A Study On Organisational Development With Reference To Flowserve India Controls Private Limited

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Abstract: This study is undergone to understand the organizational development of the employee with the company. The topic widely focuses on the development of the management between the employee and employer. This involves identifying the vital points of the employee so that the solution for the problem can encounter the remedies and hence helps the company to improve the overall relationship with the employee. In the introduction a overview is given about the term Organsational development and then the overall objective for the study is followed which is to study the interpersonal relations and identify the factors and also the solution are given in the findings and suggestion. The research methodology follows the stratified sampling method under probability sampling technique. The population of the study comprised of the employees of the company; primary data was collected through questionnaire. The Analysis involves percentage analysis under the descriptive and the inferential analysis involves the statistical tools such as chi-square. The findings are given separately for each of the statistical tools such as first one for the percentage analysis followed by the chi-square method and the findings are based on the interpretation inferred using the SPSS software. The suggestions that are provided enclosed the overall improvement for the company and hence the study is concluded that if the company tries to follow the given recommendations and suggestions the company can improve their overall performance in the future as well as it can develop the overall relationship with the employee.

Keywords: Organsational development, employees, coordination, interpersonal relations.

INTRODUCTION

The term Organisational development was coined by Richard Beckhard in mid-1950's. Organisational development is an acronym of two words.i.e. organisation and development. Organisational development is a study of successful organisational change and performance. Organisational development emerges from human relations studies in

1930. Kurt Levin is a founding father of organisational development. According to Bennis 1969, organisational development is response to change a complex educational strategy intend to change the beliefs, attitude values, and structure of organisations so that they can better adopt new technology, markets and the rate of change itself. Organisation development is a systematic application of behavioural science knowledge at various levels such as group, inter- group, organisation, etc to bring out planned change. Organisational development objectives are depending upon the work-life, productivity, adaptability and effectiveness. Organisational development will help to clarify the evolution of terms as well as some problems and confusion that surrounded it. Organisational development emerged from five major stems. The first was the growth of the national training laboratories and the development of training groups. The second stem of organisational development is research which is conducted by the social scientists. The third stem is normative view of organisational development. The fourth stem is focusing on productivity and work life quality. And the last stem is practice, change and transformation.

REVIEW OF LITERATURE

Friedlander and Brown (1974), defined organisational development as a method to facilitate change and development of people, technology, organisational process and structures. They provide a framework to make changes in job enlargement and job enrichment. In organisation development the mainly focused on values, humanistic, democratic values, open communication and problem solving, building trust and collaboration, self-control, etc. this study is mainly focused on internal and external change.

Meyer & Rowan (1977), says that while making the changes, the employees needs should be sustained. The task which are carrying out daily should be maintained while making changes in the organisation. Changes can be done inside and outside the organisation. When the change happens inside the organisation it will also reflect a makes change in social, economic, political and technology environment and the organisations need to respond to those changes.

Smirich (1983), explored about the organisational culture, which is seemed to be limited to verify the social interrelationships is a root metaphor. This is mainly focused on what the organisational already has and what they have following in the organisation. This study is also focused about, how members of the social groups are through social process which enact with their realities and the behaviour of the employees.

Anderson and King (1993), concludes that the transformation process in the organisation, the leader who have make changes should have a strong need. These leaders will make a clear value in the development of a clear vision and make those clear to follow by the members. By doing this way the management provide a strong

motivational force among the employees. He also stated that among the leadership styles, a clear vision and mission makes a clear innovation and motivation to the employees and it helps for make an organisational development.

Smith and cooper, C. (1994), explored about the relation n between the leadership and stress. The main aim of this study is to identify whether the stress has influenced the performance of the employees and leaders. From this study certain factors have been identified which influence the performance of employees such as long working hours, travel etc. The main reason for the stress is adaptation of new technology and the conflict also plays a major role for the source of stress. If there is no clear vision in the organisation, then it will affect the job satisfaction.

Van de Ven & Poole (1995), talks about the theoretical review about how to develop and change the management. Change management can be done on the basis on four types namely they are: life cycle theory, teleological theory, dialectical theory and evolutionary theory. This theory explains about how change occurs in the organisation. In this study companies are classified on the basis of mode and unit of changes at various levels of organisational development. The organisations will grow on the basis of size of motors change.

