



**RESEARCH PAPER**

**Analysis of the Micro and Macro Forces for Change and Design of Organization Development Interventions for Business Organizations in Pakistan**

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**ABSTRACT**

The study aimed at analyzing the micro and macro forces for change and designing organization development interventions for organizations in Pakistan. Business organizations in Pakistan have been facing performance issues during the last few decades for which a comprehensive strategy as appropriate organization development (OD) interventions in the form of flexible corporate structure to accommodate needs of the turbulent environment seems inevitable. A focus group of 10 experts as Plant managers, IT and social system developers, and HR and finance managers was conducted by the researchers. The study explored corporate ageing and innovative technology as force driving change in the corporate environment thereby leading to OD interventions accordingly. The study recommends ISO integrated management systems (IMS), total quality management (TQM), high performance work systems (HPWSs), executive coaching, information technology (IT), automation, employee training and development, and mergers and acquisitions (M&A) as useful OD interventions.

**KEYWORDS** Business Strategy, Corporate Performance, Organization Development, Organizational Change

**Introduction**

According to Ali and Xie (2021), the issue of organisational performance is still unresolved in Pakistan. Owing to inadequate planning, a lack of raw resources, ineffective management, outdated industrial equipment, international conformity, poor product quality, energy constraints, and an inexperienced workforce, organizational performance is a significant issue in business organisations (Schwab, 2017). To address its poor economic status, energy difficulties, and unemployment. Organisations need to resolve problems like ineffective management, dishonesty, and incompetent administration (Almasaeid & Anagreh, 2020). Pakistan's economic climate is full of hazards and opportunities, but taking advantage of them will require a practical strategy. The main advantages Pakistan has over other countries in the region are its natural prosperity, hardworking workforce, and location (Pakistan Economic Survey, 2021-2022). Pakistan also excels in a number of fields, and there are numerous room for technological innovation advancement (Yaqoob, 2011).

Diverse ideas, models, and methods are incorporated by OD to promote improvement, grow human resources, streamline operations, and improve overall organisational performance (GeeksforGeeks, 2023). OD is a developing field in Pakistan. In order to address both micro and macro corporate business phenomena, OD helps business organisations to restructure their technology, systems, procedures, structures, and business strategies (Gohil & Desh, 2014). OD was described by Burke and Bradford (2004) as a planned transformation process to increase organisational effectiveness. Instead of employing conventional strategies, organisations are putting more emphasis on novel management and business solutions (Bunker, Alban, & Lewicki, 2004). OD aids

organisations in creating and implementing cutting-edge manufacturing methods so they can compete in the global business arena. Optimising performance at each level necessitates several structural improvements. By executing OD change initiatives, the sector's performance must be raised. Utilising I.T, R&D, skilled human resources, and advanced technology effectively is replacing the conventional strategy.

Organisations in Pakistan have overlooked the topic of OD. Additionally, the academic community has likewise ignored this crucial field of management sciences. In Pakistan, studies on OD and performance are similarly uncommon. To motivate employees and encourage an OD culture, organisations in Pakistan must develop and implement OD interventions (Bhutto & Aurangzeb, 2016). To maintain the welfare of society, organisations must significantly alter their operating practices (Kasztelan, 2017).

## **Literature Review**

### **Business Organizations in Pakistan and Performance**

The World Economic Forum (2014) initiated a Global Competitive Report (2014–2015) which highlighted the current status of economic stability and growth in developed and underdeveloped countries. The report explained that growth in developed countries is because of their sustainable business and monetary policies. Strong institutions, innovations and national talent are the major elements of success. Both developed and underdeveloped nations should assign their limited available resources to productive activities to create enhanced opportunities. The report suggested that organizations should improve growth and performance.

According to the Global Competitive Report (2019), sustained economic growth is a major driver of human development. Pakistan has achieved the 110<sup>th</sup> position in competitiveness. The condition is still not encouraging. Local and global organizations have stated that economies should take initiatives to streamline business procedures for sustainable growth (World Bank, 2014; United Nations Development Program, 2013).

### **OD and Performance**

The field of OD has gained momentum due to new models and concepts (Karakas, 2009) and OD is still an evolving field. Performance has been a major managerial issue and OD provides strategic solutions to organizations to address performance and managerial issues. OD is a planned change process (Cummings and Worley, 2005; Armstrong, 2006; Feyerherm and Worley, 2009) built on humanistic-democratic values. Organizations in emerging markets have also focused on OD to improve performance (Marquis and Raynard, 2015). Engle, Marion and Peter (2015) explored the area of global performance management (GPM) and concluded that organizations need to create a balance between practices. The prime objective of GPM is to enhance individual performances to achieve improved aggregate performance.

