ORGANIZATIONAL DEVELOPMENT: AN INTERVENTION STRATEGY FOR EFFECTIVE CORPORATE PERFORMANCE IN NIGERIA

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ABSTRACT: *The challenge of ineffective and poor corporate performance is a recurring issue of serious concern and which has attracted unending corporate discourse among managers of private and public sector organizations in Nigeria. Poor corporate performance could have been the result of lack of effective and efficient change management, worldwide competition, and changes in the environmental factors which affect the growth and development of the organizations. Organizational development as an intentional and unintentional change management, is an interior supportive, creative and innovative intervention strategy that can be used to drive corporate performance in the Nigerian business environment. Organizational development is a well-organized and controlled mechanism which is used by managers and top management in enhancing the corporate performance of any given organization. This research work revealed that organizational development strategies have a significant influence on corporate performance of business organizations in Nigeria. It also revealed that the failure of the organizational development process is caused by poor corporate performance planning of the top management towards the organizational growth and development at regular interval. Based on the findings, it was recommended that top management should institute a good planning group team to formulate and implement viable organizational development intervention strategies in order to enhance the corporate performance of the organizations. The management should also adopt good organizational*

development intervention strategies such as action research, survey research and feedback, socio-technical systems approach, total quality management approach in the overall corporate planning of the organizations in order to achieve efficient and effective corporate performance standards steadily.

KEYWORDS: Organizational development, corporate performance, Action and survey research, Socio-Technical System and Total Quality Management.

INTRODUCTION

Organizational development (OD) has become a convenient tool for a host of techniques, strategies, and procedures or processes aimed at making inefficient organizations to be efficient and efficient organizations to be more effective and efficient in performance. The key to organizational objectives is the corporate performance that needs to be maintained at regular interval. This will be effective through a well-defined organizational development interventions and strategies, to revitalize the corporate performance of the private and public sector organizations in the Nigerian business environment. OD works as an important supportive and creative mechanism which helps in the improvement of organizations and enhances work force performance standards. Organizational development programmes usually shared several basic attributes. For example, they are considered as long-term efforts of at least one to four years in many instances. Furthermore, OD emphasizes collaborative management measures, whereby managers and workers at different levels of the organizational hierarchy and structure to co-operate and work collectively in solving organizational problems and challenges affecting its operations. Organizational development also emphasizes supportive and creative mechanisms for continuous growth and development. With this, many corporate organizations required normal management change practices, administration as well as systems to develop sustainable programmes both in the short and long terms in order to achieve the corporate performance in any given firm or enterprises at regular interval.

Organizational development (OD) came into use in the late 1950s and the early 1960s to describe a growing set of methods and approaches for improving the functioning of organizations (Marshak & Heracleous, 2007). Organizational development is the systematic application of behavioural science to organizational change. It encompasses a wide array of theories, principles, concepts, processes, and activities, all of these are directed towards the goal of improving individual organizations' corporate performance. Organizational development consists of planned efforts to help people work and live together more effectively in a collaborative manner over a given period of time in their organizations in order to achieve its corporate performance standards. These objectives or goals are achieved by applying the behavioural science principles, concepts, theories and methods adopted from the fields of psychology, sociology, education and management (Kreitner, 2000).

The core of organizational development is the organization- a group of people working towards one or more shared goals and objectives; and development – the process an organization uses to become more effective in achieving its performance. Organizational development is the planned procedures of developing an organization to be more effective in the attainment of its expected performance and goals at any point in time (Shaffer, 2000). It concentrates on

increasing the compositions or arrangement, methods, and procedures within the establishment in order to improve its performance effectiveness. It is a long-range effort to improve organizations, problems solving and renewal procedures or processes, particularly through more efficient and effective and collaborative management of organizational culture, often with the assistance of a change agent or catalyst and the application of theory and skills of practical behavioural discipline (Shaffer, 2000). The behavioural discipline or science has provided the basic foundation for the study and practice of organizational development as it has impacted on the corporate performance of an organization. Many experts or specialists in leaning organization, leadership studies, organizational learning, system thinking, organizational leadership etc. whose perspectives are not sudden in the behavioural disciplines or sciences, but a much more multidisciplinary approaches have emerged as organizational development facilitators or catalysts. These emergent experts or specialists' perceptions or perspectives see the organization as the holistic interplay of a number of systems or methods that impact the process and output of the entire organization (French, Bell & Zawacki, 2005). More essentially the term change agent is the same thing with the notion of manager who is engaged in organizational and management development – a transformative or effectiveness process as opposed to leadership, a more incremental efficiency-based change methodology towards the growth of corporate performance in an organization.

