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AUTHOR(S)	Maria Victoria R. Castillo, Siddhartha Paul Tiwari
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ANALYSIS OF ORGANIZATIONAL DEVELOPMENT PROCESSES AND INTERVENTIONS IN THE DIGITAL TECHNOLOGY INDUSTRY: AN OVERVIEW OF THE PRACTICES TO POLICIES FRAMEWORK

Dr Maria Victoria R. Castillo, Ph.D., MBA, CPA, CCM, CBCP
Dean,
Southeast Asia Interdisciplinary Development Institute Graduate School of Organization Development and Planning (SAIDI),
Taktak Drive, Antipolo, Rizal Province, 1870 Philippines

Siddhartha Paul Tiwari
Google Asia Pacific, Maple Tree Business City, Singapore

ABSTRACT

Many industry leaders are beginning to realize that digital technology is rapidly shifting its position in sync with organization development processes and interventions from serving as a marginal efficiency driver to becoming an enabler of fundamental innovations and disruptions as it moves from being a marginal efficiency driver to an enabler of fundamental disruptions. With the advent of digitalization, sweeping and large-scale transformations are occurring across multiple aspects of business, providing the opportunity to create and capture unique value as well as posing significant risks to the organization's development processes and interventions. In order to be prepared for the strategic implications of these changes for their organizations, industry ecosystems and society as a whole, business leaders across all sectors are grappling with the process and intervention development of their organizations. Currently, the economic and social implications of organization development processes and interventions are contested, raising serious concerns about digital transformation's wider impact. The purpose of this research is to provide an analysis of organizational development processes and interventions in the digital technology industry and to develop a framework for the application of policies to practices.

Introduction.

Organizational development processes and interventions are essential to unlocking the substantial benefits that digital can offer society and the economy, and these challenges must be addressed by government and industry leaders. The use of detailed analysis when evaluating the outcomes of assistive technology challenges and innovations is extremely valuable to experienced OD practitioners (Smith, R. O. 1996).

A systematic review on methods for evaluating area-wide and organisation-based interventions in health and health care indicates that many of the best practices can be applied by OD professionals (Ukoumunne, O. C., Gulliford, M. C., Chinn, S., Sterne, J. A., and Burney, P. G. 1999). As digital

technology transforms most industries and creates new challenges, it is essential for business leaders to understand the processes and interventions connected with organization development. The pace at which changes occur, the processes and interventions for cultural organizations that are being developed, outdated regulations, the identification of skills needed for the future, the overcoming of shortcomings in legacy systems, and the need to fund both digital and physical infrastructure development processes and interventions are among the factors that contribute to these challenges.

It is important to note that the digital transformation of organizational development processes and interventions in the field of information technology does not happen in a vacuum. There is a significant role to be played by external OD practitioners. There are some cases where digitalization can be accelerated, but there are also cases where it may be hindered (Tiwari, 2023). An important feature of organizational development processes and interventions within the information technology industry has been the quantification of the value that can be derived from the digitalization of the industry for both business and society for the next decade. There are several sectors in this area, including aviation, travel, and tourism. There is no doubt that the digital revolution is one of the most fundamental forces of change in our lives today, as it offers us a unique chance to shape the future. It is imperative that organizations in the information technology industry are aware of the importance of organization development processes and interventions. In addition, they must know how these processes and interventions can be applied to them. Consequently, as a result of the OD interventions, IT organizations have been given the tools they need to understand the implications of these interventions and to become more productive and to create better opportunities for themselves on their journey towards creating better social and business opportunities.

Driving Value through Organizational Development Processes and Interventions.

In the IT industry, there has been an excellent opportunity for organizations to develop organizational processes, as well as for the aviation, travel and tourism ecosystem to be impacted. This is a very significant opportunity for the aviation industry as well as society as a whole to unlock billions of dollars of value over the next decade. The digital transformation is having a significant impact on all elements of the aviation, travel, and tourism value chain. There has been a radical change in demand-side dynamics as a result of platforms such as Grab in South East Asia and Lazada in Southeast Asia, making it possible for smaller entrepreneurs to compete with larger players in terms of organizational development processes and intervention. In contrast, other mobile and internet-based travel companies, based on the information provided by their customers, are changing the way in which travellers discover travel offers by making use of the most up-to-date information. The travel ecosystem of today is in the midst of a transformation, with blurring boundaries, changing roles, and a change in organization development processes that are transforming the industry landscape as a whole.

