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## *“Organization Development” in Kotak Mahindra Bank*

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**Abstract:** *Development (OD) is a complex strategy intended to change the beliefs, attitudes, values, culture and structure of organizations, it's defined as two or more people working together towards one or more shared goals. The main purpose of the study is to know the awareness level of the employees and need for change management in Kotak Mahindra Bank and to determine the techniques affecting change. And suggest strategies that will improve employees changing behavior. The study has been carried out by using structured questionnaire to collect data from Kotak investment solution in Hyderabad branches and sample size is 60 employees. 54% of the employees say that senior executive team support the need based change adequately 54% of the employees say that senior executive team support the need based change. From this study it's observed that eighth grade education is enough for this job.*

**Keywords:** *Organization Development, Kotak Mahindra bank, Employee Changing Behavior, Eight grades Educational.*

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### I. INTRODUCTION

Organizational development plan is the process through which an organization develops the internal capacity to be most effective it can be in its mission work and to sustain itself over the long term. This definition highlights the explicit connection between organizational development work and the achievement of organizational mission. This connection is the rationale for doing OD work. Organization development, according to Richard Beckhard, is defined as: A planned effort...Organizational wide...Managed from the top...To increase organization effectiveness and health...Through planned interventions in the organization's 'processes', using behavioral science knowledge. According to Warren Bennis, "Organization Development (OD) is a complex strategy intended to change the beliefs, attitudes, values and structure of organizations so that they can better adapt to new technologies, markets, and challenges." Warner Burke emphasizes that "OD is not just "anything done to better an organization", it is a particular kind of change process designed to bring about a particular kind of end result. OD involves organization reflection, system improvement, planning and self analysis.

**History:** Kurt Lewin (1898-1947) is widely recognized as the founding father of OD, although he died before the concept became current in the mid 1950s. From Lewin, came the ideas of group dynamics, and action research which underpin the basic OD process as well as providing its collaborative consultant/client ethos. Institutionally, Lewin founded the Research Centre for Group Dynamics at MIT, which moved to Michigan after his death. RCGD colleagues were among those who founded the National Training Laboratories (NTL), from which the T- group and group based OD emerged. In the UK, working as close as was possible with Lewin and his colleagues, the Tavistock Institute of Human Relations was important in developing systems theories. Important too was the joint TIHR journal Human Relations, although nowadays the Journal of Applied Behavioral Sciences is seen as the leading OD journal.

**II. OBJECTIVES OF THE STUDY**

- To study the change management programme being followed in various economics.
- To find of the employees awareness on the organization development that are anticipated in Kotak Mahindra Group.
- To find out what and how people accept and adopt organization development at work place.
- To determine the techniques affecting change.
- To suggest strategies that will improve employees changing behavior.

**III. RESEARCH METHODOLOGY**

Sample population for this study in Kotak investment solution in Hyderabad branches is 60.

**IV. REVIEW OF LITERATURE**

Burke “OD is a planned process of change in an organization’s culture through the utilization of behavioral science technology, research and theory.” Bechkard “OD is an effort (1) planned, (2) organization wide, and (3) managed from the top, to increase organization effectiveness and health through planned interventions in the organization’s ‘processes’, using behavioral science knowledge.” Warren Bennis “Organization development (OD) is a complex strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges”.

Vasudevan “Future readiness to meet change, thus a systemic learning and development strategy intended to change the basics of beliefs, attitudes and relevance of values, and structure of the current organization to better absorb disruptive technologies, shrinking or exploding market opportunities and ensuing challenges and chaos” Cummings and Worley “Organization development is a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness.” **Od At Kotak Mahindra Bank** believe that developing and fostering a learning culture along with creating professional entrepreneurs is one of the key value propositions. In this context various interventions have been planned across the employee life cycle to identify and address the skill/ competency gaps and provide developmental inputs to individuals

A large training infrastructure with state of the art classrooms has been set up in Mumbai and similar infrastructure is planned in other Regional hubs as well. Various training methodologies are used for imparting learning such as instructor led training, experiential learning’s, simulation based learning, activity oriented learning, e-learning , case study based approach etc. Systematic role-based learning maps have been defined on the basis of which various programs related to product, process, skill, competency, behavioral, and leadership are designed and mapped to respective individuals. The induction and handholding itself starts with a structured On –the-job Training (OJT) to acclimatize the individual to the Kotak products/ processes/ culture and ensure a smooth transition into the organization on-line learning portal SMILE gives ample learning opportunities to employees and hosts several hundred modules for self development and certifications Have tie-ups with various external institutions and renowned Indian and Global B- Schools where several customized training programs aligned to the competency framework are conducted to up skill the talent in various skill sets. Other than formal and structured training interventions, the leaders and managers continuously provide informal mentoring to their team members to groom them for growth and larger roles. With the organization’s inherent belief in investing in people, learning and development initiatives continue to grow year on year and contribute significantly to the quality of talent.