Specifically, organizational development is an ongoing, systematic process of implementing effective organizational change. It is known in the field of applied behavioural science that focused on the understanding and managing of organizational change and as a field of scientific study that follows logical steps in solving problems in an organization (Shifo, 2004). It is also interdisciplinary in nature and draws on sociology, psychology and theories of motivation, learning and personality. This is a growing field that is responsive to many new approaches including positive and imperative adult development. With this, organization development strategies/interventions will serve as strong mechanisms to improve both organizations and employees' performance, resulting in improved in both private and public sector organizations corporate performance in Nigeria. Therefore, this study attempts to examine organizational development as an intervention strategy for effective corporate performance of business organizations in Nigeria.

Statement of the problem

The challenge of ineffective and poor corporate performance is a recurring issue of serious concern that has attracted unending corporate discourse among management and board of directors of both private and public sector organizations in Nigeria. The *i*nnovative change of organizational performance in modern firms has been disdained or neglected in adopting different types of organizational development interventions strategies by management as well as board of directors. The imperative implications of absence of good organizational development interventions strategies is no doubt a recurring challenge in attaining high level of corporate performance in both private and public sector organizations in Nigeria. Organizations are expected to do well in its operations and performances, but there is a drastic reduction or decrease in the survival and success of firms in the business environment which merited an immediate attention by management and board of directors.

The drawback of the corporate performance of both private and public sector organizations is the derivative function of management and board of directors to introduce good organizational development intervention strategies as well as control measures or mechanisms in ensuring

adequate and steady improvement of performance. This is basically characterized by deviation from action and survey research, survey research and feedback, team building, role analysis, total quality management approach, socio-technical systems approach, career planning and skills development. A pilot survey has shown that management ineptitude and board of directors unwillingness to actively and proactively involve in implementing appropriate or good organizational development interventions strategies such as action research, survey research and feedback, total quality management approach, socio-technical systems approach, career planning and skills development as control mechanisms has resulted in poor operations, retardation of profit volume and stagnation in performance growth and development of both private and public sector organizations in Nigeria. Therefore, this study seeks to evaluate

The concept of organizational development

Organizational development is a systematic approach to improving organizational competence, which is concerned with procedures of how things are done. It can also be defined as a planned and systematic approach to enabling sustained organizational corporate performance through the involvement of its workforce (Armstrong, 2012).Organizational development is planned organization wide-effort to increase organizations' effectiveness and viability of its corporate performance at regular interval. It can also be defined as a planned and systematic approach to enabling sustained organizational corporate performance through the involvement of its workforce (Armstrong, 2012). Organizational development is a system wide intervention, based on the findings from the applied behavioural sciences that seeks to attain the double objectives of successfully completing this change effort while increasing the organizations proficiency to function more effectively and to better handle change in the future to allowed for a holistic development of corporate performance at all times (Cummings, 2008; French & Bell, 1999). Organizational development programmes aimed to enlarge or expand the effectiveness of the various procedures that takes place in organizations, especially those relating to the ways in which people work together. It is also concerned with improving the quality of working life of people in an organization (Armstrong, 2012). It is a recognized social philosophy that emphasized a long- term orientation, the applied behavioural sciences, exterior and procedure-oriented consultation, change managed from the top, a strong emphasis on action research and a focus on producing change in association with managers or specialists in order to achieve the corporate performance of the organizations (Armstrong, 2009; Armstrong, 2012). Fagenson-Eland, Ensher and Burke (2004) refers to organizational development as a response to change, a complex educational strategy intended to change the beliefs, attitudes, values and the structure of an organization so that it can better adapt to new technologies, markets, challenges and the fainting rate of change itself. Organizational development is neither anything done to better an organization nor it is the training function of the organization (Cummings, 2008; Cummings, 2005). It is a particular kind of change process designed to bring about a specific corporate performance standard at regular interval. Organizational development involves interventions strategy in the organizations' change processes using behavioural science knowledge, action research, employees' surveys, participative management and overall system improvement on the achievement of efficient corporate performance (Weick & Quinn, 1999).

Organizational development is a planned effort, organization-wide and managed from the top management to increase organization effectiveness and health through planned interventions in the organizations process with the application of behavioural science knowledge (Burke, 2008). To remain competitive in today's global market place, organizations must change. And

one of the most effective apparatus to promote efficient change is organizational development. The basic purpose of organizational development is to expand an organizations' effectiveness through planned interventions related to the organizations' procedures often organization-wide efforts resulting in the enhancements of productivity, return on investment and employees' satisfaction in order to achieve the stated corporate performance at regular interval (Armstrong, 2012).

