Classification of Organizational Development Interventions: An Exploratory Literature Review

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Abstract
Organizations need contemporary strategies to deal with the "polycrisis" corporate environment. Organization Development (OD) interventions offer solutions to address current and future challenges. However, there is still "ambiguity" in OD interventions for students, academics, and business planners in Saudi Arabia and Pakistan. The study aims to classify OD interventions based on the types of performances they demonstrate to remove the "ambiguity." We conducted an exploratory literature review study to explore the phenomenon. We classified OD interventions, with examples, into four different groups: structural, technological, behavioral, and strategic. The findings recommend value-producing corporate cultures because industries are moving towards "smart factories" and "smart units." Positive behavior, satisfaction, determination, and trust among employees are the main instruments to improve performance. The findings also suggest that OD courses be taught at the university level to improve students' "employability." The conclusions have significant implications for business students, academics, and business strategists in Pakistan and the Kingdom of Saudi Arabia.
 Keywords: OD Models, OD Interventions, Organizational Performance, OD Consultants, Organizational Strategy.

Introduction

The current corporate environment is dynamic, and doing business in the modern era is challenging (Jeyadevi & Duraisamy, 2022; Amoa, 2023). Pakistan and the Kingdom of Saudi Arabia are also very competitive business regions (Khattak et al., 2023; Bindawas, 2023). Corporate strategies from today will not be effective in the workplaces of tomorrow. The old business model is fading away. Future business challenges require us to be proactive. According to Manvelidze et al. (2023), there is a need for industrial innovation to take a strategic step to address potential challenges.

OD interventions offer solutions to poor corporate performance (PerformYard, 2023). OD interventions are planned efforts, strategies, and actions designed to improve the performance of an organization. First, OD specialists and consultants diagnose issues with organizational performance. Within the organization, interventions are then planned and carried out. Ultimately, an assessment is carried out to ensure the efficacy and efficiency of the interventions.

Policy and strategy serve as crucial to OD intervention. There are five processes involved in the intervention process: contracting, diagnosis, designing the intervention, leading and managing change, and, finally, evaluating and enforcing the interventions (Waddell et al., 2019). OD

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interventions improve cooperation, coordination between organizational components, and the ability to solve problems (Al Masaeid, 2020). The other advantages of OD interventions include optimizing performance, streamlining change management, raising employee happiness and engagement, cultivating a culture of ongoing learning, and encouraging creativity and flexibility (PerformYard, 2023; Yavuz, 2020).

This research study aims to classify and arrange OD interventions in groups. There is uncertainty for readers since there is improper classification. Classifications have been made (Church et al., 2018; Roberts et al., 2017; 2019; Himani, 2023; Cosentino, 2023), but here need arises again. Many of our fresh business graduates need to be made aware of the distinctions between the various types of OD interventions and the collective advantages of each class and group. Since OD is known to be more common in developing countries like Pakistan and Saudi Arabia, researchers, practitioners, and students can all benefit from the study's findings.

Previous studies have highlighted the importance of researching OD interventions in the future (Watare et al., 2020). Intervention-oriented research may be crucial to advancing organization research and developing a theoretically and practically sound theory of OD intervention. They suggested that future research on intervention studies contributes to creating a compelling approach because of OD interventions' complex and ambiguous nature (Romme, 2011; Malik, 2023; Patrovani, 2023).

Literature Review

Change is essential and a foundation for effective organizations to increase performance and strategic position. The corporate environment requires industrial innovation to take a strategic step to handle prospective challenges (Manvelidze et al., 2023; Jeyadevi & Duraisamy, 2022; Amoa-Gyarteng, 2023). Organizations have to endure (Miller & Davis-Howard, 2023). Organizations must adjust to the new corporate environment to attain "business agility" and performance (Girod et al., 2023).