The digital transformation of manufacturing organizations has resulted in new advances in technology that are revolutionizing both the development process and the interventions, and enabling the optimization of real-time asset deployment and the augmenting of the workforce as a result of the digital transformation. A company's core operational processes will be changed by innovative ways of working and new digital platforms that can be used by artificial intelligence (AI), the Internet of Things (IoT), augmented reality and virtual reality technologies, as well as new digital platforms. Over the course of the next decade, specific digital initiatives will be identified within each theme that will serve as the building blocks for digital transformation in the aviation, travel, and tourism sectors, as well as other sectors in the future. There will be a number of initiatives that will be an integral part of the organization's development processes and interventions within each of its themes. In their research, the authors demonstrate how organization development processes and interventions can have a significant impact on organizations as a result of the interventions that are currently being implemented by the authors.

Elements of Organizational Development Processes and Interventions in the Digital Technology Industry.

A well designed organization development process and intervention approach integrates, aligns and strengthens the interconnections between the hard-wired components within a firm by integrating, aligning and strengthening their interrelationships. Typically, organization development strategies and interventions in the information technology industry consist of a structure, a process, a policy, an implementation, a process, a practice, an information technology system, and performance metrics. In addition to these soft-wired elements, there are also soft-wired elements such as a common goal, shared values, human abilities, beliefs, and behaviors that contribute to a successful organization.

As organization development processes in the information technology industry are increasingly taking place in a digital environment, there's an onus on firms to improve levels of collaboration, inter- and intra-teamwork as well as focusing on adding value to their clients in order to stay competitive. A key lever here is the development of organizational development processes and interventions in the information technology industry. There are two ways in which we can use the term 'organisational architecture'. First, there is the aspect of your organization's physical space and the impact of the physical environment on your employees as a result of their work environment. In the second part of the sentence, I would like to discuss the organisational structure of your company and the establishment of hierarchical roles, procedures, and formal reporting relationships within your company. The study of behavior psychology shows that employees' behavior is directly influenced by the organisatilon architecture of a company in both senses of the word.

In the information technology industry, organization development processes and interventions in the field of information technology have already undergone substantial changes and improvements in light of the fast spread of technologies and their impact on human work. It is for this reason that it is necessary for managers and employees to be provided with instructions on how to organize their working processes, how to share their experiences, and how to make use of the information that they receive.

In the information technology industry, there can be silos that exist in the organization development processes and interventions that are made to harness knowledge-based skills, specific job functions, or they can exist geographically. As a matter of fact, the authors argue that silos are one of the most crucial factors in enhancing productivity in many industries, especially in the IT sector. Thus, silos can make it more difficult for the very parts of your company that need to work together when organizational transformation is needed because they are unaccustomed to it, and in some cases even unable to communicate with one another due to cultural misalignment or an inherent sense of distrust and territoriality in the organization. The effects of these problems can complicate the process of bringing about change, or they can delay or sluggish it down in order to reach the hoped-for results.

Research methodology.

Development of research and design methods.

Through the lens of a qualitative research study, the aim of this study was to explore how organization development processes and interventions operate in the information technology industry through the lens of a qualitative research design. As a part of this article's qualitative research, the relationships between the variables in the survey were examined and analyzed to provide a deeper insight into the issues in the survey.

Involved participants.

In order to formulate the study's recommendations and conclusions, 205 professionals from 35 organizations involved in the study were interviewed in-depth and participated in focus group discussions. The researchers studied 205 professionals from 35 organizations working in areas such as technology, organizational development, and change management. These findings were based on the results of in-depth interviews conducted throughout the research process as well as focus group discussions held during the course of the study. As an additional note, the authors (Dr Marivic Castillo

and Siddhartha Paul Tiwari) would like to point out that the respondents were chosen based on the level of knowledge and experience they had about the topic of the study when they were selected, as well as their level of experience with the topic at that time. Several factors of organization development processes and interventions in the information technology industry were asked of the respondents, including: trends in throughput, the increase in economic activity as a result of organizational development processes and interventions in the information technology industry, development of human resources, education, and social protection, among other factors related to organizational development. Instruments used in the study.