Today modern business organizations operate in a rapidly changing environment (Beckhard, 1969). Consequently, one of the most essential assets for an organization is the ability to manage change and for people to remain healthy and authentic in the business environment. Organizational development is the attempt to influence the members of an organization to expand their truthfulness with each other about the views of the organizations and their experience in it, and to take greater responsibility for their own actions as members which will aid in the achievement of effective corporate performance. The assumption behind organizational development is that when people pursue corporate aims and objectives simultaneously, they are likely to discover new ways or methods of working in achieving their own and their shared organizational goals. When this happen, such activity will help to understand why and how to make meaningful choices about what is expected to be done in the light of understanding innovative changes in organizations (Neilsen, 1984).Cummings and Worley (1997) defined organizational development as a system wide application of behavioural science knowledge to the planned development as well as the reinforcement of organizational strategies, structures and processes for improving an organizations' corporate performance. Organizational development is the process of planned change and improvement of organizations objectives through the application of knowledge of the behavioural sciences (Ukpata & Ademola, 2008). They further opined that there are three points in the above definition that make it very simple to remember and to be used. Firstly, organizational development involves attempt to plan organizational changes which excludes spontaneous haphazard initiative. Secondly, the specific intention of organization development is to advance organizations corporate performance. This point excludes changes that merely imitate those of other organizations which are forced on the firm by external pressures or are undertaken mainly for the sake of changing. Thirdly, the planned improvement must be based on the knowledge of behavioural sciences such as organizational behaviour, psychology, sociology, cultural anthropology and related field of studies, rather than on financial or technological considerations.

Umoh (2002) organization development refers to the development of and performance of people working in the organization. Simply put, organizational development is an applied behavioural science approach to planned change and development of an organization in attempts to improve the overall corporate performance and its effectiveness at regular interval. Umoh (2002) also posits that, organization development is concerned with the diagnosis of organizational health and the ability to adapt to change and therefore embraces a wide range of intervention strategies into the social processes of organizations. These intervention strategies or techniques are what Moorhead and Griffin (2001) classified as the three most basic types of techniques which are system-wide, task and technological group and individual that will help in the accomplishment of organizational corporate performance.

Organizational development is a systematic, integrated and planned approach to improving the effectiveness of groups of people and the entire organization or major organizational units in order to attain the corporate performance standards (Koontz & Weihrich, 2005). Organizational

development uses various approaches for identifying and solving problems in an organization. Specifically, organizational development focuses on the total system of the business organizations or a key subsystem of the business enterprises. The organizational development interventions strategies are action research, survey research and feedback, socio-technical systems approach, total quality management approach, career planning, skills development, role analysis, strategic human resource planning policy and team building. It helps to increase the employees' productivity and corporate performance effectiveness and efficiency through the applications of action research, survey research and feedback, socio-technical systems approach, total quality management approach, career planning, skills development, role analysis, strategic human resource planning policy and team building among management and employees of the organizations in the business environment in Nigeria. These techniques or interventions strategies support each other and it need to be integrated into the organizational operations' system in order to improve the effectiveness of both the managers and the firm's corporate performance. Kreitner (2000) stated that the degree of change involved organizational development consultant and other practitioners that contend that organization development is the process of fundamental change in an organizations' culture. By fundamental change, it is opposed to fixing a problem or improving a procedure in achieving corporate performance standards. This means that some significant aspects of the organizations' culture will never be the same. However, organizational development is a body of knowledge and practice that enhance organizational corporate performance and individual development viewing the organization as a complex system of systems that exist within a large system, each of which has its own attributes and degrees of association. Organizational development interventions in these systems are inclusive methodologies and approaches to strategic planning, organizational design, leadership development, change management, corporate performance management, coaching, diversity and work/life balance.

The objectives of organizational development in an organization

The aims of organizational development can be achieved by harmonizing the organizations and encouraging personal growth of individual worker or employees. Its objectives include the following:

➢ It help in increasing organizational effectiveness towards corporate performance.

➢ It increases openness of communication within persons or workers of the organization on the attainment of corporate performance standards.

➢ It help in enhancing commitment, self-direction and self-control on planned change in achieving the corporate performance of any given organization.

➢ Organizational development encourages decision making for important organizational personnel through collaborative efforts in accomplishing corporate performance of the firms.

➢ Organizational development helps in developing strategic solutions with higher frequency of interventions in solving the problem of poor corporate performance in an organization.

➢ It aid in increasing the level of trust and emotional support among organizational employees and its productivity.

➢ It help in providing superior opportunities to influence people, work environment and organizations' corporate performance standards at regular interval.

➢ It also encourages people to work as human beings rather than more resources for the organization etc.

The concept of corporate performance

Performance is the final result of all activities in an organization. Performance could be viewed as results or outcomes that people accomplish on the job and what they do (their job-related behaviour) that affects their results. McConnell (2003) defined job performance as an accomplishment which could be pragmatic and measurable. Performance is a cornerstone of productivity and individual performance that contributes to the accomplishment of organizational objectives (Inyang & Akpama, 2002). They further defined performance as the function of ability in a multiplicative relationship with motivation, and the elements of performance consist of effectiveness, efficiency, economy, quality, productivity and behavioural performance. However performance can be seen as the way of job or task is done by an individual, a group or an organization to improve its corporate objectives.