OD interventions provide support to enhance performance and to handle prospective challenges (Lawler & Worley, 2006; Khattak et al., 2023). OD interventions improve cooperative efforts and problem-solving abilities among organizational constituents. Additional advantages encompass improving productivity, streamlining change management, elevating employee contentment and involvement, cultivating an environment of ongoing education, and encouraging flexibility and creativity (Yavuz, 2020; Al Masaeid, 2020; PerformYard, 2023). Firm performance is enhanced by applying technological advancements and knowledge (Celik & Uzuncarsılı, 2023). Argyris is credited with creating intervention theory (1970). "To intervene is to enter into an ongoing system of relationships to come between or among persons, groups, or objects to help them," according to their definition of OD intervention. They offer guidance on using concepts and research from behavioral science to improve the effectiveness of organizational systems in accomplishing their objectives.

Organizations must incorporate OD interventions to improve efficiency and performance. OD interventions are deliberate efforts, strategies, and actions intended to raise an organization's level of performance. Firstly, organizational performance problems are identified by OD consultants and professionals. After that, interventions are organized and executed within the organization. An assessment is finally conducted to guarantee the effectiveness and efficiency of the actions. Firms need OD interventions to develop economic structures, effective and efficient processes, and corporate systems. Lawler and Worley (2006) stated that change is necessary and provides a base for successful organizations.

Teaching OD subjects and interventions at the university level is beneficial since the business environment in the Kingdom of Saudi Arabia (KSA) also demands a dynamic blend of technical and nontechnical competencies. Being one of the fastest-growing economies in the Middle East, KSA requires individuals with technical proficiency and the ability to manage a rapidly evolving business environment in its corporate landscape. Excellent communication skills, cultural knowledge, and an open mind towards new technologies (Bindawas, 2023).

Hossain (2023) has shared 14 "families" of interventions. These classifications are based on the "target population" (individual, group, or entire organization), state of the current "system" and "environment," "conflict and conflict resolution processes," and "large-scale system changes." These families are 1) diagnostic activities, 2) team building activities, 3) intergroup activities, 4) survey feedback activities, 5) Education and training activities, 6) techno-structural or structural activities, 7) process consultation activities, 8) grid organization development activities, 9) third party peacemaking activities, 10) coaching and counseling activities, 11) life and career planning activities, 12) planning and goal setting activities, 13) strategic management activities, 14) organizational transformation activities. The previous research studies have mentioned interventions for performance. These interventions include structural (Khandwalla, 2001; Tran & Tian, 2013), ISO systems (Kenge, 2023), management systems (Talwar, 1993; Oneill & Soahal, 1999), business process reengineering (Brain & Company, 2023), total quality management (Biswas & Kumar, 2023), technology (Bindawas, 2023; Evans, 2023) artificial intelligence (Frackiewicz, 2023; Bankins, 2023; Janaki et al., 2023).

The researchers agree that performance will be a problem in the future (Manvelidze et al., 2023; Jeyadevi & Duraisamy, 2022; Amoa, 2023; Miller & Davis, 2023) and that business agility is a good strategy (Girod et al., 2023). OD interventions offer strategic assistance in addressing problems with performance. Moreover, a growing number of new business graduates, scholars, and professionals need to be made aware of the distinctions between different kinds of OD intervention or the collective advantages that every class and group enjoys. There is a gap, and this categorization is still necessary despite previous classifications (Church et al., 2018; Roberts et al., 2017-2019; Himani, 2023; Cosentino, 2023). This study aims to classify OD interventions to alleviate reader uncertainty resulting from improper categorization.

Research Methodology

We employ an exploratory literature review approach to identify, classify, and arrange OD interventions in groups to eliminate ambiguity and facilitate readers' interest. The system is flexible and provides a better opportunity to explore the phenomena.