Many organizational models and frameworks have been developed to achieve optimum performance and organizational success. OD practitioners use these models to analyze relationships between the variables of performance and organizational management. Marquis and Raynard (2015) proposed many institutional strategies for performance. Firms need OD strategies to develop economic structures, effective and efficient processes and automated plant. Lawler and Worley (2006) stated that change is necessary and provides a base for successful organizations. So, organizations in Pakistan must incorporate the concepts of OD to improve efficiency and performance of employees and other components.

Corporate planners need (Ogundare, 2019) to be aware of the significance of micro and macro forces and variables that accelerate change in organisations. Demographic, ecological, political, economic, sociocultural, and technical aspects are a few examples of these variables. The success of organisational activities is significantly influenced by the micro and macro environments; as a result, these environmental aspects must be carefully taken into account while developing a strategic business plan (Cherunilam, 2021). This study is being done to examine the micro and macro forces that act as organisational change accelerators. For organisations, suitable OD interventions are also designed because OD help organizations to achieve goals and objectives (Smither, Houston, & McIntire, 2016).

### **Material and Methods**

Examining the micro and macro forces that speed up organisational transition is the goal of this study. Because OD aids organisations in achieving their aims and objectives, appropriate OD interventions are also created for organisations.

Focus group interviews are conducted to explore the research problems. Freitas et al. (1998) mentioned that focus group study is useful to explain the results of other data. Focus groups methodologies are important to know the results of quantitative study (Krueger, 1994; Greenbaum, 1993). Ten experts (see Table 2) were invited from industries located in Lahore, Pakistan. We developed a moderator guide. The interviews were transcribed and a report was generated.

For sampling, we used Snowball technique. According to Anheier and Katz (2004), snowball or network sampling method has some special advantages in obtaining attitudes or opinion data. Dragan and Isaic-Maniu (2012) stated that snowball sampling is helpful in sociological, psychological or management.

The moderator guide also included the above listed interview questions developed according to the guidelines of Morgan (1988).

### **Results and Discussion**

We conducted a focus group of ten experts (see Table 2) and asked the questions mentioned in the moderator guide. The data were transcribed and thematic analysis are conducted to extract useful themes from the qualitative data.

The demographics of the respondents include qualification as M.Sc. Environmental Sciences (10%), B.Sc. Engineering (50%), Master of Philosophy (10%), BA (10%), Chartered Accountant (10%), and MCS (10%) whereas their professional experiences were as Plant management (40%), IT and social system (30%), HRM (20%), and finance (10%).

Organizations are developed to achieve certain goals. Organizations depend upon external and internal environment to stay in the business world. Organization works like a system. People, structure, information systems, practices and procedures and production systems are all subsystems. OD is a continuous process of developing skills, knowledge, abilities, productivity by implementing OD strategies. OD is an interdisciplinary approach of organization change. The effective design of all steps is equally important.

The impact of humanistic values and business environment should be carefully analyzed to achieve strategic objectives. Many change strategies fail due to poor planning and implementation. The values alignment process is more important before any change process. Branson (2008) has highlighted that effective corporate change strategies should configure the values of affected people. OD experts suggested the aligned value approach during the organizational change process. Aligned value approach is a more compliant strategy. The strategy will accelerate and accommodate the change. Joan Ernst van Aken

(2007) argued that strength of OD interventions is based to combine both humanistic and business values. This integration develops positive human behavior at workplace. Bernard and Philip (2011) have investigated that the lack of alignment between the value system and OD intervention and the people are the main reasons of failure.

OP is a major subject for OD practitioners. The role of OD is significant in performance. The OP includes operational, financial, market-based and environmental performance. The models of OD discipline are now more collaborative and interactive to improve performance at each level. The role of OD agents is also strategic in nature. Experts highlighted the emerging concepts of green OD. Many local and global organizations like Leadership for Environment and Development, National Cleaner Program (NCP), National Productivity Organization (NPO), Pakistan Compliance Initiatives and Responsible Business Initiative (RBI) are active for pro-environmental and pro-social strategies.

