walid (2007) stated that ISO 9000-certified firms have achieved internal and external benefits. Heras, Dick and Casadesus (2002) argued that quality systems lead to superior OP. Effective implementation of systems improve financial performance, sales and profitability. Vasileios and Odysseas (2015) conducted research in Greek companies and stated that ISO 9000-certified companies gained benefits from ISO implementation.

ISO 9000 provides a framework of a QMS. Organizations are required to control the process effectively to gain maximum benefits. Sometimes the system performs poorly. Willar, Coffey and Trigunarsyah (2015) conducted a survey of Indonesian construction companies. They argued that the ISO 9000 principles and elements must be implemented effectively to improve performance. They stated that many contractors have not yet achieved a satisfactory level of performance.

2.4.1.7. SMT

Only people and employees can create a positive culture within an organization. SMT is a key to each supply chain process. SMTs consist of a group of employees of diverse skills. They are responsible for producing goods and services. SMTs perform many tasks and take many managerial decisions. The role of SMTs is highly appreciated. However, concepts related to SMTs are new in Pakistan. SMTs have changed the conventional work system (Berber and Yaslioglu, 2014).

A good corporate culture yields star performers. Groysberg and colleagues (2004) stated that a company's specific factors are responsible to create star performers. Berber and Yaslioglu (2014) concluded that SMTs are the essential part of HPWS. A culture of self-administration, self-governance and talented people create SMTs. However, to achieve high performance is not an easy job. The role of human and business environment is critical to yield high performance.

Muthusamy et al. (2005) concluded that SMTs enhance commitment, autonomy and communication among team members which causes innovative behavior. Previous research studies showed the positive impact of SMTs on organizational effectiveness and productivity (Beekun, 1989; Lawler, 2001; Hollander and Offermann, 1990). Organizations have used SMT as an OD intervention (Muthusamy et al., 2005). Teams are central to organizational success (Martin and BAL, 2006). SMTs are responsible to manage major production-related decisions. SMTs develop new strategies for employee development and to alleviate performance (Goodman and Haran, 2009). Pfeffer (1994) declared SMTs the "best practices". Banker et al. (1996) argued that teams positively contribute to workers' productivity.

SMTs develop principles of employee development. SMTs improve organizational behavior and employability. Compliant behaviors lead to enhanced productivity, market share and ensure financial growth. The review of literature showed that SMT is an important OD intervention. This study has selected SMT and investigated its impact on ED and OP.

2.4.2. *Technical interventions*

Appelbaum (1997) stated that the integration of new technological interventions into a total system is a difficult task. Corporate planners are agreed that technological and technical changes have helped companies to improve business culture, products and quality. Technical intervention strategies have played a major role in ED and performance. Technical interventions focus on innovations like change of manufacturing and engineering processes, change in machinery, and change in manufacturing methods, automation and the implementation of other computerized information systems. Organizations should focus on strengthening their innovation capabilities to improve OP and effectiveness. Sarkkinen and Kassi (2015) stated that development of innovation capability enables organizations to improve competitiveness. Ensign et al. (2014) stated that “incremental innovation involves improvement of an existing product or process by exploiting existing technological knowledge and capabilities within a firm. Radical innovation involves development of a new product or process to transform the marketplace by exploring new technological opportunities”. The following are the various technical interventions.

2.4.2.1. *Manufacturing process change, MPCC and*

2.4.2.2. *Manufacturing program change, MPGC*

Components of a work process highly affect the efficiency of employees. Boxall et al. (2015) investigated the effect of processes on performance. They argued that work processes motivate employees and provide opportunity of learning and involvement in the decision-making processes related to them. Organizations are implementing new methods of goods manufacturing to gain operational excellence. Many new MPCCs and MPGCs have been developed and implemented to increase productivity, efficiency and performance. Helander et al. (2015) stated that management support and employees' training are important to make the process more efficient. Agarwal and Brem (2015) argued that new manufacturing methods and technology adoption are crucial for an organization to remain competitive in the marketplace. They further stated that industrial and manufacturing organizations are integrating various technologies to gain maximum performance. Globalization has provided an opportunity of integration. Organizations have crossed boundaries and joined global networks to achieve performance.

2.4.2.3. *IT*

Organizations implement IT systems to enhance performance and effectiveness. Organizations sometimes ignore the behavioral aspects of OD strategies during the implementation process. According to Cummings and Worley (2005), OD is “a system-wide application of behavioral science knowledge to the planned development, improvement and reinforcement of the strategies, structures and processes that lead to organizational effectiveness”. Pakistani business organizations are facing factors that lead to change. Organizations in Pakistan must switch on to this revolution of IT. Organizations should replace the traditional approach of business transactions while using the knowledge and concepts of IT.

2.4.2.4. *Technology change, TC*

OD helps organizations to rebuild their strategies, technologies and machinery. OD recognizes that organizations are composed of interdependent systems: the technical and the social. Change in one system can affect another system. So, we need to understand the requirement of related systems during the design process of OD interventions. Cummings and Worley (2009) reported that the social and technical aspects of a job are both important and they affect organizational effectiveness. Great care is required during change in machinery and other manufacturing methods. Zvi et al. (2014) stated that during TC process effective management of the process is important. One should consider the value of managing employees' emotions, attitudes and behavioral norms to make the changing process of technology more successful. They further stated that leaders can play their role to boost performance behavior and increase success.

2.4.2.5. *Automation*

Plant automation and computerization are also tools of OD. Organizations are motivated to enhance their performance through automation. Automation of plant and other systems improves the productivity of managers and plant. Automation of systems affects aspects like departmentalization, communication channels, hierarchy, span of control, delegation of responsibilities, formalization, and relations among employees and managers. Organizations in Pakistan are strategically opting to automate systems with the help of new IT tools, and the impact of automation on performance has been experienced. Pakistan has taken initiatives in the field of e-government. However, the e-government environment is weak in many areas (Arfeen, 2008). Current workplaces have focused on automation of technologies and plant. Firms invest money on production processes. The current change is to meet the ever changing global business environment. Hassan et al. (2013) found that the performance of an organization is linked with

innovation and new management strategies. New practices of doing business, new methods of manufacturing and workplace organizing methods enhance performance.

2.4.3. Behavioral interventions

Behavioral interventions are becoming prominent strategies to improve the quality and motivation. Behavioral intervention strategies provide an opportunity to improve the level of satisfaction of employees. The Herzberg (1966) two factor theory of satisfaction depends upon recognition, achievement, responsibility, advancement, and personal growth in competence. Behavioral interventions polish skills and abilities. The role HRM is strategic to mold the behavior of employees. Tang et al. (2015) stated that HRM practices that are aligned with a firm's strategies have a significant relationship with corporate entrepreneurship. Boxall et al. (2015) stated organizations should implement effective compliant methods and work processes to achieve maximum outcomes and performance. Siraj ud Din et al. (2014) argued that HRM practices like teamwork, training programs, and effective evaluation systems and employees' participation in decisions improved performance of the SMEs of Khyber Pakhtunkhwa Province of Pakistan.

Organizational culture develops the attitude, behavior, motivation, commitment and morale of an employee at the workplace. Culture facilitates the change process. According to Bruque, Mathur and Gupta (2012) stated that "the human behavior at workplace is a function of multifarious factors that are virtually out of sight and out of reach for the organizations". They further stated that beside internal factors many external factors also affect employees and shape their behaviors.

Bartol (2006) stated that the management of behavior of employees at the workplace is not an easy job. Goals and objectives are achieved with proper positive attitude and behavior. Bovee et al. (2006) argued that we can change the behavior of an employee through training. Ihsan ul Haq et al. (2011) found that the performance of employees is a major aspect of the workplace. They further stated that management of behavior of employees is the major responsibility of corporate planners.

Organizations should create a culture of ownership, respect, learning and commitment. A productive culture can be achieved by implementing behavioral intervention strategies. Organizations must analyze factors responsible for positive behavior. Psychological factors also affect the behavior of employees at the workplace. Abbas and Yaqoob (2009) found that aspects like compensation, rewards and bonuses enhance the performance of employees at workplaces. They highlighted that major work is needed in future to study the factors further and their effect on attitude and behavior. No study has been conducted to investigate the effect of all OD intervention strategies (structural, technical, behavioral and strategic) on organization performance and individual development. Organizations in Pakistan have been neglecting behavioral strategies during a change process.

Sexena and Bhargava (2012) stated that the morale of employees is also important to business success and failure. They further stated that human capital contributes a major portion to organizational effectiveness. High morale increases the competencies of employees. OD is a human development process. Corporate governance styles, organizational changes and integrations have affected the process of human development, for example globalization has minimized the concept of traditional boundaries. Mir et al. (2014) stated that globalization is a complex and dynamic phenomenon in the business world and it provides a culture of business

transactions. Organizations having poor governance will not survive in future. Poor governance is still a major corporate issue in Pakistan. Organizations can improve their performance by improving their behavior, values, attitude, skills and abilities. OD plays a significant role in helping organizations to implement strategies to change themselves.

2.4.3.1. Coaching

Coaching is an important OD intervention (Kampa-Kokesch and Anderson, 2001). Coaching is a technique of improving performance. Feldman and Lankau (2005) have recommended future research on the topic. Wise and Voss (2002) shared the findings of investigations in Lore Research Report that the role of coaching in the development of leadership skills of high-potential individuals is instrumental. Moreover, executive coaching improves the efficiency of new managers and technical people. Agarwal et al. (2009) found that coaching helps to develop the skills of executives and managers and it also improves performance.

It is important to control some factors during the coaching process to achieve the best results. Agarwal et al. (2009) found that the role of a supportive environment is important to avoid poor outcomes. Whitmore (2003) found that organizational and behavioral barriers affect the effectiveness of coaching. Organizations should support and encourage the coaching process to maximize the strategic value of the process. Management commitment is also a prerequisite to make the process more effective. Whitmore (2003) argued that coaching is beneficial if it is linked with managerial interventions for developing a supportive environment. Coaching enhances the positive behavior of subordinates at the workplace. According to Huang and Hsieh (2015), coaching is an effective leadership initiative.

2.4.3.2. *Reward system, RS*

Rewards motivate the behaviors of employees at workplaces (Eshun and Duah, 2011). They further stated that rewards are of two types: extrinsic and intrinsic. Extrinsic rewards are salary, benefits, bonuses and promotions. Organizations provide extrinsic rewards to motivate employees for maximum performance. Intrinsic rewards are less tangible and highly subjective. Intrinsic rewards are the motivational characteristics of jobs like participation in decision making, skills variety, autonomy, role clarity and flexibility (Malhotra et al., 2007).

Worley and Lawler (2006) stated that employees are not ready to work for an organization having no proper reward and compensations system. Rewards can be used as a catalyst to achieve maximum performance (Bijleveld et al., 2009). Rewards positively reinforce excellence in behavior and performance, increase job satisfaction, reduce stress and build a conducive working environment where employees share their innovative ideas and create a culture of excellence.

San et al. (2012) argued that rewards motivate employees. They further stated that motivated employees share and generate new ideas that lead to better performance. Organizations are implementing total compensation schemes instead of old pay system. The old pay system is no longer a strategic tool of motivation at the workplace. The wants and needs of a new generation are changing due to new workplace challenges and organizations are aware of the power of a reward strategy. Reward strategy varies from organization to organization. Reward is a strategic component of business strategy to attract, retain and motivate employees. Willie (2014) argued that a RS has been a key component of performance management processes.

Gohari et al. (2013) argued that rewards improve performance. Extrinsic rewards also drive workers' morale. According to Jiang et al. (2009), a reward includes compensation, benefits, development and the work environment. White (2005) stated that good reward systems improve work behavior. Lee and Wong (2006) argued that extrinsic rewards encourage the positive attitude of employees toward work. Milne (2007) established that team-based incentives enhance the motivational level of employees and encourage a range of positive outcomes.

Rewards based on future benefits cause behavioral flexibility and future-oriented positive behavior at the workplace. Chiu et al. (2002) argued that the main motivational factor is the total pay system. They suggested that corporate planners should focus on total pay system. According to Paswan et al. (2005), managerial sincerity, trust and openness at the workplace are also motivational tools. These tools make the organizational climate more productive. Organizations should implement the tools of work motivation.

Sehresh and Maryam (2015) stated that perceived organizational support encourages employees to stay for a long period. Employee-support programs and well-being improve the overall performance of employees. Promotion policy, authority, good working environment, TD programs, market-based salaries and benefits, remuneration, recognition, support of seniors, work-life programs, pay satisfaction, opportunities of development lead to employee retention (Zahra et al., 2013; Mubarak et al., 2013)

According to Hassan and Hassan (2015), organizations of contemporary world should change their policies, strategies and practices according to their surrounding environment. Hassan, Hassan and Shoaib (2014) also confirmed that organizations should analyze different

motivational factors that can generate positive work attitudes and behaviors of employees. Positive work behaviors boost their performance.

2.4.3.3. Career development plan, CDP

Performance of employees also depends upon the policies, systems and procedures. CDPs and other supportive programs improve the level of commitment and ownership. Marin, Stinghamber, Desmette, Caesens and Zanet (2012) stated that organizational support strategies positively affect employees' commitment. Committed employees show employability and efficiency. Organizations can support employees in multiple ways by providing opportunities to improve skills and abilities. Career development is a systematic and dynamic process. Every employee in an organization needs the opportunity to move successfully from a lower position to a higher position. To do this successfully, employees need the required skills, knowledge, peer support and guidance. Young job applicants prefer those organizations that have a good career development culture. Senior managers' supportive role is important. Crawshaw and Game (2015) stated that line managers play a major role in organizational career development systems. Goshawk and Fender (2015) investigated the external and internal reasons for career plateauing and argued that "managers should consider the effect of coping mechanisms on perceptions of plateauing to enhance job-related outcomes". So, organizations are responsible for implementing career-oriented policies, systems, procedures and plan to compete and win in today's economy.

2.4.3.4. Mentoring

According to Brewerton (2002), a mentor is a person who has more experience and he/she shares it with a person who has less experience. Brewerton (2002) further stated that mentoring is a process of mutual relationship between mentor and mentee and mentoring is useful to develop

management skills, some specific skills and for career development. Brewerton (2002) further stated that mentoring is a tool of personal and professional development and many aspects of organizations like technology, environment, customers' expectations and management systems are changing rapidly. Organizations are interested to develop a learning culture with new approaches (Kammeyer-Mueller and Judge, 2008).

Mentoring is a face-to-face and long-term relationship between the supervisor and trainee that fosters the professional and personal development of the trainee. So, the selection of an approach and the control of the mentoring process are important both for mentor and mentee. Formal methods and approaches can enhance outcomes. Menges (2016) argued that personal and professional development is only possible if the mentoring programs are well designed and properly implemented and psychological support from mentor side is impossible without matching personalities.

Thomson and Kelly (2001) stated that planned mentoring programs are a possible solution to the problems that affect youth. Youth have problems like poor academic performance, increased drug and alcohol use, low self-esteem and street crimes. Rhode et al. (2015) stated that youth mentoring is a popular tool to promote and develop young people. They also stressed caring and supportive mentoring relationships between the mentor and mentee.

Organizations need a productive culture to gain maximum performance. Mentoring is a useful tool to develop the attitude, behavior, skills of employees. Behavioral intervention strategies are less investigated in Pakistan. A research work is needed to explore the effect of behavioral interventions like mentoring programs on ED and OP.

2.4.3.5. *FAP*

FAPs are benefit programs that assist employees during any personal or work-related problems (Wikipedia). The Employee Assistance Professionals Association (EAPA) described the program as a work site focused on identification of problems and supporting employees' with problems that affect performance. Problems may include working relationships, stress, workload, finance requirement, health and legal matters. Newton et al. (2005) mentioned the work of IRS (2000) and stated that organizations expect three factors before implementing any assistance program: 1) compliance to legal requirements; 2) provision of support and wanting to be seen as caring organization; and 3) improvement in productivity and financial performance.

Organizational experts and researchers have recommended EAPs for productivity at the workplace. EAPs support organizations in meeting performance goals and business health (COA, 2017). Watson Wyatt (2007) argued that assistance programs enhance motivation. The National Business Group on Health (2008) has highlighted in a report that: "An EAP that is aligned with organizational values and vision will measurably enhance business operations, the overall employee experience, and the community perceptions of the company. A well-run EAP will provide a positive return on investment".

The report further stated that assistance programs encourage employee engagement, improve abilities and team performance and reshape inappropriate behaviors. Leon (2012) pointed out that EAPs have remedied absenteeism, increased productivity and increased ED. EAPs produce ROI for organizations, increase productivity and success. EAPs improve performance and concentration of employees at the workplace. They eliminate negative destructive elements from organizational environment (Lennox and Sharar, 2009; Attridge et al., 2009; Amaral, 2008). Assistance

programs develop a positive organizational culture, morale of employees, attract peak performers, and improve job commitment and job satisfaction (Attridge et al., 2010). An extensive literature review was conducted and found that studies on EAPs, employee development and performance in Pakistan are very limited. However, many independent consultants argued that a holistic approach to EAPs would be a more productive strategy.

2.4.3.6. Redesign pay system. DPS

Pay is widely used as a behavioral intervention. A market-based remuneration system leads to improved motivation. The role of pay is appreciable to enhance employability at the workplace. Research studies investigated the association between pay system and performance. Reilly (2003) linked pay with motivation and stated that a transparent and fair pay system modifies the work behavior. Pay plans are designed to encourage motivation and cooperation between employees (Beer et al., 1984). The study of Choi and Andrew (2013) proposed that merit-based pay enhances the productivity of workers in the private sector.

According to Daniels et al. (2006), compensation and benefits are means to motivate employees but both financial as well as behavioral aspects should be considered during the designing phase. Money is not reinforcement for many employees. Organizations must implement pay systems that have many aspects of reinforcement other than finance. Corporate managers must understand the laws of behavior. Compensation systems that conform to behavioral principles will improve the performance of employees.

Employees' well-being programs enhance performance (Robertson and Cooper, 2011; Wright and Cropanzano, 2000). Hamukwaya and Yazdanifard (2014) investigated the link between

performance-based rewards and employee performance and highlighted that a poorly designed compensation and reward system causes low performance. Desired goals are greater returns on investments, profits and enhanced greater market shares. Previous research studies have stated that a poorly designed incentive compensation system causes demotivation and low performance and good pay for performance system improves performance and abilities of employees (Gibbons, 1998; Murphy, 1999; Bushman and Smith, 2001). According to Rynes et al. (2004), money is not the only motivator for everyone. However, pay is a major factor of motivation.

2.4.3.7. Training and development, TD

TD enhance the performance of employees. A well-informed and well-trained employee shows a better attitude and behavior at work. Organizations are now more interested to improve organizational effectiveness through employees' development. Organizations are facing competition at micro and macro level and development of employees is more strategic to prepare them for future challenges. TD programs help companies to grow and to meet competitive challenges. Training minimizes the skills gap, and improves the attitude and behavior of employees.

Niazi (2011) stated that the current competitive business environment has accelerated organizations to develop a learning culture. Apospori et al. (2008) highlighted that effective TD strategies improve OP. The research work of Mazenod (2014) also explored the importance of ED strategies. TD improves motivation and enhances employability of employees (Farida, 2010). Organizations need motivated employees for survival (Farida, 2010). So, from the beginning, OD practitioners were interested in initiating training and development programs to address future potential challenges.

2.4.4. Strategic interventions

Organizations have no choice but to change. Organizations are required to accelerate the implementation of emerging global business strategies. Whole system change and culture change are the best OD strategies. There are many important forces which cause the whole system change.

Sullivan et al. (2013) studied whole system transformation and stated that nanotechnology, globalization and healthcare are now the main forces of change and organizations are interested in a speedy change process to make them more proactive and flexible. They further stated that 70% of change processes fail. Canato and Ravasi (2015) also argued that changing organizational cultures is a serious challenge for corporate planners. Strategic changes modify the behavior of employees. New behaviors create new cultures. Good and conducive organizational cultures develop OP. Hassan et al. (2013) stated that culture affects the performance of employees. They further stated that organizational culture has a main role in organizational excellence. Excellent cultures improve the productivity of employees.

The role of an internal change agent is instrumental in a change process and the change agent facilitates the entire change process. Whole system transformation is a complex and multidimensional process. Practices and theories are integrated into a single approach and organizations must engage all components and focus on the integrated change. The aim of whole system change means new thinking, beliefs, processes and working in a new culture.

2.4.4.1. Merger and

2.4.4.2. Acquisition, M&A

Companies opt for mergers to diversify their business and to create synergy value. Mergers facilitate access to global markets. M&A are important tools to enhance firms' innovative capabilities but the interventions have no effect on shareholders' wealth (Ensign et al., 2014; Ranft and Lord, 2002). The following are types of merger.

- **Horizontal Mergers:** Merger of firms having similar products.
- **Vertical Mergers:** When two companies merge and increase the supply chain system, the merger is called a vertical merger.
- **Conglomerate:** Companies having different products and services merge with each other to gain long-term growth.

M&A is a process consisting of a series of negotiations and both the companies need to agree on the integration parameters. Many regulatory requirements are fulfilled during the process. Acquisitions accelerate abilities to implement emerging business strategies. However, poor management of the acquisition process may cause damage. Abdul-Rahman and Ayorinde (2013) stated that strategic decisions in the banking sector of Nigeria had a positive impact on OP. They further added that banks should use merger as a strategic tool and apply it to increase financial efficiency and financial management innovation. Gunu and Olabisi (2011) stated that there are many benefits of the consolidation of firms. They further stated that after M&A banks better manage and utilize their employees by promoting market shares, new products, and staff operation and achieve capital reforms. Wright et al. (2000) argued that employment issues occurred during the merging process. Larger reductions in labor have been noticed in the case of small acquirers. Afza et al. (2012) stated that new regulations of financial institutions forced many organizations towards M&A. Cartwright and Schoenberg (2006) highlighted recent and future research possibilities and argued that M&A are a popular form of corporate development.

2.4.4.3. *Partnership*

A partnership is a strategic intervention strategy which provides an opportunity of agreement to do business together for combined goals and objectives. Running a partnership is a difficult job. The philosophy of partnership is the belief that it is a more productive way of doing business than in isolation. Other objectives of partnerships include using organizational resources in an efficient and effective way, promotion of strategic thinking and development of collaboration among partners. Lin et al. (2008) stated that organizations are turning toward the cooperative model to facilitate stakeholders. Organizations form partnership on a suitable structure and the development process consist of steps like preparation, development of a contract and work program, its implementation and constant evaluation of progress. Webster (1999) stated that alliances among firms enable them to increase profit and gain future business opportunities.

Partnership is an important type of business in Pakistan and its registration is not compulsory. However, registration is beneficial due to some litigation and tax-related matters and to avoid problems and conflicts. In partnership, one partner could gain overall power and make decisions without consulting the other members. Partnerships motivate members in different ways; they do not have the training to identify and resolve conflicts. One barrier is a lack of clarity of roles and responsibilities.

2.4.4.4. *JV*

According to Beamish and Lupton (2009), the aim of JVs is to access new markets, knowledge, capabilities and other resources. Jung et al. (2008) stated that international joint venture (IJV) is a less fruitful strategy. IJVs are helpful to gain knowledge and technology (Ainuddin et al., 2007;

Iris, 2003). JVs are fruitful for both the companies. Firms achieve many benefits after JV. Wahab et al. (2011) stated that IJVs provide opportunities of transferring capabilities, technologies and learning. They suggested that future studies should explore the area. IJV is a source of technology and knowledge transfer. JVs may cause frustration and failure. Many aspects like technology issue, market development, regulation and economic uncertainty affect the JV process. Beamish and Lupton (2009) argued that JV is a challenging process. They further stated that honesty, trust and commitment are good strategies to make the JV process more successful. Lee (2009) stated that performance is the main objective during JV process.

2.5. OD, ED and OP

OD is a planned change process (Armstrong, 2006; Rao, 2010) used to develop employees and organizations for future challenges. Organizations face structural, managerial, technological and performance issues that affect organizations adversely. Major problems are poor leadership, conventional management techniques and old technology, inefficient management, poor infrastructures, unskilled workforce, unreliable political environment and competition. So, organizations need comprehensive strategies to overcome these problems to increase output, quality and efficiency. Performances of organizations in Pakistan are not encouraging due to factors mentioned above and some others. According to Cooke (2000), organizations need long-term OD reforms to optimize their performance. Many OD structural interventions like organizational restructuring (Whittington et al., 2007), downsizing, redeveloping new work policies, procedures and practices, redesigning of jobs and implementation of ISO 9000 standards have been used to maximize personal, financial and operational efficiencies.

OD technical interventions like change in processes, change in machinery, and change in manufacturing methods, automation and new information systems have helped organizations to improve business culture, performance, durability, consistency and quality. Boxall et al. (2015) argued that work processes motivate employees and create a learning culture. Behavioral OD interventions like coaching, mentoring, TDs, CDPs and RSs, improve motivation level, skills, attitude and behavior of employees. The role of TD has been appreciated. Trainings develop employees for current and future challenges. Well-managed and well-planned training improves OP (Niazi, 2011; Mazenod, 2014). Marin, Stinghamber, Desmette, Caesens and Zanet (2012) argued that career development and supportive plans are beneficial.

Organizations also opt for whole system change and strategic OD interventions like mergers, acquisitions, strategic alliances, JVs and partnerships to achieve long-term benefits. Researchers are agreed that whole system transformation and culture change is a complex process (Sullivan et al., 2013; Canato and Ravasi, 2015). Mergers accelerate organizational growth (Ranft and Lord, 2002; Ensign et al., 2014). Acquisitions accelerate abilities to implement compliant and effective business strategies (Ensign et al., 2014).

M&A have improved performances (Abbas et al., 2014). Strategic alliances between organizations improve sustainability, performance and trust (Zamir et al., 2014). Other long-term interventions are JV and partnership. Successful JVs improve capabilities, knowledge, technology and growth (Beamish and Lupton, 2009; Wahab et al., 2011). Many important aspects like technology, culture, market development, regulation and economic uncertainty should be carefully analyzed to avoid failure. Organizations also achieve combined goals and objectives through partnership. Partnerships are successful when roles are clear.

During the decades of the 1960s and 1970s, performance means the best utilization of resources (Yuchtman and Seashore, 1967). The decades of 1980s and 1970s were more important as it was when it was first realized that organizations are successful if they achieve their goals (effectiveness) and show efficiency (Lusthaus and Adrien, 1998 after Campbell, 1970). Employee development is a process to enhance knowledge, skills and abilities for the purposes of personal growth. Organizations invest in employees' development to enhance organizational effectiveness. ED means OD (Hameed and Waheed, 2011).

2.6. Research gap

Organizations are facing many controllable and uncontrollable business challenges. Organizations need comprehensive business strategies to compete in the global economy and there is a need to develop and implement effective systems and new ways of manufacturing with modern technologies (Wirtenberg et al., 2007; Agarwal and Brem, 2015). Many structural reforms are required to optimize performance at each level. The traditional approach of doing business is being replaced by effective use of IT, R&D, and skilled human capital and upgraded technology. Research on OD and performance is rare in emerging economies. This research has explored OD, ED and OP.

Wirtenberg et al. (2007) suggested that organizations should move forward to create more purposeful, productive and sustainable enterprises for the 21st century. They further stated that organizations will face complex business challenges in 21st century and organizations must identify opportunities for growth and innovation. Organizations should leverage and integrate

new technologies to fulfill the future needs of customers. The role of human capital and behavioral interventions in OD is important. We need to inspect the link between human capital, OD, ED and OP. We should develop a more commanding model in the future (Zibarras and Coan, 2015; Ji et al., 2012).

Globalization and MNCs have changed the culture of corporations and new structures and alliances have developed and there is no option but to manufacture quality goods and deliver services with low cost. Organizations need changes in the presence of diversity and competition. Curtis and Dreachslin (2008) identified that future researchers should focus on OD and OP. Their findings have helped and guided organizations to change themselves in a way to better serve customers.

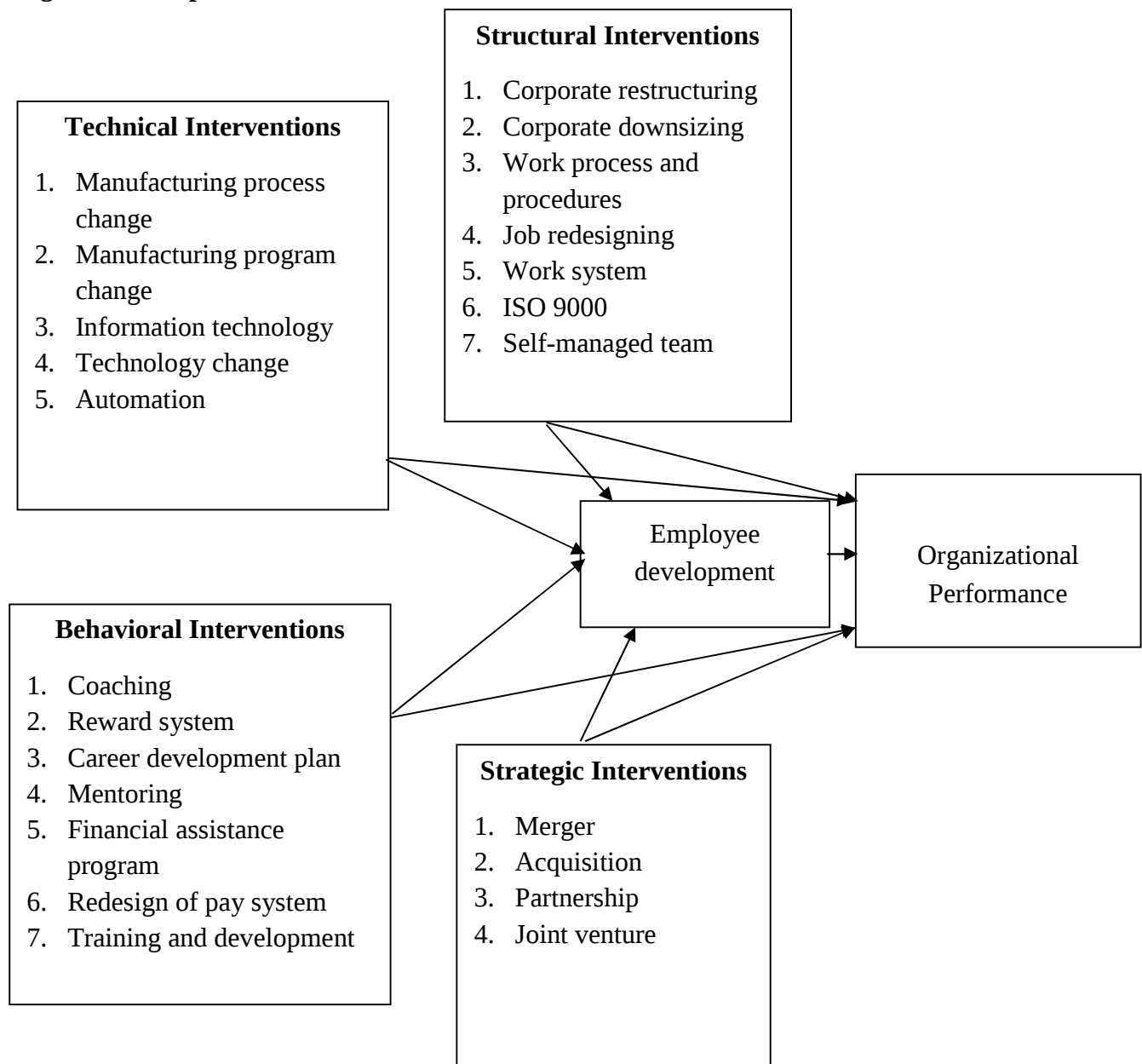
The literature also shows that early research studies focused on individual and group development. The development of the whole organization and culture change (strategic intervention strategies) was ignored. We investigated the link between OD and the whole organization. Only few studies have used mixed methods to observe the link between OD, ED and OP. This research investigated OD, ED and performance in more detail.

2.7. Proposed conceptual model and hypotheses

The conceptual model aims to determine the effect of OD interventions on ED and OP. We used ED as a mediating variable. We have included the four groups of OD interventions in this model. The first group of structural interventions is CR, CD, WPP, JD, WS, ISO 9000 and SMT. The second group of technical interventions is MPCC, MPGC, TC IT, and Automation. The third group of behavioral interventions is Coaching, RS, CDP, Mentoring, FAP, DPS and TD. The

fourth group of strategic interventions is Merger, Acquisition, Partnership and JV. The model reflects the impact of these OD interventions on ED in terms of an increase in their knowledge, skills and abilities which lead to better OP. Finally, according to the proposed model (see Figure 2.2) professionally developed employees improve OP.

FIGURE 2.2: Proposed conceptual model of OD interventions, employee development and organizational performance



We have developed the following 164 hypotheses for testing based on the literature review and conceptual model.

- H1:* CR has a positive effect on ED.
- H2:* CR has a positive effect on FP (G).
- H3:* ED has a positive effect on FP (G).
- H4:* ED mediates the association between CR and FP (G).
- H5:* CR has a positive effect on FP (P).
- H6:* ED has a positive effect on FP (P).
- H7:* ED mediates the association between CR and FP (P).
- H8:* CR has a positive effect on PP.
- H9:* ED has a positive effect on PP.
- H10:* ED mediates the association between CR and PP.
- H11:* CD has a positive effect on ED.
- H12:* CD has a positive effect on FP (G).
- H13:* ED mediates the association between CD and FP (G).
- H14:* CD has a positive effect on FP (P).
- H15:* ED mediates the association between CD and FP (P).
- H16:* CD has a positive effect on PP.
- H17:* ED mediates the association between CD and PP.
- H18:* WPP has a positive effect on ED.
- H19:* WPP has a positive effect on FP (G).
- H20:* ED mediates the association between WPP and FP (G).
- H21:* WPP has a positive effect on FP (P).
- H22:* ED mediates the association between WPP and FP (P).
- H23:* WPP has a positive effect on PP.
- H24:* ED mediates the association between WPP and PP.
- H25:* JD has a positive effect on ED.
- H26:* JD has a positive effect on FP (G).
- H27:* ED mediates the association between JD and FP (G).
- H28:* JD has a positive effect on FP (P).