The data used in this study is secondary data obtained from multiple earlier studies, including research reports and other significant publications. We used Google Scholar and Jstor with keywords like "OD interventions," "OD and performance," "OD and change," and "OD advantages" to search published material and articles. Previous research has been conducted using the exploratory design (Brown, 2016; Stebbins, 2011; Koseoglu & Bozkurt, 2018) because it provides a broad approach to investigating the topic. Publications on OD from the beginning to the present, in 2023, are included. Dash (2019) states that a well-written literature review is always comprehensive, contextualizes the topic, and is advised for social science research projects. Exploratory literature review is a "critical component of the research process that provides an in-depth analysis of recently published research findings in specifically identified areas of interest." (House, 2018, p. 109). Soufan et al. (2022) have stated that exploratory literature review is a more sensible method for exploring a phenomenon.

Findings and Discussion

This study was conducted to classify OD interventions to remove any confusion and help readers and students interested in enhancing their employability skills. The findings of studies and the work of OD experts were discovered during a review of the literature. We classify OD interventions into four groups: 1) structural, 2) technological, 3) behavioral, and 4) strategic. These classifications are based on the nature of interventions, the outcomes they produce, and how the organizations improve by implementing them. The main goal is to raise the performance of the employees and other components of organizations.

Structural OD Interventions

Structural OD interventions change the formal structure of the organization. Modify the channels and levels of communication, the authority, the responsibilities, the division of labor, the unit and sub-units, the employee reporting systems, and the methods of control and advocate job enrichment and job enlargement. Structural interventions are shown in Table 1.

Table 1 Structural OD Interventions

S. No.	Interventions
1.	Corporate Structure Design
2.	Corporate Downsizing
3.	Job Design
4.	Business Process Reengineering (BPR)
5.	ISO Management Systems
6.	Self-Managed Work Team (SMT)
7.	Work Design
8.	Total Quality Management (TQM)
9.	Job Enlargement
10.	Job Enrichment
Legend: ISO: International Organization for Standardization	

Structural interventions include corporate structure design, corporate downsizing, job design, process reengineering, ISO management systems, self-managed work teams, work design, total quality management (TQM), job enlargement, and job enrichment. Planned management efforts are used to implement structural interventions to accomplish operational, financial, and personal goals. Structural business reforms are essential to succeed (Khandwalla, 2001).

Corporate structure design is how organizational functions and activities are arranged and managed. Roles and responsibilities are defined, and people are guided over responsibilities. The structure explains the management of functions and the responsiveness of the organization. Organizations require structuring to delegate power, allocate tasks and responsibilities, and control internal operations (Tran & Tian, 2013). Corporate downsizing intervention is employed to reduce expenses, stay afloat, and adjust to shifting market conditions. Studies have indicated that all legal considerations must be made during the process and that a poorly managed change process could harm the intervention (Campion et al., 2005).

The process of job design involves defining and combining related tasks. Experts create and modify positions to stimulate workers' interest and involvement in decision-making. Structures inside organizations are being designed. (Campion et al., 2005). Corporate systems are designed according to the ISO "requirements" to enhance performance. A few ISO systems include ISO 9001 (QMS), ISO 10377 (consumer product safety, ISO 14001 (EMS), ISO 16000 (indoor air), ISO 20121 (event sustainability), ISO 21001 (education management), ISO 22000 (food safety), ISO 31000 (risk management), ISO 45001 (occupational health & safety) (ISO, 2023). ISO systems improve performance (Kenge, 2023). When ISO systems are implemented, the organization's structure is changed due to process reengineering and the addition of new departments.

Workers with various skill sets make up a self-managed team (SMT). Their job is to create products and services. SMTs handle a wide range of tasks and managerial choices. The contribution of SMTs is much valued. Still, SMT concepts are relatively new in Pakistan. SMTs have altered the traditional work system. SMTs create employee development concepts. SMTs enhance employability and organizational behavior. Increased productivity, market share, and guaranteed financial growth are the results of compliant behavior. Businesses that produce and deliver value must concentrate on rethinking, restructuring, and streamlining their organizational structure, operational procedures, working techniques, management systems, and external relationships (Talwar, 1993; Oneill & Soahal, 1999). BPR is a structural change intervention that aims to improve performance.