OD is a new field in Pakistan. The models of OD have gained success in the corporate world. Organizations in Pakistan are implementing OD strategies and initiatives to improve effectiveness but the pace is still slow. Major reforms are required in public and private organizations. Manufacturing organizations have adopted major OD interventions. The impact of OD interventions is significant and competitive advantages have been achieved. Corporate planners are now keen to address business issues to stay in the global market. Political instability, poor economic decisions and power shortages have adversely affected the performance of the corporate environment.

The Pakistan–China Economic Corridor is a major sustained effort. Human capital and geographical location are competitive advantages. Pakistan needs to improve corporate performance, quality and production through entrepreneurship and organizational innovation. Redevelopment of organizations and new ventures creation positively improve the overall business infrastructure. Pakistan needs to create a compliant environment for entrepreneurs. Entrepreneurship and corporate innovation is pivotal to business performance.

In recent years, a sustained global political environment has emerged. War on terror has gained prominent attention and damaged the organizational setup in Pakistan. Unemployment is at an alarming level. The political system fails to address the common issues of people. Organizations need well-structured and well-managed infrastructure to minimize the significant negative impact of micro and macro forces. The identification of those forces is critical which are responsible for organizational change.

### **Organization Performance and Change**

Organizations in Pakistan are confronted with a challenging business culture. The panel experts pointed out that OP has gained the attention of practitioners and corporate managers. OP is now a major change agent. Performance achievement has promoted the change culture in organizations in Pakistan. Performance is a major element of organization strategy. Aspects of performance like financial growth and profitability, quality production, smooth and efficient operation of plant, enhanced coordination with stakeholders, legal and environmental compliance, and effective supply chain management and employee development are potential and influential contributors.

Demmke (2006) has added that the concept of performance is different from industry to industry. Identification of causes of poor performance is a complex system. Performance can be achieved through good networking, accountability, solid coordination framework, good instruments, public image and goodwill, effective monitoring and control systems and work capabilities. An efficient corporate structure is a prerequisite to performance. Corporate governing bodies have less focus on corporate compliance (Al-Matari et al., 2014).

The panel experts also pointed out the concepts of green OD and performance. The development and adaptation of green OD is essential for environmental conservation and ecological balance. However, technology, complex demographics and culture are the main barriers that minimize the positive impacts of the green models. Employees' motivation is mandatory in Eco-HRM. Green HRM practices improve productivity, corporate image and sustainability and decrease ecological effects (Bhutto and Aurangzeb, 2016). Organizations must focus on green OD for green workplace in Pakistan. Traditional OD interventions are not sufficient to achieve ecological sustainability.

### **Technology and Change**

Technology is one of the global drivers of corporate change. Advances in technology are a major force that accelerates organizational change. Modern technology and automated plant are contributors to quality production. Technology also positively affects other organizational functions like marketing, administration, purchasing, invoicing, billing and power generation. Technology has established more coordination among all the organizational components. Modern technology reduces the product rejection rate, project plant operational errors and improves decision-making process. Technology also makes the work simple. Organizations should welcome modern technologies to survive in the current business scenario. New technology reduces costs, improves quality and productivity and encourages the implementation of new systems and business practices.

Panel experts argue that modern technology accelerates the achievement of TQM. TQM practices improve organizational performance (Lakhal et al., 2006). Brem et al. (2014) stated that organizations should develop and foster mechanisms to absorb new technologies to produce innovative products. Geisler and Turchetti (2015) encouraged cooperation between public and private technology enterprise which accelerates industrial growth and prosperity. Agarwal and Brem (2015) stated that technology adoption is crucial to stay in the competitive world.

### **Organizational Ageing and Innovation**

Higher expectations of customers forced industrial managers to make possible the provision of innovative products and services. Obsolete and old plant and technologies cause customer loss and high cost of production. Experts shared their views that organizations in Pakistan are transforming their old plant and technologies into innovative production systems to reduce down time, maintenance cost, improve product quality, attract global customers and ensure legal compliance. People like to work with modern organizations having advanced manufacturing systems. Services organizations have also designed and implemented major multidimensional change interventions and adapted quality systems and procedures.

The objective behind the OD process is to solve a performance issue. The panel participants suggested the below interventions for business organizations in Pakistan.

### **Integrated Management Systems (IMSS)**

An IMS improves performance. Any certification of ISO system is not effective in isolation. An IMS ensures compliance with and fulfilment of the requirement of the standards. Organizations adopt a process approach recommended by the three systems. Management is responsible to develop objectives and targets and provide leadership for effective performance of the systems. An IMS is beneficial for all small, medium and large organizations.