- H29:* ED mediates the association between job JD and FP (P).
- H30:* JD has a positive effect on PP.
- H31:* ED mediates the association between JD and PP.
- H32:* WS has a positive effect on ED.
- H33:* WS has a positive effect on FP (G).
- H34:* ED mediates the association between WS and FP (G).
- H35:* WS has a positive effect on FP (P).
- H36:* ED mediates the association between WS and FP (P).
- H37:* WS has a positive effect on PP.
- H38:* ED mediates the association between WS and PP.
- H39:* ISO 9000 has a positive effect on ED.
- H40:* ISO 9000 has a positive effect on FP (G).
- H41:* ED mediates the association between ISO 9000 and FP (G).
- H42:* ISO 9000 has a positive effect on FP (P).
- H43:* ED mediates the association between ISO 9000 and FP (P).
- H44:* ISO 9000 has a positive effect on PP.
- H45:* ED mediates the association between ISO 9000 and PP.
- H46:* SMT has a positive effect on ED.
- H47:* SMT has a positive effect on FP (G).
- H48:* ED mediates the association between SMT and FP (G).
- H49:* SMT has a positive effect on FP (P).
- H50:* ED mediates the association between SMT and FP (P).
- H51:* SMT has a positive effect on PP.
- H52:* ED mediates the association between SMT and PP.
- H53:* MPCC has a positive effect on ED.
- H54:* MPCC has a positive effect on FP (G).
- H55:* ED mediates the association between MPCC and FP (G).
- H56:* MPCC has a positive effect on FP (P).
- H57:* ED mediates the association between MPCC and FP (P).
- H 58:* MPCC has a positive effect on PP.
- H59:* ED mediates the association between MPCC and PP.

- H60:* MPGC has a positive effect on ED.
- H61:* MPGC has a positive effect on FP (G).
- H62:* ED mediates the association between MPGC and FP (G).
- H63:* MPGC has a positive effect on FP (P).
- H64:* ED mediates the association between MPGC and FP (P).
- H65:* MPGC has a positive effect on PP.
- H66:* ED mediates the association between MPGC and PP.
- H67:* IT has a positive effect on ED.
- H68:* IT has a positive effect on FP (G).
- H69:* ED mediates the association between IT and FP (G).
- H70:* IT has a positive effect on FP (P).
- H71:* ED mediates the association between IT and FP (P).
- H72:* IT has a positive effect on PP.
- H73:* ED mediates the association between IT and PP.
- H74:* TC has a positive effect on ED.
- H75:* TC has a positive effect on FP (G).
- H76:* ED mediates the association between TC and FP (G).
- H77:* TC has a positive effect on FP (P).
- H78:* ED mediates the association between TC and FP (P).
- H79:* TC has a positive effect on PP.
- H80:* ED mediates the association between TC and PP.
- H81:* Automation has a positive effect on ED.
- H82:* Automation has a positive effect on FP (G).
- H83:* ED mediates the association between automation and FP (G).
- H84:* Automation has a positive effect on FP (P).
- H85:* ED mediates the association between automation and FP (P).
- H86:* Automation has a positive effect on PP.
- H87:* ED mediates the association between automation and PP.
- H88:* Coaching has a positive effect on ED.
- H89:* Coaching has a positive effect on FP (G).
- H90:* ED mediates the association between coaching and FP (G).

- H91:* Coaching has a positive effect on FP (P).
- H92:* ED mediates the association between coaching and FP (P).
- H93:* Coaching has a positive effect on PP.
- H94:* ED mediates the association between coaching and PP.
- H95:* RS has a positive effect on ED.
- H96:* RS has a positive effect on FP (G).
- H97:* ED mediates the association between RS and FP (G).
- H98:* RS has a positive effect on FP (P).
- H99:* ED mediates the association between RS and FP (P).
- H100:* RS has a positive effect on PP.
- H101:* ED mediates the association between RS and PP.
- H102:* CDP has a positive effect on ED.
- H103:* CDP has a positive effect on FP (G).
- H104:* ED mediates the association between CDP and FP (G).
- H105:* CDP has a positive effect on FP (P).
- H106:* ED mediates the association between CDP and FP (P).
- H107:* CDP has a positive effect on PP.
- H108:* ED mediates the association between CDP and PP.
- H109:* Mentoring has a positive effect on ED.
- H110:* Mentoring has a positive effect on FP (G).
- H111:* ED mediates the association between mentoring and FP (G).
- H112:* Mentoring has a positive effect on FP (P).
- H113:* ED mediates the association between mentoring and FP (P).
- H114:* Mentoring has a positive effect on PP.
- H115:* ED mediates the association between mentoring and PP.
- H116:* FAP has a positive effect on ED.
- H117:* FAP has a positive effect on FP (G).
- H118:* ED mediates the association between FAP and FP (G).
- H119:* FAP has a positive effect on FP (P).
- H120:* ED mediates the association between FAP and FP (P).
- H121:* FAP has a positive effect on PP.

H122: ED mediates the association between FAP and PP.

H123: DPS has a positive effect on ED.

H124: DPS has a positive effect on FP (G).

H125: ED mediates the association between DPS and FP (G).

H126: DPS has a positive effect on FP (P).

H127: ED mediates the association between DPS and FP (P).

H128: DPS has a positive effect on PP.

H129: ED mediates the association between DPS and PP.

H130: TD has a positive effect on ED.

H131: TD has a positive effect on FP (G).

H132: ED mediates the association between TD and FP (G).

H133: TD has a positive effect on FP (P).

H134: ED mediates the association between TD and FP (P).

H135: TD has a positive effect on PP.

H136: ED mediates the association TD and PP.

H137: Merger has a positive effect on ED.

H138: Merger has a positive effect on FP (G).

H139: ED mediates the association between merger and FP (G).

H140: Merger has a positive effect on FP (P).

H141: ED mediates the association between merger and FP (P).

H142: Merger has a positive effect on PP.

H143: ED mediates the association between merger and PP.

H144: Acquisition has a positive effect on ED.

H145: Acquisition has a positive effect on FP (G).

H146: ED mediates the association between acquisition and FP (G).

H147: Acquisition has a positive effect on FP (P).

H148: ED mediates the association between acquisition and FP (P).

H149: Acquisition has a positive effect on PP.

H150: ED mediates the association between acquisition and PP.

H151: Partnership has a positive effect on ED.

H152: Partnership has a positive effect on FP (G).

- H153:* ED mediates the association between partnership and FP (G).
- H154:* Partnership has a positive effect on FP (P).
- H155:* ED mediates the association between partnership and FP (P).
- H156:* Partnership has a positive effect on PP.
- H157:* ED mediates the association between partnership and PP.
- H158:* JV has a positive effect on ED.
- H159:* JV has a positive effect on FP (G).
- H160:* ED mediates the association between JV and FP (G).
- H161:* JV has a positive effect on FP (P).
- H162:* ED mediates the association between JV and FP (P).
- H163:* JV has a positive effect on PP.
- H164:* ED mediates the association between JV and PP.

2.8 Summary of the chapter

Organizations have a strategic role in our daily lives and organizations need to satisfy varied and sophisticated customers in the current global economy. All these things are possible if organizations show peak performance. OP is a strategic issue in the current business environment and organizations are interested in developing and implementing innovative strategies to enhance their productivity, efficiency, effectiveness, competitiveness, growth, reliability of service, transparency and integrity to serve their customers in a better way. The nature of performance varies from sector to sector and from organization to organization. Therefore organizations need unique quality initiatives and strategies for sustainable OP.

Practitioners and corporate planners are redeveloping and rethinking effective methods and strategies of competencies building. Organizational psychologists recommend OD to improve organizations and to solve the problem of poor performance. Organizations need changes to gain

business opportunities and to rebuild their technologies, systems, procedures and structures. The aim of this research study is to investigate the impact of OD interventions on ED and OP. The study also assessed the micro and macro forces that serve as catalysts for organizational change in the next five years and the design of appropriate interventions in the light of micro and macro forces in the Pakistani context.

CHAPTER THREE: RESEARCH METHODOLOGY

This research study used the mixed method explanatory sequential research design (Tashakkori and Teddlie, 2003) to investigate and explore the research problem (Creswell, 2002). There are many aims of using Mixed Method Approach. The current research phenomena are very complex. The first aim is data triangulation. The second aim is the effective data analysis and third is to present innovative research thinking while using the merging of two types of data. Datta (1997), Murphy and Nicholl (2007) stated that mixed methods research methodology is useful to address the challenges and uncertainty of conducting any single method. Quantitative is mainly a deductive method which is good for examining known research. Qualitative is an inductive technique that discovers why and how phenomena happen (Pasick et al., 2009).

Collins, Onwuegbuzie and Sutton (2006) stated that mixed method maximizes the reputation of the statistics. According to Brannen (2005), mixed methods are multi-strategy exploration (Bryman, 2001) and scientists apply different methods and approaches to examine the problem. Mixed methods use diverse philosophical positions. Researchers have also discussed the democratic and dialectic approaches (Greene, 2007; Morgan, 2007).

. 3.1. Research paradigm and research approach

“Paradigms are patterns of beliefs and practices that regulate inquiry within a discipline by providing lenses, frames and processes through which investigation is accomplished” (Weaver and Olson, 2006). They further stated that paradigms guide the research process. A paradigm is key and useful and it categorizes a body of complex beliefs and world opinions. The list of important paradigms is presented in Table 3.1.

TABLE 3.1: Important paradigms

S. No.	Paradigms
1.	Positivism
2.	Constructivism
3.	Pragmatism

Source: Adapted from Creswell (2009)

Creswell (2009) argued different worldviews. Post-positivist assumptions believe in quantitative research. Positivist philosophy examines or investigates the effects and outcomes of a set of variables. Theories are tested. According to constructivism, individuals know the world and other truths. Researchers depend on the opinions of participants through a process of collaboration in a specific setting. The experience of a researcher also affects the research process. Qualitative and quantitative data can be merged to make the results more valuable (Creswell and Plano Clark, 2007).

Mixed methods are an emerging research approach. This method answers the research questions in a better way and explains the complex OD and performance phenomena. This method solves the issue of triangulation and helped to explore the different aspects of OP. We used the pragmatism paradigm. In pragmatism, researchers concentrate on research problem. Pragmatism is a combination of positivism and constructivism and an effective way of inquiry to investigate problems.

There are three approaches of data collection in mixed methods (Creswell, 2009). These are as following. The selection of a strategy depends upon the research phenomenon and research questions.

- **Sequential Mixed Methods:** One study is completed in the first phase and then the second study is carried out to clarify the results of the first study.

- **Concurrent Mixed Methods:** Data of both the studies are collected at the same time.
- **Transformative Mixed Methods:** This method involves a sequential or a concurrent approach.

This research study has used the mixed method sequential (explanatory) research approach to investigate the impact of OD interventions on ED and OP. The important aspect of mixed method approach is to expand the worth of the data (Collins, et al., 2006). The merging of the data is a suitable practice to achieve the valid results. The quantitative portion of the study has focused on investigating the impact of four sets of OD interventions on ED and OP in Pakistan. The qualitative portion focuses on studying the micro and macro forces which serve as catalysts for organizational change and to design appropriate OD interventions. The merging of data approach is suitable for integration of the quantitative and qualitative data.

3.2. Explanation of sampling

According to Cochran (1953), researchers should know the theory and philosophy of sampling to reduce costs and maximize flexibility. According to Onwuegbuzie and Collins (2007), the selection of a sampling method is related to the objectives of the study, data collection and aim of the research. For example, researchers make statistical generalizations in quantitative studies and it involves generalization of findings and statistical inferences. In the case of qualitative studies, researchers make analytic generalizations (Miles and Huberman, 1994). Onwuegbuzie and Collins (2007) have stated that the sampling process is an important step in the mixed methods approach due to the complexity of the methodology and other problems of representation, legitimation, integration and politics. In this research study, a stratified random probability sampling technique is utilized for quantitative portion. Stratified random sampling

technique is the most effective, important and useful and it offers statistical advantages of improved precision. Firms registered with SECP are considered a complete population. Major industries are divided in 26 strata and a list of firms selected from each stratum is given in Table 3.2.

TABLE 3.2: List of industries

S.no.	Industry	Number of Firms
1.	Textile	131
2.	Sugar	64
3.	Cement	34
4.	Education	54
5.	Chemicals	74
6.	Construction	15
7.	Information Technology	30
8.	Beverages	13
9.	Pharmaceutical	110
10.	Engineering Services	22
11.	Aviation	07
12.	Tobacco	12
13.	Home Appliances	21
14.	Banking	49
15.	Insurance	24
16.	Food	30
17.	Super Store	13
18.	Auto	08
19.	Agri Products	06
20.	Leather	03
21.	Paint	11
22.	Health Services	04
23.	Hotel	35
24.	Media	10
25.	Telecommunication	17
26.	Furniture	03

The firms in the same industry group share common characteristics related to OD interventions, ED and OP. Therefore, the 26 are treated as different strata and a proportionate random sample of 800 firms is drawn.

For the qualitative study, the snowball non-probability sampling technique is utilized. Focus group interviews are conducted to explore the research problems. The qualitative research study has two objectives. One is to explain the quantitative findings and second is to explore the micro and macro forces which serve as catalysts and are responsible for organizational change in Pakistan and also to design appropriate OD interventions. Snowball technique is also called chain referral sampling technique. Researchers face problems to make unbiased estimates from snowball samples. According to Anheier and Katz (2004), snowball or network sampling method has some special advantages in obtaining attitudes or opinion data. Dragan and Isaic-Maniu (2012) stated that snowball sampling is helpful in sociological, psychological or management research studies and it is recommended when the population is difficult to identify.

3.3. Instrumentation

We have used a closed-ended survey form for the gathering of quantitative data. The design and development of a form or questionnaire is a significant step in any research study. Questionnaire development is a process that has many steps depending upon the nature of the research study. Birds (2009) and Bulmer (2004) have reported that questionnaires are a popular and well-established tool of collecting data in social sciences on public knowledge and perception. The questionnaire is divided into two sections. Section A focuses on the items and questions related to the constructs and Section B focuses on demographics of respondents such as name, position, name of organization, type of industry, sex, age, educational background, total experience and

experience with the current organization. We got the responses on five-point Likert-type scale (1=strongly disagree to 5=strongly agree). Below are the details of the measure.

3.3.1. Independent variables

3.3.1.1. Structural OD interventions

In this study, the first independent variable is structural OD intervention. A bundle of five structural interventions are used. They are CR, CD, WPP, JD and ISO 9000. Structural interventions consist of 33 items.

3.3.1.1.1. CR, CD and JD: CR includes OD changes related to departmentalization, management hierarchy and reporting system. Organizations are strategically involved in restructuring to gain optimum performance (Whittington et al., 2007; Tran and Tian, 2013).

Downsizing strategies are exercised to OP, to cut costs, and to survive and adapt to varying corporate needs. Downsizing may have a negative effect if the process of change is poorly managed and studies showed that all legal aspects must be considered during the downsizing process. Many researchers have highlighted the dimensions of downsizing which affect performance (Bhattacharyya and Chatterjee, 2005; Campion et al., 2005; Cameron, 1994). Performance of employees also depends upon the designing of activities of jobs at workplaces. Jobs are designed to increase employees' interest, motivation and productivity. Potential and professional employees prefer interesting, diverse and challenging jobs.

The current research study has assessed CR through a seven-item scale, CD through a five-item scale and JD through a nine-item scale adapted from the study of Michael (2006) (see Tables 3.3, 3.4 and 3.5). The instrument was pretested to ensure validity and reliability: job design had an

Eigen value of 8.705 and a percentage variance of 27.203 and CD had an Eigen value of 1.981 and percentage variance of 6.192.

TABLE 3.3: Items of CR

S. no.	Items
1.	After restructuring process, coordination of activities in the organization has improved.
2.	The facilities we use in our office work are adequate.
3.	The organization in terms of staff members is optimally staffed. This has improved organizational performance.
4.	It is now easier to report to high authorities because during restructuring process they were relocated in such a way that made them easily accessible.
5.	Delegation at all levels in the organization is now more evident than it was before and this has resulted in improved employees' performance.
6.	After restructuring, it has even become more difficult to move information from one department to another.
7.	Under the new structure, it is possible for staff in one department to report to another head of department without necessarily going through his/her boss/supervisor.

Items of CR adapted from Michael (2006)

TABLE 3.4: Items of CD

S.no	Items
1.	There are fewer positions now than there were before the downsizing.
2.	Restructuring/downsizing process gave departments a higher degree of autonomy.
3.	The restructuring process clarified who reports to whom.
4.	Employees perform work with less supervision nowadays as compared to the period before restructuring.
5.	After downsizing work has not been equally distributed. Some positions have too many staff.
6.	After downsizing, the performance of employees has improved.

Items of CD adapted from Michael (2006)

TABLE 3.5: Items of JD

S.no.	Items
1.	I now know what I am supposed to do as a result of job-redesign process.
2.	Some staff even after restructuring of job-redesign exercise still does their work for the sake of it. People work because they are not sure where their boundaries lie.
3.	Individuals have a high degree of autonomy in their new jobs now as compared with the jobs before restructuring of job-redesign exercise.
4.	Roles are now clearly defined as a result of the job-redesign process that took place.
5.	Most people still do not know what their contribution to the mission of the organization is.
6.	During job-redesign process, clear job descriptions were developed for all jobs.
7.	The job you hold has a clear job description laying out the duties you are supposed to perform.
8.	Your current duties match with your job description.
9.	The duties and responsibilities attached to my job are challenging.

Items of JD adapted from Michael (2006)

3.3.1.1.2 WPP: Preziosi (2010) developed a questionnaire (ODQ) based on Weisbord's six box model. WPP are assessed through the following four items. Three items from 1 to 3 are adapted from Weisbord's ODQ questionnaire (see Table 3.6) and the fourth item was included on the recommendation of organizational diagnostic experts, HR and OD professionals to relate the other diagnostic items with organizational performance. Many researchers have used ODQ in their research studies (Lok and Crawford, Idris et al., 2014; Nguyen, 2008, 2011; Tork et al., 2012; Kontic and Kontic, 2012; Vijayakumar, 2007). Cronbach alpha of all the components have been established to range from .80 to .98 which shows a high degree of reliability.

TABLE 3.6: Items of WPP

S.no.	Items
1.	The organization introduced new work policies and procedures to improve the performance.
2.	The manner in which work tasks are divided is a logical one.
3.	The division of labor in this organization actually helps it to reach its goals.
4.	New policies and procedures have improved the organizational performance.

Adapted from Preziosi (2010) *ODQ*

3.3.1.1.3 *ISO 9000*: ISO 9000 was assessed through the following seven-item scale adapted from Martínez-Costa and Martínez-Lorente (2004) (see Table 3.7). Cronbach alphas for all items were higher than .75 which shows the reliability of the scale.

TABLE 3.7: Items of ISO 9000

S no.	Items
1.	All major department heads within our company accept their responsibility for quality.
2.	Employees are rewarded for quality improvements.
3.	New product designs are thoroughly reviewed before the product is produced and sold.
4.	Customer requirements are thoroughly analyzed in the new product design process.
5.	Quality is more important than schedule concerns in the new product development process.
6.	ISO 9000 has improved product quality and performance of the organization.
7.	Our plant/organization is disorganized and dirty.

Items adapted from Martínez-Costa and Martínez-Lorente (2004)

3.3.1.2. *Technical OD interventions*

The second independent variable is technical OD intervention and it consists of a bundle of five interventions. These are MPCC, TC, MPGC, Automation and IT. Technical interventions have helped the managers to maximize performance. Technical interventions focus on strategies like change of manufacturing and engineering processes, change in machinery, and implementation of manufacturing programs, automation and the use of IT tools.

3.3.1.2.1 *MPCC*: Manufacturing and engineering processes highly affect the involvement and performance of employees (Boxall et al., 2015). Work structure (Cherns, 1976) should be designed according to the psychological need of employees and change of the sub-systems of an organization should be effective (Cummings, 1994; Moldasch and Weber, 1998). MPCC was

assessed through four items adapted from Appelbaum (1997) on socio-technical systems. These items are based on his suggestions for assessing socio-technical systems (see Table 3.8).

TABLE 3.8: Items of MPCC

S.no.	Items
1.	Changes in procedures and support systems affect people and structures in the organization.
2.	The changes produce resistance.
3.	The procedures and processes focused on the specific goals/objectives and tasks.
4.	The new procedures fit the organization's specific social and technical realities.

Items of MPCC selected from the study of Appelbaum (1997)

3.3.1.2.2 TC: TC was assessed through six items scale (see Table 3.9) and MPGC are assessed through five items scale adapted from Cua et al. (2001) (see Table 3.10). A panel of five experts reviewed the items of the instrument to validate the content validity. Pretesting of the instrument was done at many manufacturing plants. Recommendations from experts were incorporated. Unidimensionality, convergence and discriminant validity were checked by evaluating the factor loadings, model fit and correlation between factors and all models provided a satisfactory fit. Factor loadings were found to be significant. Construct validity was greater than 0.7 which showed the reliability and validity of the instrument.

TABLE 3.9: Items of TC

S.no.	Items
1.	My organization is constantly thinking of the next generation of technology.
2.	My organization searches for continuing learning and improvement after installation of the new equipment.
3.	My organization stays on the leading edge of new technology in our industry.
4.	We search for continuing learning and improvement after installation of the equipment.
5.	Technological changes have enhanced our manufacturing performance.
6.	We are a leader in the effective use of new process technology.

Items of TC adapted from the study of Cua et al. (2001)

TABLE 3.10: Items of MPGC

S.no.	Items
1.	Our processes are located close together so that material handling and part storage are minimized.
2.	We usually meet the production schedule each day.
3.	We emphasize good maintenance as a strategy for achieving quality and schedule compliance.
4.	The new manufacturing programs have maximized the effectiveness of the equipment.
5.	Our machines are grouped according to the product family to which they are dedicated.

Items of MPGC selected from the study of Cua et al. (2001)

3.3.1.2.3 Automation: Research studies have reported that automation and computer systems improve performance of employees at workplaces (Hosseinain et al., 2014; Taghizadeh, 2006). Organizations are interested to use asset management applications and automation systems to increase the availability and productivity of plants. According to Jounela (2007), automation in the process industries has enhanced performance, product quality and plant availability. Supervisory Control and Data Acquisition and Energy Management System, Distributed Control System, Process Control System, Instrument and Control, and Safety Instrument System have greatly improved the performance and life of equipment. In this study, automation was assessed through a five-item scale adapted and modified from Hosseinain et al. (2014) (see Table 3.11). Cronbach alpha ranged from .87 to .96. Automation was conceptualized as the automation of plant and other organizational sub-systems.

TABLE 3.11: Items of automation

S.no.	Items
1.	Automation has increased the utility of employees' creativity in achieving the organization's goals.
2.	Automation affected working recognition and improvement.
3.	Automation of plant has motivated employees to improve the internal operations of the organization.
4.	Automation causes development of staff skills.

5.	Automation affected the precision of decision-making.
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Items of automation adapted from Hosseinain et al. (2014)

3.3.1.2.5 *IT*: Organizations use IT as a competitive weapon. IT helps organizations to solve business problems and has become a strategic tool (Child, 1987; Porter and Millar, 1985; Kettinger et al., 1994). We measured IT using a seven-item scale adapted from Ahmed Abdullah (1998) (3.12). Cronbach alpha value was reported to be .77. The scale has been used in several studies.

TABLE 3.12: Items of IT

S.no.	Items
1.	My organization heavily relies on IT.
2.	My organization uses many support and decision-making software packages.
3.	Computers and other information technologies proved useful for my organization.
4.	My organization allocates an adequate budget for IT activities.
5.	IT leads to more formalization of communication and procedures.
6.	IT improved the overall productivity of the organization.
7.	IT helped the organization to grow.

Items of IT adapted from the study of Ahmad Abdullah (1998)

3.3.1.3. Behavioral OD interventions

Human behavior at the workplace is a function of multifarious factors. The third independent variable is a bundle of five behavioral OD interventions. These are coaching, mentoring, TD, CDP and RS. Researchers have reported that the implementation of behavioral interventions improves employees' outcomes and OP (Boxall et al., 2015; Bruque et al., 2015).

3.3.1.3.1 *Coaching*: Coaching was assessed through a six-item scale adapted from the study of Gettman (2008) (see Table 3.13) having established reliability and validity values ranging from

.75 to .91 and average value was reported .84; many researchers have used the scale and reported the Cronbach's α ranged from .74 to .91 (Pels, 2011).

TABLE 3.13: Items of coaching

S.no.	Items
1.	I learned new concepts and ideas through the coaching process.
2.	Coaching provided me with new skills.
3.	I clearly see the impact of my enhanced performance (as the result of coaching) in the workplace.
4.	As a result of coaching, others around me acknowledge a distinct change in my behavior, style or interactions with others.
5.	I gained a better understanding of my own motivation through coaching.
6.	I definitely learned new behaviors throughout coaching.

Items of coaching adapted from Gettman (2008)

3.3.1.3.2 Mentoring: Mentoring was assessed by the following six-item scale adapted from the study of Menges (2016) (see Table 3.14). Menges (2016) used a four-item measure of career support (Cronbach's $\alpha=.79$) and an eight-item measure of psychosocial support (Cronbach's $\alpha=.89$) having established validity and reliability.

TABLE 3.14: Items of mentoring

S.no.	Items
1.	Mentoring supports me in my career planning.
2.	My mentor uses her or his influence to support my career.
3.	Mentoring helped me to gain more self-confidence.
4.	Mentoring supported me to develop my talents and my performance was improved.
5.	My mentor supports me in analyzing my strengths and weaknesses.
6.	Mentoring supported me to identify my values.

Items of mentoring adapted from Menges (2016)

3.3.1.3.3 TD and RS: TD was assessed through a seven-item scale adapted from the study of Agandru (2006) (see Table 3.15). RS was assessed through the below 11-item scale adapted from the research study of Agandru (2006) (see Table 3.16) having an Eigen value of 3.324 and a percentage variance of 10.388.

TABLE 3.15: Items of TD

S.no.	Items
1.	Some changes introduced during restructuring process have left us in need of more training.
2.	We were trained in new skills in preparation for the restructuring that took place.
3.	Some people were given tasks that require training which they still do not have.
4.	Even after restructuring, a large number of employees need the necessary skills in order to perform on the job.
5.	The training policy was changed to suit the challenges brought about by the restructuring.
6.	The development programs are geared towards empowering staff to accomplish new tasks as defined restructuring.
7.	The new training program has improved staff performance.

Items of TD adapted from the study of Agandru (2002)

TABLE 3.16: Items of RS

S.no.	Items
1.	The rewards I nowadays receive are not appropriate with my work experience.
2.	Pay in organization is fair and reasonable nowadays as compared to the period before restructuring.
3.	Some employees in the organization on the same job as me are paid a higher salary than me.
4.	There is need to correct the way remuneration is distributed among staff on the same job. It is not fair these days.
5.	The current reward system is designed to reward the challenges attached to the new structure. This has improved performance.
6.	The organization has put in place a reward system that is designed in such a way that individuals who perform extra tasks are rewarded appropriately.
7.	It does not matter whether you perform highly or not. The pay is the same.
8.	The current reward system has led to improved organizational performance.
9.	The current reward system is capable of rewarding group/team achievement.
10.	The group reward is equitably and fairly distributed among members.
11.	The harder I work the more pay I get. That is the advantage the restructuring process has brought into my job.

Items of RS adapted from the study of Agandru (2002)

3.3.1.3.4 *CDP*: CDPs and other employees' support programs improve the level of commitment of employees (Marin, Stinghamber, Desmette, Caesens and Zanet, 2012). Potential job candidates prefer those companies having effective and good career development plans. CDP was assessed through a six-item scale adapted from HR Practices scale of Eisenberger and Rhoades, 2002; Sivasubramanian and Umaselvi, 2010) (see Table 3.17). Other items were not included in my study because they were not related to my study and environment.

TABLE 3.17: Items of CDP

S.no.	Items
1.	There is a link between how well I perform my job and the likelihood of receiving a raise in pay.
2.	My company gives regular promotions.
3.	My company helps me to seek out career information and resources.
4.	I clearly know the possible career path for me in the company.
5.	In my company, there is a good opportunity for career advancement.
6.	The career development programs have improved the performance.

Items of CDP adapted from Sivasubramanian and Umaselvi (2010)

3.3.1.4. Strategic OD interventions

The fourth independent variable is strategic OD intervention. A bundle of five strategic interventions have been included in this study. These are mergers, acquisitions, strategic alliances, JVs and partnerships. Globalization has significantly affected business organizations and new competitors are emerging and creating new global markets (Sullivan et al., 2013). Organizations in Pakistan need to develop and accelerate the implementation of strategic interventions for a long and sustainable change. This study has also investigated how long-term OD strategies have affected organizational performance and effectiveness.

3.3.1.4.1 *Merger*: The main motive for mergers is to improve performance in a changing environment (Ojanen, Salmi and Torkkeli, 2008; Attablayo, 2012). The literature has many

research studies on mergers and performance (Loderer and Martin, 1992). We adjusted the following four-item scale from Attablayo (2012) to explore the effect of mergers on ED and OP (see Table 3.18).

TABLE 3.18: Items of merger

S.no.	Items
1.	The market share of the company has changed after the merger.
2.	The general performance of the company has improved after merger.
3.	Policies, strategies and practices changed after the merger process.
4.	After merger, the firm's internal profitability has changed.

Items of mergers adapted from the study of Attablayo (2012)

3.3.1.4.2 Acquisition: In acquisition, the assets of one company are acquired by another company to improve organizational performance (Ensign et al., 2014). Acquisition was assessed through a six-item scale adapted from Andersson and Rosa (2006) (see Table 3.19). The instrument was pretested and reliability was established for accurate results.

TABLE 3.19: Items of acquisition

S.no.	Items
1.	My work tasks have changed after acquisition.
2.	After the acquisition, the consolidated business's market share changed.
3.	My relation with my boss has improved after the acquisition.
4.	The atmosphere in the company has improved after the acquisition.
5.	I can perform my duties more effectively after the acquisition.
6.	The integration of the two companies is good.

Items of acquisition adapted from the study of Andersson and Rosa (2006)

3.3.1.4.3 Strategic alliance, SA: SA was assessed through a five-item scale adapted from the study of Walter (2005) (see Table 3.20). The adequacy of the measures was ensured by verifying their reliability and validity; reliability analyses were conducted and average Cronbach alphas was reported to be .87. Many researchers have used the instrument for their research studies.

TABLE 3.20: Items of SA

S.no.	Items
1.	This alliance is characterized by a strong and harmonious relationship between the alliance partners.
2.	Our company has achieved its primary objective(s) in forming this alliance.
3.	Our company's competitive position has been greatly enhanced due to this alliance.
4.	Our company has been successful in learning some critical skill(s) or capabilities from its alliance partner.
5.	The alliance has improved the performance of our organization.

Items of SA adapted from the study Walter (2005)

3.3.1.4.4 *JV*: Research studies indicate that JVs are effective ways of technology, skills, experience sharing for the purpose of enhanced performance (Beamish and Lupton, 2009; Lee, 2009). We investigated JV through a five-item scale adapted from the study of Jormanainen (2010) (see Table 3.21). The questionnaire was pretested for reliable results. The internal and external validity and reliability aspects were carefully incorporated in the questionnaire.

TABLE 3.21: Items of JV

S.no.	Items
1.	The joint venture (JV) has improved the competitiveness and performance of the organization.
2.	The partner firm contributed to JV technology.
3.	The JV enhanced skills and knowledge of the employees.
4.	Motivation behind JV is to access new marketing channels.
5.	The main objective of the JV was achieved.

Items of JV adapted from the study of Jormanainen (2010)

3.3.1.4.5 *Partnership*: Organizations develop partnerships to do business to improve performance and to gain competitiveness (Thorne, Ferrell, and Ferrell, 2011; Abood, 2013). Successful partnerships and alliances increase performance and it is evaluated through measuring the degree of partners' satisfaction or measuring profit (Ahmed and Pang, 2009). The current

study has assessed partnership through a six-item scale adapted from Abood (2013) (see Table 3.22).

TABLE 3.22: Items of partnership

S.no.	Items
1.	Partnership benefit is to share knowledge and technology.
2.	Partnership is a tool for rapid growth in markets.
3.	Partnership sustains competitive advantage.
4.	Partnership increases profits.
5.	Partnering is an option to make fruitful change in organization.
6.	Partnership has increased the performance of my organization.

Items of partnership adapted from the study of Abood (2013)

3.3.2. Dependent variables

3.3.2.1. ED

ED was a mediating variable. Organizations need knowledgeable and highly skilled employees to yield optimum performance (Hameed and Waheed, 2011; Ekundayo, 2014). Research studies showed that ED programs improve OP (Jacobs and Washington, 2003). ED was assessed through an eight-item scale adapted and modified from the study of Tsuma (2013) (see Table 3.23).

TABLE 3.23: Items of ED

S.no.	Items
1.	The change has led to improved employees' performance.
2.	As a result of change, there are greater demands placed on the employees to improve their skills at workplace.
3.	The changes that occurred in the organization have increased the organizational performance.
4.	Employees in the team find their work more interesting and focused on the tasks.
5.	The organizational change has fostered the decision-making process.
6.	The aim to improve efficient and effective utilization of resources brought about change in the

	organization.
7.	The intentions to introduce new organizational practices brought about change.
8.	Decline in employees' performance was driver for change.

Items of RD adapted from the study of Tsuma (2013)

3.3.2.2. OP

OP is to achieve the targeted and desired results. OP is an important dependent variable in business research and various dimensions of OP have been explained and investigated so far (Dess and Robinson, 1984; Demmke, 2006). OP is a complex phenomenon and its meaning varies from organization to organization. For example, Cooke (2000) stated that OP is to enhance productivity, efficiency, effectiveness, competitiveness, growth and quality. According to the experts of United Nations (2003), OP is quantity, equity, and quality, and efficiency, reliability of service, transparency and integrity. Demmke (2006) argued that OP is networking, accountability systems, powerful instruments, efficient coordination mechanisms, effective monitoring and control systems and good employees. Mitchell (2002) stated that OP is stakeholders and financial viability. Murphy et al. (1996) investigated 71 different dimensions of OP. OP is conceptualized into: **1) financial performance, 2) employees satisfaction and 3) production performance.**

3.3.2.2.1. Financial performance: It is an important dependent variable and its measurement criteria vary from study to study. Other research studies also showed various measurements of financial performance (Baum and Wally, 2004; Miller, 2004; Peng, 2004). We assessed two dimensions of financial performance: financial performance (growth) and financial performance (profitability) through a four-item scale (see Table 3.24) and a five-item scale (see Table 3.25) respectively, adapted from Santos and Brito (2012). Cronbach's alpha ranged from 0.84 to 0.67.

