Organization development intervention and organizational performance: A case study of the SEED GROWERS Foundation in Ghana

Enock Katere 1, *, Isaac Adaebsah 2, Peter Sutinga 3 and Peter Nyakpaab 3

1 Department of Project Development, PREC Ghana Foundation, New Longoro, Bono East Region, Ghana.
2 Department of Agric Engineering, Faculty of Agriculture, University for Development Studies, Tamale, Ghana.
3 Department of OD and Entrepreneurship, College for Community and Organization Development, Sunyani, Ghana.

International Journal of Frontline Research in Science and Technology, 2022, 01(01), 011–018

Publication history: Received on 18 January 2022; revised on 29 March 2022; accepted on 31 March 2022

Article DOI: https://doi.org/10.56355/ijfrst.2022.1.1.0002

Abstract

There are numerous organizational development strategies available to assist organizations in becoming more effective. One of these strategies is organizational development diagnostic, which entails examining an organisation's current situation in order to decide the best course of action for future growth and development. The SEED GROWERS foundation was used as a case in this study to create evidence of the effects of organizational development intervention on organizational performance. To meet the study's aims, both qualitative and quantitative research methods were used, and data was gathered utilizing an organization capacity assessment instrument. The measure was developed using the Weisbord Six-Box Organizational Diagnosis Model, which comprises six variables: purpose, structure, connections, leadership, reward systems, and other helpful mechanisms. The outcome shows that the variables utilized in the assessment had a mean transformation score of 0.5, which is closer to the ideal score of one (1) than the pre-assessment mean score of 2.3. According to the computational results, the organizational development interventions were effective in moving the mean value closer to the ideal situation. Again, the Cohen's d test analysis score of 1.0 confirmed that the effect size of the transformation that happened as a result of the organizational development intervention is significant. What the above suggests is the effectiveness of organizational development intervention in fixing organizational problems, devising solutions, implementing, and assessing them. The report proposes that non-governmental organizations undergo organization development interventions on a regular basis in order to enhance their growth and development.

Keywords: Organizational development; Organization diagnosis; Six Box Model; Organization Capacity Assessment; Organizational performance; External environment

1. Introduction

The contemporary business environment is becoming more competitive and dynamic. Customers expect more choices, lower prices, higher quality, and better after-sales services. Companies that fail to stay up with current trends lose their competitive edge as technology advances quickly. As a result, organizations must improve their organizational performance in order to survive and prosper in this hyper-competitive and uncertain environment. There are numerous organizational development strategies available to assist firms in becoming more effective. One of these strategies is organizational development diagnostic, which is examining an organisation's current status in order to decide the optimal course of action for future growth and development [1].
Organization development interventions have been studied and implemented all over the world to impact change and improve organizational performance. According to a study conducted in Thailand [2], organizational development interventions (ODI) improved employee performance and job satisfaction, resulting in increased organizational effectiveness. Interventions for OD are widely used and studied throughout Africa. South African organizations, for example, adopt OD methods such as effective team creation to improve organizational performance. Teambuilding improves the productivity and satisfaction of teams, as well as the efficiency of social processes [3]. As effective organizational development strategies, a study conducted in Belgium [4], advised the creation of explicit strategy formulation, growth-oriented human resource infrastructure, employee motivation, and change stimulus from the standpoint of process consultation. In Ghana, OD interventions have been assessed in terms of their influence on organizational performance and effectiveness across a range of industries. Imoro and Katere [5] evaluated the influence of organizational development interventions on the functioning of Ghana’s non-governmental organizations. An analysis revealed that the client organization lacked operational administration rules, processes, and procedures prior to using OD intervention approaches. They also determined that the workers lacked aptitude for job tasks, that there was a lack of trust among the staff, and that the organization lacked a conflict resolution policy document. However, considerable improvements occurred following the interventions, resulting in overall performance enhancements. In his examination of the approaches that stimulate OD and foster worker participation and flexibility to change, Kinyanjui [6] discovered that proper adoption and implementation of OD methods generates favorable organizational productivity and performance.

The organizational development process is based on a set of core principles and concepts that impact behavior and actions. There are two types of OD initiatives: "action research" and "interventions." The methodical gathering of data about a specific organization, the feeding of that data back for action planning, and the evaluation of results through the collection and reflection of further data are all components of action research. To collect data, surveys and questionnaires, as well as interviews are used. To study and comprehend data, advanced statistical analysis techniques are commonly employed. The OD technique is divided into various steps, including entry, contracting, diagnosis, data collection, feedback, implementation, and follow-up.