TQM is also an essential structural intervention. TQM is an approach for total system improvement (Mahdikhani, 2023). TQM assesses wisely, analyzing the mission, vision, rules and regulations, and the customers the enterprise is serving. Customer satisfaction is the prime objective of any TQM move (Biswas & Kumar, 2023). "A core definition of total quality management (TQM) describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work (American Society for Quality, 2023).

Another significant structural intervention is TQM. A strategy for overall system improvement is TQM (Mahdikhani, 2023). TQM evaluation considers the purpose, vision, laws, regulations, and clients the business serves. The main goal of any TQM initiative is to satisfy customers (Biswas & Kumar, 2023). TQM is a management technique that focuses on customer satisfaction to achieve long-term success. Every employee in a company participates in a TQM endeavor to enhance the company's procedures, goods, and culture (American Society for Quality, 2023).

The objective is to enhance the responsibility of job enrichment and enlargement interventions. Expanding an employee's job responsibilities is known as job enlargement. Offering an employee greater responsibility for their work is known as job enrichment. These interventions are successful in helping organizations realize the full potential of their workforce, which raises employee happiness, productivity, and motivation levels (Decu, 2023; Hawthorne, 2023).

Technological (or Technical) OD Interventions
It is widely acknowledged among corporate planners that advancements in technology have aided businesses in enhancing their corporate culture, offerings, and standards. The use of technological intervention techniques has significantly improved performance. They concentrate on innovations such as adopting additional computerized information systems, automation, and modifications to engineering and manufacturing processes, machinery, and production techniques. Technological interventions are shown in Table 2.

Table 2 Technological OD Interventions

S. No.	Interventions
1.	Manufacturing Process
2.	Manufacturing Program
3.	Information Technology (IT)
4.	Technology
5.	Automation
6.	Digitalization
7.	Artificial Intelligence AI

Integrating technological interventions into a system is challenging (Appelbaum, 1997; Kassi, 2015). These interventions focus on new ideas such as automation, the use of additional computerized information systems, artificial intelligence (AI), modifications to engineering and production processes, and adjustments for production and methods for manufacturing. Modifications to automation, technology, and manufacturing programs and procedures significantly impact the efficiency of production systems. Organizations adopt novel approaches to produce goods to achieve operational excellence (Bindawas, 2023). Adopting new technologies and innovative manufacturing techniques is essential for a business to stay competitive. The prospect of integration has been made possible by globalization. For performance, organizations have gone beyond national borders and embraced international networks (Boxall et al., 2015).

IT systems are implemented by organizations to improve efficiency and productivity. Organizations should use IT knowledge and concepts to replace the conventional business transaction strategy. It ensures brilliant production. The industry is transitioning from machine-based assembly lines to "smart factories" and "smart units" over a generation (Lindquist, 2023). Businesses are embracing new technologies, particularly in manufacturing (Evans, 2023). The efficiency of an organization is impacted by both the social and technical facets of a job. While changing machinery or other production techniques, extreme caution is needed.

Additionally, while changing technologies, process management is crucial (Zvi et al., 2014). One significant technological intervention is automation. The present modification is made to adapt to the dynamic global business climate. The effectiveness of a company is correlated with innovation and novel approaches to management.

Performance is improved by innovative business procedures, manufacturing techniques, and workplace organization strategies (Appelbaum, 1997; Kassi, 2015). Now that artificial intelligence (AI) is a reality and offers creative answers to company operations, productivity gains, and improved decision-making processes, AI is a significant technological intervention. Engaged AI workers now require more to meet output goals. AI systems and technologies are now connected to organizational procedures and practices, and a correlation has been shown between these and worker performance (Frackiewicz, 2023; Bankins, 2023). Artificial intelligence (AI) is crucial for the commercial continuity of higher education, and technology integration is required in HEIs. To properly compete in this "new normal," HEIs will need to build a technological environment that is trustworthy, cloud-based, data-integrated, and learning-focused (Janaki et al., 2023).