TABLE 3.24: Items of financial performance (growth)

S.no.	Items
1.	The growth in market share is due to the firm's restructuring and new OD initiative(s).
2.	The asset growth is due to the restructuring process of the organization.
3.	My firm has implemented OD initiative(s) and achieved growth in net revenue.
4.	The growth in net profit is due to the current OD strategy(s), implemented by the organization.

Items of financial growth selected from the study of Santos and Brito (2012)

TABLE 3.25: Items of financial performance (profitability)

S.no.	Items
1.	The restructuring process of the organization has led to the addition of economic value (EVA).
2.	The OD initiative(s) has enhanced return on asset (ROA)
3.	The OD initiative(s) has enhanced return on investment (ROI)
4.	The organization has improved return on equity (ROE) due to the new change and OD strategies.
5.	My organization has implemented change initiative(s) and these positively affect return on sales (ROS).

Items of financial profitability selected from the study of Santos and Brito (2012)

3.3.2.2.2 *Employee satisfaction:* Employees' satisfaction is a major dependent variable. The current study assessed employees' satisfaction through a three-item scale adapted from Santos and Brito (2012) (see table 3.26).

TABLE 3.26: Items of employee satisfaction

S.no.	Items
1.	Employees are now more satisfied after the change process.
2.	Employees are now more satisfied and employees' turnover has decreased after the change process.
3.	The OD initiative(s) have positively affected the organizational climate.

Items of employees' satisfaction selected from the study of Santos and Brito (2012)

3.3.2.2.3 *PP*: We assessed production performance through the below four-item scale adapted from Gunday et al. (2008) (see Table 3.27). These four items are basically the dimensions of PP.

TABLE 3.27: Items of production performance

S.no.	Items
1.	The organization has improved the product/service conformance to quality after the change process.
2.	The new OD strategy(s) have improved the efficiency and the cost of production is minimized.
3.	The organization has maximized the volume of production by implementing new OD strategy(s).
4.	The new restructuring changes have positively affected the speed of production in the organization.

Items of production performance adapted from the study of Gunday et al. (2008)

3.4. Instrument validity and reliability

Kimberlin and Winterstein (2008) indicated that several issues affect the accuracy of the data collected for research purposes and a valid and reliable instrument reduces the error in the measurement process. Clark and Libarkin (2011) stated that the content validity of an instrument is to check whether or not items of a measure actually measure the expected results. Face validity is a weak form of construct validity. They further elaborated that internal consistency reliability is important in the case of quantitative studies. Internal consistency emphasizes that an instrument should also provide consistent results if administered many times.

3.4.1. Conceptualization of the constructs

Conceptualization and operationalization involve defining the methods to measure the variables in which we are interested. Conceptualization and operationalization of variables, constructs and

other theoretical concepts are important steps in a questionnaire development process. Conceptualization specifies what is to be measured with the questionnaire. The conceptualization further leads to operationalization of variables, constructs and theoretical concepts. Defining of indicators and their translation in survey questions was done after an extensive literature review and also we conducted quality analyses of the existing questionnaires to define the constructs correctly.

3.4.2. Questionnaire design

We conducted a focus group composed of OD and HR specialists, faculty members and my thesis supervisor to develop a draft and final questionnaire. We explained the purpose of the questionnaire to the experts and they discussed all the aspects. They assessed and reviewed the draft questionnaire. Finally, they developed the final version of the questionnaire. All experts were agreed that items and questions included in the form are suitable and satisfactory to inspect the influence of OD on ED and OP.

We divided the form into two sections: Section A focuses on the items and questions related to the constructs which are adapted from various research studies as already discussed in detail in the previous section. Section B focuses on the demographics of respondents such as name, position, name of organization, type of industry, sex, age, educational background, total experience and experience with the current organization. The survey form has 147 questions based on a five-point Likert-type (1 = strongly disagree to 5 = strongly agree).

3.4.3 Questionnaire testing and pilot study

Studies indicated that the validity and reliability of a measure is a prerequisite (Bajpai and Bajpai, 2014). Clark and Libarkin (2011) reported that research design, accurate data collection techniques and analytical methods are important aspects. We conduct a pilot study on 50 industrial units selected purposively from the database of the SECP, Pakistan. The questionnaires were mailed and sent through courier service to the Heads of HR.

Face-to-face interviews of Heads of HR and Heads of Finance were also conducted to discuss the questionnaire. Their suggestions were valuable and helped to rewrite a few questions because they were not clear to respondents and were difficult to answer. Cronbach's alpha was calculated and it ranged from .70 to .90 which demonstrates reliability.

3.5. Published research studies search strategy

For the literature review, a systematic search was conducted. Search terms like "organization development", "structural OD intervention", "technical OD intervention", "behavioral OD intervention", "strategic OD intervention" organizational change" "business organizations", "human resource management", "innovative OD methods" and "employee development" were used. Relevant research publications were checked using Google Scholar. Research studies were considered eligible if they met the following criteria:

- Reported on OD, ED and OP.
- Focused on the current OD models.

Organizations were the unit of analysis and the unit of observation were Heads of Human Resource.

3.6. Data analysis techniques

We conducted regression analysis and used SPSS Version 20. Values of regression coefficient β , t-statistic and p-values, adjusted R², F-statistic were calculated. Regression analysis is the best to predict outcomes and to explain relationships. According to Pedhazur (1997), regression analysis is conducted to understand the causal influence. In case of Structural Equation Modelling (SEM) findings, the problem of generalization is faced (MacCallum and Austin, 2000). The software programs of SEM treat the missing and incomplete data in different ways. Researchers face confusion in selecting the appropriate software program (Bryne, 2001). According to Cheng (2001), SEM suffers from testing large models and large number of parameters. In case of multiple regression analysis, the measures of model fit are effectively and efficiently established.

We conducted a mediation analysis to check the role of the mediating variable using the four step approach of Baron and Kenny (1986). Sobel and Goodman Tests were conducted to confirm the mediations among variables using a web-based method by Preacher and Leonardelli (2001). In case of qualitative data, the noted data were transcribed and thematic analysis were conducted and useful themes were extracted. We merged both the data and useful results were obtained.

CHAPTER FOUR: ANALYSIS AND RESULTS

We divided chapter four into Section A and Section B. Section A discusses the quantitative analysis and results, including the demographics of the respondents, descriptive summary, results of regression and mediation analysis and tests of hypotheses. Section B presents the qualitative analysis and results.

Section A: Quantitative Analyses

4.1 Descriptive statistics

4.1.1. Demographic profile of respondents

We distributed 800 questionnaires to Heads of HR of 800 industrial units. We received 762 filled questionnaires back. The response rate was 95.25%. We present the demographics of the respondents in Table 4.1. Table 4.1 shows that out of 762 participants, 564 (74%) are male and 198 (26%) are female. Out of 762 participants, 18 (2.4%) are below the age of 25 years, 163 (21.4%) are within 26–35 years, 232 (30.4%) are within 36–45 years, 195 (25.6%) are within 46–55 years, 133 (17.5%) are within 56–65 years and 21 (2.8%) are aged above 65. Information on qualifications was also collected. Out of 762 participants, 578 (75.9%) hold MBA degree, 124 (16.3%) have a MS/M. Phil, 10 (1.3%) have done a PhD and 50 (6.6%) have other qualifications.

TABLE 4.1: Demographic profile of respondents

Respondents demographics	Frequency	Percentage %
Gender (N=762)		
Male	564	74
Female	198	26
Age (N=762)		
Below 25	18	2.4
26–35	163	21.4
36–45	232	30.4
46–55	195	25.6
56–65	133	17.5
Above 65	21	2.8

Qualification (N=762)		
MBA	578	75.9
MS/M. Phil	124	16.3
PhD	10	1.3
Others	50	6.6
Total Experience in the Profession (N=762)		
1–5	82	10.8
6–10	136	17.8
11–15	188	24.7
16–20	147	19.3
21–25	117	15.4
26–30	66	8.7
31–35	16	2.1
36–40	10	1.3
Experience in this Organization (N=762)		
1–5	264	34.6
6–10	225	29.5
11–15	116	15.2
16–20	70	9.2
21–25	61	8
26–30	19	2.5
31–35	4	0.5
36–40	3	0.4
Type of Industry (N=762)		
Textile	131	17.2
Sugar	64	8.4
Cement	31	4.1
Education	54	7.1
Chemicals	69	9.1
Construction	15	2
IT	30	3.9
Beverages	8	1
Pharmaceutical	110	14.4
Engineering Services	10	2.9
Aviation	11	0.9
Tobacco	12	1.6
Home Appliances	13	2.8
Banking	44	5.8
Insurance	24	3.1
Food	30	3.9
Super Store	8	1
Auto	8	1
Agriculture Products	6	0.8
Leather	3	0.4
Paint	6	0.8
Health Services	4	0.5
Hotel	28	3.7
Media	10	1.3
Telecommunication	14	1.8
Furniture	3	0.4

Participants also provided information on their industry. Out of 762 participants, 131 (17.2%) are from Textile Industry, 64 (8.4%) are from Sugar Industry, 31 (4.1%) are from Cement Industry, 54 (7.1%) are from Education Industry, 69 (9.1%) are from Chemicals Industry, 15 (2%) are from Construction Industry, 30 (3.9%) are from IT, 8 (1%) are from Beverages, 110 (14.4%) are from Pharmaceutical Industry, 10 (2.9%) are from Engineering Services, 11 (0.9%) are from Aviation, 12 (1.6%) Tobacco (Cigarette) Industry, 13 (2.8%) Home Appliances, 44 (5.8%) Banking, 24 (3.1%) Insurance, 30 (3.9%) Food, 8 (1%) Super Store, 8 (1%) Auto, 6 (0.8%) Agriculture Products, 3 (0.4%) Leather, 6 (0.8%) Paint, 4 (0.5%) Health Services, 28 (3.7%) Hotel, 10 (1.3%) Media, 14 (1.8%) Telecommunication and 3 (0.4%) are from Furniture manufacturing industry. The economy of Pakistan is relying on the above major industries. Each industry has exercised many OD strategies to stay in the market. Data from all the major and well-established firms were collected to achieve the best results.

4.1.2. Descriptive summary

As discussed, there were 147 items in the questionnaire. A descriptive summary of items is given in Table 4.2.

TABLE 4.2: Descriptive statistics of survey items

Items	N	Min.	Max.	Mean	Std. D
After restructuring process, coordination of activities in the organization has improved.	762	1	5	3.93	1.002
The facilities we use in our office work are adequate.	762	1	5	3.95	.995
The organization in terms of staff members is optimally staffed. This has improved organizational performance.	762	1	5	3.74	1.319
It is now easier to report to high authorities because during restructuring process they were relocated in such a way that made them easily accessible.	762	1	5	3.72	.959
Delegation at all levels in the organization is now more evident than it was before and this has resulted in improved employees' performance.	762	1	5	3.63	1.110

After restructuring, it has even become more difficult to move information from one department to another.	762	1	5	3.20	1.152
Under the new structure, it is possible for staff in one department to report to another head of department without necessarily going through his/her boss/supervisor.	762	1	5	3.62	1.058
There are fewer positions now than there were before the downsizing.	762	1	5	3.76	1.091
Restructuring/downsizing process gave departments a higher degree of autonomy.	762	1	5	3.64	1.595
The restructuring process clarified who reports to whom.	762	1	5	3.89	1.087
Employees perform work with less supervision nowadays as compared to the period before downsizing.	762	1	5	3.70	1.013
After downsizing, work has not been equally distributed. Some positions have too many staff.	762	1	5	3.10	1.204
After downsizing, the performance of employees has improved.	762	1	5	3.59	1.099
The organization introduced new work policies and procedures to improve the performance.	762	1	5	3.99	1.087
The manner in which work tasks are divided is a logical one.	762	1	5	3.86	.935
The division of labor in this organization actually helps it to reach its goals.	762	1	5	3.79	.961
New policies and procedures have improved the organizational performance.	762	1	5	3.59	1.861
I now know what I am supposed to do as a result of job-redesign process.	762	1	5	3.70	1.036
Some staff even after restructuring of job-redesign exercise still do their work for the sake of it. People work because they are not sure where their boundaries lie.	762	1	5	3.38	1.222
Individuals have a high degree of autonomy in their new jobs now as compared with the jobs before job-redesign exercise.	762	1	5	3.68	1.058
Roles are now clearly defined as a result of the job-redesign process that took place.	762	1	5	3.73	1.050
Most people still do not know what their contribution to the mission of the organization is.	762	1	5	3.21	1.172
During job-redesign process, clear job descriptions were developed for all jobs.	762	1	5	3.55	1.141
The job you hold has a clear job description laying out the duties you are supposed to perform.	762	1	5	3.81	1.067
Your current duties match with your job description.	762	1	5	3.59	1.140
The duties and responsibilities attached to my job are challenging.	762	1	5	3.64	1.147
All major department heads within our company accept their responsibility for quality.	762	1	5	3.85	1.030
Employees are rewarded for quality improvements.	762	1	5	3.80	1.109
New product designs are thoroughly reviewed before the product is produced and sold.	762	1	5	3.83	.987
Customer requirements are thoroughly analyzed in the new product design process.	762	1	5	3.74	1.078
Quality is more important than schedule concerns in the new product development process.	762	1	5	3.61	1.171
ISO 9000 has improved product quality and performance of the	762	1	5	3.68	1.805

organization.					
Our plant/organization is disorganized and dirty.	762	1	5	2.84	1.344
Changes in procedures and support systems affect people and structures in the organization.	762	1	5	3.88	.948
The changes produce resistance.	762	1	5	3.79	.980
The procedures and processes focused on the specific goals/objectives and tasks.	762	1	5	3.86	.941
The new procedures fit the organization's specific social and technical realities.	762	1	5	3.83	.939
The new organizational process has improved the performance.	762	1	5	3.44	1.191
My organization is constantly thinking of the next generation of technology.	762	1	5	3.94	.924
My organization searches for continuing learning and improvement after installation of the new equipment.	762	1	5	3.90	.941
My organization stays on the leading edge of new technology in our industry.	762	1	5	3.87	1.057
My organization searches for continuing learning and improvement after installation of the equipment.	762	1	5	3.75	.951
Technological changes have enhanced our manufacturing performance.	762	1	5	3.60	1.096
We are a leader in the effective use of new process technology.	762	1	5	3.43	1.076
Our processes are located close together so that material handling and part storage are minimized.	762	1	5	3.67	.987
We usually meet the production schedule each day.	762	1	5	3.87	1.120
We emphasize good maintenance as a strategy for achieving quality and schedule compliance.	762	1	5	3.87	1.061
The new manufacturing programs have maximized the effectiveness of the equipment.	762	1	5	3.70	1.119
Our machines are grouped according to the product family to which they are dedicated.	762	1	5	3.49	1.143
Automation has increased the utility of employees' creativity in achieving the organization's goals.	762	1	5	4.07	.990
Automation affected working recognition and improvement.	762	1	5	3.90	1.017
Automation of plant has motivated employees to improve the internal operations of the organization.	762	1	5	3.94	1.005
Automation causes development of staff skills.	762	1	5	3.85	1.053
Automation affected the precision of decision-making.	762	1	5	3.78	1.028
My organization heavily relies on information technology.	762	1	5	4.01	.991
My organization uses many support and decision-making software packages.	762	1	5	4.02	.999
Computers and other information technologies proved useful for my organization.	762	1	5	4.00	.960
My organization allocates an adequate budget for information technology activities.	762	1	5	.994	.994
Information Technology leads to more formalization of communication and procedures.	762	1	5	3.82	1.071
Information Technology improved the overall productivity of the organization.	762	1	5	3.80	1.002

Information Technology helped the organization to grow.	762	1	5	3.59	1.009
I learned new concepts and ideas through the coaching process.	762	1	5	4.03	.924
Coaching provided me with new skills.	762	1	5	4.04	.934
I clearly see the impact of my enhanced performance (as the result of coaching) in the workplace.	762	1	5	4.02	.925
As a result of coaching, others around me acknowledge a distinct change in my behavior, style or interactions with others.	762	1	5	3.95	.945
I gained a better understanding of my own motivation through coaching.	762	1	5	3.94	.953
I definitely learned new behaviors throughout coaching.	762	1	5	3.85	1.012
Mentoring supports me in my career planning.	762	1	5	3.88	1.045
My mentor uses her or his influence to support my career.	762	1	5	3.99	.944
Mentoring helped me to gain more self-confidence.	762	1	5	3.95	.873
Mentoring supported me to develop my talents and my performance was improved.	762	1	5	3.81	.862
My mentor supports me in analyzing my strengths and weaknesses.	762	1	5	3.72	.986
Mentoring supported me to identify my values.	762	1	5	3.64	.975
Some changes introduced during restructuring process have left us in need of more training.	762	1	5	3.90	.842
We were trained in new skills in preparation for the restructuring that took place.	762	1	5	3.64	.971
Some people were given tasks that require training which they still do not have.	762	1	5	3.66	1.047
Even after restructuring, a large number of employees need the necessary skills in order to perform on the job.	762	1	5	3.69	1.039
The training policy was changed to suit the challenges brought about by the restructuring.	762	1	5	3.66	1.089
The development programs are geared towards empowering staff to accomplish new tasks as defined restructuring.	762	1	5	3.82	1.125
The new training program has improved staff performance.	762	1	5	3.67	1.017
There is a link between how well I perform my job and the likelihood of receiving a raise in pay.	762	1	5	3.87	1.055
My company gives regular promotions.	762	1	5	3.90	1.787
My company helps me to seek out career information and resources.	762	1	5	3.88	.976
I clearly know the possible career path for me in the company.	762	1	5	3.83	.982
In my company, there is a good opportunity for career advancement.	762	1	5	3.68	1.084
The career development programs have improved the performance.	762	1	5	3.54	1.109
The new rewards I nowadays receive are not appropriate with my work experience.	762	1	5	3.37	1.254
Pay in organization is fair and reasonable nowadays as compared to the period before restructuring.	762	1	5	3.74	1.139
Some employees in the organization on the same job as me are paid a higher salary than me.	762	1	5	3.50	1.632
There is need to correct the way remuneration is distributed among staff on the same job. It is not fair these days.	762	1	5	3.39	1.218
The current reward system is designed to reward the challenges attached to the new structure. This has improved performance.	762	1	5	3.61	1.163
The organization has put in place a reward system that is designed in	762	1	5	3.67	1.108

such a way that individuals who perform extra tasks are rewarded appropriately.					
It does not matter whether you perform highly or not. The pay is the same.	762	1	5	3.33	1.501
The current reward system has led to improved organizational performance.	762	1	5	3.56	1.213
The current reward system is capable of rewarding group/team achievement.	762	1	5	3.49	1.230
The group reward is equitably and fairly distributed among members.	762	1	5	3.59	1.225
The harder I work the more pay I get. That is the advantage the restructuring process has brought into my job.	762	1	5	3.60	1.213
The market share of the company has changed after the merger.	762	1	5	3.63	1.085
The general performance of the company has improved after merger.	762	1	5	3.69	.980
Policies, strategies and practices changed after the merger process.	762	1	5	3.69	.920
After merger, the firm's internal profitability has changed.	762	1	5	3.51	.916
My work tasks have changed after acquisition.	762	1	5	3.55	1.006
After the acquisition, the consolidated business's market share changed.	762	1	5	3.57	.903
My relation with my boss has improved after the acquisition.	762	1	5	3.46	.950
The atmosphere in the company has improved after the acquisition.	762	1	5	3.56	1.091
I can perform my duties more effectively after the acquisition.	762	1	5	3.55	.968
The integration of the two companies is good.	762	1	5	3.54	.926
This alliance is characterized by a strong and harmonious relationship between the alliance partners.	762	1	5	3.56	.969
Our company has achieved its primary objective(s) in forming this alliance.	762	1	5	3.57	.963
Our company's competitive position has been greatly enhanced due to this alliance.	762	1	5	3.65	.899
Our company has been successful in learning some critical skill(s) or capabilities from its alliance partner.	762	1	5	3.52	.970
The alliance has improved the performance of our organization.	762	1	5	3.33	1.012
The joint venture (JV) has improved the competitiveness and performance of the organization.	762	1	5	3.38	1.087
The partner firm contributed to JV technology.	762	1	5	3.34	1.001
The JV enhanced skills and knowledge of the employees.	762	1	5	3.40	1.003
Motivation behind JV is to access new marketing channels.	762	1	5	3.51	1.690
The main objective of the JV was achieved.	762	1	5	3.39	.957
Partnership benefit is to share knowledge and technology.	762	1	5	3.52	.996
Partnership is a tool for rapid growth in markets.	762	1	5	3.63	.927
Partnership sustains competitive advantage.	762	1	5	3.51	.893
Partnership increases profits.	762	1	5	3.52	.901
Partnering is an option to make fruitful change in organization.	762	1	5	3.51	.939
Partnership has increased the performance of my organization.	762	1	5	3.43	.937
The change has led to improved employees' performance.	762	1	5	3.81	1.045
As a result of change, there are greater demands placed on the employees to improve their skills at workplace.	762	1	5	3.84	.958
The changes that occurred in the organization have increased the organizational performance.	762	1	5	3.82	1.018

Employees in the team find their work more interesting focused on the tasks.	762	1	5	3.78	.963
The organizational change has fostered the decision-making process.	762	1	5	3.71	.980
The aim to improve efficient and effective utilization of resources brought about change in the organization.	762	1	5	3.73	.932
The intentions to introduce new organizational practices brought about change.	762	1	5	3.79	1.865
Decline in employees' performance was driver for change.	762	1	5	3.46	1.148
The growth in market share is due to the firm's restructuring and new organization development initiative(s).	762	1	5	3.78	1.005
The asset growth is due to the restructuring process of the organization.	762	1	5	3.71	1.011
My firm has implemented organization development initiative(s) and achieved growth in net revenue.	762	1	5	3.71	.902
The growth in net profit is due to the current organization development strategy(s), implemented by the organization.	762	1	5	3.77	1.022
The restructuring process of the organization has led to the addition of economic value (EVA).	762	1	5	3.81	.951
The organization development initiative(s) has enhanced return on asset (ROA)	762	1	5	3.74	.907
The organization development initiative(s) has enhanced return on investment (ROI)	762	1	5	3.60	.982
The organization has improved return on equity (ROE) due to the new change and organization development strategies.	762	1	5	3.54	1.048
My organization has implemented change initiative(s) and these positively affect return on sales (ROS).	762	1	5	3.57	1.045
Employees are now more satisfied after the change process.	762	1	5	3.77	1.078
Employees are now more satisfied and employees' turnover has decreased after the change process.	762	1	5	3.72	1,106
The organization development initiative(s) have positively affected the organizational climate.	762	1	5	3.57	1.098
The organization has improved the product/service conformance to quality after the change process.	762	1	5	3.74	1.167
The new organization development strategy(s) have improved the efficiency and the cost of production is minimized.	762	1	5	3.85	1.060
The organization has maximized the volume of production by implementing new organization development strategy(s).	762	1	5	3.76	1.115
The new restructuring changes have positively affected the speed of production in the organization.	762	1	5	3.71	1.149

The values of Cronbach's alpha vary from 0.77 to 0.98 which show high reliability (see Table 4.3) CR (alpha=0.79), CD (alpha=0.879), WPP (alpha=0.81), JD (alpha=0.80), ISO 9000 (alpha=0.84), MPCC (alpha=0.78), TC (alpha=0.81), MPGC (alpha=0.82), automation (alpha=0.89), IT (alpha=0.86), coaching (alpha=0.87), mentoring (alpha=0.88), TD (alpha=0.78),

CDP ($\alpha=0.80$), RS ($\alpha=0.77$), merger ($\alpha=0.90$), acquisition ($\alpha=0.91$), SA ($\alpha=0.88$), JV ($\alpha=0.77$), partnership ($\alpha=0.89$), ED ($\alpha=0.77$), FP (G) ($\alpha=0.86$), FP (P) ($\alpha=0.70$), ES ($\alpha=0.98$) and PP ($\alpha=0.94$).

TABLE 4.3: Reliability of measurement

Constructs	Valid N	Number of Items	Cronbach's alpha
CR	762	07	.79
CD	762	06	.87
WPP	762	04	.81
JD	762	09	.80
ISO 9000	762	07	.84
MPPC	762	05	.78
TC	762	06	.81
MPGC	762	05	.82
Automation	762	05	.89
IT	762	07	.86
Coaching	762	06	.87
Mentoring	762	06	.88
TD	762	07	.78
CDP	762	06	.80
RS	762	11	.77
Merger	762	04	.90
Acquisition	762	06	.91
SA	762	05	.88
JV	762	05	.77
Partnership	762	06	.89
ED	762	08	.77
FP(G)	762	04	.86
FP(P)	762	05	.70
ES	762	03	.98
PP	762	04	.94

4.1.3. Correlation

A correlation analysis is conducted to check the link among the items of each construct (Appendix C). The value of the correlation coefficient shows the strength of the correlation

among variables. Correlation is an effect size and we can use the guide that Evans (1996) suggested.

- .00–.19 “very weak” correlation
- .20–.39 “weak”
- .40–.59 “moderate”
- .60–.79 “strong”
- .80–1.0 “very strong”

The values of correlation coefficient for the items of CR varies from .275 to .716, .109 to .414 for CD, .390 to .729 for WPP, .659 to .390 for JD, –.297 to .786 for ISO 9000, .226 to .752 for MPCC, .648 to .782 for TC, .417 to .652 for MPGC, .634 to .766 for automation, .392 to .822 for IT, .416 to .907 for coaching, .649 to .594 for mentoring, .555 to .349 for TD, .552 to .820 for CDP, .519 to .180 for RS, .624 to .869 for merger, .762 to .780 for acquisition, .505 to .854 for SA, .555 to .785 for JV, .668 to .704 for partnership, .217 to .733 for ED, .613 to .653 for FP(G), .250 to .742 for FP(P), .379 to .788 for ES and .330 to .547 for PP.

4.1.4. Factor analysis

We conducted factor analysis to examine the construct validity (convergent and discriminant validity) using the principal component analysis (PCA) technique with varimax rotation method. PCA and Principal Axis Method (PAM) are the two methods of dimension reduction. PCA develop new variables or components. The objective is to maximize interindividual variance. PCA created orthogonal variables or components. Orthogonal components explain the non-redundant information (Fabrigar and Wegener, 2012). This method effectively explains variances in variables. PCA analyzes the total variance. PCA is recommended in high-dimensional data (Lever, Krzywinski and Altman, 2017). PAM cannot measure the latent constructs directly. In this case, the factor scores are not considered the real scores. Varimax rotation method is an

important method for orthogonal rotation. This method is the most valid method. According to Gorsuch (1983), “Orthogonal rotation assumes that the factors in the analysis are uncorrelated and oblique rotation methods assume that the factors are correlated”. So, this study used PCA with varimax rotation method for factor analysis to confirm the construct validity (convergent and discriminant validity). Convergent validity tests that measures that are expected to be related, are in fact related. Discriminant validity examine that measures should not have any relationship, are in fact have not relationship Convergent and discriminant are the evidence of construct validity (Hubley, 2014; Chin and Yao, 2014). Construct validity is to assess the validity of measuring instrument. The objective is to measure constructs or variables. A clear link between constructs is mandatory. The clear distinction between constructs is also needed.

4.1.4.1. Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test and Bartlett’s test of sphericity

We conducted the KMO to estimate the homogeneity of variables. We also conducted the Bartlett’s test of sphericity to check the association among variables. The value of KMO for structural interventions is 0.893, for technical interventions is 0.933, for behavioral interventions is 0.912, for strategic interventions it is 0.933, for ED it is 0.881 and for OP the value of KMO is 0.892 (see Table 4.4). So, the values are great and superb and we can conduct the factor analysis.

TABLE 4.4: KMO and Bartlett’s Test

	Items	KMO Measure of Sample Adequacy	Bartlett’s Test of Sphericity Chi-square	Bartlett’s Test of Sphericity Sig.
Structural Interventions	33	.893	1417.0	.000
Technical Interventions	28	.933	1563.0	.000
Behavioral Interventions	36	.912	1909.0	.000
Strategic Interventions	26	.933	1563.0	.000

Employee Development	08	.881	266.0	.000
Organization Performance	16	.892	782.8	.000

We test the significance of association between the items through Bartlett's test of sphericity (see Table 4.4). The results in Table 4.4 are favorable. We also conducted skewness and kurtosis tests to check the normality of the data. Mayers (2013, p. 53) suggested that a cutoff of ± 1.96 should be used for samples smaller than 50, a cutoff of ± 2.58 for samples from 51 to 100, and a cutoff of ± 3.29 for samples larger than 100 when used in conjunction with the examination of histograms. We report the results in Table 4.4A (see Appendix D).

4.1.4.2. Eigen values

Table 4.5 shows all the Eigen values and the total variance explained for all constructs. Seven principal components were extracted from the construct structural intervention by using PCA extraction method. Structural intervention consisted of 33 items. The 11 items of CR explain 31.107% variance, 07 items of CD explain 41.095% variance, 04 items of WPP explain 47.973% variance, 05 items of JD explain 53.161% variance, 02 items of WS explain 57.757% variance, and 02 items of ISO 9000 explain 61.274% variance and the 02 items of SMT explain 64.515% variance. Technical intervention consisted of 28 items. The 08 items of MPCC explain 43.063% variance, 06 items of MPGC explain 53.513% variance, 05 items of IT explain 59.798% variance, 05 items of TC explain 64.234% variance and 04 items of automation explain 67.904% variance. Behavioral intervention consisted of 36 items in which 09 items of coaching explain 35.654% variance, 09 items of RS explain 43.979% variance, 05 items of CDP explain 51.095% variance, 04 items of mentoring explain 56.259% variance, 03 items of FAP explain 61.184% variance, 04 items of redesign pay system explain 64.208% variance and 02 items of TD explain 67.052% variance.

Strategic intervention consisted of 26 items in which 12 items of merger explain 48.352% variance, 04 items of acquisition explain 58.470% variance, 06 items of partnership explain 66.099% variance and 04 items of JV explain 70.072% variance. ED consisted of 08 items which explain 52.065% variance. OP consisted of 16 items in which 08 items of FP (G) explain 45.636% variance, 05 items of FP (P) explain 59.499% variance and 03 items of PP explain 65.865% variance.

TABLE 4.5: Eigen values and total variance explained

Constructs	Components	Items	Total	Initial Eigen values	
				% of variance explained	Cumulative % of variance explained
Structural Intervention	CR	11	10.265	31.107	31.107
	CD	07	3.296	9.989	41.095
	WPP	03	2.270	6.878	47.973
	JD	05	1.712	5.188	53.161
	WS	02	1.517	4.595	57.757
	ISO 9000	02	1.161	3.517	61.274
	SMT	03	1.069	3.241	64.515
Technical Intervention	MPCC	08	12.058	43.063	43.063
	MPGC	06	2.926	10.450	53.513
	IT	05	1.760	6.285	59.798
	TC	05	1.242	4.436	64.234
	Automation	04	1.028	3.670	67.904
Behavioral Intervention	Coaching	09	12.836	35.654	35.654
	RS	09	2.997	8.325	43.979
	CDP	05	2.562	7.116	51.095
	Mentoring	04	1.859	5.164	56.259
	FAP	03	1.773	4.925	61.184
	DPD	04	1.089	3.024	64.208
	TD	02	1.024	2.844	67.052
Strategic Intervention	Merger	12	12.572	48.352	48.352
	Acquisition	04	2.631	10.118	58.470
	Partnership	06	1.983	7.629	66.099
	JV	04	1.033	3.973	70.072
Employee Development	ED	08	4.165	52.065	52.065

Organization Performance	FP(G)	08	7.302	45.636	45.636
	FP(P)	05	2.218	13.862	59.499
	PP	03	1.019	6.366	65.865

4.1.5. Factor loadings

For all constructs (i.e. CR, CD, WPP, JD, WS, ISO 9000, SMT, MPCC, MPGC, IT, TC, automation, coaching, RS, CDP, mentoring, FAP, redesign pay system, TD, merger, acquisition , partnership, JV, ED, FP (G), FP (P), PP) all related items are loaded on just one component with varied factor loading ranges from 0.756 to 0.497, 0.778 to 0.618, 0.745 to 0.549, 0.767 to 0.481, 0.698 to 0.485, 0.641 to 0.489, 0.652 to 0.506, 0.750 to 0.493, 0.694 to 0.423, 0.760 to 0.636, 0.790 to 0.629, 0.778 to 0.527, 0.778 to 0.650, 0.781 to 0.585, 0.655 to 0.500, 0.740 to 0.604, 0.636 to 0.538, 0.688 to 0.652, 0.533 to 0.511, 0.776 to 0.447, 0.804 to 0.765, 0.805 to 0.703, 0.845 to 0.482, 0.837 to 0.466, 0.854 to 0.611, 0.855 to 0.723 and 0.837 to 0.410 (see Table 4.6). All the above results validate the data for further statistical analysis.