Throughout the last decade, companies of all sizes have endeavored to conceive and act in terms of transformation and process improvement. The informal sector is not immune to the shift. An intervention in organizational development is thought to remove impediments and barriers to achieving organizational effectiveness. This is typically performed by analyzing the current status of an organization's internal and external factors, identifying areas of weakness, and implementing applicable interventions that will benefit the business long term. In light of the foregoing, this study gives an assessment of organizational development and intervention with regard to SEED GROWERS in Ghana, documenting the indicators that have evolved as a result of the OD intervention. The overarching purpose is to determine whether organization development interventions have an effect on organizational performance. The following is an outline of the paper: Following the introduction section, the theoretical and conceptual framework section sheds lights on the concept and processes of organization development intervention; literature review section explores the relevant literature on organizational diagnosis and intervention procedure. Following that, the research technique is outlined. The research findings are then explained, followed by the interpretation of the data and discussion.

2. Theoretical and conceptual frameworks

2.1 Concept of Organisational Development Intervention

OD scholars and practitioners describe organizational development intervention (ODI) in a variety of ways. Its wide range of definitions reflects the discipline's complexities and contributes to its lack of comprehension. Tosey [7] asserts that organization development is a strategy that helps organizations enhance their problem-solving and renewal processes. ODI can also be characterized as a series of planned actions designed and executed collaboratively by an organization and OD practitioners as part of an organization development program with the purpose of increasing performance [8]. Practitioners in ODI engage in a series of structured activities with a goal or sequence of tasks whose task goals are directly or indirectly related to organizational change. According to [9], there are four types of OD interventions:

- Human process intervention: These interventions help individuals in the organization improve themselves and their collaborative skills. It helps to transform contradictory corporate cultures and conflicts.
- Techno-structural Intervention: This type of intervention program tries to improve the entire performance of the organization by modifying procedures, technology, activities, design, and norms.
- Human Resource Management Intervention: This intervention strategy aims to increase the organization's performance by boosting the performance of individuals and groups inside it.
• Strategic Intervention: Focusing on how the organization interacts with the outside world, this means modifying many aspects of the organization, such as workers, technologies, and goods. In this study, the first three types of OD interventions are used.

2.2 Organisation Development Diagnostic Models

An organizational model is a simplified picture of an organization that can help us understand what we're seeing in organizations more quickly and clearly. Force Field Analysis, Leavitt's Model, McKinsey 7S Framework, McKinsey 7S Framework, Weisbord’s Six Box Model, and more organizational diagnostic methods exist [10]. Because this study focuses on internal organizational linkages, the last model (Weisbord's Six Box Model) will be used to study the interactions between organizational units, such as the organization's aim, structure, and technology, as well as leadership and. Furthermore, this model is extensively used in practice and empirical investigations due to its simplicity. Its main shortcoming is that it does not evaluate the impact of the external environment directly.

Weisbord [11] identified six essential categories of contents in his model to demonstrate the interactions that exist in the organization, including purpose, structure, leadership, rewards, relationship, and helpful mechanism. Weisbord [11], defines purpose as the organization's mission and vision statement, structure as how the organization was organized to achieve its objectives, leadership as the means of empowering others to achieve the organization's goal, rewards as the outcome of every achievement, which can be intrinsic or extrinsic, and relationship as a means of interaction among parties in the organization, while useful mechanisms are the managerial functions that contribute to the achievement of the organization's goal. Money, time, effort, people, and ideas are the inputs that an organization requires, according to Weisbord [11], while the outputs are the products and services that the company generates. As a result, Weisbord's model provides a systematic framework for investigating the relationships between variables that influence how an organization is managed.

2.3 Organisation Development Intervention Evaluation Techniques

Organizational development intervention assessment processes are a systematic way of determining how well an intervention scheme implemented in an organization met its objectives [10]. OD evaluations are commonly used to see what can be done to improve or refine the execution of an intervention [5]. That is, a mechanism to get feedback from the client on whether the proposed OD strategy solves the problem. As a result, the OD consultant must examine the following concerns in order to build a sustainable and viable OD effort: Implementation and evaluation feedback, Mechanism of measurement (i.e., selecting the appropriate variables, designing proper measurement to include operational, reliable, and valid variables), Design of the study (i.e., qualitative or quantitative). Chao and Lee [12] offered the following technique for evaluating OD: usefulness (is the information valuable to the organization after OD), feasibility (is the evaluation practicable and cost-effective), ethical implications (is the assessment done fairly and honestly), and technical appropriateness.