**Importance of training:** Optimum utilization of human resources- T and D helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals. Development of human resources- helps to provide an opportunity and broad structure for the development of human resources technical and behavioral skills in an organization. Also in attaining personal growth. Developing skills of employees- helps in increasing the

job knowledge and skills of employees at each level. Productivity- increases the productivity of the employees that helps the organization further to achieve its long-term goal. Team spirit- inculcates the sense of team work, team spirit, and inter-team collaborations. Organizational culture- develops and improves the organizational health culture and effectiveness. Organizational climate-helps build the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates and peers. Quality-helps in improving the quality of work and work life. Healthy work environment-helps in creating the healthy work environment. It helps to improve good employee relationship so that individual goals align with organizational goal. Health and safety- helps in improving the health and safety of the organization thus preventing Obsolescence.

They are giving two types of trainings 1. On the job training 2. Off the job training

**On the job training** Resolving people problems, maintaining group standards, to achieve continuous improvement

**Off the job training:** A member of the staff will be delivering speech about the job and its aspects. It depends upon the teaching skills of the trainer.

Training evaluation is done by Senior management, The trainer, Line management, The training manager, The trainee

**Assessment of Competency Learning:** The assessment of competency learning, whether the training material has been learned, is best conducted at the individual level. It is at the individual level that organizations are able to assess employees' reactions and increased understanding. Reactions are important because, if students react negatively to a course, they are less likely to transfer what they learned to their work. Increased understanding in terms of new or improved knowledge, skills and abilities is the primary aim of a training event.

Questionnaires: Knowledge Review: Observation: Employee Portfolio Skill Gap Analysis: Organizational knowledge: Learning organization; Diffusion of innovations; Organizational culture; Strong/Weak cultures

**Elements of culture.** Johnson described a cultural web, identifying a number of elements that can be used to describe or influence Organizational Culture: The Paradigm: Control Systems: Organizational Structures: Power Structures: Symbols: Rituals and Routines: Stories and Myths: These elements may overlap. Power structures may depend on control systems, which may exploit the very rituals that generate stories which may not be true.

**Entrepreneurial Organizational Culture:** Stephen McGuire defined and validated a model of organizational culture that predicts revenue from new sources. An Entrepreneurial Organizational Culture (EOC) is a system of shared values, beliefs and norms of members of an organization, including valuing creativity and tolerance of creative people, believing that innovating and seizing market opportunities are appropriate behaviors to deal with problems of survival and prosperity,

**Organizational Engineering:** Organizational Engineering is a form of Organizational Development created by Gary Salton of Professional Communications, Inc. While traditional organizational development is based on psychology and sociology theories, organizational engineering aims to take a formula based approach in which people can be plugged into an organizational environment equation and the outcome is predicted. Thus engineering organizational development. Like organizational development the focus is to increase efficiency, effectiveness, communication and coordination in groups of all kinds.

**Tools** Organizational Engineering is considered to be a knowledge base of how people act and why. Developed to compliment the knowledge obtained through organizational engineering research, "I Opt" measures the characteristics of an individual so that one can draw conclusions based on the organization.

**Team Building** Ingredients seen as important to the successful set-up and launch of such team efforts include: Selection of participants Establishing goals ,Allocation of roles within the team :Harmonizing personality types :Training on how to work

together ;Support within the team ;Making effective use of resources; Communication between team members and leaders  
There have been no empirical studies that have been tested in any of the assumptions made by the following group theorists.

**Selection of participants:** The first important ingredient for team building is selecting of participants to be in the activity. The team leader usually looks for specific things in his or her members in order to ensure success

**Balancing skills and establishing goals:** When creating a team building activity, it is important to have balanced skill sets. One way to achieve this is by having experts in different fields. If some members provide their technical skills, and other members provide their theoretical skills, the outcome of the project will likely be successful. For example, individuals that are knowledgeable about the course materials are confused about the technology part of it. On the other hand, individuals may feel that the technical side of the problem is more comprehensible than the theoretical side of it.

By combining both types' strengths, the team can come up with a solution that benefits everyone. Balancing skill sets can be one of the most challenging things to achieve, but it is very important to do to ensure the success of ones' team.

**Allocation of roles within the team:** Assigning roles to team members help them to know their place on the team. Each member should be assigned a role that is clearly defined and relates to his or her personality.

**Harmonizing personality types:** The personality of a team leader plays a big factor on how the team performs. A leader must understand the kind of personality they need to have in order to gain the respect from his or her members. Many studies have been made to see if personality effects working environments. V.J. Bentz (1985) conducted a study of ineffective managers at the department store Sears. In his studies he found that almost all of the managers had a "personality defect" of some sort. Lesley and Van Velsor (1996) also conducted studies that ultimately found four personality traits of ineffective managers. The four traits were poor interpersonal skills (being insensitive, arrogant, cold, aloof, overly ambitious), unable to get work done (betraying trust, not following through, overly ambitious), unable to build a team, and unable to make the transition after promotion

#### **Support within the team:**

Another important ingredient for team building is supportiveness. Supportiveness is the aspiration to help others succeed. "Someone who shows supportiveness is dedicated to the team's success and wants what's best for the team, works behind the scenes to aid the team, willing to pitch in whenever necessary, always willing to help out, willing to take on more responsibility, very easy to work with, and listens well to others' ideas" .Recently, M. West, author of 'Effective Teamwork', introduced a comprehensive model of team support. In the model he concluded that team support is a multidimensional concept that includes four types.