TABLE 4.6: Component matrix ¹⁴⁷

Items	Comp
Structural Interventions: Corporate Restructuring	
The organization introduced new work policies and procedures to improve the performance.	.500
The manner in which work tasks are divided is a logical one.	.697
The division of labor in this organization actually helps it to reach its goals.	.726
I now know what I am supposed to do as a result of job-redesign process.	.731
Individuals have a high degree of autonomy in their new jobs now as compared with the jobs before job-redesign exercise.	.714
Roles are now clearly defined as a result of the job-redesign process that took place.	.567
The job you hold has a clear job description laying out the duties you are supposed to perform.	.520
All major department heads within our company accept their responsibility for quality.	.756
Employees are rewarded for quality improvements.	.642
New product designs are thoroughly reviewed before the product is produced and sold.	.675

Customer requirements are thoroughly analyzed in the new product design process.	.497
Corporate Downsizing	
The organization in terms of staff members is optimally staffed. This has improved organizational performance.	.618
Delegation at all levels in the organization is now more evident than it was before and this has resulted in improved employees' performance.	.699
Restructuring/downsizing process gave departments a higher degree of autonomy.	.669
New policies and procedures have improved the organizational performance.	.778
During job-redesign process, clear job descriptions were developed for all jobs.	.737
Your current duties match with your job description.	.750
The duties and responsibilities attached to my job are challenging.	.750
Work Process and Procedure	
After restructuring process, coordination of activities in the organization has improved.	.688
The facilities we use in our office work are adequate.	.745
It is now easier to report to high authorities because during restructuring process they were relocated in such a way that made them easily accessible.	.549
Job Redesign	
After restructuring, it has even become more difficult to move information from one department to another.	.595
After downsizing, work has not been equally distributed. Some positions have too many staff.	.768
Some staff even after restructuring of job-redesign exercise still does their work for the sake of it. People work because they are not sure where their boundaries lie.	.604
Most people still do not know what their contribution to the mission of the organization is.	.767
Our plant/organization is disorganized and dirty.	.481
Work System	
Under the new structure, it is possible for staff in one department to report to another head of department without necessarily going through his/her boss/supervisor.	.485
Employees perform work with less supervision nowadays as compared to the period before downsizing.	.698
ISO 9000	
Quality is more important than schedule concerns in the new product development process.	.489
ISO 9000 has improved product quality and performance of the organization.	.641

Self-Managed Team	
The restructuring process clarified who reports to whom.	.652
After downsizing, the performance of employees has improved.	.506
There are fewer positions now than there were before the downsizing.	.563
Technical Interventions: Manufacturing process change	
Changes in procedures and support systems affect people and structures in the organization.	.750
The changes produce resistance.	.747
The procedures and processes focused on the specific goals/objectives and tasks.	.731
The new procedures fit the organization's specific social and technical realities.	.722
My organization is constantly thinking of the next generation of technology.	.681
My organization searches for continuing learning and improvement after installation of the new equipment.	.652
My organization stays on the leading edge of new technology in our industry.	.638
Automation affected working recognition and improvement.	.493
Manufacturing program change	
Our processes are located close together so that material handling and part storage are minimized.	.587
We usually meet the production schedule each day.	.694
We emphasize good maintenance as a strategy for achieving quality and schedule compliance.	.636
Automation has increased the utility of employees' creativity in achieving the organization's goals.	.549
Automation causes development of staff skills.	.601
Automation affected the precision of decision-making.	.423
Information Technology	
My organization heavily relies on information technology.	.760
My organization uses many support and decision-making software packages.	.748
Computers and other information technologies proved useful for my organization.	.699
My organization allocates an adequate budget for information technology activities.	.705
Information Technology helped the organization to grow.	.636
Technology Change	
The new organizational process has improved the performance.	.766
My organization searches for continuing learning and improvement after installation of the equipment.	.629
Technological changes have enhanced our manufacturing performance.	.771

We are a leader in the effective use of new process technology.	.739
Our machines are grouped according to the product family to which they are dedicated.	.790
Automation	
The new manufacturing programs have maximized the effectiveness of the equipment.	.570
Automation of plant has motivated employees to improve the internal operations of the organization.	.527
Information Technology leads to more formalization of communication and procedures.	.778
Information Technology improved the overall productivity of the organization.	.763
Behavioral Interventions: Coaching	
I learned new concepts and ideas through the coaching process.	.733
Coaching provided me with new skills.	.766
I clearly see the impact of my enhanced performance (as the result of coaching) in the workplace.	.595
As a result of coaching, others around me acknowledge a distinct change in my behavior, style or interactions with others.	.646
I gained a better understanding of my own motivation through coaching.	.660
My mentor uses her or his influence to support my career.	.775
Mentoring helped me to gain more self-confidence.	.768
Mentoring supported me to develop my talents and my performance was improved.	.650
Some changes introduced during restructuring process have left us in need of more training.	.673
Reward System	
Mentoring supports me in my career planning.	.586
We were trained in new skills in preparation for the restructuring that took place.	.585
Some people were given tasks that require training which they still do not have.	.590
Even after restructuring, a large number of employees need the necessary skills in order to perform on the job.	.599
In my company, there is a good opportunity for career advancement.	.626
The career development programs have improved the performance.	.623
The current reward system is designed to reward the challenges attached to the new structure. This has improved performance.	.781
The current reward system is capable of rewarding group/team achievement.	.771
The group reward is equitably and fairly distributed among members.	.759
Career Development Plan	
There is a link between how well I perform my job and the likelihood of receiving a raise in pay.	.609

My company gives regular promotions.	.626
My company helps me to seek out career information and resources.	.629
I clearly know the possible career path for me in the company.	.500
Pay in organization is fair and reasonable nowadays as compared to the period before restructuring.	.655
Mentoring	
I definitely learned new behaviors throughout coaching.	.740
My mentor supports me in analyzing my strengths and weaknesses.	.730
Mentoring supported me to identify my values.	.725
The training policy was changed to suit the challenges brought about by the restructuring.	.604
Financial Assistance Program	
The organization has put in place a reward system that is designed in such a way that individuals who perform extra tasks are rewarded appropriately.	.636
The current reward system has led to improved organizational performance.	.538
The harder I work the more pay I get. That is the advantage the restructuring process has brought into my job.	.613
Redesign of pay system	
The new rewards I nowadays receive are not appropriate with my work experience.	.688
Some employees in the organization on the same job as me are paid a higher salary than me.	.685
There is need to correct the way remuneration is distributed among staff on the same job. It is not fair these days.	.652
It does not matter whether you perform highly or not. The pay is the same.	.678
Training and Development	
The development programs are geared towards empowering staff to accomplish new tasks as defined restructuring.	.511
The new training program has improved staff performance.	.533
Strategic Interventions: Merger	
The market share of the company has changed after the merger.	.691
The general performance of the company has improved after merger.	.682
Policies, strategies and practices changed after the merger process.	.613
The atmosphere in the company has improved after the acquisition.	.647
I can perform my duties more effectively after the acquisition.	.598
The integration of the two companies is good.	.573

This alliance is characterized by a strong and harmonious relationship between the alliance partners.	.702
Our company has achieved its primary objective(s) in forming this alliance.	.776
Our company's competitive position has been greatly enhanced due to this alliance.	.757
Our company has been successful in learning some critical skill(s) or capabilities from its alliance partner.	.619
Motivation behind JV is to access new marketing channels.	.507
The main objective of the JV was achieved.	.447
Acquisition	
After merger, the firm's internal profitability has changed.	.778
My work tasks have changed after acquisition.	.765
After the acquisition, the consolidated business's market share changed.	.804
My relation with my boss has improved after the acquisition.	.744
Partnership	
Partnership benefit is to share knowledge and technology.	.703
Partnership is a tool for rapid growth in markets.	.703
Partnership sustains competitive advantage.	.795
Partnership increases profits.	.805
Partnering is an option to make fruitful change in organization.	.758
Partnership has increased the performance of my organization.	.678
Joint Venture	
The alliance has improved the performance of our organization.	.482
The joint venture (JV) has improved the competitiveness and performance of the organization.	.830
The partner firm contributed to JV technology.	.845
The JV enhanced skills and knowledge of the employees.	.838
Employee Development	
The change has led to improved employees' performance.	.837
As a result of change, there are greater demands placed on the employees to improve their skills at workplace.	.820
The changes that occurred in the organization have increased the organizational performance.	.800
Employees in the team find their work more interesting focused on the tasks.	.793
The organizational change has fostered the decision-making process.	.800
The aim to improve efficient and effective utilization of resources brought about change in the	.768

organization.	
The intentions to introduce new organizational practices brought about change.	.466
Financial Performance (Growth)	
The growth in market share is due to the firm's restructuring and new organization development initiative(s).	.721
The asset growth is due to the restructuring process of the organization.	.778
My firm has implemented organization development initiative(s) and achieved growth in net revenue.	.656
The growth in net profit is due to the current organization development strategy(s), implemented by the organization.	.809
The restructuring process of the organization has led to the addition of economic value (EVA).	.854
The organization development initiative(s) has enhanced return on asset (ROA)	.821
Employees are now more satisfied after the change process.	.611
Employees are now more satisfied and employees' turnover has decreased after the change process.	.633
Financial Performance (Profitability)	
The organization development initiative(s) has enhanced return on investment (ROI)	.855
The organization has improved return on equity (ROE) due to the new change and organization development strategies.	.830
The organization development initiative(s) have positively affected the organizational climate.	.762
The organization has improved the product/service conformance to quality after the change process.	.730
The new restructuring changes have positively affected the speed of production in the organization.	.723
Production Performance	
My organization has implemented change initiative(s) and these positively affect return on sales.	.410
The new organization development strategy(s) have improved the efficiency and the cost of production is minimized.	.703
The organization has maximized the volume of production by implementing new organization development strategy(s).	.837

4.1.6. CFA

CFA is also conducted to test how the measured variables represent the number of constructs. Few items were removed to improve model fit indices. Results are reported in Appendix E.

4.2. Analyses

4.2.1. Regression analysis

WE conducted the regression analysis to study the impact OD interventions on dependent variables: FP (G), FP (P) and PP. The direct effects of the first group of structural OD interventions are shown in Table 4.7 which shows that the following independent variables have a positive and significant effect on employee development: corporate restructuring ($\beta=0.438$, $p<0.001$), corporate downsizing ($\beta=0.151$, $p<0.001$), work process and procedure ($\beta=0.175$, $p<0.001$), work system ($\beta=0.197$, $p<0.001$) and ISO 9000 ($\beta=0.293$, $p<0.001$). This shows that employee development captures the maximum effect of corporate restructuring and corporate downsizing. The effect of job redesigning and SMT on employee development is not significant.

Following independent variables have a positive and significant effect on financial performance (growth): corporate restructuring ($\beta=0.463$, $p<0.001$), work process and procedure ($\beta=0.229$, $p<0.001$), work system ($\beta=0.217$, $p<0.001$) and ISO 9000 ($\beta=0.249$, $p<0.001$). The effect of corporate downsizing, job redesigning and SMT on financial performance (growth) is not significant.

Following independent variables have a positive and significant effect on financial performance (profitability): corporate downsizing ($\beta=0.692$, $p<0.001$) and job redesigning ($\beta=0.110$, $p<0.001$). The effect of SMT ($\beta=-0.094$, $p<0.001$) and work process and procedure ($\beta=-0.095$,

p<0.001) on financial performance (profitability) is significant but negative. The relationship between corporate restructuring, work system and ISO 9000 on financial performance (profitability) is not significant.

The relationship of corporate restructuring ($\beta=0.172$, $p<0.001$), work system ($\beta=0.127$, $p<0.001$), ISO 9000 ($\beta=0.221$, $p<0.001$) and SMT ($\beta=0.130$, $p<0.001$) with production performance is positive and significant but the relationship of corporate downsizing, work process and procedure and job redesigning with production performance is not significant.

TABLE 4.7: Direct effect of structural interventions on dependent variables

I.V	D.V			
	M.V	F.P (G)	F.P (P)	P.P
Corporate Restructuring	0.438* (15.312)	0.463* (16.159)	-0.041 (-1.624)	0.172* (5.039)
Corporate Downsizing	0.151* (5.277)	-0.026 (-0.902)	0.692* (27.172)	-0.015 (-0.435)
Work Process and Procedure	0.175* (6.126)	0.229* (7.989)	-0.095* (-3.737)	-0.98 (-2.883)
Job Redesigning	-0.082 (-2.881)	-0.057 (-1.991)	0.110* (4.303)	0.057 (1.661)
Work System	0.197* (6.902)	0.217* (7.592)	-0.025 (-0.963)	0.127* (3.728)
ISO 9000	0.293* (10.241)	0.249* (8.680)	-0.022 (0.881)	0.221* (6.484)
Self-Managed Team	0.084 (2.932)	0.051 (1.789)	-0.094 (-3.673)	0.130* (3.827)
Adjusted R ²	0.378	0.376	0.507	0.117
F-Statistics	(67.037)*	(66.556)*	(112.660)*	(15.318)*

Legend:

I.V=Independent Variable

M.V=Mediating Variable
D.V=Dependent Variable
F.P. (G) =Financial Performance (Growth)
F.P. (P) =Financial Performance (Profitability)
P.P. Production Performance
 β^* represent significance at less than 0.05
Value in parentheses represents t-ratios

The mediating variable, employee development, has a positive significant effect on financial performance (growth) ($\beta=0.660$, $p<0.001$), financial performance (profitability) ($\beta=0.208$, $p<0.001$) and production performance ($\beta=0.306$, $p<0.001$).

Table 4.8 shows the results of regression analysis conducted to investigate the effect of technical interventions on mediating variable and dependent variables. The results indicate that manufacturing process change ($\beta=0.317$, $p<0.001$), manufacturing program change ($\beta=0.338$, $p<0.001$), information technology ($\beta=0.373$, $p<0.001$), technology change ($\beta=0.124$, $p<0.001$) and automation ($\beta=0.355$, $p<0.001$) positively and significantly affect employee development.

The effect of manufacturing process change ($\beta=0.358$, $p<0.001$), manufacturing program change ($\beta=0.258$, $p<0.001$), information technology ($\beta=0.414$, $p<0.001$) and automation ($\beta=0.310$, $p<0.001$) on financial performance (growth) is positive and significant. The effect of technology change on financial performance (growth) is not significant.

The relationship of IT ($\beta=0.170$, $p<0.001$) and technology change ($\beta=0.657$, $p<0.001$) with financial performance (profitability) is positive and significant and automation has a significant but negative effect on financial performance (profitability) ($\beta=-0.142$, $p<0.001$). The effect of manufacturing process change and manufacturing program change on financial performance (profitability) is not significant.

The statistical relationship of IT and technology change with production performance is not significant. However, manufacturing process change ($\beta=0.113$, $p<0.001$), manufacturing program change ($\beta=0.136$, $p<0.001$) and automation ($\beta=0.356$, $p<0.001$) positively and significantly affect production performance. This shows production performance captures the maximum effect of automation and captures the least effect of manufacturing process change.

TABLE 4.8: Direct effect of technical interventions on dependent variables

I.V	D.V			
	M.V	F.P.(G)	F.P.(P)	P.P
Manufacturing Process Change	0.317* (12.268)	0.358* (13.429)	-0.003 (-0.113)	0.113* (3.381)
Manufacturing Program Change	0.338* (13.061)	0.258* (9.669)	-0.033 (-1.263)	0.136* (4.091)
Information Technology	0.373* (14.401)	0.414* (15.541)	0.170* (6.500)	-0.008 (-0.232)
Technology Change	0.124* (4.811)	-0.053 (-1.999)	0.657* (25.054)	0.054 (1.614)
Automation	0.355* (13.741)	0.310* (11.622)	-0.142* (-5.427)	0.356* (10.669)
Adjusted R ²	0.492	0.461	0.478	0.155
F-Statistics	(148.090)*	(130.886)*	(140.204)*	(28.930)*

Legend:

I.V=Independent Variable

M.V=Mediating Variable

D.V=Dependent Variable

F.P. (G) =Financial Performance (Growth)

F.P. (P) =Financial Performance (Profitability)

P.P. Production Performance

β^* represent significance at less than 0.05

Value in parentheses represents t-ratios

Table 4.9 shows the results of regression analysis to check the effect of behavioral OD interventions on mediating variable and dependent variables. Results show that coaching ($\beta=0.353$, $p<0.001$), reward system ($\beta=0.152$, $p<0.001$), career development plan ($\beta=0.485$, $p<0.001$), mentoring ($\beta=0.300$, $p<0.001$), financial assistance program ($\beta=0.364$, $p<0.001$) and training and development ($\beta=0.217$, $p<0.001$) significantly and positively affect employee development. Redesign of pay system has a negative and insignificant effect on employee development.

The effect of coaching ($\beta=0.403$, $p<0.001$), career development plan ($\beta=0.472$, $p<0.001$), mentoring ($\beta=0.170$, $p<0.001$), financial assistance program ($\beta=0.274$, $p<0.001$), redesign of pay system ($\beta=0.090$, $p<0.001$) and training and development ($\beta=0.111$, $p<0.001$) on financial performance (growth) is positive and significant. In the case of financial growth, the role of career development plan is more instrumental. There is a smaller effect of redesign of pay system on financial growth. The relationship between reward system and financial performance (growth) is not significant and also negative in nature.

The effect of coaching ($\beta=0.097$, $p<0.001$) and reward system ($\beta=0.660$, $p<0.001$) on financial performance (profitability) is significant and positive while financial assistance program ($\beta=-0.190$, $p<0.001$) significantly and negatively affect financial performance (profitability). The effect of career development plan, mentoring and redesign of pay system on financial performance (profitability) is insignificant. Reward system has a maximum effect on financial performance (profitability). The last dependent variable is production performance. Organizations opt for behavioral strategies to improve the capacity to perform. Results show that coaching ($\beta=0.150$, $p<0.001$), mentoring ($\beta=0.329$, $p<0.001$) and financial assistance program

($\beta=0.339$ $p<0.001$) positively and significantly affect production performance. The effect of reward system, career development plan, redesign of pay system and training and development on production performance is insignificant.

TABLE 4.9: Direct effect of behavioral interventions on dependent variables

I.V	D.V			
	M.V	F.P (G)	F.P (P)	P.P
Coaching	0.353* (16.484)	0.403* (15.798)	0.097* (3.780)	0.150* (4.756)
Reward System	0.152* (7.108)	-0.036 (-1.414)	0.660* (25.677)	0.030 (0.963)
Career Development Plan	0.485* (22.665)	0.472* (18.505)	0.048 (1.861)	-0.030 (-0.958)
Mentoring	0.300* (14.002)	0.170* (6.668)	0.071 (2.742)	0.329* (10.451)
Financial Assistance Program	0.364* (17.008)	0.274* (10.745)	-0.190* (-7.381)	0.339* (10.484)
Redesign of Pay System	-0.051 (-2.384)	0.090* (3.520)	-0.058 (-2.256)	0.039 (1.239)
Training and Development	0.217* (10.150)	0.111* (4.371)	-0.095* (-3.685)	0.100 (3.172)
Adjusted R ²	0.652	0.506	0.497	0.246
F-Statistics	(204.285)*	(112.202)*	(108.249)*	(36.456)*

Legend:

I.V=Independent Variable

M.V=Mediating Variable

D.V=Dependent Variable

F.P. (G) =Financial Performance (Growth)

F.P. (P) =Financial Performance (Profitability)

P.P. Production Performance

β^* represent significance at less than 0.05

Value in parentheses represents t-ratios

Table 4.10 shows the results of regression analysis to assess the effect of strategic OD interventions on mediating variable and dependent variables. Results show a significant positive effect of merger ($\beta=0.536$, $p<0.001$), acquisition ($\beta=0.249$, $p<0.001$) and partnership ($\beta=0.405$, $p<0.001$) on employee development. The effect of JV on employee development is not significant.

The effect of merger ($\beta=0.590$, $p<0.001$), acquisition ($\beta=0.176$, $p<0.001$) and partnership ($\beta=0.188$, $p<0.001$) on financial performance (growth) is also positive and significant. Similarly, the effect of JV on financial performance (growth) is not significant. Results further show that the relationship between merger and financial performance (profitability) is not significant. However, the effect of acquisition ($\beta=0.292$, $p<0.001$), partnership ($\beta=0.108$, $p<0.001$) and joint venture ($\beta=0.620$, $p<0.001$) on financial performance (profitability) is significant and positive in nature. The results clearly indicate that JV has a greater effect on financial performance (profitability) and merger has a prominent effect on financial performance (growth).

Analysis further shows a significant positive effect of merger ($\beta=0.211$, $p<0.01$), acquisition ($\beta=0.222$, $p<0.01$) and partnership ($\beta=0.245$, $p<0.01$) on production performance. In this case, the effect of JV on production performance is not significant.

TABLE 4.10: Direct effect of strategic interventions on dependent variables

I.V	D.V			
	M.V	F.P.(G)	F.P.(P)	P.P
Merger	0.536* (21.243)	0.590* (21.222)	-0.074 (-2.826)	0.211* (6.323)
Acquisition	0.249* (9.846)	0.176* (6.343)	0.292* (11.225)	0.222* (6.631)
Partnership	0.405*	0.188*	0.108*	0.245*

	(16.059)	(6.750)	(4.154)	(7.334)
Joint Venture	0.061 (2.4150)	-0.024 (-0.862)	0.620* (23.839)	0.000 (-0.004)
Adjusted R ²	0.515	0.412	0.485	0.149
F-Statistics	(202.982)*	(134.231)*	(179.883)*	(34.435)*

Legend:

I.V=Independent Variable

M.V=Mediating Variable

D.V=Dependent Variable

F.P. (G) =Financial Performance (Growth)

F.P. (P) =Financial Performance (Profitability)

P.P. Production Performance

β* represent significance at less than 0.01

Value in parentheses represents t-ratios

4.2.2. Simple regression analysis

Simple regression analysis is a set of techniques used to predict an outcome variable. It takes the ability of correlation to investigate the strength and direction of a relationship between variables. Table 4.11 demonstrates the results of simple regression analysis where dependent variables have been regressed on each independent variable. There are four groups of OD interventions. Structural interventions (corporate restructuring, corporate downsizing, work process and procedure, job redesigning, work systems, ISO 9000 and SMTs), technical interventions (manufacturing process change, manufacturing program change, IT, technology change and automation), behavioral interventions (coaching, reward system, career development plan, mentoring, financial assistance program, redesign of pay system and training and development) and strategic interventions (merger, acquisition, partnership and JV). Table 4.12 shows the effects of mediating variable on dependent variables.

TABLE 4.11: Simple regression analysis: effects of individual interventions on mediating variable and dependent variables

Independent Variables	Dependent Variables			
	1	2	3	4
	E.D	F.P (G)	F.P (P)	P.P
Corporate Restructuring	0.438* (13.423)	0.463* (14.385)	-0.411 (-1.141)	0.172* (4.805)
R²	0.192	0.214	0.002	0.30
F-statistic	180.165*	206.920*	1.301	23.085*
Corporate Downsizing	0.151* (4.207)	-0.026 (-0.712)	0.692* (26.411)	-0.015 (-0.408)
R²	0.023	0.001	0.479	0.000
F-statistic	17.695*	0.507	697.566*	0.167
Work Process and Procedure	0.175* (4.903)	0.229* (6.476)	-0.095 (-2.634)	-0.098 (-2.721)
R²	0.031	0.052	0.009	0.010
F-statistic	24.042*	41.940	6.939	7.405
Job Redesigning	-0.082 (-2.278)	-0.057 (1.576)	0.110 (3.038)	0.057 (1.562)
R²	0.007	0.003	0.012	0.003
F-statistic	5.189*	2.477	9.229	2.441
Work Systems	0.198* (5.548)	0.218* (6.138)	-0.025 (-0.676)	0.127* (3.530)
R²	0.039	0.047	0.001	0.016
F-statistic	30.785*	37.674*	0.457	12.462*
ISO 9000	0.293* (8.440)	0.249* (7.071)	-0.022 (-0.618)	0.221* (6.245)
R²	0.086	0.062	0.001	0.049
F-statistic	71.239*	50.002*	0.382	38.996*
Self-Managed Team	0.084 (2.318)	0.051 (1.413)	-0.094 (-2.589)	0.131 (3.626)
R²	0.007	0.003	0.009	0.017
F-statistic	5.375*	1.998	6.702	13.144*
Manufacturing Process Change	0.317*	0.358*	-0.003	0.113

	(9.214)	(10.550)	(−0.081)	(3.125)
R²	0.101	0.128	0.000	0.013
F-statistic	84.892*	111.306*	0.007	9.767
Manufacturing Programs Change	0.337*	0.258*	−0.033	0.136*
	(9.883)	(7.341)	(−0.912)	(3.793)
R²	0.114	0.066	0.001	0.019
F-statistic	97.682*	53.890*	0.832	14.386*
Information Technology	0.372*	0.415*	0.171*	−0.008
	(11.051)	(12.526)	(4.761)	(−0.213)
R²	0.139	0.170	0.029	0.000
F-statistic	122.132*	156.897*	22.668*	0.045
Technology Change	0.124*	−0.053	0.657*	0.054
	(3.453)	(−1.469)	(23.982)	(1.484)
R²	0.015	0.003	0.431	0.003
F-statistic	11.924*	2.157	575.116*	2.203
Automation	0.355*	0.310*	−0.142	0.055*
	(10.470)	(8.967)	(−3.958)	(10.485)
R²	0.126	0.096	0.020	0.127
F-statistic	109.616*	80.408*	15.663*	109.930*
Coaching	0.353*	0.403*	0.097	0.150*
	(10.392)	(12.126)	(2.693)	(4.174)
R²	0.124	0.162	0.009	0.022
F-statistic	107.989*	147.046*	7.252*	17.425*
Reward System	0.152*	−0.36	0.660*	0.030
	(4.242)	(−0.994)	(24.245)	(0.836)
R²	0.023	0.001	0.436	0.001
F-statistic	17.998*	0.989	587.838*	0.699
Career Development Plan	0.485*	0.472*	0.048	−0.30
	(15.289)	(14.745)	(1.321)	(−0.832)
R²	0.235	0.222	0.002	0.001
F-statistic	233.747*	217.424*	1.746	0.692
Mentoring	0.300*	0.170*	0.071	0.329*
	(8.658)	(4.754)	(1.949)	(9.604)

R²	0.090	0.029	0.005	0.108
F-statistic	74.955*	22.602*	3.798*	92.239*
Financial Assistance Program	0.364* (10.772)	0.274* (7.850)	-0.190* (-5.330)	0.330* (9.638)
R²	0.132	0.075	0.036	0.109
F-statistic	116.033*	61.621*	28.413*	92.884*
Redesign of Pay System	-0.051 (-1.408)	0.090 (2.483)	-0.058 (-1.602)	0.039 (1.073)
R²	0.003	0.008	0.003	0.002
F-statistic	1.982	6.167*	2.567	1.151
Training Development	0.217* (6.134)	0.111 (3.091)	-0.095 (-2.625)	0.100 (2.767)
R²	0.047	0.012	0.009	0.010
F-statistic	37.625*	9.555*	6.888*	7.655*
Merger	0.536* (17.517)	0.590* (20.144)	-0.074 (-2.033)	0.211* (5.962)
R²	0.288	0.348	0.005	0.045
F-statistic	306.837*	405.780*	4.133	35.550*
Acquisition	0.249* (7.075)	0.176* (4.939)	0.292* (8.421)	0.222* (6.268)
R²	0.062	0.031	0.085	0.049
F-statistic	50.054*	24.391*	70.905*	39.284*
Partnership	0.405* (12.227)	0.188* (5.2267)	0.108 (2.998)	0.245* (6.972)
R²	0.164	0.035	0.012	0.060
F-statistic	149.509*	27.738*	8.988*	48.604*
Joint Venture	0.061 (1.684)	-0.04 (-0.661)	0.620* (21.807)	0.000 (-0.003)
R²	0.004	0.001	0.385	0.000
F-statistic	2.835	0.436	475.534*	0.000

TABLE 4.12: Simple regression analysis: effects of mediating intervention on performance interventions

Mediating variable	Dependent Variables		
	F.P.(G)	F.P.(P)	P.P
Employee Development	0.660* (24.218)	0.208* (5.876)	0.306* (8.873)
R ²	0.436	0.043	0.094
F-statistic	585.496*	34.527*	78.726*

Legend:

* Represents significance at less than 0.01 and value in parentheses represents t-ratios

E.D. =Employee Development

F. P. (G) =Financial Performance (Growth)

F. P. (P) =Financial Performance (Profitability)

P. P. =Production Performance

The first structural intervention is corporate restructuring. The structure of an organization defines authority, duties and responsibilities to regulate organizational operations. Results in Table 4.11 show that corporate restructuring positively and significantly affects employee development ($\beta=0.438$, sig. <0.01). The value of R^2 (0.192) represents that 19.2% variation in employee development is explained by the independent variable. The F-statistic (180.165) is significant at less than 1% significant level which reveals that our model is a good fit. Corporate restructuring positively and significantly affects financial performance (growth) ($\beta=0.463$, sig. <0.01). The value of R^2 (0.214) represents that 21.4% variation in financial performance (growth) is explained by the independent variable. The F-statistic (206.920) is significant at less than 1% significant level which reveals that our model is a good fit. Corporate restructuring also positively and significantly affects production performance ($\beta=0.172$, sig. <0.01). The value of R^2 (0.30) represents that 30% variation in financial performance (growth) is explained by the independent variable. The F-statistic (23.085) is significant at less than 1% significant level which reveals that our model is a good fit. On the other hand, the effect of corporate restructuring on financial performance (profitability) is not insignificant.

The second independent variable is corporate downsizing. Corporate downsizing positively and significantly affects employee development ($\beta=0.151$, sig. <0.01) and financial performance (profitability) ($\beta=0.692$, sig. <0.01). The value of R^2 (0.023) of employee development represents that 2.3% variation in employees development is explained by the independent variable. The F-statistic (17.695) is significant at less than 1% significant level which reveals that our model is a good fit. The value of R^2 (0.479) of financial performance (profitability) represents that 47.9% variation in dependent variable is explained by the independent variable. The F-statistic (697.566) is significant at less than 1% significant level which reveals that our model is a good fit. The effect of corporate downsizing on financial performance (growth) and production performance is not significant. The values of R^2 for both the models are 0%.

The third independent variation is work process and procedure. The relationship between work process and procedure and employee development ($\beta=0.175$, sig. <0.01) and financial performance (growth) ($\beta=0.229$, sig. <0.01) are positive and significant. The value of R^2 (0.031) represents that 3.1% variation in employee development is explained by the independent variable. The F-statistic (24.042) is significant at less than 1% significant level which reveals that our model is a good fit. The value of R^2 (0.052) of financial performance (growth) represents that 5.2% variation in dependent variable is explained by the independent variable. The F-statistic (41.940) is significant at less than 1% significant level which reveals that our model is a good fit. The relationship of work process and procedure with financial performance (profitability) and production performance is negative and insignificant.

The statistical relationship of job redesigning with employee development, financial performance (growth), financial performance (profitability) and production performance is not significant. The next independent variable is work system. Work system positively effects employee development ($\beta=0.198$, sig. <0.01), financial performance (growth) ($\beta=0.218$, sig. <0.01) and production performance ($\beta=0.127$, sig. <0.01). The same independent variable has no significant effects on financial performance (profitability).

ISO 9000 is the sixth independent variable in structural interventions bundle. ISO 9000 positively effects employee development ($\beta=0.293$, sig. <0.01), financial performance (growth) ($\beta=0.249$, sig. <0.01) and production performance ($\beta=0.221$, sig. <0.01). The values of R^2 are 0.086, 0.062 and 0.049 respectively which show that fewer variations are explained by independent variables.

SMT is the seventh variable. SMT positively effects production performance ($\beta=0.131$, sig. <0.01). However, the value of R^2 (0.017) describes that 1.7% variation is explained in SMT by the independent variable. On the other hand, SMT has no significant effects on employee development, financial performance (growth) and financial performance (profitability).

The first technical intervention is manufacturing process change that positively affects employee development ($\beta=0.317$, sig. <0.01) and financial performance (growth) ($\beta=0.358$, sig. <0.01). Relationship of manufacturing process change with financial performance (profitability) and production performance is not significant. The effect of manufacturing program change on employee development ($\beta=0.337$, sig. <0.01) and financial performance (growth) ($\beta=0.258$, sig. <0.01) is positive and significant.

IT is an important technical OD intervention. This intervention positively and significantly effects employee development ($\beta=0.372$, sig. <0.01), financial performance (growth) ($\beta=0.415$, sig. <0.01) and financial performance (profitability) ($\beta=0.171$, sig. <0.01). The relationship between IT and production performance is insignificant. The value of R^2 (0.139) of employee development represents that 13.9% variation in dependent variable is explained by the independent variable. The F-statistic (122.132) is significant at less than 1% significant level which reveals that our model is a good fit. The value of R^2 (0.170) of financial performance (growth) represents that 17% variation in dependent variable is explained by the independent variable. The F-statistic (156.897) is significant at less than 1% significant level which reveals that our model is a good fit. The value of R^2 (0.029) of financial performance (profitability) represents that 2.9% variation in financial performance (profitability) is explained by IT. The F-statistic (22.668) is significant at less than 1% significant level which reveals that our model is a good fit. Organizations should replace the traditional approach of business transactions.

The results of regression analysis show that technology change has a positive and significant relationship with employee development ($\beta=0.124$, sig. <0.01) and financial performance (profitability) ($\beta=0.657$, sig. <0.01). The effect of technology change on financial performance (growth) and production performance is insignificant. The effect of automation on employee development ($\beta=0.355$, sig. <0.01), financial performance (growth) ($\beta=0.310$, sig. <0.01), and production performance ($\beta=0.055$, sig. <0.01) is positive and significant.

Coaching has a positive and significant effect on employee development ($\beta=0.353$, sig. <0.01), financial performance (growth) ($\beta=0.403$, sig. <0.01) and production performance ($\beta=0.150$, sig. <0.01). The values of coefficient of determination R^2 are 0.124, 0.162, and 0.022 respectively

which show variation in dependent variables is poorly explained by independent variable. The behavior of reward system is important in the current regression model. Reward system positively and significantly effects financial performance (profitability) ($\beta=0.660$, sig. <0.01). The value of R^2 (0.436) exhibits that 43.6% variation of financial performance (profitability) is explained by the independent variable. The F-statistic (587.838) is significant at less than 1% which postulates that the effect of independent variable is significant.

The effect of career development plan on employee development ($\beta=0.485$, sig. <0.01) is positive and significant in nature. The value of R^2 (0.235) exhibits that 23.5% variation of employee development is explained by the independent variable. The F-statistic (233.747) is significant at less than 1% which postulates that the effect of independent variable is significant. Similarly, the effect of career development plan on financial performance (growth) ($\beta=0.472$, sig. <0.01) is also positive and significant. Relationship of career development plan with financial performance (profitability) and production performance is insignificant.

The effect of mentoring on employee development ($\beta=0.300$, sig. <0.01) is positive and significant and the value of R^2 (0.090) exhibits that 9.0% variation of employee development is explained by the independent variable. The F-statistic (74.955) is significant at less than 1% which postulates that the effect of independent variable is significant. The relationship of mentoring with financial performance (growth) and production performance is also positive and significant. Similarly, financial assistance program positively and significantly effects employee development, financial performance (growth) and production performance. Surprisingly, the effect of financial assistance program on financial performance (profitability) ($\beta=-0.190$, sig. <0.01) is significant but the value of coefficient is negative which shows an inverse effect.