Organizations have achieved revolutionary benefits from IMS certification. IMS certification integrates the people within an organization, attracts customers, improves the

social and legal health, minimizes accident rate and ensures environmental compliance. Each organization has its own culture and environment. Organizations should conduct compatibility analysis before any integration and optimization process.

They highlighted advantages of the integration process. Many organizational benefits like effective utilization and optimization of resources, enhanced coordination, and safety of company's assets and protection of environment and quality products are associated with integrated systems. IMS is more a strategic priority. IMSs improve efficiency and promote sustained success. Organizations need a system-thinking integrated approach to develop an operational system, competitiveness and efficiency (Santos et al., 2011).

### **Total Quality Management (TQM)**

TQM is a combined approach at corporate level to achieve superior quality. The concept of TQM is now emerging in Pakistani business firms. TQM is used to empower employees. The philosophy of TQM is to involve employees in tasks performance. Gul et al. (2012) declared that TQM is a major discovery in the current business environment and a strategic tool to achieve delighted customers and superior business success.

### **High Performance Work Systems (HPWS)**

HPWSs are developed to utilize human capital and to gain corporate success. HPWS are designed to motivate employees at the workplace for peak performance. Panel experts expressed that HPWS and practices is a revolutionary approach of empowering employees to receive productivity in reward. Riaz (2016) investigated the impact of HPWS on performance in organizations of Pakistan and stated that HPWS and practices have a constructive link with motivation of employees and organizational citizenship behavior which enhances organization performance. To improve performance, corporate managers should use a co-creation approach in the design of work systems and practices (Arendse, 2015). Patrick et al. (2008) stated that increased use of HPWS with partnership leads to improved labor productivity. Partnership is an employees' management philosophy of collaboration between management and employees for the execution of smooth organizational functions. Gulzar et al. (2014) explored the darker side of HPWSs and the perception of employees in organizations in Pakistan. They explained that HPWS must be integrated with autonomy and control of employees to eliminate anxiety, role overload, burnout and frustration (Chaudhuri, 2009). A work system that has a great deal of work pressure has a significant cost in terms of organizational counterproductive behavior.

### **Technology**

The panel experts strongly recommended the adaptation of new technology. The current global business market is more competitive than ever. Organizations in Pakistan are confronting a very fast trend of change process. The trend has produced the need for advance technology to produce quality products. Globalization has greatly affected the business structure of Pakistan. Experts further elaborate that organizations will not survive without advanced, modern, automated and integrated production systems. Organizations must transform their manufacturing systems and technologies to the revolution of new technology.

Agarwal and Brem (2015) stated that adaptation of state-of-the-art manufacturing methods and technology is crucial for organizations. Organizations should integrate various technologies to gain maximum performance. Researchers have highlighted that change process of technology should be executed carefully. Zvi et al. (2014) stressed the relationship between technology change and behavioral aspects of employees.

### **Information Technology (IT)**

Organizations should replace the traditional approach of business transactions while using the knowledge and concepts of information systems. IT and plant computerization tools are major interventions. Experts highlighted the integration of behavioral aspects of human capital with IT projects. Cummings and Worley (2005) also stressed the utilization of behavioral science in OD projects. IT have an encouraging influence on ED. IT enhances the abilities, skills and knowledge of employees. The operational behavior of employees' changes and they show better performance.

### **Plant Automation and Control**

Technologies are aligned with plant, machines and systems and make operation without significant human intervention possible. Automated technologies are attached to the main plant to minimize manual operation. "Control is a set of technologies that achieves desired patterns of variations of operational parameters and sequences for machines and systems by providing the input signals necessary. Automation Systems may include Control Systems but the reverse is not true". (Indian Institute of Technology, 2017). Plant automation is critical for engineering efficiency and quality. Plant automation and control systems establish plant and instrument reliability and enhance monitoring capabilities. Extensive software and hardware are used in the plant automation process.

Industrial automation and control is a responsible job in engineering profession. Industrial automation promotes supportive culture within an organization. Automation and control systems ensure plant visibility and maximum availability. Automation and control improve the work attitude of employees (Olson and Henry, 1982).