Corporate performance is the total or entire final result of all the activities or practices job or jobs for its efficiency and effectiveness to be maintained in an organization. The corporate performance of the private sector organizations can only be sustained and maintained through a well-defined management strategy in which job analysis attempts to discuss in this study. Thus, this in turn called for corporate performance management. Corporate performance management is the area of business intelligence involved with monitoring and managing an organizational performance, according to key performance indicators such as operational costs, level of productivity, type of jobs, quality of products, return on investment (ROI), overhead, etc. Core corporate performance management processes include financial planning, operational planning, business modelling, consolidation and reporting, analysis, and monitoring of key performance indicators linked to strategy such as organizational development. However, corporate performance management also encompasses strategic planning, budgeting, forecasting, workflow, reporting, modelling, scenario planning, profitability analysis, key performance indicators monitoring and consolidation.

However, corporate performance management can also be called business performance management (BPM), or enterprise performance management (EPM). Business performance management is a set of management and analytical processes that enable the management of an organizations' job performance to achieve one or more pre-selected goals at all times. Corporate performance management is contained within approaches or techniques to business process management. Corporate performance management has 3 main tactical activities which include selection of goals; consolidation of measurement information relevant or imperative to an organizational process against these goals; and interventions made by managers or administrators in the light of this information with a view to improving future corporate performance against these goals. Similarly, the 3 main activities presented here will run concurrently with the intervention strategies of organizational development with the dynamic efforts of managers/consultants/change agents by affecting the choice of its goals, the measurement information monitored, and the activities being undertaken by the organizations. Business performance management is supported by technologies that enable business organizations to define its strategic goals and then measure them and plan corporate

performance against those goals. Core business performance management process include financial planning, operational planning, business modeling, consolidation and reporting, analysis and monitoring of key corporate performance indicators associated with the intervention strategies of the organizations.

Corporate performance management addresses both operational and financial performance to include the process of collecting the data and performing analysis and reporting in a collaborative fashion for executives, managers and staff through all levels of the organizations. San and Heng (2011) stated that the high leverage firms are also more responsible to take personal actions such as restructuring assets and laying off employees when corporate performance deteriorates. This will called for effective organizational development interventions and strategies in order to improves the corporate performance of the organizations. With this, organizational development have a direct significant impact and relationship with employees' productivity in view of the fact that assigned tasks/jobs can only be safe and conducive for the execution of the assigned duties/responsibilities by management, be it construction, manufacturing and servicing.

Measurement of corporate performance is therefore fundamental to the success of goal setting because it provides a feedback on current performance; highlights areas of deficiency and shows the level of discrepancy between actual and desired performance (Aluko, Odugbesan, Gbadamosi & Osuagwu, 2009). The discipline gives companies or institutions a top-down framework by which to align career planning and execution, strategy and tactics, and business unit as well as enterprise objectives. Reactions may include the six-sigma strategy balanced scorecard, activity management of total quality management, economic value added, integrated strategic measurement and theory of consultants. The scorecard is the most widely adopted corporate performance methodology. The methodologies on its own cannot deliver a full solution to an organizational corporate performance management needs. Many pure methodology implementations fail to deliver the anticipated benefits due to lack of integration with fundamental corporate performance management processes of organizational development strategy. But Than, Trenberth and Conway (2009) argued that attempts to measure the impact of human resource management practices and organizational development strategies on corporate performance are not without difficulties. The difficulties lie with problems in measuring the contributions of organizational development interventions to corporate performance.

Ghosh and Mukherjee (2006) stated that there are a number of performance measurement tools which could be clubbed into two broad groups such as traditional measures and non-traditional measures. Traditional measures indicate the financial strengths, weaknesses, opportunities, threats and return on investment (ROI), residual income (RI), earning per share (EPS), dividend yield, price earnings ratio, growth in sales, and market capitalization, etc. San and Heng (2011) had used profit efficiency as performance measure in an organization. Human resource managers and employees were evaluated by using profit efficiency, this is because profit efficiency counter for the effectiveness of managers/employees to raise revenue and control cost, which is also close to the concept of value maximization. Guest (1997) suggested that both quantitative and qualitative measures of key shareholders' subjective judgments on clearly defined and identified goals and objectives quantitative indicators need to be used, together with financial criteria which are the most useful indicators of human resource management effectiveness towards corporate performance. Corporate performance can also be measured through return on investment (ROI) alone. Return on investment is the type of measure that is

the most popular and frequently used when accounting variables are utilized to determine the corporate performance of an organization (Pazarskis, Vogiatzology, Christodoulou & Drogalas, 2006).