2.4 Organizational Performance

Organizational performance should be included as a dependent variable in any management study. The performance of an organization is a good measure of its long-term viability and success. The purpose of any organization operation, whether it be marketing, human resources, or strategy, is to increase performance. Businesses use performance measurement to assess specific actions, their current position in respect to competitors, and their long-term performance. Performance measuring, according to Brown [13], comprises comparing planned and actual results, investigating deviations from original plans, evaluating individual performance, and analyzing progress toward set targets. The evaluation of interventions is critical for organizational success, and it consists of three basic steps: determining the main reasons for organizational interventions, comparing planned versus actual results, and taking corrective action to ensure that performance is in line with activities planned. Some of the performance indicators are competitiveness (market share and customer base), versatility (volume and standardization versatility), financial results (profitability and liquidity), resource utilization (efficiency and productivity), service quality (sensitivity and appearance), and innovation [14]. These six basic performance metrics represent the success of the chosen strategy (competitive advantage and financial performance) or the establishment of competitive gain (resource use, service quality, flexibility and innovation). In this study, performance metrics such as service quality, competitiveness, and flexibility were used.

2.5 Conceptual Framework

This is an organizational model that provides a clear and concise understanding of the organisation that is being investigated. It displays organizational behaviors, categorizes data, evaluates data, and assists in the creation of a standard short-hand language for internal use. The organization model also aids in discovering and illustrating the
relationship between variables that have been proposed by previous investigations. Diagnosticians will have a tough time collecting and evaluating organizational data without a model since models provide a systematic manner of collecting and categorizing data. Tonvongval [2] cautions diagnosticians against becoming overly obsessed on a single paradigm for fear of becoming trapped within it. As a result, choosing an organizational model should be based on the important information that the company requires. The conceptual framework for this study is as follows:

![Conceptual framework](image)

**Figure 1** Conceptual framework guiding the study; (Source: Authors Construct, 2021)

### 3. Material and methods

#### 3.1 Design

The action research design was selected and used in this study. It was selected because it has the ability to generate knowledge throughout the interventional technique, which could help the study reach its desired conclusion. For this project, the Action Research Design technique was broken down into three steps. The three types of interventions are pre-organizational development intervention, organizational development intervention, and post-organizational development intervention.

3.1.1 **Pre Organization Development Intervention (ODI)**

This stage served two important purposes. The first step was to assess and examine the current status of SEED GROWERS in order to fix concerns with the six components of the Weisbod-six-box model (purpose, structure, leadership, relationship, reward systems and other helpful mechanisms). The next step was to create and construct intervention actions as part of the organization development intervention process.

3.1.2 **Organization Development Intervention (ODI)**

During the pre-organizational development intervention stage, this step aimed to devise a strategy to address the challenges presented by SEED GROWERS. The activities were devised after the data was collected during the pre-organizational development intervention. Each set of objectives and activities was designed and implemented in response to the difficulties identified during the pre-OD stage. Individual topic areas, acknowledged issues, intervention, time frame, and accountable person are all included in the plan of action(s).

3.1.3 **Post Organization Development Intervention (ODI)**

This stage’s purpose was to assess the organization’s existing state in terms of the six variables. The overarching purpose was to evaluate if the OD intervention resulted in a change in behavior.

#### 3.2 Data Collection

The researcher collected and analyzed data utilizing both qualitative and quantitative research approaches in both the pre- and post-OD intervention stages of this study. To acquire qualitative data, a group interview and observation
method were used. An open-ended question and the Liker-Scale were employed in the quantitative technique (5 = Strongly Agree, 4 = Agree, 3 = Uncertain, 2 = Disagree, and 1 = Strongly Disagree.) The data was examined and presented using tables and graphs. The six factors of the Weisbod-six-box model of organizational growth were used to produce the surveys. They were created with the goal of gathering information about the organization's current operations. The data was reviewed to determine what adjustments could be made to improve the organization. In addition, in order to increase the organization's effectiveness, this stage highlighted the organization's vulnerabilities and threats, as well as necessary organizational development initiatives.

