

Impact of Human Interventions on Employee Performance in Organizations



A.R.Shakiladevi, S.Rabiyathul Basariya

Abstract: *Interventions are designed to deliberate challenges of status-quo.it deliberately takes the organisation to the new improved efficiency. OD interventions have to be implemented effectively to improve the organisation performance both at individual and organizational level. Proper mix and match of interventions are to be chosen to get the required results. This paper discusses the human process interventions that helps to enhance the performance of the individuals. Human process interventions are concerned with interaction among the members of the organisation like communication, decision making, leadership and group dynamics. Human process interventions aims to improve the interpersonal relations and group dynamics. It also relates to help members to self asses in terms of their behavior and thereby bringing improvements that will enable them to work better in groups which in turn increases the performance of the group and the organisation.*

KEYWORDS: OD intervention, Human Interventions, Employee performance,

I. INTRODUCTION

Organizations look for continuous improvement for which OD interventions are one of the most useful and importance techniques. OD interventions are defined as a structured activity that will be performed either by an individual or a group of employees with the objective of performance improvement of individual as well as a group. It can also be defined as an action that impacts the organization's improvement. An intervention will remove the hurdles and resolves the difficulties towards the effectiveness of the organisation. It can also be told as a set of planned and sequenced events to increase the effectiveness of the groups and organisation.

period when due to some reasons, promotions do stop for a period known as the career plateau.

II. OBJECTIVES

- Change /Interventions target(s): Actions being done by the change targets.
- To define intervention implementation cycle
- To define Interventions and their need in organisations
- To review human process interventions and relating it with employee performance enhancement.

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III. OD INTERVENTIONS

A. Definition

Intervention in general is defined as an action taken to come out of or to resolve a difficult situation. Organisation Development Intervention can be defined as a program or a policy change or popular practice that is being followed by many. Peoples' behavior and changes that are brought by the changes in behavior are the key aspects of Interventions. These are the structured programs that aims at solving the organizational problems and enables the managers to team leaders to manage the teams in a better way and also to achieve organizational goals.

B. Purpose of OD Interventions

There are many advantages of using OD interventions. Key purposes of the interventions are mentioned below:

- Enhancing the performance of individuals
- Improving the productivity
- Improving the effectiveness of the employees/individuals.
- By implementing the properly designed interventions, the wellbeing and health of the employees can be improved.
- Interventions make the employees to understand the working conditions and issues well and help to resolve them.

C. Elements of OD Intervention

A typical intervention process will have the following elements.

- **Change Agent(s)** - the Change Agent acts as the Intervener. This type of intervention can be initiated any time to assess a change program.
- **Stake holders:** Leaders or sponsors involved in OD technique who are decision makers.
- **Client System-** The system where the change happens or intervention implemented is called the client system.
- **Intervention Goal(s)-** Goal to be achieved or accomplished

D. Classification of OD interventions based on its targets

- **Human Process Interventions:** Human Process Interventions put efforts to improve Individual performance and Interpersonal relationships. They aim to assist individuals and group members develop their skills, assess and resolve their problems. Human process interventions are coaching, training and development etc.



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- **Techno structural Interventions:** These are the activities designed to improve the effectiveness of structure of organization and job designs. The activities may be of experimenting with new organization structures and evaluating their effectiveness in terms of specific goals or Defining new ways to bring technical resources to bear on problems.
- **Strategic Interventions:** Activities that are designed to help key policy makers to achieve goals of the organisation systematically considering the environmental demands, threats, and opportunities, and to engage in long-range action planning of both a reactive and proactive nature. These activities will work in two major directions: outside the organization to a consideration of the environment, and away from the present to the future.
- **Human Resource Management:** Activities like rewards, recognition, appraisal and career development falls under the HR management interventions.

IV. OD DEVELOPMENT INTERVENTION CYCLE

A systematic process needs to be followed for designing and implementation of the interventions in an organisation. Diagrammatic representation of Organisational development cycle is shown in fig.1

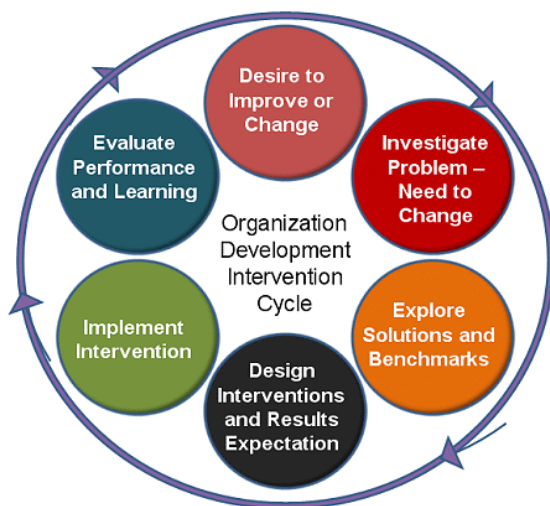


Fig.1. OD intervention cycle

- **Desire to improve or Change:** Change and improvement goes together. Hence to see the improvement in an organisation, change is inevitable. Change can be in different ways. Few of the ways where change is required are:
 - way of doing work
 - changing the tools under use
 - redefining the roles and structures
 - Introducing new services and products
 - Penetrating into new market locations
- **Investigate problem:** Identify the problem which is to be resolved and where change is required. Recognizing the problem is half the solution for organisation development. Investigating the problem can be done by talking to people, gathering the data by different methods and assessing the cause will lead to development.
- **Explore solutions:** Try defining different ways of solutions for the problems that are identified and assess the

theoretical results. Compare the theoretical results and analyse the solutions.