Jackson et al. (1999), explored about the creating and managing the organisational culture was the most important role by the leaders or top management. Culture contains the characteristics which include behaviour, decisions, co-operation and teamwork, needs of the employees, good upward, downward and lateral communications.

Burnes (2000), explored the consumer preference which is due to fashion. It is depending upon the customer beliefs and no organisation cannot succeed without the customers. The main concept of this study is to satisfy the needs and wants of the customer. The management should know the in-depth knowledge about their customers' needs and wants. To understand or study the behaviour of the customers, fist they need to know who their customers are, what they buy, when they buy, how they buy. Each customer has the own features which can be classify through analysis.

Azhar (2003), talks about the culture in the organisation which is shared common in the organisation by each member. Basically, organisational culture is made up of two basis they are: value and beliefs. Both values and beliefs are assumptions. Values are forwarded by the leaders or top management by the organisational which are ideal that are desired by all the members in the organisation. Beliefs are about the reality and created by the experience.

Burnes et. al. (2003), explain about the organisational learning which is often used in the organisation. Organisational learning is the concept which is used to describe various types of activities take place in the organisation but learning organisation talks

about the type of organisation. Burnes talks about the relationship between the organisational learning and learning organisation, these two concepts have a simple relationship between them.

Zeffanne (2003), explored the development of leaderships in the organisation. There are many questions have been answered such as employee morale, commitment, loyalty, attachment which have been satisfied for the employees. The management can encourage employees by satisfying the need and wants of them. But this study mainly focused on leadership styles.

Gudz (2004), explains that organisational learning is a critical position which has to be sustained in the organisation. Organisation learning will be limited in three ways in terms of type of organisation, type of employees we have in the organisation which are benefit from the culture of the organisation. Learning can be done in same place and mainly it can be done at workplace.

Burnes (2004), explored Organisation development will be based on two types: one is field study and the second one is group dynamics concept. Field study is based on the struggles between the group which are drive the change and resist against it. Group dynamics is based on the behaviour changing among employees in the group. Changes can be done by using three steps, they are: unfreezing, change and refreezing. Here unfreezing means identifying or judging the group behaviour, makes the changes and refreezing means getting used to new behaviour. This is how change happens in the organisation.

Robbins (2004), stated that the organisational behaviour which is mainly focused on individual group, structures and the relation between them. It helps to identify the individual physiological which has been taken for the consideration for the successful organisational change. The main role of leaders is to resist the employees and convince them.

Nickolas (2006), stated that the change in the organisation which includes its impact on people and the managers in the organisational which finds more difficult. Change covers huge problems such as, strategic directional or personal development programmes for the staff. Changes can also be done in technological, structural changes as well as in behaviour and the attitudes of the employees which are in highly competitive and viability.

Boyett (2006), explains the role of leadership in the organisation. The leaders should build trust among their subordinates and stimulates their commitment to fulfilment of the goal where the project taken. He describes the leaders in the following manner: first the leader should communicate with simple words which is clear, and it should understand by the employees. Second the leader should inspire their subordinates with

their talent, inspire the subordinates is the motivational one. Leaders should have an individual consideration among the employees.

Al-Emadi & Marquardt (2007), explain about the employees training benefits and employee's commitment in the organisation. This can be measured by the three components of organisational commitment. Author proved that training benefits and employee's commitment are related. Author conclude that by participating in training programmes will improves the job performance and it also improves the personal development and it also helps to find out our identifying the career objects.

Schilling and Kluge (2009), talks about the prevention of barriers from learning. He categorised barriers on each process at various levels which includes actional – personal, structural organisation and societal environment. Based on categorisation of barriers, they used 15 research propositions. Learning will be affected through culture.

Lord, Dinh and Hoffman (2015), explain about organisational change, past years people use to make changes in technology which is uncertain to the employees. Nowadays change happens in the training programmes, participation and change of leader. Employees participation is more important for the organisational change process and leaders' skills are more important.