We developed a questionnaire during the process and discussed it with experts in the field who were involved in the process. There was a primary expert, a representative of UNESCO, who was interviewed for this paper, and a secondary expert, a representative of the American Chamber of Commerce, who was interviewed for this paper. The purpose of this interaction was to gather feedback from them, which was highly valued, since they are involved in organization development processes and interventions in the information technology industry on a daily basis as part of their regular work duties. There was a responsibility on the part of the experts to ensure that the questionnaire would be acceptable to the general public and that they would understand it, in order to make sure that it would be acceptable and understandable to the general public. An expert who was enlisted to assist us in checking the quality of the responses provided by the participants in the interview was consulted after the interview had taken place to check on the quality of the responses provided by the participants. Due to the fact that they provide us with the information that the participants have provided in their responses, they provide us with the opportunity to draw conclusions about what they have said in their answers.

The procedure involves.

The authors of the study conducted face-to-face interviews with representatives of the organizations for the purpose of gathering the necessary information for the study in order to gather the necessary data through face-to-face interviews in order to gather the necessary information for the study. The purpose of this research is to improve the overall response rate to this research that focuses on organization development processes and interventions in the IT industry in order to increase the response rate. This face-to-face interaction was also a great opportunity for respondents to clarify any confusion they may have had about the research, as well as to verify their responses were accurate as the face-to-face interaction allowed respondents to clarify any confusion they may have had. There is no doubt that face-to-face interviewing is one of the best methods for making sure that accurate responses are obtained, facilitating an accurate interpretation of survey tools, and enhancing the quality of data collected as a result of face-to-face interviewing. This enhanced the validity of the findings as a result of the fact that this was done.

Analyzing the data.

This study aimed to examine how organizations develop their organizational development processes and interventions in the information technology industry, using Microsoft Excel and Super Decision software along with the source data collected from targeted respondents regarding the development processes of organizations and interventions in such industries. The purpose of this study is to analyze the data collected from those respondents in order to make a conclusion. According to the analysis conducted by the authors, the interviews were qualitatively evaluated specifically for organization development processes and interventions in the information technology industry, and this has been summarized in the results and conclusions section of this paper as well. Result and discussion are the next sections of the paper in which we will examine the outcome of the interview and the discussion that has taken place in conjunction with it as well.

Framework Developed.