### **Executive Coaching**

Performance is an important aspect of human capital management. The relationship between performance and coaching is highly appreciable and a principal tool of leadership development. Executive coaching is an emerging leadership development OD intervention that impacts the entire organization. Coaching is a development intervention for senior managers to polish their leadership and managerial abilities. Executive coaching is the most widely used executive development technique. The benefits of executive coaching are improved relationship and teamwork, job satisfaction, organizational commitment and reduced conflicts (McGovern, 2001).

### **Training and Devilmment (TD)**

TD is a widely acceptable intervention for employee development. Organizations should integrate their training and development programs with career development programs and employees appraisal process to achieve the desired effectiveness. Experts argue that completion of the entire training cycle is mandatory for training effectiveness. The four steps of training cycle are need assessment, well-designed training plan, effectiveness evaluation and maintaining records. TD programs increase competencies, confidence level, skills and abilities, and knowledge, and positively modify the behavior of employees. Organizations should use a formalized and mew approaches to learning and development (Mazenod, 2014). Sustainable training programs are crucial for employee development (Tanova and Nadiri, 2005).

### **Mergers and Acquisitions (M&A)**

The focus group highlighted that local companies in Pakistan expand and diversify business through consolidation process of M&A. M&A are aspects of corporate strategy which alleviate networking, productivity and technology sharing. M&A are two global integration and consolidation strategies. M&A are strategic interventions for ED and performance (Ensign et al., 2014). The main objectives behind M&A are to improve market

share, launching of new products and to achieve capital reforms (Gunu and Olabisi, 2011). Research studies indicated a constructive influence of M&A on employment, capital structure, financial performance and stability and corporate restructuring (Abbas et al., 2014).

OD experts argued that corporate planners and practitioners should implement green-HRM practices and OD interventions to improve environmental sustainability. Green performance is the need of the current workplace. Commitment to environmental sustainability and proactive environmental management strategies lead to green performance. Green corporate practices positively affect the link between environmental management and financial performance (Bhutto and Aurangzeb, 2016).

## **Discussion**

This study examined the micro and macro forces that accelerate organisational change. OD interventions are also developed because they help organisations achieve their goals. Results indicate that OD is a constant process of enhancing productivity, knowledge, and skills. OD model proposed by McLean in 2006, which has numerous steps. A multidisciplinary approach to organisational change is OD. Each step's efficient design bears equal weight. Modern studies on OD and performance have suggested that appropriate OD interventions accelerate performance (Khattak, 2022).

The aligned value approach was recommended by OD experts during the organisational change process. A more compliant technique is the aligned value approach. The plan will quicken and adapt to the change. According to Joan Ernst van Aken's argument from 2007, the success of OD interventions depends on their ability to integrate both humanistic and commercial values. This integration fosters ethical workplace behaviour. According to Bernard and Philip (2011), the primary causes of failure are a lack of alignment between the individuals and the OD intervention's value system.

Micro and macro force are more important to be considered. One of the major global forces behind corporate change is technology and corporate ageing. Technology advancements play a significant role in the acceleration of organisational change. Production of high-quality goods is helped by contemporary technology and automated machinery. The adoption of TQM is accelerated by contemporary technology (Lakhal et al., 2006). According to Brem et al. (2014), organisations should create and support processes for absorbing new technology. In 2015, Geisler and Turchetti promoted collaboration between public and commercial technological companies.

As a result, an ISO integrated management system (IMS) for performance was recommended. Any ISO system certification is ineffective when used alone. An IMS ensures that standards are followed and that their requirements are met. Organisations employ the three systems' suggested process methodology. Development of goals and targets as well as leadership are the responsibility of management for the systems' efficient operation. For small, medium, and large organisations alike, an IMS is advantageous (Santos et al., 2011).

Total Quality Management (TQM), a coordinated corporate strategy to attain outstanding quality, is another OD intervention. TQM is starting to take hold in Pakistani corporate organisations. TQM is utilised to give employees more power. TQM's guiding principle is to include workers in job completion. According to Gul et al. (2012), TQM is a significant discovery in the modern corporate environment and a tactical tool for achieving happy consumers and greater economic performance. The study proposes that High Performance Work Systems (HPWSs) are created to make the most of human capital and to achieve company success. The purpose of HPWS is to inspire employees to perform at their best at work. HPWS and practises (Riaz, 2016; Arendse, 2015; Patrick et al., 2008; Gulzar et



al., 2014; & Chaudhuri, 2009) are a new way to enabling employees to earn productivity as compensation.