Redesign of pay system intervention shows a unique behavior. The relationship of redesign of pay system with employee development, financial performance (growth), financial performance (profitability) and production performance is insignificant. Organizations design effective pay systems and use them as a motivational tool to improve the performance of employees at the workplace (Gibbons, 1998; Murphy, 1999; Bushman and Smith, 2001). The various components of a pay system are interrelated with each other and the design and implementation phases must be controlled with great care to achieve organizational objectives (Gibbs, 2005).

Similarly, the behavior of training and development intervention is also not encouraging. Training and development fail to establish any significant relationship with financial performance (growth), financial performance (profitability) and production performance. However, the effect of training and development on employee development ($\beta=0.217$, sig. <0.01) is positive and significant. The value of R^2 (0.047) exhibits that 4.7% variation of employee development is explained by the independent variable. The F-statistic (37.62) is significant at less than 1% which postulates that the effect of independent variable is significant.

The next group is strategic interventions. Strategic interventions derive from the disciplines of strategic management, organization theory, open-systems theory and cultural anthropology. The current business environment is dynamic and organizations have no choice but to change. Mergers play an important role in an organization change process. Results show that merger positively and significantly effects employee development ($\beta=0.536$, sig. <0.01). The value of R^2 (0.288) exhibits that 28.8% variation in employee development is explained by the independent variable. The F-statistic (306.837) is significant at less than 1% which postulates that the effect of independent variable is significant. Merger also positively and significantly affects

organization financial growth ($\beta=0.590$, sig. <0.01). R^2 (0.348) exhibits that 34.8% variation of organization financial growth is explained by the independent variable. The F-statistic (405.780) is significant at less than 1% which postulates that the effect of independent variable in financial growth is significant. The relationship of merger with production performance ($\beta=0.211$, sig. <0.01) is also positive and significant but it fails to establish a significant relationship with financial performance (profitability).

The effect of acquisition on employee development ($\beta=0.249$, sig. <0.01), financial performance (growth) ($\beta=0.176$, sig. <0.01), financial performance (profitability) ($\beta=0.292$, sig. <0.01) and production performance ($\beta=0.222$, sig. <0.01) is significant and positive.

Partnership also positively and significantly effects employee development ($\beta=0.405$, sig. <0.01), financial performance (growth) ($\beta=0.188$, sig. <0.01) and production performance ($\beta=0.245$, sig. <0.01). The relationship between joint venture and financial performance (profitability) ($\beta=0.620$, sig. <0.01) is significant and positive in nature. The value of R^2 (0.385) suggests that 38.5% variations of total variations of financial performance (profitability) are explained by joint venture. The value of F-statistic (475.534) is also the highest and significant at less than 1% significance.

Table 4.12 demonstrates the results of simple regression analysis of mediating variable (employee development) and three dependent variables organization performance (growth), financial performance (profitability) and production performance. In the same model, employee development positively and significantly effects financial performance (growth) ($\beta=0.660$, sig. <0.01). The value of R^2 measures the percentage variation in the values of financial performance (growth) that can be explained by the variation in employee development. The value of R^2

(0.436) exhibits that 43.6% variation in financial performance (growth) is explained by employee development. The F-statistic (585.496) is significant at less than 1% which postulates that the effect of independent variable is significant. Analysis further shows that employee development positively affects financial performance (profitability) ($\beta=0.208$, sig. <0.01) and production performance ($\beta=0.306$, sig. <0.01). The values of R^2 are 0.043 and 0.094 respectively. The values of F-statistic are 34.527 and 78.726 which are significant at less than 1% which describe that the effect of independent variable is significant.

4.2.3. Mediation analysis in case of individual OD interventions

Direct effects of each of the OD interventions on dependent variable (i.e. financial performance (growth), financial (profitability) and production performance) have been found to confirm the conditions of mediation analysis suggested by Baron and Kenny (1986). Table 4.11 shows the results of direct effects of OD interventions on dependent variables and Table 4.12 shows the results of direct effects of mediating variable on dependent variables. Tables 4.13 to 4.16 contain the results of multiple regression analyses conducted for the purpose of testing the nature of mediation of mediating variable. In Table 4.13 the effects of structural interventions on financial performance (growth), financial performance (profitability) and production performance have been tested. According to the results, employee development significantly mediates the partial effect of corporate restructuring on financial performance (growth) and fully mediates the effect of corporate restructuring on production performance. The direct relationship between corporate restructuring and financial performance (profitability) is not significant and they do not qualify for mediation analysis.

Employee development used in this study significantly mediates the partial effects of corporate downsizing on financial performance (profitability). The direct effect of corporate restructuring on financial performance (growth) and production performance is not significant and they do not qualify for mediation analysis.

The nature of mediation of mediating variable between work process and procedure and financial performance (growth), financial performance (profitability) and production performance has been tested. Results show that employee development partially mediates the effect of work processes and procedures and financial performance (growth). However, the direct effect of work process and procedure on financial performance (profitability) and production performance is not significant and they do not qualify for mediation analysis.

The direct effect of job redesign on employee development, financial performance (growth), financial performance (profitability) and production performance is not significant. So, they do not satisfy the conditions of mediation analysis as stated by Baron and Kenny (1986). The direct effect of work system on financial performance (profitability) is not significant and they do not qualify for further mediation analysis. However, the direct effect of work system on financial performance (growth) and production performance is significant and they satisfy the conditions of mediation analysis as stated by Baron and Kenny (1986). Employee development fully mediates the effects of work system on financial performance (growth) and production performance.

Employee development fully mediates between ISO 9000 and financial performance (growth). In this case the coefficient of ISO 9000 is insignificant ($\beta=0.060$, $\text{sig}>0.01$) whereas it was significant in the simple regression analysis ($\beta=0.249$, $\text{sig}<0.01$). Results further show that

employee development mediates partial effects of ISO 9000 on production performance. The direct effect of ISO 9000 on financial performance (profitability) is insignificant and they do not satisfy the conditions of mediation analysis as stated by Baron and Kenny (1986).

The direct effect of SMT on employee development is insignificant and multiple regression analysis was not conducted because they do not satisfy the conditions of mediation as stated by Baron and Kenny (1986).

TABLE 4.13: Mediation analysis in the case of structural interventions

I.V	D.V							
	F.P (G)				F.P (P)	P.P		
	1	2	3	4	1	1	2	3
Corporate Restructuring	0.215* (7.33)					0.047 (1.21)		
Corporate Downsizing					0.676* (25.76)			
Work Process and Procedure		0.117* (4.26)						
Work System			0.091 (3.28)				0.069 (1.97)	
ISO 9000				0.060 (2.12)				0.144* (4.01)
Employee Development	0.566* (19.29)	0.640* (23.34)	0.64* (23.23)	0.64* (22.57)	0.106* (4.05)	0.28* (7.44)	0.293* (8.32)	0.264* (7.38)
Adjusted R ²	0.472	0.447	0.442	0.437	0.489	0.093	0.096	0.110
F-Statistics	340.0*	308.5*	302.0*	296.4*	364.1*	40.0*	41.4*	48.1*

Legend:

I.V=Independent Variable

D.V=Dependent Variables

F.P (G) =Financial Performance (Growth)

F.P (P) =Financial Performance (Profitability)

P.P=Production Performance

β* represent significance at less than 0.05

Value in parentheses represents t-ratios

Results of simple regression analysis in Table 4.11 show positive and significant impact of manufacturing process change intervention on employee development and financial performance (growth) and the results further support the mediation effect of employee development between manufacturing process change and financial performance (growth).

Employee development fully mediates between manufacturing program change and financial performance (growth) and production performance. Simple regression analyses show that the relationship between manufacturing program change and financial performance (profitability) is not significant. So, regression analyses were not conducted to observe the mediation.

Results of simple regression analysis mentioned in Table 4.11 show that direct effect of IT on production performance is not significant and regression analyses were not conducted because they do not satisfy the common approach to analyze mediation stated by Baron and Kenny (1986). Direct effect of IT on financial performance (growth) is significant and the indirect effect is also significant which shows partial mediation in the presence of the mediator. Direct effect of IT on financial performance (profitability) is significant but the indirect effect in the presence of the mediator is not significant which shows that employee development fully mediates the relationship between IT and financial performance (profitability).

Direct effect of technology change on financial performance (growth) and production performance is not significant. Direct effect of technology change on financial performance (profitability) is highly significant ($\beta=0.657$, $\text{sig}<0.01$). Results of regression analyses reveal that the indirect effect of technology change on financial performance (profitability) is not significant and it has been concluded that employee development fully mediates the relationship between technology change and financial performance (profitability) but the sign of the coefficient of

independent variable ($\beta = -0.020$, $\text{sig} < 0.01$) is negative. This is called the problem of sign flipping; it is generally thought that the problem of sign flipping may be the result of high multicollinearity among independent variables. A Collinearity diagnostics test was applied to check the nature of sign flipping and results are shown in Table 4.14A. The values of condition index vary from 1.000 to 1.133 which shows that the problem of multicollinearity is not a serious problem.

The direct effect of automation on financial performance (growth) ($\beta = 0.310$, $\text{sig} < 0.01$) and production performance ($\beta = 0.055$, $\text{sig} < 0.01$) is significant. Direct effect of employee development on financial performance (growth) ($\beta = 0.660$, $\text{sig} < 0.01$), financial performance (profitability) ($\beta = 0.208$, $\text{sig} < 0.01$) and production performance ($\beta = 0.306$, $\text{sig} < 0.01$) is also significant. Results show that employee development fully mediates between automation and financial performance (growth). In this case the coefficient of automation is insignificant ($\beta = 0.086$, $\text{sig} > 0.01$) whereas it was significant in the simple regression analysis ($\beta = 0.310$, $\text{sig} < 0.01$).

The value of coefficient in the case of direct effect of automation on production performance was significant ($\beta = 0.055$, $\text{sig} < 0.01$). Results show that the value of coefficient increases ($\beta = 0.284$, $\text{sig} < 0.01$) which is a suppressor effect. Suppressor effect is found when the value of coefficient of indirect effect is greater than the value of coefficient of direct effect. A deep relationship should be investigated among variables in the case of suppression effects. The investigation of potential suppressors is important to understand the actual relationship among variables (Rucker et al., 2011). Suppression increases the magnitude of the relationship between the independent and dependent variable and the value of coefficient increases after multiple regression analyses

(MacKinnon et al., 2000). So, in the current case besides the employees' development there are some variables that also affect the relationship between automation and production performance.

TABLE 4.14: Mediation analysis in the case of technical interventions

I.V	D.V							
	F.P (G)				F.P (P)		P.P	
	1	2	3	4	1	2	2	5
Manufacturing Process Change	0.165* (5.85)							
Manufacturing Program Change		0.039 (1.34)					0.039 (1.05)	
Information Technology			0.195* (6.83)		0.108 (2.84)			
Technology Change						-0.020 (-0.429)		
Automation				0.086 (2.95)				0.284* (7.98)
Employee Development	0.608* (21.61)	0.647* (22.35)	0.588* (20.60)	0.630* (21.70)	0.167* (4.37)	0.220* (4.67)	0.290* (7.87)	0.202* (5.66)
Adjusted R ²	0.459	0.436	0.468	0.441	0.050	0.041	0.091	0.160
F-Statistics	323.4*	294.5*	334.4*	300.7*	4.3*	17.0*	38.7*	73.2*

Legend:

I.V=Independent Variable

D.V=Dependent Variables

F.P (G) =Financial Performance (Growth)

F.P (P) =Financial Performance (Profitability)

P.P=Production Performance

β* represent significance at less than 0.01

Value in parentheses represents t-ratios

TABLE 4.14A: Collinearity diagnostics

Dimension	Eigen value	Condition index
1	1.124	1.000
2	1.000	1.060
3	0.876	1.133

According to the results of multiple regression analysis presented in Table 4.15, employee development partially mediates the effect of coaching on financial performance (growth) and fully mediates the effect of coaching on production performance. The direct effect of coaching on financial performance (profitability) is insignificant and further multiple regression analysis cannot be conducted to check the mediation because it does not satisfy the common approach to analyze mediation formulated by Baron and Kenny (1986). Coaching is a behavioral intervention in which employees are equipped with the skills and knowledge to become more effective (Peterson and Hicks, 1995). Coaching is the process of changing the behavior of employees. Previous research studies have highlighted the role of coaching in achieving peak performance (Feldman and Lankau, 2005; Agarwal, 2009). Wise and Voss (2002) shared the findings of investigations in Lore Research Report that the role of coaching in the development of leadership skills of high-potential individuals is instrumental. The findings of the current study also reveal that there is a positive relationship between coaching, employee development, financial performance (growth), and production performance. The results of the current study match with the results of previous studies in which it has been concluded that coaching is an effective tool for employee development (Mace and Mahler, 1958; Mintzberg, 1973, 1990, 1994; Yukl, 1994; Ellinger and Bostrom, 1999; Evered and Selman, 1989; Feldman, 2001).

The direct effects of reward system on financial performance (growth) and production performance are insignificant and further multiple regression analyses are not conducted to assess the mediation among the variables. However, the direct relationship between reward system and financial performance (profitability) is highly significant. The indirect effect of reward system on financial performance (profitability) is also significant which shows that

employee development partially mediates the relationship between reward system and financial performance (profitability).

The direct effects of career development plan on financial performance (profitability) and production performance are insignificant and mediation analyses are not conducted to analyze the mediation among the variables. The direct relationship between career development plan and financial performance (growth) is significant ($\beta=0.472$, $\text{sig}<0.01$). Results of mediation analysis show suppressor effect between career development plan and financial performance (growth) because the value of coefficient of indirect effect increases which shows the presence of other variable(s) beside the current mediator.

Results of simple regression analysis in Table 4.11 show that the direct effect of mentoring on financial performance (profitability) is insignificant. So, the mediation analysis of the model is not conducted to assess the mediation. According to the results of mediation analyses, the indirect relationship between mentoring and financial performance (growth) is insignificant ($\beta=-0.031$, $\text{sig}<0.01$) which shows the full mediation but the sign of the coefficient of independent variable is negative. This is called the problem of sign flipping; it is generally thought that the problem of sign flipping may be the result of high multicollinearity among independent variables. A Collinearity diagnostics test was applied to check the nature of sign flipping and results are shown in Table 4.15A. The values of condition index vary from 1.000 to 1.362 which shows that the problem of multicollinearity is not a serious problem. The indirect relationship between mentoring and production performance is significant which shows partial mediation.

The direct effects of FAP on financial performance (growth), financial performance (profitability) and production performance are significant but the coefficient is negative in the case of financial performance (profitability). It means that FAP inversely affects financial performance (profitability). Mediation analyses were conducted to analyze the indirect effects among variables. The indirect effect of FAP on financial performance (growth) is insignificant. The model describes the full mediation between FAP and financial performance (growth). Results further show that employee development partially mediates the effect of FAP and production performance.

The direct effect of redesign of pay system on employee development is not significant. Therefore mediation analysis is not conducted to check the mediation because it does not satisfy the common approach to analyze mediation formulated by Baron and Kenny (1986). Results of simple regression analyses show insignificant direct relationships between training and development and dependent variables and mediation analyses were not conducted to check the mediation. Previous research studies revealed that training and development programs are essential for employees' development and organizational performance (Khattak et al., 2014a; Apospori et al., 2008; Raja et al., 2011; Qaiser and Sara, 2009; Farida, 2010; Niazi 2011). The results of the current research study show a discouraging role of training and development in organization performance. However, the direct effect of training and development on employee development is positive and significant. Previous research studies revealed that high performance HR practices positively affect the performance of employees (Mustafa, 2017). Poor designing and implementation phases are the main causes of poor performance. In the case of training and development, training evaluation is a complete integrated process which is an indispensable and incomplete component of human resource development (Langmann and Thomas, 2017).

TABLE 4.15: Mediation analysis in the case of behavioral interventions

I.V	D.V							
	F.P (G)				F.P (P)	P.P		
	1	2	3	4	1	1	2	3
Coaching	0.194* (6.85)					0.048 (1.290)		
Reward System					0.644* (23.58)			
Career Development Plan		0.644* (23.58)						
Mentoring			-0.031 (-1.06)				0.261* (7.45)	
Financial Assistance Program				0.039 (1.32)				0.252* (7.00)
Employee Development	0.592* (20.91)	0.111* (4.05)	0.669* (23.42)	0.646* (22.08)	0.118* (4.05)	0.290* (7.85)	0.228* (6.53)	0.215* (5.97)
Adjusted R ²	0.467	0.447	0.435	0.435	0.447	0.093	0.153	0.147
F-Statistics	334.5*	308.0*	293.8*	294.4*	308.0*	40.2*	69.9*	66.3*

Legend:

I.V=Independent Variable

D.V=Dependent Variables

F.P (G) =Financial Performance (Growth)

F.P (P) =Financial Performance (Profitability)

P.P=Production Performance

β* represent significance at less than 0.05

Value in parentheses represents t-ratios

TABLE 4.15A: Collinearity diagnostics

Dimension	Eigen value	Condition index
1	1.300	1.000
2	1.000	1.140
3	0.700	1.362

The direct effect of merger on financial performance (growth) ($\beta=0.590$, $\text{sig}<.001$) and production performance ($\beta=0.211$, $\text{sig}<.001$) is significant. Results of multiple regression analysis in Table 4.16 show that employee development partially mediates between merger and

financial performance (growth) and fully mediates between merger and production performance. Merger is a strategic OD tool used to enhance capability, operating efficiency and capital structure of an organization (Ensign et al., 2014; Ranft and Lord, 2002; Abdul-Rahman and Ayorinde, 2013; Khan, 2009; Abbas et al., 2014). Results of simple regression analysis in Table 4.11 show that the direct effect of merger on financial performance (profitability) is insignificant. Therefore multiple regression analysis is not conducted to check the mediation because it does not satisfy the common approach to analyze mediation popularized by Baron and Kenny (1986).

TABLE 4.16: Mediation analysis in the case of strategic interventions

I.V	D.V						
	F.P (G)			F.P (P)	P.P		
	1	2	3	1	1	2	3
Merger	0.331* (11.04)				0.066 (1.61)		
Acquisition		0.013 (0.45)		0.256* (7.22)		0.155* (4.40)	
Partnership			-0.96 (-3.22)				0.145* (3.86)
Employee Development	0.482* (16.08)	0.657* (23.33)	0.699* (23.58)	0.145* (4.08)	0.271* (6.62)	0.268* (7.60)	0.248* (6.61)
Adjusted R ²	0.512	0.434	0.442	0.103	0.095	0.114	0.109
F-Statistics	401.0*	0.65*	302.0*	0.14*	40.7*	50.0*	47.5*

Legend:

I.V=Independent Variable

D.V=Dependent Variables

F.P (G) =Financial Performance (Growth)

F.P (P) =Financial Performance (Profitability)

P.P=Production Performance

β* represent significance at less than 0.01

TABLE 4.16A: Collinearity diagnostics

Dimension	Eigen value	Condition Index
1	1.405	1.000
2	1.000	1.186
3	0.595	1.537

The results of mediation analysis show the insignificant indirect effects of acquisition on financial performance (growth) ($\beta=0.013$, $\text{sig}<.001$) and significant effects on financial performance (profitability) ($\beta=0.256$, $\text{sig}<.001$) and production performance ($\beta=0.155$, $\text{sig}<.001$). Hence, employee development fully mediates the effects of acquisition on financial performance (growth) and partially mediates the effects on financial performance (profitability) and production performance. Acquisition is an important OD tool to enhance the capabilities of organizations at each level (Ensign et al., 2014, Ranft and Lord, 2002). Gunu and Olabisi (2011) stated that one of the major outcomes of any acquisition process is the improved performance of employees and as a result organizations promote market shares, new products and staff operation and achieve capital reforms. Khan (2009) found that mergers improve the efficiency and financial stability of banks in Pakistan. The results of the current study also encourage organizations to implement acquisition interventions to improve financial growth, financial profitability, production performance and other organizational capabilities.

Partnership is another strategic intervention which provides an opportunity of agreement to do business together for a combined goal and objective. According to Lin et al. (2008), organizations are turning toward the cooperative model to achieve their strategic objectives. Mediation analysis shows that employee development fully mediates the effect of partnership ($\beta=-0.960$, $\text{sig}<0.01$) on financial performance (growth) but the sign of the coefficient of independent variable is negative which is the problem of sign flipping. Sign flipping may be the result of high multicollinearity among independent variables. A Collinearity diagnostics test was applied to check the nature of sign flipping and the results are shown in Table 4.16A. The values of condition index vary from 1.000 to 1.537 which shows that the problem of multicollinearity is not a serious issue.

Objectives of partnerships are also to use organizational resources in a better and effective way, the promotion of organizational collaboration and production innovation. The results of this study also recommend a partnership strategy to improve the efficiency of production process. The direct effect of partnership on employee development ($\beta=0.405$, $\text{sig}<0.01$) and production performance ($\beta=0.245$, $\text{sig}<0.01$) is positive and significant. Employee development partially mediates the effect of partnership on production performance ($\beta=0.145$, $\text{sig}<0.01$).

4.2.4. Sobel and Goodman Tests

I conducted Sobel and Goodman tests to check the mediations among variables. These tests assume the null hypothesis of no mediation. Research work of Sobel (1992) and MacKinnon (1994) has given testing techniques of mediation. Preacher and Leonardelli (2001) provided a web-based method for computing the Sobel test and Goodman test. Table 4.17 shows the results of Sobel and Goodman Tests.

TABLE 4.17: Sobel and Goodman tests

I.V	M.V	D.V	Sobel Test Statistic	Std. error	p-value	Goodman Test Statistic	Std. error	p-value
Corporate Restructuring	E.D	F.P (G)	11.623	0.022	0.000	11.633	0.022	0.000
Corporate Restructuring	E.D	P.P	2.923	0.011	0.000	2.943	0.011	0.000
Corporate Downsizing	E.D	F.P (P)	4.029	0.018	0.000	4.027	0.018	0.000
Work Process and Procedure	E.D	F.P (G)	6.306	0.023	0.000	6.306	0.023	0.000
Work System	E.D	F.P (G)	5.985	0.023	0.000	5.990	0.023	0.000
Work System	E.D	P.P	3.250	0.011	0.000	3.270	0.011	0.000
ISO 9000	E.D	F.P (G)	6.794	0.023	0.000	6.800	0.023	0.000
ISO 9000	E.D	P.P	4.784	0.012	0.000	4.810	0.012	0.000
M. Process Change	E.D	F.P (G)	9.474	0.022	0.000	9.482	0.022	0.000
M. Program Change	E.D	F.P (G)	6.999	0.023	0.000	7.005	0.023	0.000

M. Program Change	E.D	P.P	3.403	0.011	0.000	3.426	0.011	0.000
Information Technology	E.D	F.P (G)	10.668	0.022	0.000	10.677	0.022	0.000
Information Technology	E.D	F.P (P)	3.217	0.008	0.000	3.256	0.008	0.000
Technology Change	E.D	F.P (P)	4.618	0.018	0.000	4.621	0.018	0.000
Automation	E.D	F.P (G)	8.201	0.023	0.000	8.209	0.023	0.000
Automation	E.D	P.P	4.945	0.014	0.000	4.963	0.014	0.000
Coaching	E.D	F.P (G)	10.574	0.022	0.000	10.583	0.022	0.000
Coaching	E.D	P.P	3.679	0.011	0.000	3.702	0.011	0.000
Reward System	E.D	F.P (P)	4.054	0.018	0.000	4.057	0.018	0.000
CDP	E.D	F.P (G)	11.604	0.022	0.000	11.614	0.022	0.000
Mentoring	E.D	F.P (G)	4.678	0.024	0.000	4.682	0.022	0.000
Mentoring	E.D	P.P	5.403	0.013	0.000	5.423	0.013	0.000
F. Assistance Program	E.D	F.P (G)	7.385	0.023	0.000	7.392	0.023	0.000
F. Assistance Program	E.D	F.P (P)	4.538	0.013	0.000	4.559	0.013	0.000
F. Assistance Program	E.D	P.P	5.086	0.013	0.000	5.106	0.013	0.000
Merger	E.D	F.P (G)	12.608	0.022	0.000	12.618	0.022	0.000
Merger	E.D	P.P	4.454	0.012	0.000	4.482	0.012	0.000
Acquisition	E.D	F.P (G)	4.786	0.024	0.000	4.790	0.024	0.000
Acquisition	E.D	F.P (P)	3.710	0.011	0.000	3.732	0.011	0.000
Acquisition	E.D	P.P	4.884	0.012	0.000	4.909	0.011	0.000
Partnership	E.D	F.P (G)	5.095	0.025	0.000	5.100	0.025	0.000
Partnership	E.D	P.P	4.841	0.012	0.000	4.867	0.012	0.000

Legend:

I.V=Independent Variable

D.V=Dependent Variable

M.V=Mediating Variable

F.P (G) =Financial Performance (Growth)

F.P (P) =Financial Performance (Profitability)

P.P=Production Performance

The results established the mediations. The first group of independent variables is structural interventions. Table 4.13 shows the results of mediation analysis. According to Table 4.13, employee development mediates the effect of corporate restructuring on financial performance (growth), corporate downsizing on financial performance (profitability), work process and

procedure on financial performance (growth), and ISO 9000 on production performance. Results of the Sobel Test and Goodman Test (Table 4.17) established the mediations and I reject the null hypothesis.

The second group of independent variables is technical interventions. According to Table 4.14, employee development mediates the effect of manufacturing process change on financial performance (growth), IT on financial performance (growth) and automation on production performance. Results of Sobel Test and Goodman Test (Table 4.17) confirmed the mediations and the null hypothesis of no mediation are rejected in all the above cases.

Table 4.15 shows the results of mediation analysis of the third group of independent variables. Employee development mediates the effect of coaching on financial performance (growth), reward system on financial performance (profitability), career development plan on financial performance (growth), mentoring on production performance and FAP on production performance. Results of Sobel Test and Goodman Test (Table 4.17) confirmed the mediations and the null hypothesis of no mediation are rejected in all cases.

The fourth group of independent variables is strategic interventions and the results of mediation analysis are shown in Table 4.16. The results show that employee development mediates the effect of merger on financial performance (growth), acquisition on financial performance (profitability) and production performance and partnership on production performance. Results of Sobel Test and Goodman Test (Table 4.17) confirmed the mediations and the null hypothesis of no mediation are rejected in all cases. The summary of results of hypotheses is presented in Table 4.18.

TABLE 4.18: Summary of results of hypotheses

Hypotheses		Results
<i>H1:</i>	CR has a positive effect on ED.	Supported Table 4.11
<i>H2:</i>	CR has a positive effect on FP (G).	Supported Table 4.11
<i>H3:</i>	ED has a positive effect on FP (G).	Supported Table 4.12
<i>H4:</i>	ED mediates the association between CR and FP (G).	Supported Table 4.13
<i>H5:</i>	CR has a positive effect on FP (P).	Not Supported Table 4.11
<i>H6:</i>	ED has a positive effect on FP (P).	Supported Table 4.12
<i>H7:</i>	ED mediates the association between CR and FP (P).	Not Supported Table 4.13
<i>H8:</i>	CR has a positive effect on PP.	Supported Table 4.11
<i>H9:</i>	ED has a positive effect on PP.	Supported Table 4.12
<i>H10:</i>	ED mediates the association between CR and PP.	Supported Table 4.13
<i>H11:</i>	CD has a positive effect on ED.	Supported Table 4.11
<i>H12:</i>	CD has a positive effect on FP (G).	Not Supported Table 4.11
<i>H13:</i>	ED mediates the association between CD and FP (G).	Not Supported Table 4.13
<i>H14:</i>	CD has a positive effect on FP (P).	Supported Table 4.11
<i>H15:</i>	ED mediates the association between CD and FP (P).	Supported Table 4.13
<i>H16:</i>	CD has a positive effect on PP.	Not Supported Table 4.11
<i>H17:</i>	ED mediates the association between CD and PP.	Not Supported Table 4.13
<i>H18:</i>	WPP has a positive effect on ED.	Supported Table 4.11
<i>H19:</i>	WPP has a positive effect on FP (G).	Supported Table 4.11
<i>H20:</i>	ED mediates the association between WPP and FP (G).	Supported Table 4.11
<i>H21:</i>	WPP has a positive effect on FP (P).	Not Supported Table 4.11

<i>H22:</i>	ED mediates the association between WPP and FP (P).	Not Supported Table 4.13
<i>H23:</i>	WPP has a positive effect on PP.	Not Supported Table 4.11
<i>H24:</i>	ED mediates the association between WPP and PP.	Not Supported Table 4.13
<i>H25:</i>	JD has a positive effect on ED.	Not Supported Table 4.11
<i>H26:</i>	JD has a positive effect on FP (G).	Not Supported Table 4.11
<i>H27:</i>	ED mediates the association between JD and FP (G).	Not Supported Table 4.13
<i>H28:</i>	JD has a positive effect on FP (P).	Not Supported Table 4.11
<i>H29:</i>	ED mediates the association between job JD and FP (P).	Not Supported Table 4.13
<i>H30:</i>	JD has a positive effect on PP.	Not Supported Table 4.11
<i>H31:</i>	ED mediates the association between JD and PP.	Not Supported Table 4.13
<i>H32:</i>	WS has a positive effect on ED.	Supported Table 4.11
<i>H33:</i>	WS has a positive effect on FP (G).	Supported Table 4.11
<i>H34:</i>	ED mediates the association between WS and FP (G).	Supported Table 4.13
<i>H35:</i>	WS has a positive effect on FP (P).	Not Supported Table 4.11
<i>H36:</i>	ED mediates the association between WS and FP (P).	Not Supported Table 4.13
<i>H37:</i>	WS has a positive effect on PP.	Supported Table 4.11
<i>H38:</i>	ED mediates the association between WS and PP.	Supported Table 4.13
<i>H39:</i>	ISO 9000 has a positive effect on ED.	Supported Table 4.11
<i>H40:</i>	ISO 9000 has a positive effect on FP (G).	Supported Table 4.11
<i>H41:</i>	ED mediates the association between ISO 9000 and FP (G).	Supported Table 4.13
<i>H42:</i>	ISO 9000 has a positive effect on FP (P).	Not Supported Table 4.11
<i>H43:</i>	ED mediates the association between ISO 9000 and FP (P).	Not Supported Table 4.13
<i>H44:</i>	ISO 9000 has a positive effect on PP.	Supported Table 4.11

<i>H45:</i>	ED mediates the association between ISO 9000 and PP.	Supported Table 4.13
<i>H46:</i>	SMT has a positive effect on ED.	Not Supported Table 4.11
<i>H47:</i>	SMT has a positive effect on FP (G).	Not Supported Table 4.11
<i>H48:</i>	ED mediates the association between SMT and FP (G).	Not Supported Table 4.13
<i>H49:</i>	SMT has a positive effect on FP (P).	Not Supported Table 4.11
<i>H50:</i>	ED mediates the association between SMT and FP (P).	Not Supported Table 4.13
<i>H51:</i>	SMT has a positive effect on PP.	Not Supported Table 4.11
<i>H52:</i>	ED mediates the association between SMT and PP.	Not Supported Table 4.13
<i>H53:</i>	MPCC has a positive effect on ED.	Supported Table 4.11
<i>H54:</i>	MPCC has a positive effect on FP (G).	Supported Table 4.11
<i>H55:</i>	ED mediates the association between MPCC and FP (G).	Supported Table 4.14
<i>H56:</i>	MPCC has a positive effect on FP (P).	Not Supported Table 4.11
<i>H57:</i>	ED mediates the association between MPCC and FP (P).	Not Supported Table 4.14
<i>H 58:</i>	MPCC has a positive effect on PP.	Not Supported Table 4.11
<i>H59:</i>	ED mediates the association between MPCC and PP.	Not Supported Table 4.14
<i>H60:</i>	MPGC has a positive effect on ED.	Supported Table 4.11
<i>H61:</i>	MPGC has a positive effect on FP (G).	Supported Table 4.11
<i>H62:</i>	ED mediates the association between MPGC and FP (G).	Supported Table 4.14
<i>H63:</i>	MPGC has a positive effect on FP (P).	Not Supported Table 4.11
<i>H64:</i>	ED mediates the association between MPGC and FP (P).	Not Supported Table 4.14
<i>H65:</i>	MPGC has a positive effect on PP.	Supported Table 4.11
<i>H66:</i>	ED mediates the association between MPGC and PP.	Supported Table 4.14
<i>H67:</i>	IT has a positive effect on ED.	Supported Table 4.11

<i>H68:</i>	IT has a positive effect on FP (G).	Supported Table 4.11
<i>H69:</i>	ED mediates the association between IT and FP (G).	Supported Table 4.14
<i>H70:</i>	IT has a positive effect on FP (P).	Supported Table 4.11
<i>H71:</i>	ED mediates the association between IT and FP (P).	Supported Table 4.14
<i>H72:</i>	IT has a positive effect on PP.	Not Supported Table 4.11
<i>H73:</i>	ED mediates the association between IT and PP.	Not Supported Table 4.14
<i>H74:</i>	TC has a positive effect on ED.	Supported Table 4.11
<i>H75:</i>	TC has a positive effect on FP (G).	Not Supported Table 4.11
<i>H76:</i>	ED mediates the association between TC and FP (G).	Not Supported Table 4.14
<i>H77:</i>	TC has a positive effect on FP (P).	Supported Table 4.11
<i>H78:</i>	ED mediates the association between TC and FP (P).	Supported Table 4.14
<i>H79:</i>	TC has a positive effect on PP.	Not Supported Table 4.11
<i>H80:</i>	ED mediates the association between TC and PP.	Not Supported Table 4.14
<i>H81:</i>	Automation has a positive effect on ED.	Supported Table 4.11
<i>H82:</i>	Automation has a positive effect on FP (G).	Supported Table 4.11
<i>H83:</i>	ED mediates the association between automation and FP (G).	Supported Table 4.14
<i>H84:</i>	Automation has a positive effect on FP (P).	Not Supported Table 4.11
<i>H85:</i>	ED mediates the association between automation and FP (P).	Not Supported Table 4.14
<i>H86:</i>	Automation has a positive effect on PP.	Supported Table 4.11
<i>H87:</i>	ED mediates the association between automation and PP.	Supported Table 4.14
<i>H88:</i>	Coaching has a positive effect on ED.	Supported Table 4.11
<i>H89:</i>	Coaching has a positive effect on FP (G).	Supported Table 4.11
<i>H90:</i>	ED mediates the association between coaching and FP (G).	Supported Table 4.15