As a result of this research, the authors of this paper propose an ideal framework for organizational development in the digital technology industry which is illustrated below.
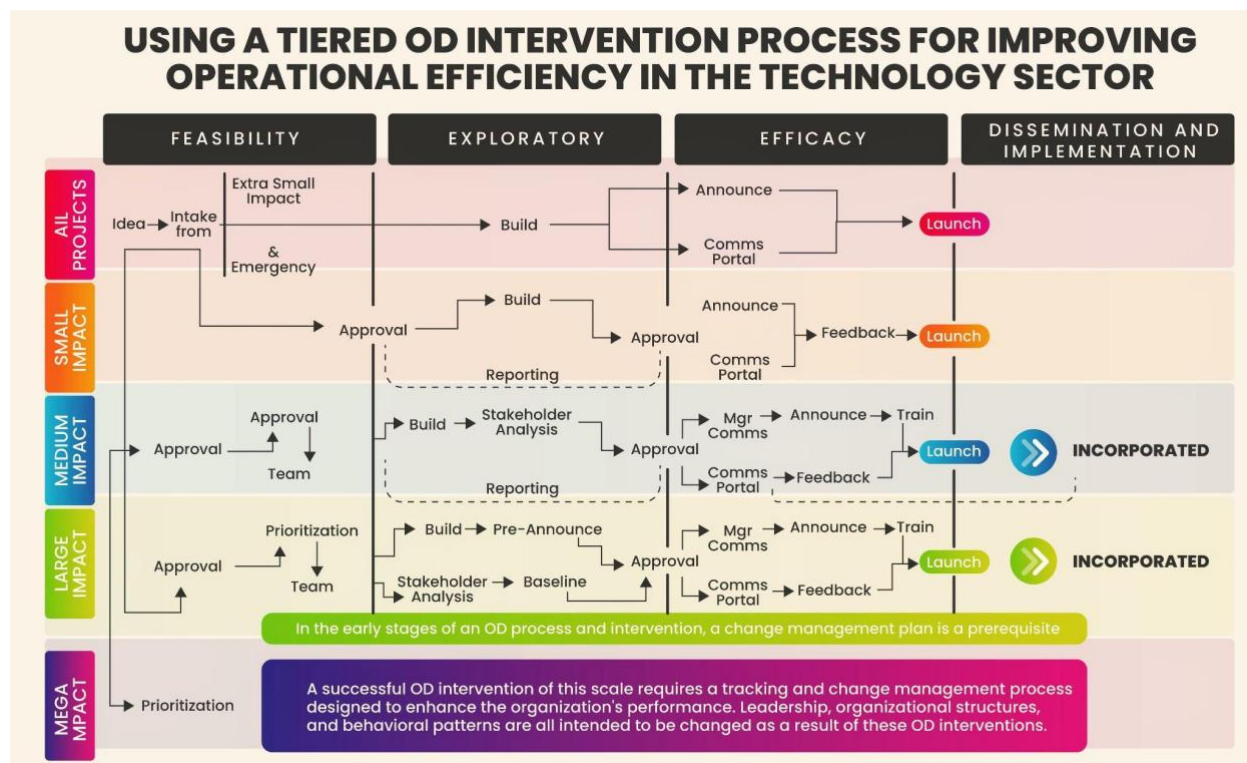

Fig. 1: A framework developed by the authors of this study (Dr Marivic Castillo and Siddhartha Paul Tiwari) on using a tiered OD intervention process to improve operational efficiency in technology companies like (Apple, Alphabet Inc., Microsoft, Amazon, Samsung Group, Tencent Holdings, Meta Platforms).

Challenges.

Identifying and addressing challenges related to the development of organizational processes and interventions within the information technology industry are related to how policies and practices are developed. The majority of the challenges that organizations face are attributed to the employees, strategies, and ineffective systems that are in place within them. The rapid pace of change and the availability of new technology have made it possible for organizations to easily adapt to the challenges of modern society. Nevertheless, it has been noticed that many companies fail to build a pipeline of qualified leaders as a result of lack of effective strategies, for the same reason many companies fail to build a pipeline of qualified leaders. The researchers argue, on the other hand, that the development of a business is mainly determined by the workforce. However, if a company will have a multigenerational workforce, it will face challenges in addressing the needs of the workers for career development. According to the authors, based on the results of their research, management faces difficulties when it comes to communicating the organizational priorities of a firm to employees, stakeholders, and the general public in a strategy oriented fashion. The engagement and retention of a diverse workforce, on the other hand, may prove a very challenging or risky endeavor for an organization, which might inhibit its ability to continue to develop innovative approaches for organizational development as a result of issues with engaging and retaining a diverse workforce.

In order to make innovative decisions, we need to have a diverse workforce as they come from different perspectives, ideologies, cultures, and languages. Globalisation together with advances in technology, have made the process of retaining employees from different countries easier, on the other

hand. The majority of these employees work from home, and managing such a workforce can sometimes be a challenge as well. Research has shown that retaining a new workforce can be challenging due to issues with policies, or the human resources department of a company. A company's low budget can also limit its ability to advertise job openings. There are usually challenges involved in implementing a change in the organizational activities or culture of a company from any sector such as construction, healthcare, retail, education, etc. It is imperative for an enterprise to adopt significant top-down changes in order to ensure that it does not lose its grip on the market competition. As a result of having less funds, an enterprise is unable to develop skill enhancement programs for its employees. The challenge is to develop the productivity of employees as well as the productivity of the company as a whole. As a final note, companies are often challenged when it comes to developing talent when they do not have proper policies and strategies in place. Developing and managing talent is essential for companies to ensure that their customers are satisfied, leading to a more positive brand image and value as a result of a competitive market environment. As a result of the increasing organizational challenges, which disrupt the entire business operation due to a lack of leadership skills and poor management skills, organization challenges are on the rise. Unless leaders are aware of the existing cooperation, it can result in the lack of alignment between the team members which has a ripple effect throughout the entire organization as a whole.