Behavioral OD Interventions
The third group consists of behavioral OD interventions, which raise employee trust, motivation, and satisfaction levels. Enhancing employee behavior, values, attitudes, skills, and abilities can help organizations operate better. Table 3 provides examples.

Table 3 Behavioural OD Interventions

S.No.	Interventions
1.	Coaching
2.	Reward System
3.	Career Development Plan
4.	Mentoring
5.	Financial Assistance Program (FAP)
6.	Pay System
7.	Training and Development
8.	Quality of Work-Life Programs (QWL)

Executives and managers can enhance their abilities through coaching, boosting organizational performance. Coaching is a successful program for developing leaders. (Feldman & Lankau, 2005; Wise & Voss, 2002; Agarwal et al., 2009). Rewards enhance employee motivation. Good employee reward programs encourage qualities of work such as autonomy, autonomy in making decisions, diversity of talents, and flexibility in roles. Rewards enhance employee retention (Feldman & Lankau, 2005; Agarwal et al., 2009).

Plans for career growth raise the degree of dedication and responsibility. Every worker in a company should have the chance to advance successfully from a lower to a higher position. Policies, processes, procedures, and plans with a career focus inspire workers and keep the company competitive (Marin et al., 2012). Mentoring fosters a culture of learning. Employees' professional development is established through mentoring (Kammeyer & Judge, 2008). Financial assistance plan (FAP) is an umbrella terminology. Problems with working relationships, stress, workload, financial requirements, health, and legal issues are some of the issues that FAP is intended to address (Newton et al., 2005).

Training and development of employees is one of the most significant behavioral interventions. Employee attitudes and behaviors are improved, and the skills gap is reduced. These days, high-achieving companies promote a culture of ongoing learning and improvement. Businesses will switch from multi-day training sessions to on-demand content and shorter webinars. The performance economy and hybrid work better suit this "nugget learning" (MacCartney, 2023). The idea of QWL is to create a structured program that will meet the needs and well-being of employees, boost output, and enhance their quality of life at work. Building a happy and effective work environment requires QWL. Interventions such as the quality circle (QC), work-life balance (WLB), employees share ownership (ESO), and flexible working schedule (FWS) are intended to provide a high-quality work environment by treating employees as humans rather than just workers (Sujan, 2023).

Strategic OD Interventions
A fourth group consists of strategic interventions. Change is constant. Organizations must put growing global business concepts into practice as soon as possible. The most effective OD interventions are culture and whole-system change. The system is subject to numerous decisive

factors that alter it. Changes in corporate culture impact employee performance since culture plays a major part in organizational excellence. Corporate planners need help in transforming the entire system. Employee productivity is increased by excellent cultures (PerformYard, 2023; Yavuz, 2020).

Table 4 Strategic OD Interventions

S. No.	Interventions
1.	Merger
2.	Acquisition
3.	Partnership
4.	Joint Venture (JV)
5.	Creativity
6.	Innovation
7.	Strategic Alliance (SA)
8.	Organizational Networks (ON)

Strategic OD interventions continue to affect worker and company performance positively. Acquisitions and mergers are long-term, strategic change operations that improve organizational performance. Additionally, the findings demonstrated how companies adapt to changes in both their internal and external settings. The process of corporate change always continues. Modern industrial infrastructure is essential for an organization's long-term success. They make organizational or systemic changes a strategic choice (Bertuzzi et al., 2023; Khattak et al., 2023). The Kingdom of Saudi Arabia (KSA) corporate environment requires a dynamic blend of technical and nontechnical abilities, which is why teaching OD subjects and interventions at the university level is advantageous. KSA's corporate landscape requires people with technical competence and the capacity to handle a quickly expanding business climate, as it is one of the fastest-growing economies in the Middle East. It is critical to have strong communication abilities, an awareness of different cultures, and an openness to new technology (Bindawas, 2023).