Corporate performance can also be measured through scale. Kuye and Oghojafor (2011) stated that corporate performance scale comprises ten performances criteria. The ten corporate performance criteria consists of profit growth, sales revenue, financial strength, operating efficiency, performance stability, public image, employee morale, environmental adaptation, new ideas, and social impact on the society. Corporate performance can be defined as the process of achieving the final results of which a particular organization has been established for the sustainability of its goals and objectives over a given period of time. Corporate performance is the pivotal point at which the organizations grow and developed. Corporate performance is the function of competency, knowledge, skill, and abilities and other job characteristics with the intervening variables of effective action research, feed-back surveys, socio-technical systems, management development and career planning of employees in an organization. It served as the aggregate achievement or the accomplishment of an organization over a given period of time.

Organizational development strategies and corporate performance

Organizational development strategies are basically the vital techniques, methods or procedures adopted by any given organization to solve its growth and developmental issues and challenges confronting the efficient and effective operations of business organizations on a continuous basis. Organizational development strategy if applied efficiently or successfully will aid in the accomplishment of a superior corporate performance standards at all times in the Nigerian business environment. This is supported with the assertion of Shelly (2004) which stated that a good formulation and effective implementation of organizational development strategy will help the companies to do well in the business operations and performance more successfully. There are several OD strategies, but for the purpose of this paper, the following strategies such as action research, survey research and feedback, socio-technical systems approach and total quality management (TQM) were considered pertinent in the improvement of corporate performance of business organizations in Nigeria.

1.   **Action research**: Action research is a systematic process of collecting data on a specific organization, feeding it back for action planning and evaluating results by collecting and reflecting on more data for organizational problems to be solved more effectively (Shaffer, 2000). Action research can be thought of as the diagnostic component of the organizational development process. But it encompasses the intervention component, whereby the change agent uses action plans to intervene in the organization and make changes in its operations. French and Bell (1999) defined organizational development at one point as organization improvement through action research, if one idea can be said summarize organization development underlying philosophy or principle is action research as it was conceptualized by Kurt lewin in early 50s and 60s and later elaborated and expanded on by other behavioural scientists concerned with social change and more particularly with effective permanent social change. Lewin (1958) believed that the motivation to change was strongly related to action research, and if people are active in decisions affecting them, they are more likely to adopt new ways in solving organizational problems. This is called rational social management (Lewin, 1958). He further stated that there are proceeds in a spiral of steps, each of which is composed of a

circle of planning action research and fact finding about the result of action research and description of the process or procedures of change, which involves basically three main steps: Unfreezing: This involves facing with dilemma or disconfirmation, the individual or group becomes aware of a need to change in order to improve its corporate performance. Changing: the situation is diagnosed and new models of behaviours are explored and tested for improved corporate performance to be ascertained. Refreezing: the application of new behaviour is evaluated, and reinforcing is adopted.

Basically, action research is a problem centered client system in a diagnostic, active-learning, problem finding and problem solving processes. Action research is an assessment and problem solving process aimed at improved effectiveness for the entire organization or specific work unit (Shifo, 2004). The consultant helps the client organization identify the strengths and weaknesses of the organization and management issues and work with the client in addressing problem solving opportunities. It also sets in motion a long-range, cyclical, self-correcting mechanism for maintaining and enhancing the effectiveness of the clients' system by leaving the systems with practical and useful tools for self-renewal of organizational corporate performance (Coughlan & Coughlan, 2002; Steven, 2009). In a continuous process, the results of action research are measured and evaluated and new actions plans are devised to effect and influence new changes in the organizations. But, the intervention process can be seen as a facet of action research to restructure and revitalize the corporate performance of the private sector organizations in the Nigerian business environment. Dick (2002) concluded that there are several reasons why action research is attractive to practicing managers/change agents, which include: It uses action research as an integral part of research. It integrates thought and actions to achieve its stated corporate performance at regular interval. It focused on the research's professional values rather than methodological considerations. It help to improve practice and principles at work place. It is problem-focused, context specific, and future oriented. It helps to develop holistic understanding and implementation. It also help managers to be multi-disciplinary and work across technical, cultural and functional boundaries in order to sustain the corporate performance standards of the organizations. It also help managers in their professional development by critically examining their own beliefs, values and practices. It also use a variety of data collection methods that best suit an organizations' environment in order to enhance corporate objectives of a firm (Sankaran & Tay, 2003).