3.3 Research population and sample

Purposive sampling was used by the researchers to select the individuals. A combination of upper- and lower-level employees took part in the study. The participants were all employed and had been with the company for at least six months. This study required the participation of the whole SEED GROWERS workforce. A total of 25 personnel were used in the study.

3.4 Reliability and validity

In order to establish validity and reliability, the researcher did the following:

- Did not press any of the respondents to respond to any of the questionnaire's questions in a specific way.
- Look for other possible causes for what appear to be research results. It is common knowledge that when responses become more consistent over a larger number of samples, data becomes more dependable.

4. Results and discussion

4.1 Pre-Organisation Development Assessment

The researchers conducted the organisational capacity assessment using the organisation capacity assessment instrument (questionnaire) developed for the study. The mean score of the organisation have been presented in Figure 2.

![Figure 2 Mean score of pre-ODI assessment; (Source: Field Survey, 2019)](image)

In reference to figure 2, the current organisational effectiveness in relation to each of the variables of the Wisbod-six-box model have projected above the ideal status of one (1). After analysing the responses, the researchers diagnosed the organisation to identify the factors responsible for the higher projections.

4.2 Diagnosis of the Organization

4.2.1 The Purpose of the Organization

In terms of its purpose, the organization had an average score of 1.8. Employees support the organization's aims, purposes, and priorities, which are clearly articulated. Employees, on the other hand, did not have adequate understanding about the mission and vision of the organisations. They couldn’t recall the mission and vision statements
without making references to organisational literature. The above indicates that the organization's targets will also have a limited understanding of the organization's vision, purpose, and objectives.

4.2.2 The structure of the organization

In terms of organizational structure, the assessed organisation obtained a 2.1 mean score. According to the respondents, the organization has a good division of labor, which aids organizational effectiveness. However, there are problems in the organization's logical separation of work-related tasks. Internal checks and controls, as well as insufficient operational policies and file systems, are all problems for the organization. Employees find it difficult to convey their ideas and share their combined experiences as a result of these institutional flaws, which has a negative impact on new solutions.

4.2.3 Leadership

The organization received a 2.6 mean scores. According to the respondents, the leadership asks the correct questions and leads in a participatory manner. The leaders also utilize words and deeds to motivate the people they lead. The organizations, on the other hand, do not have a policy for leadership development. The lack of a leadership development policy, according to the respondents, is to blame for the internal leadership wrangling.

4.2.4 Relationships

The organization received a 2.2 average score. The respondents stated that they have a positive working relationship with their bosses. They can share both professional and social issues with their immediate managers for help. The respondents also mentioned that they do not have adequate knowledge about the board of directors of the organisation, their roles and competence. Furthermore, the organization lacks a codified conflict resolution policy. While favourable environments are frequently established for newly hired personnel, there have been few orientations and retreats designed to help staff assess their capabilities, learn and exchange knowledge, and re-strategize for efficiency and effectiveness.

4.2.5 Reward Systems

In reward systems, the organization received a mean score of 2.6. Not every employee is treated equally, according to the respondents. Even if others have worked harder than them, some employees get compensated. They also point out that employees in specific categories of the organization have fewer opportunities for advancement than their peers. They also stated that recruiting into the organization is based on social relationships rather than on who is capable of making a substantial contribution to the attainment of the organization’s goals. There is no institutional reward policy document in place to govern the organization’s incentive administration.

4.2.6 Supportive Mechanisms

The organization received a 2.5 mean scores. According to the respondents, there aren't enough helping measures in place to make achieving organizational goals and objectives easier. Some of them stated that other working units did not always provide the necessary help. In terms of ideas, respondents say that their immediate superiors provide suggestions that are beneficial to the company's success. The organization must also have proper tools for tying itself together, which is frequently achieved through participatory planning and organizational control activities.

4.3 Action Planning

The researchers conducted an activity plan on key issues identified as organisational challenges. The plan was implemented between November, 2019 and August, 2020. Table 1 shows the action plan.