 People who can respect local customs and traditions while integrating smoothly into the global business community are given priority by the Kingdom. Moreover, as the corporate sector constantly changes in response to local and international economic trends, employability in the Kingdom of Saudi Arabia is frequently enhanced by a dedication to lifetime learning. Professionals who take a proactive approach to skill development and exhibit resilience in the face of obstacles are successful in the Saudi corporate environment and contribute to the country's continuous economic progress (Bindawas, 2023). Most employers prefer to hire a well-ready worker who is well-prepared with a broad range of multi-skills for the labor market (Hodges & Burchell, 2003; Tymon, 2013), but there is a gap between the multi-skills expected by employers and the needed skills demonstrated by employees (Jackson, 2014).

After obtaining their degrees and while working as business graduates, job seekers must improve their employability traits and skills because academic credentials alone would not serve to fill positions requiring all the technical and professional skills needed. This demonstrates that companies value technical and nontechnical skills more than academic credentials, allowing job seekers to remain productive and adjust to changing work environments (Coetzee, 2012; Bindawas, 2023; Khattak et al., 2023).

Conclusion

This study was conducted to classify OD interventions to clear up any ambiguity and assist readers and students interested in improving their employment abilities. We classify the interventions into four groups: 1) structural, 2) technological, three behavioral, and 4) strategic. These divisions are predicated on the type of interventions, the results they yield, and the enhancements the organization experiences as a consequence of putting them into practice. Enhancing the performance of employees and other organizational constituents is the primary objective.

Organizational formal structure is altered via structural OD interventions. Advocate for work enrichment and enlargement and change the channels and levels of communication, authority, responsibilities, division of labor, unit and sub-units, employee reporting systems, and control methods. Previous studies have advocated structural business reforms (Khandwalla, 2001). Value-producing businesses need to reevaluate, reorganize, and simplify their working methods, organizational structure, operational processes, management systems, and external interactions (Talwar, 1993; Brain & Company, 2023; Decu, 2023; Hawthorne, 2023).

The technical interventions make up the second group. They focus on new developments such as automation, more computerized information systems, and adjustments to production methods, technology, and engineering and manufacturing processes. However, it is challenging to incorporate technological interventions into a system. Companies are also implementing innovative methods to manufacture systems to attain operational excellence. Throughout a generation, the industry has moved from machine-based assembly lines to "smart factories" and "smart units." Other studies have also recommended adopting new technology to boost performance (Evans, 2023; Appelbaum, 1997; Kassi, 2015; Bindawas, 2023; Lindquist, 2023).

Behavioral OD interventions comprise the third group and increase employees' positive behavior, satisfaction, motivation, and trust. Organizations can function more effectively by improving their workforce's behavior, values, attitudes, skills, and talents. Previous studies have also encouraged corporate planners to sue these interventions for molding behaviors positively for optimum performance (Agarwal et al., 2009; Feldman & Lankau, 2005; Agarwal et al., 2009; Marin et al., 2012; Kammeyer & Judge, 2008; Newton et al., 2005; MacCartney, 2023; Sujan, 2023; Feldman & Lankau, 2005; Wise & Voss, 2002).

Strategic interventions comprise a fourth group. Organizations need to start using expanding global business concepts right away. Several strong forces can change the system as a whole. Changes in corporate culture impact employee performance since culture is a critical component of corporate excellence. The overall system's transformation presents substantial challenges for corporate strategists. Previous research studies have advocated that excellent cultures boost employee productivity (PerformYard, 2023; Yavuz, 2020; Khattak et al., 2023).

Teaching OD subjects at the university level is beneficial since the business environment in the Kingdom of Saudi Arabia (KSA) and Pakistan demands a dynamic blend of technical and nontechnical competencies. Being one of the fastest-growing economies in the Middle East, KSA demands individuals with technical proficiency and the ability to manage a rapidly evolving business environment in its corporate landscape. Possessing excellent communication skills, cultural knowledge, and an open mind towards new technologies is imperative. According to Bindawas (2023) and Khattak et al. (2023), OD is a significant field in the management sciences, and graduates in business can benefit from exploring it as it increases their "employability."

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