2. **Survey research and feedback:** This was originally proposed by Rensis Likert. He uses questionnaires, sampling, statistical feedback with managers to improve organizational development in any given company. Likert and his associates found that when managers shared information with their subordinates will help to enhance the overall corporate performance of the organizations. The main purpose of survey research and feedback is to let people know the where they stand in relation to others important organizational issues so that constructive problem solving procedures can take place (Kreitner, 2000). Effective and efficient feedback need to be relevant, understandable, descriptive, verifiable, limited or specific, controllable, comparative and inspiring. Feedback and survey research that meets these criteria need to be feed back to the organizational subgroups, as the situation allows, until all employees have had a chance to see where and how they fit in the organizational operations. At this point, interventions such as life and career planning, skill development, team building, and role analysis can be

introduced in order to maintain and sustain the corporate performance of the organizations at regular interval.

3. **Socio-technical systems approach:** The socio-technical systems approach was developed originally at the Tavistock Institute of Human Relations in London in 1940-1950s and has spread to most industrialized nations in a little more than fifty years. In Europe and particularly Scandinavia, socio-technical system strategy or interventions are almost synonymous with work design and staff involvement. In Canada and the United States unlike Nigeria, the socio-technical systems concepts underlie many of the innovative work designs and team-based structures that are so prevalent in the contemporary organizations. The socio-technical systems theory presently is the most extensive body of scientific and applied work underlying staff involvement and innovative works design of organizational development strategy. The socio-technical system design interventions are similar to structural change techniques, but they typically emphasize the re-organization of teams' work. The basic goal is to create independent groups throughout the enterprise that monitor and supervise themselves (Shaffer, 2000). This management and administration of corporate performance may include such aspects as monitoring quality, supervision or disciplinary team members. The hypothetical advantage of the socio-technical system design interventions is that workers and group productivity and quality is increased because workers have more control over, and later satisfaction derive from the process in which they participate. This model is design to help to improve and sustained meaningful social interactions among managers and their employees in order to enhance the organizations' corporate performance on a continuous basis in the Nigerian business environment.

4. **Total quality management (TQM):** The total quality management process and philosophies was formulated by Edward Deming and J.M. Jura in 1940s and 1950s. They are the earlier writers of TQM. They were generally accredited with the improvement of continuous quality. Both scholars applied these philosophies successfully in Japan as a way of encouraging innovation from the workforce. This later takes place in America in world war 11. The members of quality circles developed ideas that allow the organizations to improve its products, services and processes. This largely involves the simplification of processes and cycle-time analysis (Bruce & Satrina, 1999). The contributions of Deming and J.M. Jura to organizational development total quality management have been included to statistical techniques and methods for perpetual improvement in the organizations. Total quality management that has evolved is concern about continuous improvement in organizations to enhance quality improvement, improved employees' performance and motivation, quality or superior personnel and total quality system. Deming (1950) and (1960) the term organizational development was popularized to describe a multi-disciplinary approach to achieve organizational changes and improvement on its corporate performance. It encompasses a variety of change techniques and processes that could help in accomplishing the corporate performance standards of both private and public sector organizations in Nigeria.