Recommendations.

Following are some recommendations developed by the authors based on their research:

1.   Technological advances give organizations the ability to implement a reorganization of structures, activities, and cultures as a result of technological developments. As a result, an organization is able to achieve a much higher level of effectiveness as a result. In order for this to become a reality in the future, it is imperative that the use of emerging technology be exploited at its fullest extent to ensure that maximum results are achieved. It is likely that the increase in productivity can be attributed to the fact that organizations are able to grasp, appreciate and absorb current technological advances into their structure, their creation and their culture in order to raise productivity. Businesses can save money and time by implementing efficient business processes in their daily operations. As a part of their strategy to maintain market share, organizations may also try to integrate as much new technology as possible into their organization.

2.   After the pandemic, a number of newly industrialized countries around the world are facing severe competition in both their local and international markets as a result of this turbulent economic situation. As artificial intelligence and emerging technologies become more and more prevalent, industries will be required to upgrade to the newest technologies and no longer be able to rely on cheap labor costs which have been the underlying factors of their competitiveness for decades. As a result of this situation affecting a number of global countries as a whole, there is the question as to how industries are coping with the problem of incorporating the newest technologies into their manufacturing processes. In this paper, we offer recommendations regarding how organizations can systematically investigate the trends in organizational change and technological innovation in relation to quality management practices throughout the world in order to improve their quality management practices.

3.   As the authors advise, tinkering around the edges of existing organizational models will not be sufficient to cure this problem. It has always been the case that organizations were designed for stability, efficiency, and predictability through tightly defined jobs, hierarchies, and organizational boundaries, which are now able to be fully enabled by new technologies that have emerged. Adapting to new technologies and bringing with them new expectations and skills means that the fundamental logic of organizational mechanics which we have relied on for more than 80 years is now being upturned as a direct result of the development of new technologies.

4.   It has been shown that the majority of discussions about emerging technologies focus heavily on the human implications of the technology in particular, and the number of jobs that will be replaced as a result. Although it is a good idea to use emerging technologies to replace employees in the future,

doing so is simply a limiting concept for the time being. In order for organizations to leverage their unique strengths on both sides and unlock their potential, they must shape how people and technology work together to take advantage of the unique strengths on both sides.

5.   It is imperative that we fundamentally redesign the way work is done in order to be able to prepare ourselves for the arrival of new technologies in an increasingly technological world to ensure success in an increasingly technological world as traditional operations become more human designed and run than human-designed. Currently, there is a constant shift going on between humans and technology, so it is important to leave room for ongoing changes in order to keep the boundaries between them open. In order to successfully fulfill this goal, it will be necessary for the organization to constantly rethink its organizational structure, as well as to accelerate the workforce planning cycles, in order to keep up with the changing needs of the workforce in terms of skills, work, and emerging technologies in order to keep up with the changes in the skills, work, and emerging technologies. As part of the reskilling process, people will also need to be retrained on a continuous basis as opposed to only being restrained when necessary. Finally, it will take an overall way of working that will be more iterative, cross-functional, inherently human and capable of taking decisions on the basis of decentralized decision making within empowered teams, rather than centralized decision making on all levels within a department or organization.

Conclusion.

In the conclusion of this research, a proposed framework for improving operational efficiency in the technology sector using a Tiered Operations Development Intervention Process has been developed. Detailed descriptions of the four stages of the process of organizational development and interventions in the IT industry are as follows: Stage One - Feasibility, Stage Two - Exploratory, Stage Three - Efficacy, and Stage Four - Dissemination and Implementation. A significant outcome of the study was the categorisation of the projects based on the impact that they had, as shown on the 'X' axis, and the requirement for a change management plan in the early stages of an OD process and intervention. As a final learning, the authors discovered that a successful OD intervention of this scale requires a process for tracking and managing change that is designed to enhance the performance of the organization. OD interventions aim to influence leadership, organizational structures, and behavioral patterns as a result of changing leadership, organizational structures, and behavioral patterns.
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