<i>H91:</i>	Coaching has a positive effect on FP (P).	Not Supported Table 4.11
<i>H92:</i>	ED mediates the association between coaching and FP (P).	Not Supported Table 4.15
<i>H93:</i>	Coaching has a positive effect on PP.	Supported Table 4.11
<i>H94:</i>	ED mediates the association between coaching and PP.	Supported Table 4.15
<i>H95:</i>	RS has a positive effect on ED.	Supported Table 4.11
<i>H96:</i>	RS has a positive effect on FP (G).	Not Supported Table 4.11
<i>H97:</i>	ED mediates the association between RS and FP (G).	Not Supported Table 4.15
<i>H98:</i>	RS has a positive effect on FP (P).	Supported Table 4.11
<i>H99:</i>	ED mediates the association between RS and FP (P).	Supported Table 4.15
<i>H100:</i>	RS has a positive effect on PP.	Not Supported Table 4.11
<i>H101:</i>	ED mediates the association between RS and PP.	Not Supported Table 4.15
<i>H102:</i>	CDP has a positive effect on ED.	Supported Table 4.11
<i>H103:</i>	CDP has a positive effect on FP (G).	Supported Table 4.11
<i>H104:</i>	ED mediates the association between CDP and FP (G).	Supported Table 4.15
<i>H105:</i>	CDP has a positive effect on FP (P).	Not Supported Table 4.11
<i>H106:</i>	ED mediates the association between CDP and FP (P).	Not Supported Table 4.15
<i>H107:</i>	CDP has a positive effect on PP.	Not Supported Table 4.11
<i>H108:</i>	ED mediates the association between CDP and PP.	Not Supported Table 4.15
<i>H109:</i>	Mentoring has a positive effect on ED.	Supported Table 4.11
<i>H110:</i>	Mentoring has a positive effect on FP (G).	Supported Table 4.11
<i>H111:</i>	ED mediates the association between mentoring and FP (G).	Supported Table 4.15
<i>H112:</i>	Mentoring has a positive effect on FP (P).	Not Supported Table 4.11
<i>H113:</i>	ED mediates the association between mentoring and FP (P).	Not Supported Table 4.15

<i>H114:</i>	Mentoring has a positive effect on PP.	Supported Table 4.11
<i>H115:</i>	ED mediates the association between mentoring and PP.	Supported Table 4.15
<i>H116:</i>	FAP has a positive effect on ED.	Supported Table 4.11
<i>H117:</i>	FAP has a positive effect on FP (G).	Supported Table 4.11
<i>H118:</i>	ED mediates the association between FAP and FP (G).	Supported Table 4.15
<i>H119:</i>	FAP has a positive effect on FP (P).	Not Supported Table 4.11
<i>H120:</i>	ED mediates the association between FAP and FP (P).	Not Supported Table 4.15
<i>H121:</i>	FAP has a positive effect on PP.	Supported Table 4.11
<i>H122:</i>	ED mediates the association between FAP and PP.	Supported Table 4.15
<i>H123:</i>	DPS has a positive effect on ED.	Not Supported Table 4.11
<i>H124:</i>	DPS has a positive effect on FP (G).	Not Supported Table 4.11
<i>H125:</i>	ED mediates the association between DPS and FP (G).	Not Supported Table 4.15
<i>H126:</i>	DPS has a positive effect on FP (P).	Not Supported Table 4.11
<i>H127:</i>	ED mediates the association between DPS and FP (P).	Not Supported Table 4.15
<i>H128:</i>	DPS has a positive effect on PP.	Not Supported Table 4.11
<i>H129:</i>	ED mediates the association between DPS and PP.	Not Supported Table 4.15
<i>H130:</i>	TD has a positive effect on ED.	Supported Table 4.11
<i>H131:</i>	TD has a positive effect on FP (G).	Not Supported Table 4.11
<i>H132:</i>	ED mediates the association between TD and FP (G).	Not Supported Table 4.15
<i>H133:</i>	TD has a positive effect on FP (P).	Not Supported Table 4.11
<i>H134:</i>	ED mediates the association between TD and FP (P).	Not Supported Table 4.15
<i>H135:</i>	TD has a positive effect on PP.	Not Supported Table 4.11
<i>H136:</i>	ED mediates the association TD and PP.	Not Supported Table 4.15

<i>H137:</i>	Merger has a positive effect on ED.	Supported Table 4.11
<i>H138:</i>	Merger has a positive effect on FP (G).	Supported Table 4.11
<i>H139:</i>	ED mediates the association between merger and FP (G).	Supported Table 4.16
<i>H140:</i>	Merger has a positive effect on FP (P).	Not Supported Table 4.11
<i>H141:</i>	ED mediates the association between merger and FP (P).	Not Supported Table 4.16
<i>H142:</i>	Merger has a positive effect on PP.	Supported Table 4.11
<i>H143:</i>	ED mediates the association between merger and PP.	Supported Table 4.16
<i>H144:</i>	Acquisition has a positive effect on ED.	Supported Table 4.111
<i>H145:</i>	Acquisition has a positive effect on FP (G).	Supported Table 4.111
<i>H146:</i>	ED mediates the association between acquisition and FP (G).	Supported Table 4.16
<i>H147:</i>	Acquisition has a positive effect on FP (P).	Supported Table 4.11
<i>H148:</i>	ED mediates the association between acquisition and FP (P).	Not Supported Table 4.16
<i>H149:</i>	Acquisition has a positive effect on PP.	Supported Table 4.11
<i>H150:</i>	ED mediates the association between acquisition and PP.	Supported Table 4.16
<i>H151:</i>	Partnership has a positive effect on ED.	Supported Table 4.11
<i>H152:</i>	Partnership has a positive effect on FP (G).	Supported Table 4.11
<i>H153:</i>	ED mediates the association between partnership and FP (G).	Supported Table 4.16
<i>H154:</i>	Partnership has a positive effect on FP (P).	Not Supported Table 4.11
<i>H155:</i>	ED mediates the association between partnership and FP (P).	Not Supported Table 4.16
<i>H156:</i>	Partnership has a positive effect on PP.	Supported Table 4.11
<i>H157:</i>	ED mediates the association between partnership and PP.	Not Supported Table 4.16
<i>H158:</i>	JV has a positive effect on ED.	Not Supported Table 4.11
<i>H159:</i>	JV has a positive effect on FP (G).	Not Supported Table 4.11

<i>H160:</i>	ED mediates the association between JV and FP (G).	Not Supported Table 4.16
<i>H161:</i>	JV has a positive effect on FP (P).	Supported Table 4.11
<i>H162:</i>	ED mediates the association between JV and FP (P).	Not Supported Table 4.16
<i>H163:</i>	JV has a positive effect on PP.	Not Supported Table 4.10
<i>H164:</i>	ED mediates the association between JV and PP.	Not Supported Table 4.16

Legend:

FP (G) =Financial Performance (Growth)
 FP (P) =Financial Performance (Profitability)
 PP=Production Performance
 ED=Employee Development
 FAP=Financial Assistance Program
 JV=Joint Venture

Section B: Qualitative study

4.4. Objective of the qualitative study

We conducted a focus group to gather the qualitative data. Freitas et al. (1998) mentioned that focus group study is useful to explain the results of other data. Focus groups methodologies are important to know the results of quantitative study (Krueger, 1994; Greenbaum, 1993).

The qualitative portion of this mixed research study has two objectives. One is to explain and understand the quantitative findings and second is to explore the micro and macro forces which serve as catalysts and are responsible for organizational change in Pakistan and to design appropriate OD interventions. Ten experts were invited from industries located in Lahore, Pakistan to explore the behavior of various OD interventions in multiple situations (see Table B1). We developed a moderator guide. The interviews were transcribed and a report was generated.

TABLE B1: Experts of focus group

EXPERT	EDUCATIONAL QUALIFICATION	WORK EXPERIENCE
E1	MSc Environmental Sciences	ISO and Social Systems Management, Certification, Auditing
E2	BSc Mechanical Engineering	Plant Erection, Maintenance, Operation
E3	BSc Mechanical Engineering	Chemical Plant Erection, Maintenance
E4	BSc Electrical Engineering	Energy Management
E5	M. Phil HRM	HR Operations
E6	MBA HRM	OD Consultant
E7	Chartered Accountant	Chief Financial Officer
E8	BSc Electronics	Plant Automation and Computerization
E9	MCS	IT Operation, IT New Initiatives
E10	PhD Chemical Engineering	Plant Operation and Automation

4.5. Moderator guide

The moderator guide also included the following interview questions (see Table B2). We developed the interview questions according to the guidelines of Morgan (1988).

TABLE B2: Moderator guide

S.no	Questions
1.	Kindly share your work experience related to organization development process. How do you relate OD interventions with performance?
2.	Think back and share your enjoyable memory regarding the OD field in Pakistan.
3.	How do structural OD interventions like corporate restructuring, corporate downsizing, work process and procedure, job redesigning, work system, ISO 9000 and self-managed team affect employee development, financial performance and production performance?
4.	How do technical OD interventions like manufacturing process change, manufacturing program change, information technology, technology change and automation affect employee development, financial performance and production performance?
5.	How do behavioral OD interventions like coaching, reward system, career development plan, mentoring, financial assistance program, redesign of pay system and training and development affect employee development, financial performance and production performance?
6.	How do strategic OD interventions like merger, acquisition, partnership and joint venture affect employee development, financial performance and production performance?
7.	What micro and macro forces are responsible for organizational change in Pakistan?
8.	Discuss suitable OD interventions for business organizations in Pakistan.

4.6. Qualitative data analysis

4.6.1. Expert Question 1

Kindly share your work experience related to organization development process. How do you relate the OD interventions with performance?

Organizations are developed to achieve certain goals. Organizations depend upon external and internal environment to stay in the business world. Organization works like a system. People, structure, information systems, practices and procedures and production systems are all subsystems. OD is a continuous process of developing skills, knowledge, abilities, productivity by implementing OD strategies. Experts referred to the OD process model of McLean (2006) in which OD process consists of many steps. OD is an interdisciplinary approach of organization change. The effective design of all steps is equally important.

The impact of humanistic values and business environment should be carefully analyzed to achieve strategic objectives. Many change strategies fail due to poor planning and implementation. The values alignment process is more important before any change process. Branson (2008) has highlighted that effective corporate change strategies should configure the values of affected people. OD experts suggested the aligned value approach during the organizational change process. Aligned value approach is a more compliant strategy. The strategy will accelerate and accommodate the change. Joan Ernst van Aken (2007) argued that strength of OD interventions is based to combine both humanistic and business values. This integration develops positive human behavior at workplace. Bernard and Philip (2011) have investigated that the lack of alignment between the value system and OD intervention and the people are the main reasons of failure.

OP is a major subject for OD practitioners. The role of OD is significant in performance. The OP includes operational, financial, market-based and environmental performance. The models of OD discipline are now more collaborative and interactive to improve performance at each level. The role of OD agents is also strategic in nature. Experts highlighted the emerging concepts of green

OD. Many local and global organizations like Leadership for Environment and Development, National Cleaner Program (NCP), National Productivity Organization (NPO), Pakistan Compliance Initiatives and Responsible Business Initiative (RBI) are active for pro-environmental and pro-social strategies.

4.6.2. Expert Question 2

Think back and share your enjoyable memory regarding the OD field in Pakistan.

OD is a new field in Pakistan. The models of OD have gained success in the corporate world. Organizations in Pakistan are implementing OD strategies and initiatives to improve effectiveness but the pace is still slow. Major reforms are required in public and private organizations. Manufacturing organizations have adopted major OD interventions. The impact of OD interventions is significant and competitive advantages have been achieved. Corporate planners are now keen to address business issues to stay in the global market. Political instability, poor economic decisions and power shortages have adversely affected the performance of the corporate environment.

The Pakistan–China Economic Corridor is a major sustained effort. Human capital and geographical location are competitive advantages. Pakistan needs to improve corporate performance, quality and production through entrepreneurship and organizational innovation. Redevelopment of organizations and new ventures creation positively improve the overall business infrastructure. Pakistan needs to create a compliant environment for entrepreneurs. Entrepreneurship and corporate innovation is pivotal to business performance.

4.6.3. Expert Question 3

How do structural OD interventions like corporate restructuring, corporate downsizing, work process and procedure, job redesigning, work system, ISO 9000 and self-managed team affect employee development, financial performance and production performance?

Corporations are facing hyper competition. Structural reforms are essential to create sustainability and internal capability. CR is a strategic tool of OD. CR ensures smooth manufacturing and communication. It also encourages the delegation of authority and responsibility. Guiding principles and strategies of OD can help organizations to develop cost-effective products and services to compete with MNCs. Organizations should redevelop and realign culture, vision, values, strategy, structure and systems.

The impact of CR on various aspects of performance varies from organization to organization. The role of professional and developed employees is critical to achieve major financial and production objectives. The major objective of implementing CR is to enhance monetary growth, and production effectiveness. In most cases, the impact of professional and developed employees on financial growth and production has been observed.

Experts concluded that the impact of CD on productivity and financial stability is not encouraging. OD experts have observed performance deterioration after downsizing. However, CD is a major intervention to lay off nonproductive employees. The impact of downsizing on ED, FP (G), FP (P), and PP is not appreciable. However, the quantitative results of the current study show a positive association between CD, ED and FP (P). OD experts stated that the effective planning and controlling of all aspects of downsizing are essential for successful implementation. Employer–employee communication is critical to overcome frustration. Overnight reduction-in-force is not recommended.

WPP ensure consistency and stability. Procedures establish authority and fix responsibility. Organizations should involve employees during the development process of procedures to gain trust and ownership. Additionally, organizations should incorporate the feedback and input of employees because it will encourage employees to comply with the procedure. Organizations must reduce status discrimination to achieve willingness. Quantitative results indicate that WPP show a positive association with ED and FP (G). The direct effect of WPP on FP (P) and PP is insignificant.

Quantitative study reveals the unsatisfactory performance of JD. JD failed to achieve organization excellence. The results of the quantitative study show insignificant impact of JD on ED, FP (G), FP (P) and PP. Focus group experts shared that designing contents of a job is a specialized management function. Only corporate experts can do the job. Corporate experts can use the guidelines of scientific management approach. This approach was first initiated by Frederick Taylor. Poor job design process may cause inefficiency and dissatisfaction. The implementation of a new job structure sometimes reduces organizational commitment and self-efficacy at the workplace (Parker, 2003). Holman et al. (2009) have also highlighted the unique behavior of job design intervention. They have concluded that a positive effect of the intervention can be achieved if organizations consider factors like work procedures, work systems and IT. Work procedures cannot be easily changed. Another issue is the interface with other departments.

The impact of WSs in cluster yield significant financial and production benefits. Moreover, culture, environment and values accelerate the process. The relationship of WS with FP (G), FP (P) and PP is significant and ED mediates the influence of WS on FP (G) and PP. However, the

effect of WS on FP (P) is not significant. Poor implementation of work systems may cause negative impact on performance. Organizations should design work systems to eliminate operational barriers and to reinforce cooperation.

Panel experts highlighted the paybacks of ISO 9000 on ED, quality and working effectiveness. ISO 9000 has become a way of recognition in the global market. ISO 9000 is a major tool to achieve production targets. Organizations have achieved superior performance after ISO 9000 certification. The quantitative results show the constructive influence of ISO 9000 on ED, FP (G) and PP. The mediation role of employee development between financial growth and production performance is also significant and favorable. Previous research studies also revealed that ISO 9000 has an optimistic association with quality and OP (Basir, 2012; Anderson et al., 1999). Organizations in Pakistan are now aware of implementing ISO 9000 to manufacture quality products.

The function of SMT, self-directed team and work team is to plan and manage day-to-day work activities. The current quantitative study shows different results. The effect of SMT on ED, FP (G), FP (P) and PP is insignificant and the paybacks of SMTs are not supportive. The panel of experts highlighted that SMTs sometimes cause stress in organizations. Team members need psychological empowerment for effective working. Well-defined roles and responsibilities of team members are essential to reduce conflicts.

4.6.4. Expert Question 4

How do technical OD interventions like manufacturing process change, manufacturing program change, information technology, technology change and automation affect employee development, financial performance and production performance?

Optimizations of production and manufacturing processes are essential to reduce production cost, time and inputs. Re-engineering and redevelopment of manufacturing processes contribute to high performance. The major focus should be to develop flexible processes and effective process management.

The quantitative results indicate the positive and significant impact of MPCC on ED and FP (G) and the results further support the mediation effect of ED between MPCC and FP (G). MPCC has no relationship with FP (P) and PP. The current manufacturing processes should be flexible and responsive to control manufacturing constraints. Poor ergonomics and layouts cause production loss. Production performance can be achieved through continuous reduction of cycle time and operators' training. Similarly, good manufacturing programs must be in place to produce quality products. The association of MPGC with ED, FP (G) and PP is positive and significant.

Panel professionals indicated a solid connection between IT and efficiency. IT ensures quality of work. Quantitative results show that the influence of IT on ED FP (G), FP (P) is positive and significant. IT systems and new technologies influence corporate decision-making system and ensure self-direction. Studies shows the optimistic influence of IT on performance (Klein and Dologite, 2000). Motiei et al. (2015) have also concluded that the application of IT improves capabilities.

The quantitative results indicate a very surprising finding that IT has no positive effect on production performance. Sheng and Mykytyn (2002) have also concluded that only integrated systems or Enterprise Resource Planning (ERP) systems improve production process. Routine transactional systems should be connected with executive support systems and decision support

systems to achieve production efficiency. Panel experts were agreed that IT is a prerequisite of production efficiency.

Experts shared that organizational growth is critical to achieve the prosperity of employees. Plant automation is a major technical intervention to promote productive culture. Process automation ensures process visibility, process management, process control and smooth production process. Our results show a noteworthy influence of automation on ED, FP (G) and PP. Olson and Henry (1982) highlighted that automation improves attitudes, management processes, and structure and communication systems. Plant automation systems are designed to optimize operations.

4.6.5. Expert Question 5

How do behavioral OD interventions like coaching, reward system, career development plan, mentoring, financial assistance program, redesign of pay system and training and development affect employee development, financial performance and production performance?

According to the quantitative findings, the impact of coaching on ED, FP (G) and PP is positive and significant but relationship with FP (P) is insignificant. ED mediates the relationship of coaching with FP (G) and PP. Panel experts were positive about the coaching behavioral intervention. They stated that coaching is a personal development tool. Coaching helps employees at the workplace to improve their performance. The productivity of employees is enhanced. According to previous studies, coaching is an effective tool used for ED (Feldman, 2001).

Homola (2013) determined that organizations can achieve benefits from coaching like better working atmosphere and ED. Employees show professionalism and better attitude with coworkers. The capability of production workers increases to identify common production problems and their solutions.

Panel experts shared that rewards systems are designed to gain employees' motivation and productivity. Organizations design reward systems to compensate excellent performers. The designing and evaluation phases of a reward system are important to accelerate the behaviors. The influence of a RS on ED and FP (P) is highly significant and insignificant on PF (G) and PP, respectively. Poorly designed reward systems fail to yield the desired objectives.

Experts discussed the role of career development plans in organizations. Well-designed career development plans help to retain top talent, improve productivity of employees and motivation to win. Surprisingly, corporate parameters like competition, technology, expectation, professionalism, market structure and profit margin made it difficult to offer employees lifetime careers. The impact of a CDP on ED and FP (G) is positive and significant. However, the direct effects of CDP on FP (P) and PP are insignificant.

Experts gave due weight to the suppressor effect between CDP and FP (G) because the value of coefficient of indirect effect increases which shows the presence of other variable(s) besides the current mediator. A combination of factors contributes to financial growth. Market-based compensation, performance based rewards, FAPs and career growth opportunities, fringe benefits, retirement plans and social security are all other mandatory variables responsible for ED and FP (G). The relationship between mentoring and ED is positive and significant. Mentoring improves work relations among employees. Mentoring is a strategic tool of creating a team of high-potential employees.

Organizations offer scholarships and living expenses to the family members of employees. FAPs are designed to help employees to solve their personal problems outside the workplace. The

impacts of FAP on ED, FP (G), FP (P) and PP are significant but the coefficient is negative in the case of FP (P), which means that FAP inversely affects FP (P). The association of TD with ED is positive and significant. Panel experts pointed out that organizations do not complete the training cycle due to which training programs show less effectiveness.

4.6.6. Expert Questions 6

How do strategic OD interventions like merger, acquisition, partnership and joint venture affect employee development, financial performance and production performance?

Merger shows positive association with ED, FP (G) and PP. Acquisition is a strategic OD intervention and it has a significant effect on FP (P) and PP. Our results confirm the strategic role of acquisition in FP (G), FP (P) and PP. Partnership is another strategic intervention which provides an opportunity for partners to do business together for a combined goal and objective. Panel members recommended partnership for efficient production process.

4.6.7. Expert Question 7

What micro and macro forces are responsible for organizational change in Pakistan?

In recent years, a sustained global political environment has emerged. War on terror has gained prominent attention and damaged the organizational setup in Pakistan. Unemployment is at an alarming level. The political system fails to address the common issues of people. Organizations need well-structured and well-managed infrastructure to minimize the significant negative impact of micro and macro forces. The identification of those forces is critical which are responsible for organizational change.

4.6.7.1. Organization performance and change

Organizations in Pakistan are confronted with a challenging business culture. The panel experts pointed out that OP has gained the attention of practitioners and corporate managers. OP is now

a major change agent. Performance achievement has promoted the change culture in organizations in Pakistan. Performance is a major element of organization strategy. Aspects of performance like financial growth and profitability, quality production, smooth and efficient operation of plant, enhanced coordination with stakeholders, legal and environmental compliance, and effective supply chain management and employee development are potential and influential contributors.

Demmke (2006) has added that the concept of performance is different from industry to industry. Identification of causes of poor performance is a complex system. Performance can be achieved through good networking, accountability, solid coordination framework, good instruments, public image and goodwill, effective monitoring and control systems and work capabilities. An efficient corporate structure is a prerequisite to performance. Corporate governing bodies have less focus on corporate compliance (Al-Matari et al., 2014).

The panel experts also pointed out the concepts of green OD and performance. The development and adaptation of green OD is essential for environmental conservation and ecological balance. However, technology, complex demographics and culture are the main barriers that minimize the positive impacts of the green models. Employees' motivation is mandatory in Eco-HRM. Green HRM practices improve productivity, corporate image and sustainability and decrease ecological effects (Bhutto and Aurangzeb, 2016; Cheema, Pasha and Javed, 2015; Mehtab-un-Nisa et al., 2016). Organizations must focus on green OD for green workplace in Pakistan. Traditional OD interventions are not sufficient to achieve ecological sustainability.

4.6.7.2. Technology and change

Technology is one of the global drivers of corporate change. Advances in technology are a major force that accelerates organizational change. Modern technology and automated plant are contributors to quality production. Technology also positively affects other organizational functions like marketing, administration, purchasing, invoicing, billing and power generation. Technology has established more coordination among all the organizational components. Modern technology reduces the product rejection rate, project plant operational errors and improves decision-making process. Technology also makes the work simple. Organizations should welcome modern technologies to survive in the current business scenario. New technology reduces costs, improves quality and productivity and encourages the implementation of new systems and business practices.

Panel experts argue that modern technology accelerates the achievement of TQM. TQM practices improve organizational performance (Lakhal et al., 2006). Brem et al. (2014) stated that organizations should develop and foster mechanisms to absorb new technologies to produce innovative products. Geisler and Turchetti (2015) encouraged cooperation between public and private technology enterprise which accelerates industrial growth and prosperity. Agarwal and Brem (2015) stated that technology adoption is crucial to stay in the competitive world.

4.6.7.3. Organizational ageing and innovation

Higher expectations of customers forced industrial managers to make possible the provision of innovative products and services. Obsolete and old plant and technologies cause customer loss and high cost of production. Experts shared their views that organizations in Pakistan are transforming their old plant and technologies into innovative production systems to reduce down time, maintenance cost, improve product quality, attract global customers and ensure legal

compliance. People like to work with modern organizations having advanced manufacturing systems. Services organizations have also designed and implemented major multidimensional change interventions and adapted quality systems and procedures.

4.6.8. Expert Question 8

Discuss suitable OD interventions for business organizations in Pakistan.

The objective behind the OD process is to solve a performance issue. The panel participants suggested the below interventions for business organizations in Pakistan.

4.6.8.1. Structural interventions

4.6.8.1.1. Integrated management systems (IMSs)

An IMS improves performance. Any certification of ISO system is not effective in isolation. An IMS ensures compliance with and fulfilment of the requirement of the standards. Organizations adopt a process approach recommended by the three systems. Management is responsible to develop objectives and targets and provide leadership for effective performance of the systems. An IMS is beneficial for all small, medium and large organizations.

Organizations have achieved revolutionary benefits from IMS certification. IMS certification integrates the people within an organization, attracts customers, improves the social and legal health, minimizes accident rate and ensures environmental compliance. According to Rebelo et al. (2015), each organization has its own culture and environment. Organizations should conduct compatibility analysis before any integration and optimization process.

They highlighted advantages of the integration process. Many organizational benefits like effective utilization and optimization of resources, enhanced coordination, and safety of company's assets and protection of environment and quality products are associated with

integrated systems. IMS is more a strategic priority. IMSs improve efficiency and promote sustained success. Organizations need a system-thinking integrated approach to develop an operational system, competitiveness and efficiency (Rebelo and Santos, 2012; Bernardo et al., 2009; Santos et al., 2011).

4.6.8.1.2. TQM

TQM is a combined approach at corporate level to achieve superior quality. The concept of TQM is now emerging in Pakistani business firms. TQM is used to empower employees. The philosophy of TQM is to involve employees in tasks performance. Gul et al. (2012) declared that TQM is a major discovery in the current business environment and a strategic tool to achieve delighted customers and superior business success.

4.6.8.1.3. HPWS

HPWSs are developed to utilize human capital and to gain corporate success. HPWS are designed to motivate employees at the workplace for peak performance. Panel experts expressed that HPWS and practices is a revolutionary approach of empowering employees to receive productivity in reward.

Riaz (2016) investigated the impact of HPWS on performance in organizations of Pakistan and stated that HPWS and practices have a constructive link with motivation of employees and organizational citizenship behavior which enhances organization performance. To improve performance, corporate managers should use a co-creation approach in the design of work systems and practices (Arendse, 2015). Patrick et al. (2008) stated that increased use of HPWS with partnership leads to improved labor productivity. Partnership is an employees' management

philosophy of collaboration between management and employees for the execution of smooth organizational functions.

Gulzar et al. (2014) explored the darker side of HPWSs and the perception of employees in organizations in Pakistan. They explained that HPWS must be integrated with autonomy and control of employees to eliminate anxiety, role overload, burnout and frustration (Chaudhuri, 2009). A work system that has a great deal of work pressure has a significant cost in terms of organizational counterproductive behavior.

4.6.8.2. Technical interventions

4.6.8.2.1. Technology

The panel experts strongly recommended the adaptation of new technology. The current global business market is more competitive than ever. Organizations in Pakistan are confronting a very fast trend of change process. The trend has produced the need for advance technology to produce quality products. Globalization has greatly affected the business structure of Pakistan. Experts further elaborate that organizations will not survive without advanced, modern, automated and integrated production systems. Organizations must transform their manufacturing systems and technologies to the revolution of new technology.

Agarwal and Brem (2015) stated that adaptation of state-of-the-art manufacturing methods and technology is crucial for organizations. Organizations should integrate various technologies to gain maximum performance. Researchers have highlighted that change process of technology should be executed carefully. Zvi et al. (2014) stressed the relationship between technology change and behavioral aspects of employees.

4.6.8.2.2. IT

Organizations should replace the traditional approach of business transactions while using the knowledge and concepts of information systems. IT and plant computerization tools are major interventions. Experts highlighted the integration of behavioral aspects of human capital with IT projects. Cummings and Worley (2005) also stressed the utilization of behavioral science in OD projects. IT have an encouraging influence on ED. IT enhances the abilities, skills and knowledge of employees. The operational behavior of employees' changes and they show better performance.

4.6.8.2.3. Plant automation and control

Technologies are aligned with plant, machines and systems and make operation without significant human intervention possible. Automated technologies are attached to the main plant to minimize manual operation. "Control is a set of technologies that achieves desired patterns of variations of operational parameters and sequences for machines and systems by providing the input signals necessary. Automation Systems may include Control Systems but the reverse is not true". (Indian Institute of Technology, Kharagpur). Plant automation is critical for engineering efficiency and quality. Plant automation and control systems establish plant and instrument reliability and enhance monitoring capabilities. Extensive software and hardware are used in the plant automation process.

Industrial automation and control is a responsible job in engineering profession. Industrial automation promotes supportive culture within an organization. Automation and control systems ensure plant visibility and maximum availability. Automation and control improve the work attitude of employees (Olson and Henry, 1982).

4.6.8.3. Behavioral interventions

4.6.8.3.1. Executive coaching

Performance is an important aspect of human capital management. The relationship between performance and coaching is highly appreciable and a principal tool of leadership development. Executive coaching is an emerging leadership development OD intervention that impacts the entire organization. Coaching is a development intervention for senior managers to polish their leadership and managerial abilities. Executive coaching is the most widely used executive development technique. The benefits of executive coaching are improved relationship and teamwork, job satisfaction, organizational commitment and reduced conflicts (McGovern, 2001).

4.6.8.3.2. TD

TD is a widely acceptable intervention for employee development. Organizations should integrate their training and development programs with career development programs and employees appraisal process to achieve the desired effectiveness. Experts argue that completion of the entire training cycle is mandatory for training effectiveness. The four steps of training cycle are need assessment, well-designed training plan, effectiveness evaluation and maintaining records. TD programs increase competencies, confidence level, skills and abilities, and knowledge, and positively modify the behavior of employees. Organizations should use a formalized and new approaches to learning and development (Mazenod, 2014; Qaiser and Sara, Farida, 2010). Sustainable training programs are crucial for employee development (Tanova and Nadiri, 2005).

4.6.8.4. Strategic interventions

4.6.8.4.1. M&A

The focus group highlighted that local companies in Pakistan expand and diversify business through consolidation process of M&A. M&A are aspects of corporate strategy which alleviate networking, productivity and technology sharing. M&A are two global integration and consolidation strategies. M&A are strategic interventions for ED and performance (Ensign et al., 2014; Ranft and Lord, 2002). The main objectives behind M&A are to improve market share, launching of new products and to achieve capital reforms (Gunu and Olabisi, 2011). Research studies indicated a constructive influence of M&A on employment, capital structure, financial performance and stability and corporate restructuring (Abbas et al., 2014; Khan, 2009; Cartwright and Schoenberg, 2006).

OD experts argued that corporate planners and practitioners should implement green-HRM practices and OD interventions to improve environmental sustainability. Green performance is the need of the current workplace. Commitment to environmental sustainability and proactive environmental management strategies lead to green performance. Green corporate practices positively affect the link between environmental management and financial performance (Mehtab-un-Nisa et al., 2016; Bhutto and Aurangzeb, 2016).

The results of the quantitative and qualitative studies provide support that structural, technical, behavioral and strategic OD interventions aligned with corporate culture are beneficial for organization development. Organizational ability to gain business development opportunity and ability to respond are the proactive corporate approaches. Modern workplace needs employees with positive work behavior. Corporate problem analysis is a critical step before designing and implementing any OD intervention. The OD intervention should be aligned with corporate

values. The findings of the study recommend the existing strategy of align value approach. The aligned value approach is more appropriate strategy to complete the change process. The study also suggests proactive approaches of high degree of visibility and effectively responding to environment.

CHAPTER FIVE: DISCUSSION

Chapter five discusses the findings and explain the association among OD interventions, ED and OP. We organized the chapter in the following four sections.

5.1. Structural OD interventions, ED and OP.

5.2. Technical OD interventions, ED and OP.

5.3. Behavioral OD interventions, ED and OP.

5.4. Strategic OD interventions, ED and OP.

5.1. Structural OD interventions, ED and OP

Business organizations in Pakistan face hyper competition and an uncertain business environment. Organizations are interested in implementing structural interventions to address issues of organization performance. Marquis and Raynard (2015) suggested strategies like infrastructure building and socio-cultural bridging to create an environment which is essential for organizational performance. We cannot achieve organizational performance without a professional and skilled workforce. ED is an important strategic issue and the development process is a combined work. The role of both employees and organizations are equally important (Rahman and Shah, 2012).

We investigated the direct influence of structural OD interventions on ED, FP (G) and FP (P) and PP. FP (G) includes growth in market share, growth in assets, growth in net revenue and growth in net profit. FP (P) includes EVA, ROA, ROI, ROE and ROS. Aspects of production performance are CQ, Efficiency and the CP, VP and SP. The structural interventions are CR, CD, WPP, JD, WS, ISO 9000 and SMT.

We developed fifty two hypotheses. The results suggest a positive effect of CR on ED, FP (G) and PP in organizations in Pakistan. ED partially and significantly mediates between CR and FP (G) and fully mediates the association between CR and PP. Previous studies have reported the optimistic influence of CR on various aspects of performance and recommended that a less organic structure is desired in Pakistani environment. Restructuring process is highly related with organizational culture. Formal structures increase innovations (Mehmood et al., 2016; Jansen et al., 2006). Workable organizations are established through CR (Janićijević, 2013). Structural modifications is a process of reorganizing of corporate components. CR recover ED, FP (G) and production efficiency (Khandwalla, 2001).

Cooke (2000) stated that OP is based on productivity, efficiency and effectiveness. Research studies (Demmke, 2006; Mitchell, 2002; Marshak and Grant, 2008; Dess and Robinson; 1984) explored the connection between performance and OD and recommended structural reforms and strategies to improve the performance at each level. Mitchell (2002) stated that structural reforms enhance financial visibility and performance. According to Tran and Tian (2013), organizations need good and well-designed structures to improve performance.