However, the fourth organizational development strategies and interventions that became extremely popular during the 1980 and early 1990 is the total quality management. Total quality management (TQM): Total quality management is a new philosophy that emphasized total quality and continuous improvement processes into organizational activities such as individuals, groups of people and the entire organization. The TQM interventions utilize
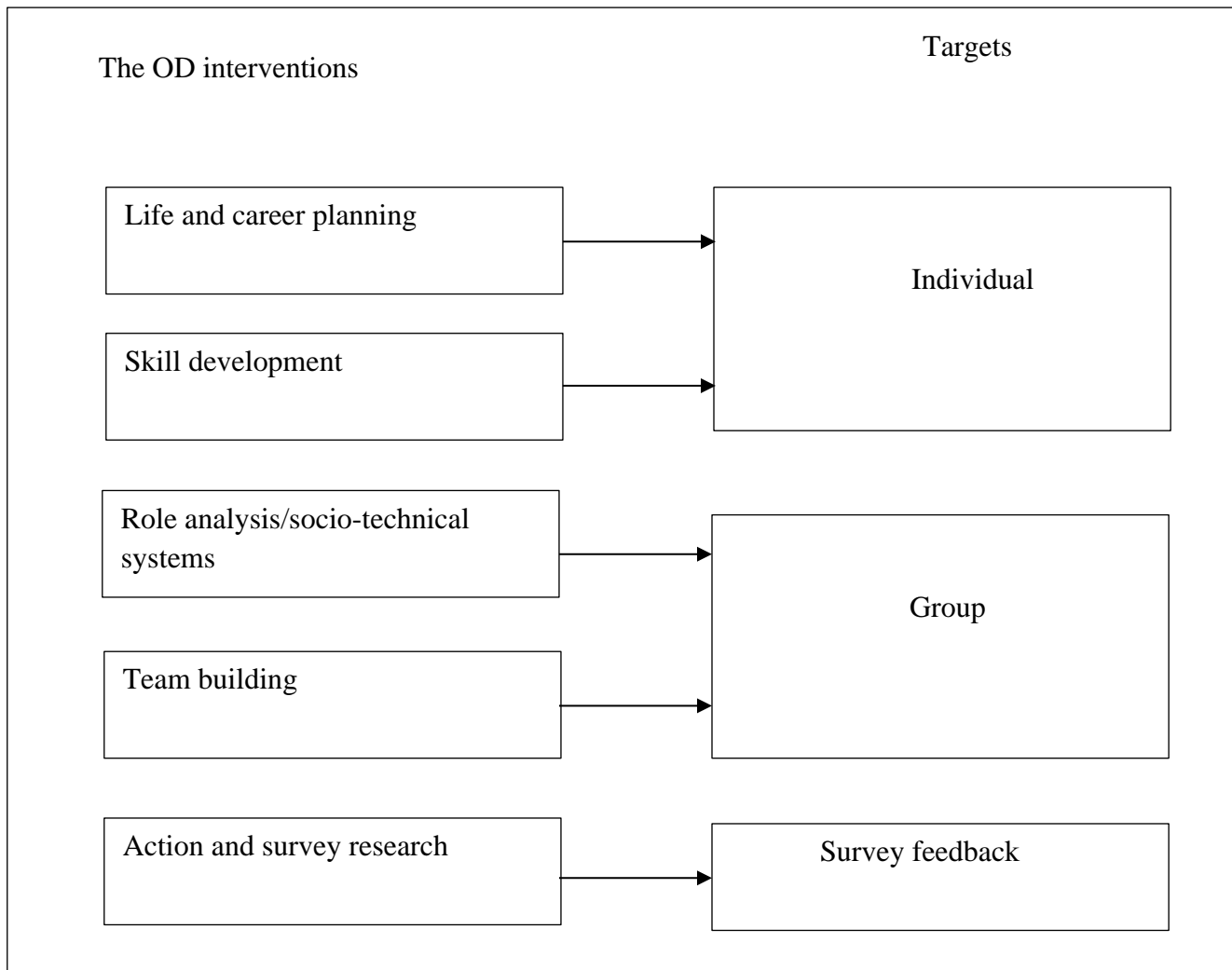
established quality techniques and programmers that emphasize quality process, rather than achieving quality by inspecting products and services after processes have been completed. The essential concept of continuous improvement embodied by total quality management has been carried over into other OD interventions (Shaffer, 2000).

Organizational development interventions and corporate performance

An intervention, in OD terms, is a systematic attempt to correct an organizational deficiency uncovered through diagnosis. Management teams that are working either alone or in collaboration with an outside people will constantly be responsible for selecting OD interventions. Organizational development interventions are the set of structured activities where selected organizational units gets engaged with task or set of tasks that are either directly or indirectly related to the development and growth of the company's or firms' corporate performance. These interventions can be clubbed into twelve groups and they are diagnostic in nature such as team building, intergroup activities, process consultation, the management grid, meditation and negotiation activities, coaching and counseling, career planning and goals setting activities.   OD interventions are principal learning processes in the action stage of organizational development. Interventions are structured activities used individually or in combination by the members of a client system to improve their social or task performance. They may be introduced by a change agent as part of an improvement programme, or they may be used by client system following a programme to check on the state of the organizations' effectiveness, or to impact necessary changes in its own behaviour. There are many possible intervention techniques from which to choose from. Many assumptions about the nature and functioning of organizations are made in the choice of a particular technique or strategy. Beckhard (1969) listed six assumptions of interventions strategies that will help in enhancing the corporate performance of the organizations, which are stipulated below: The basic building blocks of an organization are groups (teams). The basic units of change are groups' not individual e.g. management groups and the employees groups. An always relevant changes goal is the reduction of inappropriate competition between parts of the organization and the development of a more collaborative condition. Decision making in a healthy organization is located where the information sources are, rather than in a particular role or level of hierarchy. Controls are interim measurements, not the basis managerial strategy. One goal of a healthy organization is to develop general open communication, mutual trust, and confidence between and across levels. And people support what they help to create growth and development. People affected by the change must be allowed active participation and a sense of ownership in the planning and conduct of the change towards corporate performance in an organization.

However, Kreitner (2000) examined five popular OD interventions' strategies designed to increase effectiveness at three different organizational levels. Life and career planning and skill development focus on the individual, role analysis and team building are aimed at the group, and the survey feedback targets the entire organization. These particular interventions have been chosen for two reasons: they are representative of what is available; and they complement one another. Conceivably, all the five interventions could be included in a single comprehensive OD model programme.