Information technology (IT) and modern technologies are need of the day. Organisations must change their manufacturing technologies and systems in order to adapt to the revolution of new technology. Zvi et al. (2014) found a link between employee behaviour and technical advancement. Additionally highlighting the use of behavioural science in OD programmes was Cummings and Worley (2005). IT improves an employee's knowledge, skills, and talents. Employee performance improves as a result of a change in their operational behaviour.

The automation of the facility is the next most crucial OD solution that we recommended. Control Systems may be a part of automation systems, but the opposite is not always true. (Institute of Technology of India, 2017). For engineering to be effective and of high quality, plant automation is essential. Systems for plant automation and control improve monitoring capabilities and establish the dependability of the machinery. Employee work attitudes are enhanced by automation and control (Olson & Henry, 1982).

Senior managers can improve their leadership and managerial skills through coaching, a behavioural OD intervention. The most popular executive development strategy is executive coaching. Executive coaching has advantages like better relationships and teamwork, increased job satisfaction, organisational dedication, and less conflicts (McGovern, 2002).

Employee training and development (TD) is the following excellent OD intervention. To attain the necessary effectiveness, organisations should combine their training and development programmes with career development programmes and employee appraisal processes. For training to be successful, the entire training cycle must be completed. The need assessment, well-designed training plan, effectiveness evaluation, and record-keeping are the four phases of the training cycle. Previous studies have also suggested that TD programmes improve employees' competences, confidence levels, skills and abilities, knowledge, and behaviour (Mazenod, 2014; Tanova & Nadiri, 2005)

By engaging in mergers and acquisitions (M&A), Pakistani organizations can grow and diversify its business. M&A are two methods of international integration and consolidation. According to Ensign et al. (2014), M&A are tactical interventions for employee development and performance. According to Gunu and Olabisi (2011), the major goals of M&A are to increase market share, introduce new goods, and implement capital reforms.

Results suggested using green OD. Green OD must be created and implemented for ecological harmony and environmental preservation (Bhutto & Aurangzeb, 2016). Organisations should concentrate on green OD if they want to create a green workplace in Pakistan. Traditional OD treatments cannot be used to achieve ecological sustainability on their own. Corporate planners and practitioners should apply green-OD practices and OD interventions in order to increase environmental sustainability. The modern workplace requires green performance. Green performance is a result of dedication to environmental sustainability and proactive environmental management techniques. According to Bhutto and Aurangzeb (2016), green business practices have a favourable impact on the relationship between environmental management and performance.

## **Conclusion**

Performance is the main problem that Pakistani corporate groups are dealing with. Over the past few decades, Pakistan's industrial sector has experienced severe hardship. In order to improve performance while addressing the negative effects of the climate in their

region, organisations must develop a comprehensive strategy. OD concepts and initiatives make substantial contributions to performance. Additionally, organisations must be aware of the factors that spur organisational transformation.

The study's findings demonstrate that OD is a constant process for enhancing organisational effectiveness. Corporate ageing and innovative technology are the two key factors influencing business change. ISO integrated management systems (IMS), total quality management (TQM), high performance work systems (HPWSs), executive coaching, information technology (IT), automation, employee training and development, and mergers and acquisitions (M&A) are some of the suggested OD interventions that help organisations improve performance. Businesses must incorporate green OD into their business plans in order to safeguard the environment for future generations. Both academics and practitioners can benefit from the findings to boost business performance.

The findings also highlighted the ideas of performance and green OD. For environmental preservation and ecological balance, green OD must be created and adopted. Technology, complicated demographics, and culture, on the other hand, are the key hindrances that reduce the benefits of green models. In eco-OD, employee motivation is a requirement. Green OD practises increase output, enhance business sustainability, and lessen ecological effects. For a green workplace in Pakistan, organisations need to concentrate on green OD. Ecological sustainability cannot be attained with conventional OD interventions alone.

### **Recommendations**

This research study's findings are constrained by its scope and focus. The data for this research study was gathered using a focus group design. The study should be expanded in future research to include different approaches so that the phenomenon may be studied in greater depth. The design did, however, increase the significance of the results. As was mentioned, OD is a new field in Pakistan, and organisations have not yet seen long-lasting advantages from OD models. There have not been many studies on OD and performance. The study should be expanded with additional research to include additional sectors and regions. To investigate the issue and examine the connection between the elements of OD interventions and performance, quantitative studies may be conducted.

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