Mintzberg (1992, 2009) stated that three basic dimensions of each organization are important: the key part and the important segment of an organization, coordinating and delegating systems. The results of the qualitative study recommend restructuring initiatives to enhance financial growth and production efficiency. The panel experts added that well-designed and well-implemented restructuring strategies create performance sustainability and internal capability. Organizations in Pakistan face a challenging business culture. Professional and skilled

employees, financial growth, financial profitability, efficient plant operation and employees' coordination are the major performance contributors.

In the current economic recession and power shortfall in Pakistan, organizations reduce their workforce through downsizing to cut operational costs. Organizations fail to conduct an impact analysis before the implementation process. Employees may not be prepared to accept mega changes in organizational structure. The results established that corporate downsizing has a direct and significant relationship with FP (P) but the association with FP (G) and PP is insignificant. ED partially mediates between CD and FP (P). The influence of CD on OP is not encouraging. CD may have a negative effect if the implementation process is poorly managed (Bhattacharyya and Chatterjee, 2005; Campion et al., 2005). CD approaches like attrition, voluntary termination, early retirement and compulsory termination are applied in Pakistan but none of them produce the desired results.

Qualitative findings also show deterioration after downsizing. OD experts highlighted that effective planning and controlling of downsizing process are critical to achieve the desired results. CD and overnight reduction in workforce causes frustration and anxiety. Schenkel and Teigland (2016) stated that firms downsize to improve bottom-line performance in reaction to external shocks and also use it as a proactive effort. CD usually fails to improve financial performance or sometimes reduces financial performance. Cameron (1994) pointed out the important role of corporate practices in downsizing process and suggested that the effective administration of the process boost the success. Downsizing causes low productivity (Henkoff, 1990). Qualitative results also pointed out that poor management of the CD fails to produce the

desired results. The link between WPP and FP (G) is positive and significant. ED partially mediates the effect of WPP on FP (G). The impact of WPP on FP (P) and PP is insignificant.

Previous research studies have recommended compliant WPP to improve productivity. Organizational management and HRM practices increase productivity and performance and the best practices are strongly associated with growth, profitability and productivity (Siebers et al., 2008; Capelli and Neumark, 2001; Paul and Anantharaman, 2003). Contrary to expectation, the results show that WPP has no association with PP and FP (P). One main reason of poor association of WPP with productivity is the implementation in isolation. Clusters of practices yield the desired results (Ichniowski et al., 1995; Huselid, 1995). Qualitative results also recommend cluster of work practices for a significant improvement in ED, productivity, quality and OP.

Quantitative results show a different and unique behavior of job redesigning intervention. Its association with employee development, financial performance (growth), financial performance (profitability) and production performance is insignificant. Qualitative findings also reveal that poor job designing causes inefficiency and dissatisfaction at the workplace. An inefficient workforce results in low performance. Job designing process is a multidimensional and complex process. Many organizational aspects are to be considered during the design process to minimize chances of failure (Campion et al., 2005). New work content sometimes reduces the motivational properties of a job; it can reduce job commitment and increase job depression (Parker, 2003).

Work system shows a constructive and significant association with ED, FP (G) and PP. ED partially mediates the association between work process and FP (G) and fully mediates the relationship with production performance. Qualitative findings also support the quantitative

results and recommended that well-structured HPWSs eliminate work barriers and reinforce cooperation among employees. No system in isolation can yield the desired results. Participants of qualitative study pointed out the critical role of culture, strategy, priorities and nature of industry in any work system.

Research studies have acknowledged the constructive influence of HPWS on performance and ED (Guest, 1999; Tsui et al., 1997). The question is how HPWSs change the performance behavior of employees. Research studies have explained the phenomenon. According to Becker and Huselid (1998), the main component is the optimum utilization of human capital. The effective utilization of human capital through a good HRM system leads to operational efficiency. HPWSs motivate employees which results in the productive behavior of employees (Jackson, Schuler and Rivero, 1989). The configurations of HR system with the organizational strategy will give organizations the capability to gain competitive advantage. Konrad (2006) has stated that HPWS and HRM systems enhance labor productivity. Youndt et al. (1996) have concluded that productivity rates are higher where HRM system focuses on employee development.

The role of QMSs is significant in helping corporations to produce excellent products. Business firms have achieved internal and external benefits (Vasileios and Odysseas, 2015; Willar, Coffey and Trigunarsyah, 2015; Walid, 2007). Heras, Dick and Casadesus (2002) concluded that QMS leads to superior managerial and monetary benefits. The findings of this study also show the strong association of ISO 9000 with FP (G) and PP and its relationship is positive and significant in a bundle and ED partially mediates the effect of ISO 9000 on FP (G) and PP. The qualitative results also recommend ISO 9000 certification to improve production efficiency and product

quality. Ataullah et al. (2014) recommended that the application of quality tools enhance competitiveness. Memon (2011) determined that quality standards enhance productivity and reduce complaints. Awan et al. (2009) stated that QMS reduces production cost and rejection rate. It was concluded that ISO 9000 is an effective structural intervention and its effective implementation leads to enhanced OP.

The role of SMT in ED and organizational effectiveness is not appreciable. The quantitative impact of SMT on ED, FP (G), FP (P) and PP is zero. However, in the case of qualitative study, the views of panel experts were different. SMTs are initiated to boost productivity and other performances. Experts highlighted that SMTs sometimes cause stress and anxiety within an organization. SMTs discourage the traditional bureaucratic structure. Qualitative findings highlighted the lack of cooperation and disintegration among various groups. This disintegration develops negative culture in organizations in Pakistan.

5.2. Technical interventions, ED and OP

Quantitative results reveal that the effect of MPCC on ED and FP (G) is positive and significant and ED partially mediates the association. Surprisingly, the association between MPCC, FP (P) and PP is insignificant. Qualitative findings recommend the optimization of processes to reduce cost of production and other productive inputs. Well-nested and flexible manufacturing processes contribute to high performance. Research work supported the positive impact of good MPCC on ED and performance (Boxall et al., 2015; Helander et al., 2015). Modern manufacturing systems make huge demands for innovative processes and skilled workforce. Organizations are at the stage of revolutionary change. Economic globalization provides the opportunity of TQM.

Performance can be achieved through new and innovative operations management processes (Heizer and Render, 2004).

Quantitative findings indicate that MPGC is positively associated with FP (G) and PP. Employee development fully mediates those relationships. Qualitative results also suggested the use of state-of-the-art manufacturing programs to improve operational efficiency. Modern manufacturing programs ensure conformance to quality, minimize the cost of production and optimize the volume and speed of production. Overall productivity is directly related to well-coordinated engineering and operational programs. Qualitative findings further explain that modern manufacturing programs ensure effective utilization of workforce, creation of knowledge, reduce costs and wastes and increase profits. A study of Agarwal and Brem (2015) stated that manufacturing techniques and technology improve operational efficiency.

Qualitative results confirm the positive and significant impact of IT on FP (G), and FP (P). Results further projected the critical role of IT intervention in employee development. However, the association between IT and PP is not encouraging. Qualitative findings have positively clarified the quantitative results and stated that IT have a durable influence on efficiency and capability.

IT and ERPs have a constructive influence on monetary performance (Lodhi et al., 2016). ERPs have huge acceptance in business transactions. ERPs enhance financial management (Calisir and Calisir, 2004). Business organizations use IT tools and integrated software for sustainable performance (Wu and Wang, 2006; Velcu, 2007). Operational technologies and IT have benefited organizations through enhanced productivity (Agarwal and Brem, 2015).

Loveman (1994), Lichtenberg (1995) and Dewan and Min (1997) have also investigated the relationship of IT and productivity and concluded that sometimes IT does not improve productivity. Results show that the association between IT and production performance is not significant. Shin (2001) reported that IT tools improve profitability but IT concepts should be integrated with business strategy and be used with vertical disintegration and diversification.

Quantitative results further explain the positive association of automation with financial FP (G) and PP. The association of automation with FP (P) is not appreciable. The impact of automation on ED is also positive and significant. The panel experts of the qualitative study also declared that automation is a major technical intervention to promote productivity. Plant automation ensures process visibility and improves process control. Automation improves work behavior of employees at workplaces. An efficient production system is crucial because it results in enhanced productivity. Manpower utilization and machine efficiency are the two positive aspects of any production system. However, experts were not satisfied with any role of automation in financial growth and profitability.

Previous research studies revealed that automation of plant and processes improve organizational effectiveness and performance. Manufacturing organizations are moving towards plant and industrial automation to improve the work attitude of employees and productivity at each level (Olson and Henry, 1982). Mishev (2010) reported that automation increases productivity.

5.3. Behavioral interventions, ED and OP

Behavioral interventions are the prominent strategies used to change the behavior of employees at the workplace. Quantitative findings expose a positive relationship of coaching with ED, FP (G) and PP. However, coaching has no relationship with FP (P). Qualitative results showed that coaching is a tool of ED. The relationship between ED and coaching is highly appreciable and a principal tool of leadership development. Executive coaching is an emerging leadership development OD intervention. Past research studies have established that executive coaching is vital for employee progression and performance. Executive coaching is the most widely used executive development technique. The benefits of executive coaching are improved relationship and teamwork, job satisfaction, organizational commitment and reduced conflicts (McGovern, 2001).

Quantitative findings reveal the discouraging behavior of RS in organizations in Pakistan; reward system has no association with financial growth and production performance. However, the association between RS, ED and FP (P) is positive. ED partially mediates the relationship between RS and FP (P). Qualitative results have declared that rewards are important to accelerate the positive behavior of employees. Rewards are effective motivational tools. The administration, design, evaluation and communication of any reward system are critical to achieve the desired goals. Rewards policy should be presented regularly. Rewards yield the right behaviors if they are aligned with the company strategy. Reward programs develop negative behaviors if poorly integrated with the organization's strategic objectives. According to Bevan (2000), rewards are offered to gain business improvement or culture transformation.

Organizations sometimes fail to link reward strategy with the business strategy and other HRM processes. Differential judgment about staff performance is also a key assessment issue.

However, previous research studies also advocated that rewards are catalysts to achieve maximum performance (Gohari et al., 2013). Employees' support programs and well-being improve the performance. A RS reinforces the positive behavior and performance of employees.

A CDP is positively associated with ED and financial performance (growth) but the relationship with financial performance (profitability) and production performance is not significant. Practitioners stated that career development is a cyclical process. Career development plans play a major role in attracting and retaining employees. Research studies have also highlighted issues related to effective career development planning. Moore and Rosenbloom (2016) reported that organizations should rethink regarding new career development approaches. Job satisfaction is a prerequisite in career development. CDP must match the education and training of employees (Xu, 2013). Another factor of an effective career development plan is the socialization and access of employees to organizational information and resources (Seibert, Kraimer, and Liden, 2001). Career adaptability is also a major issue in organizations and many personal characteristics are responsible (Teixeira et al., 2012).

Results indicate that the influence of mentoring on ED, FP (G) and PP is positive and significant. The panel experts of the qualitative study also projected that mentoring is a useful tool to develop positive attitude, behavior and employment skills of employees. Mentoring is an important behavioral intervention for employee development and it positively affects both objective as well as subjective career outcomes (Wanberg, Welsh, and Hezlett, 2003). However,

mentoring programs have no effect on financial profitability. So, mentoring programs are beneficial only for employee development. Mentoring improves employability and QWL.

Findings show a positive association of FAP with employee development, financial performance (growth) and production performance and negative relationship with financial performance (profitability). Panel experts expressed their views that FAPs improve employer–employee relationship and promote healthy culture within an organization. Experts suggested that well-structured and well-coordinated programs promote culture of well-being and performance. However, the association of assistance programs with employee development, financial performance and production is not significant. Surprisingly, the results of quantitative study show negative impact on financial profitability.

Quantitative results regarding the redesigning of a pay system are unsatisfactory and discouraging. The association of redesigning of pay system with employee development, financial performance (growth), financial performance (profitability) and production performance is insignificant. Many studies have investigated designing and implementing of pay systems (Bushman and Smith, 2001). Most importantly, organizations showing bias during performance evaluation and pay systems lose trust and feeling of affiliation. Pay systems and jobs are highly related.

Panel experts expressed their views that pay systems are not designed according to the positions and jobs in Pakistani organizations. Organizations design pay systems that are not appropriate for diversified employees. So, pay system fails to yield the desired results because the pay system affects employer–employee relationship, productivity and efficiency. If there is no balance between the job content and the pay it will cause dissatisfaction and employee turnover

(Henderson, 2003). The results of the quantitative study indicate the ineffective role of TD in financial and PP. However, TD shows positive association with ED. The views of the panel experts support the findings and recommended TD for ED. They also stated the positive impact of TD on productivity.

TD is a multistep process. Completion of each step is mandatory to achieve the targeted results. Employee development is also a multidimensional process. Employee development leads toward productivity. The integration of a training plan with other HRM functions is strongly recommended to achieve the desired training objectives. We can achieve quality work through ample training and development plans. (Aguinis and Kraiger, 2009; Iftikhar and Siraj-ud-din, 2009).

The experts strongly recommended Green-OD models. Organizations should formulate a comprehensive strategy to address the adverse impacts of geographical, environmental and climate changes in the region. Evidence-based initiatives are required to save and protect the environment for future generations (PMD, 2012).

5.4. Strategic interventions, ED and OP

The fourth group of interventions is strategic in nature. Strategic interventions are designed and implemented organization-wide to change the entire system. A whole system change is a complex and multistep process. Merger is an important strategic intervention that leads to the formation of a single company and it enables organizational growth.

Quantitative results show a positive association of merger with ED, FP (G), and PP. Abdul-Rahman and Ayorinde (2013) reported that mergers are important to improve performance.

Merger is an important strategic tool used to enhance the capabilities of an organization (Ensign et al., 2014; Ranft and Lord, 2002). Khan (2009) stated that mergers have improved financial stability. The views of the panel experts also support the quantitative findings and they stated that mergers lead to improved financial performance, employees' capabilities and production innovation. Mergers can also lead to inferior results if the process is not properly managed. According to Abbas et al. (2014), M&A is a global strategy of corporate restructuring.

Organizations in Pakistan opt for acquisition strategies due to local regulatory changes and global competition. Cross-border acquisitions have changed cost efficiency. Acquisitions of banks in Pakistan have increased their profitability, long-term benefits and financial market structures. Quantitative results show a constructive influence of acquisition on ED, FP(G), FP(P) and PP. Acquisition is an OD strategy in which one company purchases the assets (or the entire company) of another company (Scott, 2003). Panel experts also stated that acquisition is one of the best strategic interventions.

Previous research studies have recommended acquisitions to increase the capital base (Andrade and Stafford, 2004). Operating income and asset productivity change before and after the acquisition (Turang, 2010). According to Singh and Mogla (2010), the basic desire is to maximize profit and growth. Operating profit changes after M&A (Duksaite and Tamosiuniene, 2010; Weston et al., 2004; Turang, 2010).

The association of partnership with employee development, financial performance (growth) and production performance is positive and significant. Partnership carries no association with financial performance (profitability). Partnerships are good for efficient production processes. Partnership is a popular mode of business in Pakistan. According to qualitative findings, there

are huge disadvantages of partnership business in Pakistani culture. The major disadvantages are instability and trust of partners. Unlimited liability is also an issue. Partnerships face many hurdles. The experts did not recommend partnering in a culture like Pakistan. Business ethics are still in developing phase in Pakistan.

JV is an important strategic OD intervention. JV allows organizations to gain new technological knowledge, access to new markets and resources. JV is a temporary agreement between partners for any specific business objective(s). The flexibility of JV is more strategic in nature. The unexpected results of quantitative study show insignificant association of JV intervention with employee development, financial performance (growth) and production performance. However, the relationship of JV with FP (P) is encouraging.

The panel experts explained the behavior of JVs in Pakistan. Organizations in Pakistan are exploring strategic growth interventions. Experts stated that JV is a less stable and less successful business in Pakistan. Successful JV requires leadership and commitment of executives. Experts shared that poorly managed JVs result in loss of control, no profit and conflicts. The success of JV depends upon the partners involved (Perkins, Morck and Yeung, 2008). JV is cooperation (Hagedoorn and Schakenraad, 1990; Nooteboom, 1999). Panel experts shared that inter-firms strategy is new and an emerging tool of organizational growth in Pakistan. The principles and ethics involved in an integration process are not matured and poorly implemented. Corporate managers do not follow consolidation and cooperation principles. JV fails to deliver the desired outcomes.

Findings recommend the aligned value approach during the organizational change process which is a compliant strategy to accommodate the change. Joan Ernst van Aken (2007) argued that

strength of OD interventions is based on both humanistic and business values. Bernard and Philip (2011) have investigated that the lack of alignment between the value system and OD intervention are the main reasons of failure. Structural, technical, behavioral and strategic OD interventions integrated with personal and business values and aligned with corporate culture are beneficial for performance.

Organizational ability to gain business development opportunity and ability to respond are the proactive corporate approaches. Modern workplace needs employees with positive work behavior. Corporate problems analysis is a critical step before designing and implementing any OD intervention. The study also suggests proactive approaches of high degree of visibility and effectively responding to environment.

Findings of the study suggest a paradigm shift toward a green OD culture to save the environment and society for future generations. Green OD interventions are beneficial to save the society, environment and the organization. Green OD and its integration with the corporate strategy is a strategic approach to achieve practical, tangible, and noticeable benefits. The study is a step toward a ***Green-OD-community*** in Pakistan. Findings suggest entrepreneurial and ground-breaking concepts and knowledge on green OD for a sustainable performance.

According to a report of Pakistan Meteorological Department (2012), Pakistan should formulate a comprehensive strategy to address the adverse impacts of geographical, environmental and climate changes in the region. Evidence-based initiatives are required to save and protect the environment for future generations. Previous research studies have stated that greening is a holistic process and recommended green practices to go green. Green practices are essential for

environmental conservation and ecological balance. Green practices improve productivity, corporate image and sustainability and decrease ecological effects (Bhutto and Aurangzeb, 2016; Cheema, Pasha and Javed, 2015). OD has been expanded and the globally growing concepts of green OD are emerging. Moreover, significant changes in business processes are required to achieve realistic, sustainable and visible results and to ensure the well-being of the whole society (Mehta and Chugan, 2015). Commitment to environmental sustainability and proactive environmental management strategies lead to green performance.

CHAPTER SIX: CONCLUSION

Chapter six discusses the key conclusions, implications, and recommendations for future investigation.

6.1. Summary of the findings

The conclusions reveal that organizations respond to environmental changes. Organizations need change to optimize performance. Change is a continuous corporate process. Previous studies have inspected the causes of corporate change (Yang, Zhuo and Yu, 2009). Lars et al. (2015) studied the connection between change and monetary loss because of mergers, acquisitions, downsizing, restructuring and highlighted the issues related to risk. High risk is associated with the strategic interventions. The transformation of an organization needs proper planning and control. Roy (2015) found that change causes stress because of an increase in demand for work. Technological development is a major driver of change (Bridgman and Willmott, 2006). Sune and Gibb (2015) highlighted the role of management in a change process. Adaptability to change management is strategic for extraordinary performance (Fiona et al., 2015a)

Globalization, technological innovation, limited power resources and the current polarization of global interests are the critical issues and there has been a prominent business decline in Pakistan during the past decades. Pakistan needs to create economic stability (Ishrat Husain, 2012) because of massive economic challenges, population growth, energy shortages and high rate of unemployment. Similarly, performance management is a dilemma in organizations in Pakistan. Research studies have prioritized organization performance and investigated the relationship between various organizational aspects and performance (Bezrukova et al., 2012; O'Reilly et al.,

2014; Steffens et al., 2014). OD has gained strategic reputation and the positive relationship between OD and organization performance has been widely accepted (Karakas, 2009). Previous research studies concluded that OD interventions are efficient and effective solutions to address performance issues (Demmke, 2006; Muhammad Al-Khour, 2010).

Our results show the constructive effect of corporate restructuring intervention on employee development, organization performance (growth) and production performance. Employee development partially mediates between corporate restructuring and financial performance (growth) and fully mediates the association between corporate restructuring and production performance. Previous research studies have also concluded that restructuring accelerates compliant business environment and performance (Kanten et al., 2015; Tran and Tian, 2013). Panel experts argue that well-designed and well-implemented corporate restructuring initiatives improve performance and organizational capability. Corporate downsizing is not an effective intervention. The impact of corporate downsizing on financial performance (profitability) is positive but the relationship with financial performance (growth) and production performance is not significant.

The effect of work process and procedure on financial performance (growth) is positive and significant but the impact on financial profitability and production performance is not significant. However, previous research recommended innovative work processes and procedures to improve productivity and performance (Siebers et al., 2008; Barney, 2001; Koch and McGrath, 1996; Capelli and Neumark, 2001; Paul and Anantharaman, 2003; Michie and Sheehan, 2005). One main reason for a poor association of work processes and practices with productivity is the implementation in isolation. An organization should implement work processes and practices in

a cluster (Patterson et al., 2004). Focus group experts also indicated the implementation of a cluster of work practices for a significant improvement in employee development, productivity, quality and firm's performance.

The quantitative findings show insignificant impact of job redesigning intervention on employee development, financial performance (growth), financial performance (profitability) and production performance. The views of panel experts support the quantitative findings and stated that poor job designing results in inefficiency and dissatisfaction. The complex process of job design must be well managed to minimize depression and failure (Campion et al., 2005; Parker, 2003). Work system shows positive and a significant relationship with employee development, financial performance (growth) and production performance. Qualitative findings also support the quantitative results and recommended that HPWSs improve performance. Previous research studies argued that HPWSs enhance performance (Konrad, 2006). ISO 9000 has established a strong relationship with employee development, financial performance (growth) and production performance. Previous research studies have also recommended ISO 9000 certification for a consistent production process and financial stability (Vasileios and Odysseas, 2015; Willar, Coffey and Trigunarsyah, 2015; Walid, 2007; Heras, Dick and Casadesus, 2002; Ataullah et al., 2014; Memon, 2011).

The quantitative impact of SMT on employee development, financial performance (growth) and financial performance (profitability) and production performance is zero. Panel experts stated that SMTs cause stress and dissatisfaction. Poor cooperation among the team members and disintegration of diverse segments develop a negative culture. The impact of manufacturing process change on financial performance (growth) is positive and significant. The association

between manufacturing process change, financial performance (profitability) and production performance is insignificant. Manufacturing program change intervention is positively associated with financial performance (growth) and production performance. Panel experts argue that modern manufacturing processes and programs improve quality and production efficiency. However, new processes and programs need an efficient assets management program and professional workforce.

The impact of IT on employee development, financial performance (growth) and financial performance (profitability) is positive. The association between IT and production performance is insignificant. The current findings are supported by previous research studies that stated that IT and ERPs improve financial performance (Lodhi et al., 2016; Agarwal and Brem, 2015; Liao et al., 2015). Dewan and Min (1997) stated that IT does not improve productivity in rare cases. The configuration of IT tools with business strategy and other HR systems is a must to gain maximum benefits (Shin, 2001).

Automation is positively associated with employee development, financial performance (growth) and production performance. The impact of automation on financial performance (profitability) is insignificant. Findings of qualitative study recommended automation for productivity improvement. The current results are supported by previous research that stated that plant automation improves organizational effectiveness and performance (Mishev, 2010).

The quantitative results show a positive association of coaching with employee development, financial growth and production performance. The impact of coaching on financial profitability is not significant. Coaching helps to improve the in-role behavior of employees (Agarwal, 2009; Huang and Hsieh, 2015). Panel experts declared that the impact of coaching on financial

performance is negligible. Reward system has no association with financial growth and production performance. However, the association between reward system, employee development and financial performance (profitability) is positive. Previous research studies have discussed the various aspects of reward systems and stated that a reward system is a catalyst to achieve maximum performance (Gohari et al., 2013).

A career development plan is positively associated with employee development and financial performance (growth) but the relationship with financial performance (profitability) and production performance is not significant. Previous research studies have explained the various dimensions of effective career development programs (Melguizo and Wolniak, 2011; Xu, 2013).

Mentoring is one of the best behavioral interventions. Quantitative results indicate that the impact of mentoring on employee development, financial performance (growth) and production performance is positive and significant. The quantitative results were discussed during the qualitative study. Experts highly recommend mentoring for employee development. Quality mentoring programs develop the skills, knowledge, abilities, work attitude and behavior of employees. Mentoring improves working relationships among employees. Previous research studies have explored the relationship between mentoring and the various aspects of employee development. Matarazzo and Finkelstein (2015) have stated that goal setting and relationship between mentor and mentee is key to success. Mentoring moderates the relationships between labor strategies and service performance (Chi and Wang, 2016).

Panel experts suggested that well-designed FAPs improve QWL, wellness, well-being and productive culture which result in enhanced employee capabilities. Research studies on FAPs and EAP, employee development and performance are rare. Qualitative findings fill the gap and

confirmed the constructive role of comprehensive and strategically designed FAPs in employee development. The best FAPs connect employees with corporate strategy. Unlike employee development, the impact of FAP on financial performance is limited.

Quantitative results show that the association of a pay system with employee development, financial performance (growth), financial performance (profitability) and production performance is insignificant. According to the panel experts, corporate managers do not design pay and benefits according to the worth of jobs. Pay system fails to yield the desired results. A poor pay system damages the productivity and efficiency of employees. Henderson (2003) has stated that an imbalance between the job and pay offered creates dissatisfaction among employees. Bias and favoritism in designing a pay system is a major drawback of corporate managers. It destroys trust and feeling of association. Many studies have also investigated its positive impact on performance (Bushman and Smith, 2001).

Quantitative findings show a discouraging role of training and development intervention. The intervention has no association with financial performance (growth), financial performance (profitability) and production performance. However, training and development show a positive association with employee development. Organizations need to integrate training and development plans with organizational strategy and HRM system to achieve corporate objectives. Training and development programs show no effectiveness in isolation (Raja et al., 2011; Qaisar and Sara, 2009).

Previous research studies show few innovative methods and concepts regarding training and development. Organizations in Pakistan have not adopted the new methods and concepts. Kelly Scientific Resources (2011) stated that training and development is a process not a single

learning event. The commitment of top management is a prerequisite for a successful program. Management must incorporate training in corporate communications and business plans. Gupta (2007) mentioned that training should be role specific. New training models and practices have been introduced to achieve performance. Lyons and Bandura (2017) recommended self-regulated education. Shree (2017) proposed drama-based training as a good tool of behavioral transformation. Brandi and Lannone (2017) concluded that competence development requires flexible, learner-centered strategies to meet immediate corporate needs. Dubey et al. (2017) identified drivers like attitude, behavior and promotions that influence sustainable education.

Ng (2017) focused on the social support within an organization. Integration of organization, supervisor and co-worker's support is critical in training to gain the desired performance. Brennan and Hellbom (2016) claimed that a team coaching approach produces a creative corporate environment. Chukwu (2016) acknowledged the positive attributes of trainer. Marentakis et al. (2016) presented a systematic methodology (NaviGaTor); the method combines a structured method for the design of training programs with Nominal Group Technique.

The quantitative impact of merger on employee development, financial performance (growth) and production performance is positive. The findings of previous research studies are consistent with the current findings and concluded that there was a positive impact of merger on employee capabilities, and financial and production performance (Abdul-Rahman and Ayorinde, 2013; Ensign et al., 2014, Ranft and Lord, 2002; Khan, 2009). The effect of acquisition on employee development, financial performance (growth), financial performance (profitability) and

production performance is positive and significant. Previous studies support the findings (Duksaite and Tamosiuniene, 2009; Duksaite, 2009; Turang, 2010; Singh and Mogla, 2010).

M&A improve performance (Chevalier, 2004). Panel experts supported the quantitative results and declared M&A suitable strategic interventions. M&A can lead to poor results if the integration process is not effectively managed. Many research studies have not recommended M&A interventions and find a negative relationship with performance (Man and Duysters, 2005). The harmful effect of an acquisition on performance is because of choice of goals, absence of cooperation, and the poor combination of the acquired firm (Hitt et al., 2001).

The association of partnership with employee development, financial performance (growth) and production performance is positive and significant. However, the views of panel experts differed from the findings. They stated that partnership is not a successful business strategy. Partnerships involve many uncertain complexities. Trust is an important factor in partnerships. Poor business management and trust among partners cause a loss of efficiency and integrity. Low efficiency leads to disintegration of partnership. Partnership requires maximum transparency and cooperation among partners. Quantitative results of the current study are more optimistic and encourage this method of business consolidation. Panel experts do not recommend partnerships in Pakistani culture. Trust, instability, unlimited liability and low level of cooperation among partners are the major issues. Moreover, corporate business ethics are not sufficiently mature to address business complexities. Allocation of resources and distribution of benefits cause disintegration of partnerships.

The results of the quantitative study show insignificant association of JV with employee development, financial performance (growth) and production performance. However, the

relationship of JV with financial performance (profitability) is positive and significant. Panel experts stated that JV is a less stable and less successful business integration intervention in Pakistan. The success of JV depends upon the partners involved (Perkins, Morck and Yeung, 2008). Many researchers have recommended JV as business expansion strategy to achieve technological advancement, learning, productivity and growth (Wahab et al., 2011; Beamish and Lupton, 2009). However, JV is not a reliable corporate business integration intervention in Pakistani culture.

OD is a value-based process and the findings recommend the previous concepts. The study concludes the align-value approach as a new OD principle. The study also concludes concepts of organization opportunity and organizational ability to respond. Those concepts and strategies are proactive approaches to gain business opportunities in changing environment. Employee behavior can be reshaped and re-changed to achieve the actual performance. The study has concluded that organizations should reshape and re-change the employee behaviour. The study adds the concept of “reshape and re-change and behaviour theory”.

The study has concluded that organizations need to change a paradigm shift toward a green OD culture to save the environment and society for future generations. Green OD integrates the aspects to benefit the society, environment and the organization. The study explored the concept of “Green OD”; the concept is that appropriate OD interventions are beneficial to minimize the adverse effect of organizational activities on the environment and society. The study suggests a ***Green-OD-Community*** in Pakistan.

6.2. Theoretical implications

Theories related to OD and performance are absent in Pakistan and OD specialists need a solid body of theory. Researchers have suggested that new OD practices and models should be explored (Marshak, 2006). The study underlined the combination of OD interventions with performance indicators. Behavioral, technical, structural and strategic OD interventions are helpful to improve performance.

According to Burke and Bradford (2005), OD is a set of values and the application of the behavioral sciences with open systems theory. Gohil and Desh (2014) stated that OD is a value-based approach. This study has a theoretical stance of conducting organizational scanning and analysis before designing an OD intervention. The design and implementation of any OD intervention is useless without a set of organizational constructive values and principles. A set of constructive values both of individual and organization is essential for optimum results. This study endorses the “align value approach” as a new OD principle.

The study advocate the thoughts of “organization opportunity theory” and “organizational ability to respond” that show readiness for taking advantage of any environmental opportunity to improve performance. System and complexity theories focus on behavior and outcomes (McElroy, 2000; McKenzie and James, 2004) and they incorporate environmental factors (Mason, 2007).

The study improves the concept of “reshape and re-change and behavior theory”. Employees are important and strategic for organizations. The behavior of an employee can be reshaped and re-changed at a desire level to fit organizational culture. The role of behavioral OD interventions is

critical to reshape and re-charge the behavior of an employee at the workplace because behavioral interventions reinforce positive behavior.

Previous studies argued that building organizational infrastructure and other structural reforms develops a positive culture which is critical for organizational performance (Tran and Tian, 2013). The current study contributes to the OD literature by exploring the mediating role of employee development in OD and performance. It is one of the first studies in the area of OD and performance conducted in organizations of developing countries like Pakistan which demonstrate the critical role of employee development in structural reforms. Research studies have reported that an employee is a strategic asset and employee development interventions and programs are important to improve organizational performance (Elena, 2000; Hameed and Waheed, 2011). Results confirm the strategic role of employee development.

6.3 Practical implications

The study has made innovative contributions to practice that are consistent with new OD practices. Corporate performance has gained the attention of managers in Pakistan. Continuous performance is the need of the day. Organization performance is a multi-dimensional phenomenon and its measurement is impossible without a set of proper performance indicators. This research study has investigated the various dimensions of organization performance and guided practitioners on how to achieve these various dimensions. Financial (financial growth and profitability) and nonfinancial (production performance) dimensions are investigated. The study provided a set of guidelines for corporate managers to measure their organization performance. The study has informed practitioners that performance is a major driver of change.

The focus of practitioners is how to make organizations better to serve customers in a compliant way. The concepts, practices and interventions of OD are the tools of successful long-term

organizational change. The study has investigated the impact of 23 OD interventions on employee development, financial growth, financial profitability and production performance. The study has provided comprehensive knowledge on how to select OD interventions universally. Moreover, the unique needs of organizations have been highlighted. OD interventions are applicable according to the climate, culture, business environment and nature of the industry. OD interventions aligned with Pakistani business culture were designed for organizations.

The study has tested the mediated effect of employee development between the relationships of OD interventions and various dimensions of performance. The impact of 19 OD interventions on employee development is positive and significant. This study proposes OD interventions for employee development which is a “strategic revolution” in management development in the area of OD. The qualitative portion has conducted in-depth analysis and illustrated that OD interventions improve the performance of employees. The various behavioral aspects of employee development have been discussed. The findings are strategically important for “OD community” in Pakistan.

The qualitative section has discussed the various forces and drivers that cause organizational change. The findings show the influential behavior of micro and macro forces that serve as catalysts for corporate change. Those identified forces provide a “bigger picture” for corporate planners to use proactive approaches to address changing global corporate complexities. The forces and drivers are helpful in corporate strategy modification to gain long-term commitment. The current research study encourages managers and entrepreneurs to rethink and implement innovative ways of organization transformation.

The outcomes are supportive for practitioners to analyze organizational environments, to understand where they are lacking, and to rebuild their strategies, structures and processes.

6.4 Recommendations for future research

OD and performance is a complex phenomenon. Relationships between OD interventions and performance need further investigation and exploration. A few directions are presented below.

First, findings offer a valuable insight into how OD structural interventions influence financial growth, financial profitability and production performance. It would be strategic if future research studies investigate the impact of structural interventions on other dimensions of organization performance. This study has incorporated a group of seven structural interventions. They are corporate restructuring, corporate downsizing, work process and procedure, job redesigning, work system, ISO 9000 and SMT. Studies could investigate the impact of other than the above structural interventions on multiple dimensions of organization performance.