The OD interventions	Targets
Life and career planning	Individual
Skill development	
Role analysis/socio-technical systems	Group
Team building	
Action and survey research	Survey feedback

Kreitner (2000)

Improved corporate performance and organizational development

The objective of organizational development is to improve the organizations' proficiency or capacity to handle its internal and external functioning and relationships towards the growth of quality corporate performance at regular interval. This include such things as improved interpersonal and group processes, more appropriate leadership style, improved scope with organizational problems of all kinds of more effective decision processes, improved skills in dealing with destructive conflicts and high levels of trust and cooperation among organizational members. This objective stem from a value system based on an optimistic view of the nature of human resources or men – that man in a supportive environment is capable of achieving higher levels of development and accomplishment of superior corporate performance on a continuous basis. Importantly to organizational development and effectiveness is the application of scientific method, inquiry, a rigorous search for causes, experimental testing of hypothesis and reviewed of results.

However, corporate performance is the final outcome or result of both organizational and human activities that is achieve at the end of any given period of time. But the most essential factor is the human resources or people in the organization. Motivated staff or employees are productive and they can perform well in their respective duties and responsibilities. Therefore, corporate performance management can satisfy a number of fundamental objectives of human resources management which include to achieving sustainable high levels of performance from the organizations' human resources; to develop people to their full capacity and potentials; and to establish an environment in which the latent potentials of workers can be realized or achieved. Corporate performance can also be concerned with the interrelated process of work, management development and reward system. Organizational development has become powerful integrating forces of processes which can ensure that these processes are linked together properly as a fundamental part of the human resources management by every manager in the organization (Patima, 2008).

Methodology

The methodology of this study was based on a theoretical-based approach by sourcing out information from journals, text books, internet materials, and other related sources of information. The study was also supported by experiences and observations of the researchers on organizational development interventions strategies in order to improve corporate performance of both private and public sector organizations in Nigeria.

Managerial implications of the study

The study will help management/managers as well as practitioners to adopt different types of OD interventions strategies such as action and survey research, survey research and feedback, team building, role analysis, total quality management approach, socio-technical systems approach, career planning and skills development to improve and modifying corporate performance of business organizations in Nigeria. The research work will also help management and board of directors to embrace the innovative changes of OD interventions strategies to enhance organizational operations and performance steadily.

CONCLUSION

The issue of organizational development interventions strategies cannot be over emphasized because of its quality contributions or roles played on the growth and development of effective and efficient companies' corporate performance at regular interval. OD interventions strategies such as action and survey research, survey research and feedback, team building, role analysis, total quality management approach, socio-technical systems approach, career planning and skills development have a significant influence on corporate performance. Organizational development has significant impact and relationship on the corporate performance of both private and public organizations in the Nigerian business environment. Organizational development is a planned, organization wide effort to increase organizations' effectiveness and viability of the overall corporate performance. Organizational development is an intentional and unintentional change management that is adopted as an interior supportive, creative and innovative intervention strategy that will be used in the revitalization and modernization of organizational corporate performance in the Nigerian business environment. It consists of planned efforts that help persons or people to work and live together more happily over a given

period of time in their organizations. These objectives of OD are achieved by applying the basic tenets of behavioural science principles, methods and theories adopted from the field of management, psychology, sociology, education and economics. It helps in increasing organizational corporate performance effectiveness through action research, survey and feedback research, socio-technical systems, total quality management, career planning and skills development. It also helps in enhancing commitment and involvement, self-direction and self-control towards corporate performance of the organizations. It also helps in providing opportunities to influence people, work environment and the organization towards the attainment of efficient corporate performance standards continuously. Basically, organizational development emphasizes supportive and creative opportunities for the growth of organizations' corporate performance at all times through the use of action research, survey research and feedback, socio-technical systems and total quality management. OD is an internal response to change, a complex educational strategy intended to change the beliefs, attitudes, values and the structure of an organization so that it can better adapt to new technologies, markets, challenges and the fainting rate of change itself in order to increase the corporate performance of the organizations.

RECOMMENDATIONS

Based on the review of related literature, the following recommendations were made:

1. The top management should institute a good planning group team to formulate and implement viable organizational development intervention strategies such as action research, survey and feedback research, total quality management approach, and socio-technical systems in order to enhance the corporate performance standards of business organizations steadily.

2. The top management and managers should also subject their employees to proper and regular training and development to enable them acquire pertinent skills and proficiency on the effectiveness of organizational development strategies in organizations.

3. Adequate managerial strategy should always be put in place at all times to avoid unnecessary crisis or protest between employees and management in organizations through the introduction of dialogue and confrontational meetings at regular intervals.

4. Team work/building and workers involvement should always be encourage through good motivational strategy as an organizational development intervention in order to enhance the effectiveness of corporate performance of the organizations on a continuous basis.

5. Participative decision making for important organizational management and workers of the organizations should be encourage through collaborative efforts, because this will allow for the holistic development of its corporate performance continuously.

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