4.4 Post Organisation Development Intervention Analysis

4.4.1 Mean Transformation

Table 2 presents a comparison of the ideal scores for the pre-OD intervention and post OD intervention assessment, and the transformation that has occurred.
Table 1 Planned Activities

<table>
<thead>
<tr>
<th>Key Area</th>
<th>Key Issues Identified</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>Stakeholders do not understand vision, mission and objectives</td>
<td>Organize retreats for staffs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Paste mission and vision at important places in organisation and community</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organise mission, vision and objective recital awards for staffs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Disseminate vision, mission and objectives using local media</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Distribute flyers and brochures to key clients</td>
</tr>
<tr>
<td>Structure</td>
<td>Unclear definition of job roles</td>
<td>Organize training for staffs on job roles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop an administrative policy</td>
</tr>
<tr>
<td>Relationship</td>
<td>Absence of Conflict Resolution policy</td>
<td>Develop conflict resolution policy</td>
</tr>
<tr>
<td></td>
<td>Inadequate knowledge of board of directors</td>
<td>Organize retreat sessions on organisational human resources</td>
</tr>
<tr>
<td>Rewards</td>
<td>Absence of rewards policy</td>
<td>Develop reward policy document</td>
</tr>
<tr>
<td></td>
<td>Weak resource mobilisation</td>
<td>Train selected staffs on resource mobilization</td>
</tr>
<tr>
<td></td>
<td>Inappropriate scheduling and resource allocation</td>
<td>Train staffs on planning and resource mobilization systems</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2019

Table 2 Pre and Post ODI Assessment

<table>
<thead>
<tr>
<th>Variable</th>
<th>Ideal score</th>
<th>Pre-ODI Assessment</th>
<th>Post-ODI Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Xi</td>
<td>Xi - μ</td>
<td>(Xi - μ)^2</td>
</tr>
<tr>
<td>Purpose</td>
<td>1</td>
<td>1.8</td>
<td>-0.5</td>
</tr>
<tr>
<td>Structure</td>
<td>1</td>
<td>2.1</td>
<td>-0.2</td>
</tr>
<tr>
<td>Leadership</td>
<td>1</td>
<td>2.6</td>
<td>0.3</td>
</tr>
<tr>
<td>Relationship</td>
<td>1</td>
<td>2.2</td>
<td>-0.1</td>
</tr>
<tr>
<td>Rewards</td>
<td>1</td>
<td>2.6</td>
<td>0.3</td>
</tr>
<tr>
<td>Helpful Mechanisms</td>
<td>1</td>
<td>2.5</td>
<td>0.2</td>
</tr>
<tr>
<td>Total</td>
<td>Σ X_i = 13.8</td>
<td>(Xi - μ)^2 = 0.08</td>
<td>Σ X_i = 10.9</td>
</tr>
<tr>
<td>Mean Score</td>
<td>2.3</td>
<td>σ^2 = 0.01</td>
<td>1.8</td>
</tr>
</tbody>
</table>

4.4.2 Cohen’s d Analysis and Interpretation

Table 3 Cohen’s D Analysis

<table>
<thead>
<tr>
<th></th>
<th>Pre-ODI Assessment</th>
<th>Post-ODI Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>2.3</td>
<td>1.8</td>
</tr>
<tr>
<td>Variance</td>
<td>0.01</td>
<td>0.07</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>0.1</td>
<td>0.3</td>
</tr>
<tr>
<td>Cohen’s d</td>
<td></td>
<td>1.0</td>
</tr>
</tbody>
</table>
5. Conclusion

The difference between the pre-intervention and post-intervention ODI mean was significant after the intervention. In comparison to the pre-assessment mean score of 2.3, the independent variables recorded a mean transformation score of 0.5, which is closer to the ideal score of one (1). According to the computations, the organizational development interventions were successful in moving the after-ODI mean value closer to the ideal score of one (1). The post-intervention assessment’s mean score (1.8) is also substantially closer to the ideal score of one (1) than the pre-assessment mean score (2.3). The Cohen’s d test analysis reveals that the effect size of the transformation that has happened as a result of the organization development intervention is significant, with a score of 1.0. What the above suggest is the effectiveness of organization development intervention in addressing organizational faults, devising solutions, implementing, and assessing them. Interventions in organizational development are effective in identifying problems, developing and designing solutions, implementing, and evaluating them. Change cycles will solve more challenging problems while also delivering effective solutions to more difficult challenges. In addition to giving solutions to the organization’s problems, these interventions increase interpersonal communication and dispute resolution.

Compliance with ethical standards

Acknowledgments

We thank staffs of the SEED GROWERS Foundation for the time they devoted in responding to the survey instruments, and their cooperation during the pre-intervention, intervention and post OD intervention assessments.

Disclosure of conflict of interest

The authors declare that there is no conflict of interest regarding the publication of this paper.

References