Second, this study has examined the effect of five technical interventions on organization performance: manufacturing process change, manufacturing program change, IT, technology change and automation. Future research studies could investigate the impact of other than the above technical interventions on other dimensions of organization performance.

Third, this study has taken seven behavioral interventions and explored relationships with three dimensions of organization performance. The behavioral interventions are coaching, reward system, career development plan, mentoring, FAP, redesign of pay system and training and development. Future research studies could test the relationships of other than the above behavioral interventions on multiple dimensions of organization performance.

Fourth, we have examined the effect of four strategic interventions on OP: merger, acquisition, partnership and JV. However, to fully understand the phenomena of strategic interventions and performance, it would be helpful for practitioners if future research studies take on other than the above strategic OD interventions and investigate the impact on multiple dimensions of organization performance. Fifth, the study tested the mediation effect of ED. The future studies use other variables of organizational behavior.

Sixth, the current study has used three dimensions of organization performance. They are financial performance (growth), financial performance (profitability) and production performance. Items of financial performance (growth) are growth in market share, growth in assets, growth in net revenue and growth in net profit. Items of financial performance (profitability) are EVA, ROA, ROI, ROE and ROS. Items of production performance are conformance to quality, efficiency and the cost of production, volume of production and speed of production process. Future research studies may take other aspects of financial performance (growth), financial performance (profitability) and production performance.

We have used the mixed method approach, and the qualitative section has explored micro and macro forces responsible for an organizational change in Pakistan. Those forces are organization performance and change, technology, organizational ageing and innovation. A focus group was conducted to explore the phenomena. Future research studies may use other qualitative techniques to explore the multiple forces that cause organizational change.

Organizations in Pakistan need compliant and appropriate OD interventions to improve performance. The current study has designed and recommended OD interventions to ensure organizational growth and effectiveness. Those OD interventions are IMS, TQM, HPWS, technology, IT, plant automation and control, executive coaching, training and development

program and merger and acquisition. Future research studies further explore innovative OD interventions.

We also propose that structural reforms are significant in achieving sustainability, internal consistency, and business process capability. Business process capability is the capability of a business or organization to perform the desired functions and to achieve the outcomes. We recommend that future research studies to use business process capability as a mediator.

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Appendix–A

Cover Letter

Dear Respondent,

Subject: Request for Data Collection

I am a PhD (Business Administration) candidate at The Superior College, Lahore, Pakistan. As a requisite to the full completion of the same, I am doing a research on impact of organization development intervention strategies on employee development and organization performance.

You have been selected for data collection being that your company had implemented many interventions of organization development hence you would be in a good position enabling the study achieves at its objectives. My supervisor and I request you to take a few minutes to respond to the attached questionnaire.

Your responses will be kept confidential and the data collected will be used entirely for education purposes.

Your assistance will be highly appreciated.

Yours faithfully,

Asmat Nawaz Khattak

Prof. Dr. Muhammad Ilyas
Supervisor
The Superior College, Lahore
Pakistan

Appendix–B

Questionnaire

This research study seeks to investigate the impact of organization development interventions on employee development and organizational performance in organizations of Pakistan. The information provided will be purely for my academic research purpose and your responses will be treated with confidentiality.

Please evaluate the following statement and indicate how strongly you agree or disagree with each statement using the scale provided. Please encircle your number beside each statement.

1=strongly disagree

2=disagree

3=neutral

4=agree

5=strongly agree

Section A:

S.#	Structural Interventions:					
	Corporate restructuring:					
1.	After restructuring process, coordination of activities in the organization has improved.	1	2	3	4	5
2.	The facilities we use in our office work are adequate.	1	2	3	4	5
3.	The organization in terms of staff members is optimally staffed. This has improved organizational performance.	1	2	3	4	5
4.	It is now easier to report to high authorities because during restructuring process they were relocated in such a way that made them easily accessible.	1	2	3	4	5
5.	Delegation at all levels in the organization is now more evident than it was before and this has resulted in improved employees' performance.	1	2	3	4	5
6.	After restructuring, it has even become more difficult to move information from one department to another.	1	2	3	4	5
7.	Under the new structure, it is possible for staff in one department to report to another head of department without necessarily going through his/her boss/supervisor.	1	2	3	4	5
Corporate downsizing:						
8.	There are fewer positions now than there were before the downsizing.	1	2	3	4	5
9.	Restructuring/downsizing process gave departments a higher degree of autonomy.	1	2	3	4	5
10.	The restructuring process clarified who reports to whom.	1	2	3	4	5
11.	Employees perform work with less supervision nowadays as	1	2	3	4	5

	compared to the period before downsizing.					
12.	After downsizing, work has not been equally distributed. Some positions have too many staff.	1	2	3	4	5
13.	After downsizing, the performance of employees has improved.	1	2	3	4	5
Work process and procedures:						
14.	The organization introduced new work policies and procedures to improve the performance.	1	2	3	4	5
15.	The manner in which work tasks are divided is a logical one.	1	2	3	4	5
16.	The division of labor in this organization actually helps it to reach its goals.	1	2	3	4	5
17.	New policies & procedures have improved the organizational performance.	1	2	3	4	5
Job-redesign:						
18.	I now know what I am supposed to do as a result of job-redesign process.	1	2	3	4	5
19.	Some staff even after restructuring of job-redesign exercise still does their work for the sake of it. People work because they are not sure where their boundaries lie.	1	2	3	4	5
20.	Individuals have a high degree of autonomy in their new jobs now as compared with the jobs before job-redesign exercise.	1	2	3	4	5
21.	Roles are now clearly defined as a result of the job-redesign process that took place.	1	2	3	4	5
22.	Most people still do not know what their contribution to the mission of the organization is.	1	2	3	4	5
23.	During job-redesign process, clear job descriptions were developed for all jobs.	1	2	3	4	5
24.	The job you hold has a clear job description laying out the duties you are supposed to perform.	1	2	3	4	5
25.	Your current duties match with your job description.	1	2	3	4	5
26.	The duties and responsibilities attached to my job are challenging.	1	2	3	4	5
ISO 9000:						
27.	All major department heads within our company accept their responsibility for quality.	1	2	3	4	5
28.	Employees are rewarded for quality improvements.	1	2	3	4	5
29.	New product designs are thoroughly reviewed before the product is produced and sold.	1	2	3	4	5
30.	Customer requirements are thoroughly analyzed in the new product design process.	1	2	3	4	5
31.	Quality is more important than schedule concerns in the new product development process.	1	2	3	4	5
32.	ISO 9000 has improved product quality and performance of the organization.	1	2	3	4	5
33.	Our plant/organization is disorganized and dirty.	1	2	3	4	5

S. no.	Technical Interventions:
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	Manufacturing process change:					
34.	Changes in procedures and support systems affect people and structures in the organization.	1	2	3	4	5
35.	The changes produce resistance.	1	2	3	4	5
36.	The procedures and processes focused on the specific goals/objectives and tasks.	1	2	3	4	5
37.	The new procedures fit the organization's specific social and technical realities.	1	2	3	4	5
38.	The new organizational process has improved the performance.	1	2	3	4	5
	Technology change:					
39.	My organization is constantly thinking of the next generation of technology.	1	2	3	4	5
40.	My organization searches for continuing learning and improvement after installation of the new equipment.	1	2	3	4	5
41.	My organization stays on the leading edge of new technology in our industry.	1	2	3	4	5
42.	My organization searches for continuing learning and improvement after installation of the equipment.	1	2	3	4	5
43.	Technological changes have enhanced our manufacturing performance.	1	2	3	4	5
44.	We are a leader in the effective use of new process technology.	1	2	3	4	5
	Manufacturing programs change:					
45.	Our processes are located close together so that material handling and part storage are minimized.	1	2	3	4	5
46.	We usually meet the production schedule each day.	1	2	3	4	5
47.	We emphasize good maintenance as a strategy for achieving quality and schedule compliance.	1	2	3	4	5
48.	The new manufacturing programs have maximized the effectiveness of the equipment.	1	2	3	4	5
49.	Our machines are grouped according to the product family to which they are dedicated.	1	2	3	4	5
	Automation:					
50.	Automation has increased the utility of employees' creativity in achieving the organization's goals.	1	2	3	4	5
51.	Automation affected working recognition and improvement.	1	2	3	4	5
52.	Automation of plant has motivated employees to improve the internal operations of the organization.	1	2	3	4	5
53.	Automation causes development of staff skills.	1	2	3	4	5
54.	Automation affected the precision of decision-making.	1	2	3	4	5
	Information Technology:					
55.	My organization heavily relies on information technology.	1	2	3	4	5
56.	My organization uses many support and decision-making software packages.	1	2	3	4	5
57.	Computers and other information technologies proved useful for	1	2	3	4	5

	my organization.					
58.	My organization allocates an adequate budget for information technology activities.	1	2	3	4	5
59.	Information Technology leads to more formalization of communication and procedures.	1	2	3	4	5
60.	Information Technology improved the overall productivity of the organization.	1	2	3	4	5
61.	Information Technology helped the organization to grow.	1	2	3	4	5

S. no.	Behavioral Interventions:					
	Coaching:					
62.	I learned new concepts and ideas through the coaching process.	1	2	3	4	5
63.	Coaching provided me with new skills.	1	2	3	4	5
64.	I clearly see the impact of my enhanced performance (as the result of coaching) in the workplace.	1	2	3	4	5
65.	As a result of coaching, others around me acknowledge a distinct change in my behavior, style or interactions with others.	1	2	3	4	5
66.	I gained a better understanding of my own motivation through coaching.	1	2	3	4	5
67.	I definitely learned new behaviors throughout coaching.	1	2	3	4	5
Mentoring:						
68.	Mentoring supports me in my career planning.	1	2	3	4	5
69.	My mentor uses her or his influence to support my career.	1	2	3	4	5
70.	Mentoring helped me to gain more self-confidence.	1	2	3	4	5
71.	Mentoring supported me to develop my talents and my performance was improved.	1	2	3	4	5
72.	My mentor supports me in analyzing my strengths and weaknesses.	1	2	3	4	5
73.	Mentoring supported me to identify my values.	1	2	3	4	5
Training and Development:						
74.	Some changes introduced during restructuring process have left us in need of more training.	1	2	3	4	5
75.	We were trained in new skills in preparation for the restructuring that took place.	1	2	3	4	5
76.	Some people were given tasks that require training which they still do not have.	1	2	3	4	5
77.	Even after restructuring, a large number of employees need the necessary skills in order to perform on the job.	1	2	3	4	5
78.	The training policy was changed to suit the challenges brought about by the restructuring.	1	2	3	4	5
79.	The development programs are geared towards empowering staff to accomplish new tasks as defined restructuring.	1	2	3	4	5
80.	The new training program has improved staff performance.	1	2	3	4	5
Career Development Plan:						
81.	There is a link between how well I perform my job and the	1	2	3	4	5

	likelihood of receiving a raise in pay.					
82.	My company gives regular promotions.	1	2	3	4	5
83.	My company helps me to seek out career information and resources.	1	2	3	4	5
84.	I clearly know the possible career path for me in the company.	1	2	3	4	5
85.	In my company, there is a good opportunity for career advancement.	1	2	3	4	5
86.	The career development programs have improved the performance.	1	2	3	4	5
Rewards system:						
87.	The new rewards I nowadays receive are not appropriate with my work experience.	1	2	3	4	5
88.	Pay in organization is fair and reasonable nowadays as compared to the period before restructuring.	1	2	3	4	5
89.	Some employees in the organization on the same job as me are paid a higher salary than me.	1	2	3	4	5
90.	There is need to correct the way remuneration is distributed among staff on the same job. It is not fair these days.	1	2	3	4	5
91.	The current reward system is designed to reward the challenges attached to the new structure. This has improved performance.	1	2	3	4	5
92.	The organization has put in place a reward system that is designed in such a way that individuals who perform extra tasks are rewarded appropriately.	1	2	3	4	5
93.	It does not matter whether you perform highly or not. The pay is the same.	1	2	3	4	5
94.	The current reward system has led to improved organizational performance.	1	2	3	4	5
95.	The current reward system is capable of rewarding group/team achievement.	1	2	3	4	5
96.	The group reward is equitably and fairly distributed among members.	1	2	3	4	5
97.	The harder I work the more pay I get. That is the advantage the restructuring process has brought into my job.	1	2	3	4	5

S. no.	Strategic Interventions:					
	Merger:					
98.	The market share of the company has changed after the merger.	1	2	3	4	5
99.	The general performance of the company has improved after merger.	1	2	3	4	5
100.	Policies, strategies and practices changed after the merger process.	1	2	3	4	5
101.	After merger, the firm's internal profitability has changed.	1	2	3	4	5
Acquisition:						
102.	My work tasks have changed after acquisition.	1	2	3	4	5
103.	After the acquisition, the consolidated business's market share changed.	1	2	3	4	5

104.	My relation with my boss has improved after the acquisition.	1	2	3	4	5
105.	The atmosphere in the company has improved after the acquisition.	1	2	3	4	5
106.	I can perform my duties more effectively after the acquisition.	1	2	3	4	5
107.	The integration of the two companies is good.	1	2	3	4	5
Strategic Alliance:						
108.	This alliance is characterized by a strong and harmonious relationship between the alliance partners.	1	2	3	4	5
109.	Our company has achieved its primary objective(s) informing this alliance.	1	2	3	4	5
110.	Our company's competitive position has been greatly enhanced due to this alliance.	1	2	3	4	5
111.	Our company has been successful in learning some critical skill(s) or capabilities from its alliance partner.	1	2	3	4	5
112.	The alliance has improved the performance of our organization.	1	2	3	4	5
Joint Venture:						
113.	The joint venture (JV) has improved the competitiveness and performance of the organization.	1	2	3	4	5
114.	The partner firm contributed to joint venture technology.	1	2	3	4	5
115.	The joint venture enhanced skills and knowledge of the employees.	1	2	3	4	5
116.	Motivation behind JV is to access new marketing channels.	1	2	3	4	5
117.	The main objective of the JV was achieved.	1	2	3	4	5
Partnership:						
118.	Partnership benefit is to share knowledge and technology.	1	2	3	4	5
119.	Partnership is a tool for rapid growth in markets.	1	2	3	4	5
120.	Partnership sustains competitive advantage.	1	2	3	4	5
121.	Partnership increases profits.	1	2	3	4	5
122.	Partnering is an option to make fruitful change in organization.	1	2	3	4	5
123.	Partnership has increased the performance of my organization.	1	2	3	4	5

S. no.	Employee Development:					
124.	The change has led to improved employees' performance.	1	2	3	4	5
125.	As a result of change, there are greater demands placed on the employees to improve their skills at workplace.	1	2	3	4	5
126.	The changes that occurred in the organization have increased the organizational performance.	1	2	3	4	5
127.	Employees in the team find their work more interesting focused on the tasks.	1	2	3	4	5
128.	The organizational change has fostered the decision-making process.	1	2	3	4	5
129.	The aim to improve efficient and effective utilization of resources brought about change in the organization.	1	2	3	4	5
130.	The intentions to introduce new organizational practices brought about change.	1	2	3	4	5
131.	Decline in employees' performance was driver for change.	1	2	3	4	5

S. no.	Organizational Performance:					
	Financial Performance:					
	Growth:					
132.	The growth in market share is due to the firm's restructuring and new organization development initiative(s).	1	2	3	4	5
133.	The asset growth is due to the restructuring process of the organization.	1	2	3	4	5
134.	My firm has implemented organization development initiative(s) and achieved growth in net revenue.	1	2	3	4	5
135.	The growth in net profit is due to the current organization development strategy(s), implemented by the organization.	1	2	3	4	5
	Profitability:					
136.	The restructuring process of the organization has led to the addition of economic value (EVA).	1	2	3	4	5
137.	The organization development initiative(s) has enhanced return on asset (ROA)	1	2	3	4	5
138.	The organization development initiative(s) has enhanced return on investment (ROI)	1	2	3	4	5
139.	The organization has improved return on equity (ROE) due to the new change and organization development strategies.	1	2	3	4	5
140.	My organization has implemented change initiative(s) and these positively affect return on sales (ROS).	1	2	3	4	5
	Employee Satisfaction					
141.	Employees are now more satisfied after the change process.	1	2	3	4	5
142.	Employees are now more satisfied and employees' turnover has decreased after the change process.	1	2	3	4	5
143.	The organization development initiative(s) have positively affected the organizational climate.	1	2	3	4	5
	Production Performance					
144.	The organization has improved the product/service conformance to quality after the change process.	1	2	3	4	5
145.	The new organization development strategy(s) have improved the efficiency and the cost of production is minimized.	1	2	3	4	5
146.	The organization has maximized the volume of production by implementing new organization development strategy(s).	1	2	3	4	5
147.	The new restructuring changes have positively affected the speed of production in the organization.	1	2	3	4	5

Section B:

1. Name (Optional): _____ 2. Male / Female _____

3. Position: _____ 4. Education: MBA, MS/M.Phil., PhD, Others

5. Age: below 25 26-35 36-45 46-55 56-65 above 65

6. Name of the Organization: _____ **7. Type of Industry:** _____

8. Geographical Location: _____

9. Years in this organization: 1-5, 6-10, 11-15, 16-20, 21-25, 26-30, 31-35, 36-40, 41 & Above

10. Total Experience: 1-5, 6-10, 11-15, 16-20, 21-25, 26-30, 31-35, 36-40, 41 & Above

Thank you very much for your cooperation and support

Appendix–C

Correlation Matrices

Correlation Matrix for Structural Interventions

Corporate restructuring

	1	2	3	4	5	6	7
After restructuring process, coordination of activities in the organization has improved.	1	.716*	.372*	.477*	.230*	.220*	.310*
The facilities we use in our office work are adequate.		1	.335*	.461*	.173*	.197*	.346*
The organization in terms of staff members is optimally staffed. This has improved organizational performance.			1	.233*	.448*	-.76	.106*
It is now easier to report to high authorities because during restructuring process they were relocated in such a way that made them easily accessible.				1	.153*	.270*	.330*
Delegation at all levels in the organization is now more evident than it was before and this has resulted in improved employees' performance.					1	-.001	.193*
After restructuring, it has even become more difficult to move information from one department to another.						1	.275*
Under the new structure, it is possible for staff in one department to report to another head of department without necessarily going through his/her boss/supervisor.							1

Corporate downsizing

	1	2	3	4	5	6
There are fewer positions now than there were before the downsizing.	1	.414*	.515*	.412*	.154*	.484*
Restructuring/downsizing process gave departments a higher degree of autonomy.		1	.241*	.084	.259	.265*
The restructuring process clarified who reports to whom.			1	.494*	.032	.408*
Employees perform work with less supervision nowadays as compared to the period before downsizing.				1	.054	.340*
After downsizing, work has not been equally distributed. Some positions have too many staff.					1	.109
After downsizing, the performance of employees has improved.						1

Work process and procedure

	1	2	3	4
The organization introduced new work policies and procedures to improve the performance.	1	.729*	.567*	.384*
The manner in which work tasks are divided is a logical one.		1	.553*	.385*
The division of labor in this organization actually helps it to reach its goals.			1	.390*
New policies & procedures have improved the organizational performance.				1

Job-redesign

I now know what I am supposed to do as a result of job-redesign process.	1	2	3	4	5	6	7	8	9
Some staff even after restructuring of job-redesign exercise still does their work for the sake of it. People work because they are not sure where their boundaries lie.	1	.390*	.589*	.576*	-.23	.217*	.538*	.278*	.340*
Individuals have a high degree of autonomy in their new jobs now as compared with the jobs before job-redesign exercise.		1	.402*	.256*	.396*	-.026	.221*	.066	.108
Roles are now clearly defined as a result of the job-redesign process that took place.			1	.608*	-.008	.229*	.474*	.433*	.411*
Most people still do not know what their contribution to the mission of the organization is.				1	-.021	.349*	.544*	.316*	.326*
During job-redesign process, clear job descriptions were developed for all jobs.					1	.260*	-.082	.181*	.266*
The job you hold has a clear job description laying out the duties you are supposed to perform.						1	.365*	.509*	.549*
Your current duties match with your job description.							1	.363*	.324*
The duties and responsibilities attached to my job are challenging.								1	.659*

ISO 9000

	1	2	3	4	5	6	7
All major department heads within our company accept their responsibility for quality.	1	.786*	.642*	.495*	.379*	.530*	-.281
Employees are rewarded for quality improvements.		1	.609*	.417*	.435*	.467*	-.36
New product designs are thoroughly reviewed before the product is produced and sold.			1	.623*	.402*	.466*	-.218
Customer requirements are thoroughly analyzed in the new product design process.				1	.393*	.482*	-.231
Quality is more important than schedule concerns in the new product development process.					1	.498*	-.172
ISO 9000 has improved product quality and performance of the organization.						1	-.297
Our plant/organization is disorganized and dirty.							1

Correlation Matrix for Technical Interventions

Manufacturing process change

	1	2	3	4	5
Changes in procedures and support systems affect people and structures in the organization.	1	.752*	.564*	.499*	.167*
The changes produce resistance.		1	.546*	.434*	.123
The procedures and processes focused on the specific goals/objectives and tasks.			1	.744*	.234*
The new procedures fit the organization's specific social and technical realities.				1	.226*
The new organizational process has improved the performance.					1

Technology change

	1	2	3	4	5	6
My organization is constantly thinking of the next generation of technology.	1	.782*	.655*	.419*	.206*	.242*
My organization searches for continuing learning and improvement after installation of the		1	.641*	.462*	.272*	.293*

new equipment.						
My organization stays on the leading edge of new technology in our industry.			1	.465*	.264*	.254*
My organization searches for continuing learning and improvement after installation of the equipment.				1	.449*	.427*
Technological changes have enhanced our manufacturing performance.					1	.648*
We are a leader in the effective use of new process technology.						1

Manufacturing program change

	1	2	3	4	5
Our processes are located close together so that material handling and part storage are minimized.	1	.652*	.630*	.320*	.394*
We usually meet the production schedule each day.		1	.870*	.464*	.316*
We emphasize good maintenance as a strategy for achieving quality and schedule compliance.			1	.485	.306*
The new manufacturing programs have maximized the effectiveness of the equipment.				1	.417*
Our machines are grouped according to the product family to which they are dedicated.					1

Automation

	1	2	3	4	5
Automation has increased the utility of employees' creativity in achieving the organization's goals.	1	.766*	.609*	.621*	.533*
Automation affected working recognition and improvement.		1	.645*	.592*	.559*
Automation of plant has motivated employees to improve the internal operations of the organization.			1	.550*	.402*
Automation causes development of staff skills.				1	.634*
Automation affected the precision of decision-making.					1

Information technology

	1	2	3	4	5	6	7
My organization heavily relies on information technology.	1	.822*	.679*	.659*	.407*	.381*	.473*
My organization uses many support and decision-making software packages.		1	.661*	.625*	.335*	.375*	.425*
Computers and other information technologies proved useful for my organization.			1	.601*	.279*	.315*	.427*
My organization allocates an adequate budget for information technology activities.				1	.440*	.359*	.392*
Information Technology leads to more formalization of communication and procedures.					1	.690*	.390*
Information Technology improved the overall productivity of the organization.						1	.392*
Information Technology helped the organization to grow.							1

Correlation Matrix for Behavioral Interventions

Coaching

	1	2	3	4	5	6
I learned new concepts and ideas through the coaching process.	1	.907*	.611*	.492*	.581*	.331*
Coaching provided me with new skills.		1	.623*	.518*	.608*	.3468
I clearly see the impact of my enhanced performance (as the result of coaching) in the workplace.			1	.648*	.494*	.447*
As a result of coaching, others around me acknowledge a distinct change in my behavior, style or interactions with others.				1	.673*	.320*
I gained a better understanding of my own motivation through coaching.					1	.416*
I definitely learned new behaviors throughout coaching.						1

Mentoring

	1	2	3	4	5	6
Mentoring supports me in my career planning.	1	.594*	.602*	.510*	.333*	.325*
My mentor uses her or his influence to support my career.		1	.803*	.621*	.389*	.408*
Mentoring helped me to gain more self-confidence.			1	.659*	.416*	.419*
Mentoring supported me to develop my talents and my performance was improved.				1	.492*	.436*
My mentor supports me in analyzing my strengths and weaknesses.					1	.649*
Mentoring supported me to identify my values.						1

Training and Development

	1	2	3	4	5	6	7
Some changes introduced during restructuring process have left us in need of more training.	1	.349*	.429*	.352*	.342*	.459*	.419*
We were trained in new skills in preparation for the restructuring that took place.		1	.557*	.474*	.226*	.343*	.340*
Some people were given tasks that require training which they still do not have.			1	.576*	.251*	.332*	.261*
Even after restructuring, a large number of employees need the necessary skills in order to perform on the job.				1	.436*	.416*	.289*
The training policy was changed to suit the challenges brought about by the restructuring.					1	.558*	.349*
The development programs are geared towards empowering staff to accomplish new tasks as defined restructuring.						1	.555*
The new training program has improved staff performance.							1

Career Development Plan

	1	2	3	4	5	6
There is a link between how well I perform my job and the likelihood of receiving a raise in pay.	1	.820*	.731*	.615*	.475*	.468*
My company gives regular promotions.		1	.727*	.582*	.508*	.461*
My company helps me to seek out career information and resources.			1	.675*	.374*	.381*
I clearly know the possible career path for me in the company.				1	.426*	.299*
In my company, there is a good opportunity for career advancement.					1	.552*
The career development programs have improved the performance.						1

Rewards system

	1	2	3	4	5	6	7	8	9	10	11
The new rewards I nowadays receive are not appropriate with my work experience.	1	.180*	.458*	.330*	-.104	-.068	.378*	.009	-.204	-.183	.074
Pay in organization is fair and reasonable nowadays as compared to the period before restructuring.		1	.267*	-.101	.421*	.604*	.119*	.553*	.304*	.339*	.547*
Some employees in the organization on the same job as me are paid a higher salary than me.			1	.322*	-.045	.125	.425*	.118	-.035	-.028	.157*
There is need to correct the way remuneration is distributed among staff on the same job. It is not fair these days.				1	.166*	-.158	.367*	-.98	.146*	.169*	-.088
The current reward system is designed to reward the challenges attached to the new structure. This has improved performance.					1	.486*	-.039	.456*	.633*	.595*	.323*
The organization has put in place a reward system that is designed in such a way that individuals who						1	.073	.540*	.427*	.348*	.534*

perform extra tasks are rewarded appropriately.											
It does not matter whether you perform highly or not. The pay is the same.							1	.173*	-.48	-.005	.101*
The current reward system has led to improved organizational performance.								1	.477*	.395*	.481*
The current reward system is capable of rewarding group/team achievement.									1	.719*	.481*
The group reward is equitably and fairly distributed among members.										1	.519*
The harder I work the more pay I get. That is the advantage the restructuring process has brought into my job.											1

Correlation Matrix for Strategic Interventions

Merger

	1	2	3	4
The market share of the company has changed after the merger.	1	.869*	.633*	.591*
The general performance of the company has improved after merger.		1	.761*	.577*
Policies, strategies and practices changed after the merger process.			1	.624*
After merger, the firm's internal profitability has changed.				1

Acquisition

	1	2	3	4	5	6
My work tasks have changed after acquisition.	1	.780*	.722*	.672*	.609*	.490*
After the acquisition, the consolidated business's market share changed.		1	.722*	.596*	.546*	.508*
My relation with my boss has improved after the acquisition.			1	.567*	.621*	.609*
The atmosphere in the company has improved after the acquisition.				1	.799*	.716*
I can perform my duties more effectively after the acquisition.					1	.762*
The integration of the two companies is good.						1

Strategic Alliance

	1	2	3	4	5
This alliance is characterized by a strong and harmonious relationship between the alliance partners.	1	.854*	.670*	.597*	.409*
Our company has achieved its primary objective(s) in forming this alliance.		1	.759*	.658*	.440*
Our company's competitive position has been greatly enhanced due to this alliance.			1	.742*	.455*
Our company has been successful in learning some critical skill(s) or capabilities from its alliance partner.				1	.505*
The alliance has improved the performance of our organization.					1

Joint Venture

	1	2	3	4	5
The joint venture (JV) has improved the competitiveness and performance of the organization.	1	.785*	.772*	.444*	.414*
The partner firm contributed to joint venture technology.		1	.812*	.530*	.422*
The joint venture enhanced skills and knowledge of the employees.			1	.491*	.440*
Motivation behind JV is to access new marketing channels.				1	.555*
The main objective of the JV was achieved.					1

Partnership

	1	2	3	4	5	6
Partnership benefit is to share knowledge and technology.	1					
Partnership is a tool for rapid growth in markets.	1	.704*	.669*	.683*	.530*	.463*
Partnership sustains competitive advantage.		1	.688*	.530*	.517*	.546*
Partnership increases profits.			1	.701*	.574*	.555*
Partnering is an option to make fruitful change in organization.				1	.644*	.510*
Partnership has increased the performance of my organization.					1	.668*

Correlation

Matrix for Employee development

The change has led to improved employees' performance.	1	2	3	4	5	6	7	8
As a result of change, there are greater demands placed on the employees to improve their skills at workplace.	1	.733*	.578*	.610*	.605*	.565*	.312*	.255*
The changes that occurred in the organization have increased the organizational performance.		1	.595*	.527*	.596*	.568*	.300*	.216*
Employees in the team find their work more interesting focused on the tasks.			1	.676*	.553*	.502*	.334*	.273*
The organizational change has fostered the decision-making process.				1	.578*	.501*	.268*	.356*
The aim to improve efficient and effective utilization of resources brought about change in the organization.					1	.602*	.304*	.206*
The intentions to introduce new organizational practices brought about change.						1	.388*	.214*
Decline in employees' performance was driver for change.							1	.217*

Correlation Matrix for Organization Performance

Financial Performance (Growth)

	1	2	3	4
The growth in market share is due to the firm's restructuring and new organization development initiative(s).	1	.653*	.544*	.629*
The asset growth is due to the restructuring process of the organization.		1	.577*	.672*
My firm has implemented organization development initiative(s) and achieved growth in net revenue.			1	.613*
The growth in net profit is due to the current organization development strategy(s), implemented by the organization.				1

Financial Performance (Profitability)

	1	2	3	4	5
The restructuring process of the organization has led to the addition of economic value (EVA).	1	.742*	.263*	.206*	.369*
The organization development initiative(s) has enhanced return on asset (ROA)		1	.359*	.202*	.355*
The organization development initiative(s) has enhanced return on investment (ROI)			1	.711*	.186*
The organization has improved return on equity (ROE) due to the new change and organization development strategies.				1	.250*
My organization has implemented change initiative(s) and these positively affect return on sales (ROS).					1

Employee Satisfaction

	1	2	3
Employees are now more satisfied after the change process.	1	.788*	.373*
Employees are now more satisfied and employees' turnover has decreased after the change process.		1	.379*
The organization development initiative(s) have positively affected the organizational climate.			1

Production Performance

	1	2	3	4
The organization has improved the product/service conformance to quality after the change process.	1	.547*	.305*	.519*
The new organization development strategy(s) have improved the efficiency and the cost of production is minimized.		1	.603*	.251*
The organization has maximized the volume of production by implementing new organization development strategy(s).			1	.330*
The new restructuring changes have positively affected the speed of production in the organization.				1

Appendix – D
Data Normality-Descriptive Statistic

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Corporate Restructuring	761	-3	5	.00	1.000	-.196	.089	1.153	.177
Corporate Downsizing	761	-4	2	.00	1.000	-1.836	.089	4.636	.177
Work Processes Procedures	761	-3	6	.00	1.000	.251	.089	1.832	.177
Job Redesigning	761	-3	2	.00	1.000	-.346	.089	.108	.177
Work Systems	761	-7	3	.00	1.000	-2.148	.089	9.595	.177
ISO 9000	761	-5	11	.00	1.000	.386	.089	19.832	.177
Self-Managed Teams	761	-5	13	.00	1.000	1.724	.089	35.967	.177
Manufacturing Process Change	760	-4	3	.00	1.000	-.345	.089	.253	.177
Manufacturing Programs Change	760	-4	8	.00	1.000	.390	.089	6.737	.177
Information Technology	760	-4	3	.00	1.000	.001	.089	1.278	.177
Technology Change	760	-3	2	.00	1.000	-1.246	.089	1.958	.177
Automation	760	-4	2	.00	1.000	-1.372	.089	4.635	.177
Coaching	762	-2	3	.00	1.000	.009	.089	-.119	.177
Reward System	762	-4	2	.00	1.000	-1.751	.089	4.540	.177
Career Development Plan	762	-4	8	.00	1.000	.767	.089	5.926	.177
Mentoring	762	-5	2	.00	1.000	-2.431	.089	9.582	.177

Financial Assistance Program	762	-4	4	.00	1.000	-.281	.089	1.455	.177
Redesign of Pay System	762	-3	7	.00	1.000	.035	.089	3.367	.177
Training and Development	762	-4.40	10.90	.0000	1.00000	.668	.089	21.853	.177
Merger	762	-3.08	6.98	.0000	1.00000	1.141	.089	3.656	.177
Acquisition	762	-4.85	2.72	.0000	1.00000	-.637	.089	1.986	.177
Partnership	762	-4.75	2.48	.0000	1.00000	-.202	.089	.827	.177
Joint Venture	762	-3.32	6.40	.0000	1.00000	-.654	.089	3.768	.177
Employee Development	762	-3.13	3.07	.0000	1.00000	-.335	.089	-.407	.177
OP Growth	762	-2.76750	2.79784	.0000000	1.00000000	.033	.089	-.112	.177
OP Profitability	762	-3.73099	2.11820	.0000000	1.00000000	-1.730	.089	4.168	.177
Production Performance	762	-3.83494	2.74784	.0000000	1.00000000	-.291	.089	1.059	.177
Valid N (listwise)	759								

Appendix – E

TABLE 4.6A. Model Fit Summary of CFA

Measures with Threshold values	Model Fit Indices for CFA					
	Structural Intervention	Technical Intervention	Behavioral Invention	Strategic intervention	OP	E.D
CMIN/df < 5 is permissible	7.240	7.708	10.918	6.142	5.361	.712
GFI > .95 great; > .90 traditional; > .80 permissible	.936	.867	.855	.818	.961	.999
AGFI> .80	.887	.811	.788	.864	.926	.993
CFI > .90	.949	.909	.879	.991	.974	.998
RMSEA < .05 good; .05-.10 moderate	.091	.094	.114	.031	.076	.000