- **Design interventions:** Designing the interventions should be done by considering the enhancement of resources and support, modifying the barriers and monitoring the feedback etc.
- **Implement interventions:** Implementation phase starts once the planning is completed. Implementation is a bit complicated similar to the development. Way of implementation depends on the basis on which the solutions are evaluated.
- **Evaluate performance:** After implementing the interventions, the outcome of the change has to be evaluated. If the change is not that of the expected, the obstacles are to be identified and interventions are to be redesigned. To avoid the loss of time in this process, the intervention need to be tested on a small scale and results are to be evaluated.

V. HUMAN PROCESS INTERVENTIONS

Human process interventions are derived from the principles of social psychology and human relations. These interventions works towards he interpersonal and group process approaches like team-building, inter group relations, organisation confrontation and third party interventions etc. The change aimed in this intervention is to bring out the full potential and improve the productivity of the organisation.

These interventions aim on enhancing the intergroup interactions and improving the communication between teams and to resolve intergroup conflicts easily.

Human process interventions are part of the interpersonal and group process approaches. Depending upon the current situation of the organisation and type of problem to be resolved, type of interventions will be chosen. Few of the interventions may work for many types of organizations, combination of interventions will always yield good results. These interventions define the relationship between individuals and groups in an organisation. Members of the organisation will understand each other in a better way with the implementation of human process interventions. This will help to achieve better and effective outcome. Human process interventions are implemented under the following situations.

- When the recruiting process needs improvement
- Assigning the job to employees to make them satisfied at work
- Career development needs an enhancement
- When the employees output to be recognised and rewarded.

VI. METHODOLOGY

To find the relation between human process interventions and the performance improvement of the individuals, a questionnaire is designed and administered in multiple organisations to a total number of 140 employees. Out of 140, the completely answered questionnaires are 120. Hence the responses of 120 employees is considered and analysed.

Table 1. Factors influenced by human process interventions

Factor influenced by human process intervention	No. of Respondents agreed	Percentage
Enhances Employee performance	38	31.67
Growth in career	45	37.5
Improves interpersonal communication	22	18.33
Motivates employees	15	12.5
Total	120	100

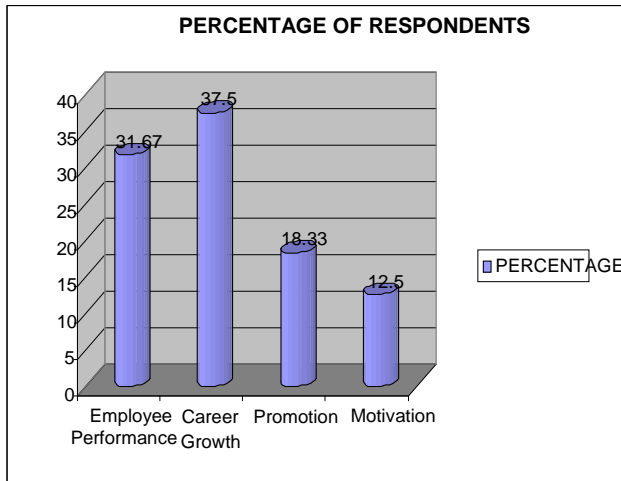


Chart 1. Bar chart showing the responses on the relation between employee performance and human process interventions

VII. STATISTICAL ANALYSIS

H₀: There is no significant relation between employee performance and implementation of human process interventions.

H₁: There is significant relation between employee performance and implementation of human process interventions.

Chi square test:

O _i	E _i	O _i -E _i	(O _i -E _i) ²	(O _i -E _i) ² /E _i
38	30	8	64	2.13
45	30	15	225	7.5
22	30	-8	64	2.13
15	30	-15	225	7.5

$\sum [(O_i - E_i)^2 / E_i] = 39.26$

$\chi^2_{cal} = 39.26$

χ^2_{tab} with (4-1)df=7.81

$\chi^2_{cal} > \chi^2_{tab}$

$39.26 > 7.81$

Calculated value is greater than table value hence We reject H₀.

VIII. RESULTS

The above table shows that 31.67% of respondents says that human process intervention plays a vital role in developing skills 37.5% of respondents says that Career Growth is influenced, 18.33% of respondent says that interpersonal communication improves and 12.5% of respondents agrees that human process interventions will motivate the employees. The statistical analysis confirms that null hypothesis is rejected and hypothesis 1 is proven hence there is a significant positive relation between employee performance and implementation of human interventions.

IX. CONCLUSION

Organisational Development interventions are effective in identifying the problems in organisations, finding and designing the solutions, implementing and evaluating them. Change cycles will provide effective solutions to tougher problems and resolves the strange problems also. OD practitioners have provided different types of interventions to deal with different types of problems in organizations. Apart from providing the solutions, these interventions enhance the interpersonal communication and resolves the conflicts. This paper has done a survey and by analyzing the results of the statistical analysis, proves that there exists a strong relationship between human process interventions and employee performance improvement.

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