Madrid and colleagues (2016), explored about organisational culture of innovation and organisational climate for the leader to get a high level of job satisfaction in the work area. By doing this there will be a positive organisational climate in job satisfaction. This can be done only when the employees feel that someone cares for their work and themselves which can be done with the help of the values of the company and it gives great happiness as a return. It also states a relation between the organisational culture and climate in job satisfaction. The organisation culture and climate are the two factors which defines the company mission and retains the employees in the workplace.

RESEARCH NEEDS

- An Organsational development helps to make co-ordination among the workers, to motivate the employees and it helps in support in training for the employees to make the work more efficient and effectively.
- Many companies are unable to retain the employees due to heavy pressure. This study will give an idea how to retain the employees to develop the organisation and makes co-ordination among the workers.

RESEARCH OBJECTIVES

- To study and analyse the Organsational development
- To enhance organisational performance.
- To analyse the skills of the employees.
- To study mutual adjustment between the employees.

● To increase communication (vertically, diagonally and latterly)

RESEARCH METHODOLOGY

Research methodology simply refers to the practical "how" of any given piece of research. More specifically, it's about how a researcher systematically designs a study to ensure valid and reliable results that address the research aims and objectives. Primary data is more costly to obtain than secondary data, which is obtained through published sources, but it also more current and more relevant to the research project. Secondary data is often used in social and economic analysis, especially when access to primary data is unavailable. Data is collected through structured questionnaire.

Tools used for analytics: Descriptive, Chi-square, ANOVA

SCOPE AND LIMITATIONS:

● This study covers the change of culture among the employees in the organisation and to make the organisation to better adapt the technology and live with the space of change.
● Organsational development is a long-range effort to improve organisation's problem and renewal, particularly through effective and collaborate management od organisation culture.
● As the study is carried out only in Maraimalai Nagar, as time constraints dis not permit to all the plants.
● As my sample size is small, the result will not be in clear view.
● Due to short period of time, most of the data will be as a secondary one.
● As all the staff are busy with work schedule, there is not enough information is available.

ANALYSIS AND INTERPRETATION

CHI- SQUARE TEST

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.532[a]	6	.035
Likelihood Ratio	10.152	6	.118
Linear-by-Linear Association	.309	1	.578
N of Valid Cases	85		

INFERENCE The calculated P value is greater than the significant value 0.05.

P= 0.035

P<0.05

Therefore, we accept H1 and reject H0, there is significant association between the talent and

experience of the employees.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.623[a]	6	.023
Likelihood Ratio	14.888	6	.021
Linear-by-Linear Association	1.905	1	.167
N of Valid Cases	85		

INFERENCE

The calculated P value is less than significant value 0.05

P=0.023

P<0.05

Therefore, we accept H1 and reject H0, there is an association between the experience and the

satisfaction level of the employees.

ANOVA

satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.733	3	1.244	4.700	.004
Within Groups	21.444	81	.265		
Total	25.176	84			

INFERENCE

The calculated P value is less than significant value is 0.05.

P = 0.004

P<0.05

Therefore, we accept H0 and reject H1, there is no significant difference between the experience and satisfaction level of the employees.

RESEARCH FINDINGS

- Chi- square reveals that there is significant association between the talent and experience of the employees.
- Chi – square reveals that there is an association between the experience and the satisfaction level of the employees.
- Analytical of variance reveals that there is no significant difference between the experience and satisfaction level of the employees.
- Majority of employees 67.1 % are working in Flowserve are below 25.
- Majority of the employees are women 58.8 % who is equally working along with men (41.2 %)
- Majority of the respondents 49.4% strongly agree for the satisfaction in the organisation where 48.2% of employees are only agree and rest 2.4 % gives neutral

CONCLUSION

The organisation has to retain the employees. Through the Organsational development it will help to develop the progress of the company. Even every business has to satisfy the employees to know hoe employees are working and their loyalty. Employee perception helps to understand the value of the company and helps in proving the organisation. Organizational development knowledge is important when attempting to identify internal and external problems that are impacting an organization. It contains he structure, culture, strategy, control system, group and human resources, system of organisation, others like communication, motivation and leading are all influenced by organisation development.

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