The four types are, Emotional support, Informational support, Instrumental support, and Appraisal support.

#### **Making effective use of resources:**

Effectively using resources is essential in the success of team building. In the business-world companies are very serious on how they use their resources. Many companies use team techniques in systems development to effectively use their resources. "During group sessions, non-technical end users and information systems staff, meet on a common ground to hammer out systems solutions that truly meet the needs of everyone especially the needs of end user management". To ensure system requirements are on target, companies like Cigna Company in Philadelphia, CNA Insurance Company in Dearborn, Michigan, and Chase Manhattan Bank in New York are all using group design techniques. All of these companies believe in the same thing: effective goal setting, listening, facilitation skills, consensus building, and a willingness to communicate. These team techniques in systems development not only make effective use of resources, but they also result in measurable benefits. Resources are essential to team building and they must be used wisely and efficiently.

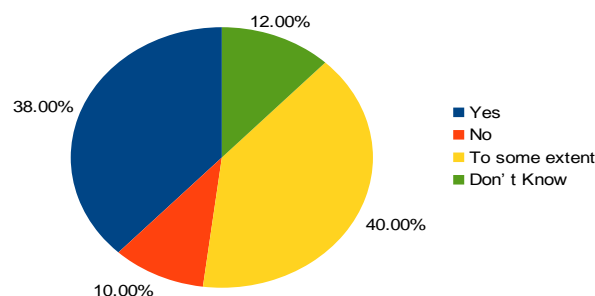
**Team building in organizational development:**

The term 'team building' can refer generally to the selection and motivation of teams, or more specifically to group self-assessment in the theory and practice of organizational development. When a team in an organizational development context embarks upon a process of self-assessment in order to gauge its own effectiveness and thereby improve performance, it can be argued that it is engaging in team building, although this may be considered a narrow definition. To assess itself, a team seeks feedback to find out both: Its current strengths as a team. ; Its current weaknesses. To improve its current performance, a team uses the feedback from the team assessment in order to: Identify any gap between the desired state and the actual state. ; Design a gap-closure strategy. As teams grow larger, the skills and methods managers must use to create or maintain a spirit of teamwork change. The intimacy of a small group is lost, and the opportunity for misinformation and disruptive rumors grows. Managers find that communication methods that once worked well are impractical with so many people to lead. In particular, leaders encounter difficulties based on Daglow's Law of Team Dynamics: "Small teams are informed. Big teams infer". Person action research outside the groups, and Reason has played a central role in mounting a paradigm challenge to 'naively objective' modernist social science.

**Applications:** Systems thinking is increasingly being used to tackle a wide variety of subjects in fields such as computing, engineering, epidemiology, information science, health, manufacture, management, and the environment. For example: Organisation Design and Development ; Job Design ; Team Population and Work Unit Design ; Linear and Complex Process Design ; Supply Chain Design; Business continuity planning with FMEA protocol ; Critical Infrastructure Protection via FBI Infragard Delphi method by RAND for USAF ; Futures studies - Thought leadership mentoring ; Leadership development ; Oceanography - Forecasting complex systems behavior ; Quality function deployment (QFD) ; Quality management - Hoshin planning methods ; Quality storyboard - StoryTech framework (LeapfrogU-EE) ; Software quality

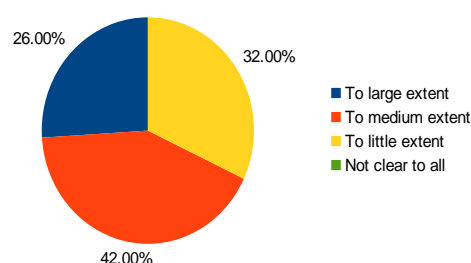
**V. DATA ANALYSIS AND INTERPRETATION**

Do you feel the compelling reasons for adopting the change programme.



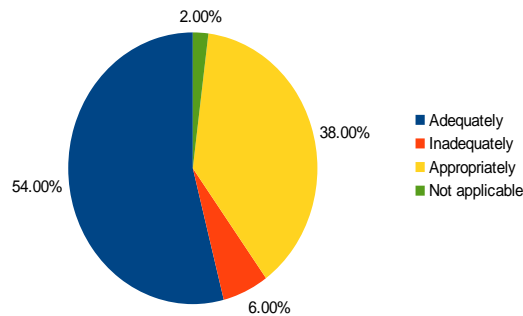
**Interpretation:** The above chart reveals that 40 % of the employees say to some extent, they feel the compelling reasons for adopting the development, 38% of them say yes, 12 % don't know, and 10% say no.

2. Are you aware of how, when and where the develop will happen?



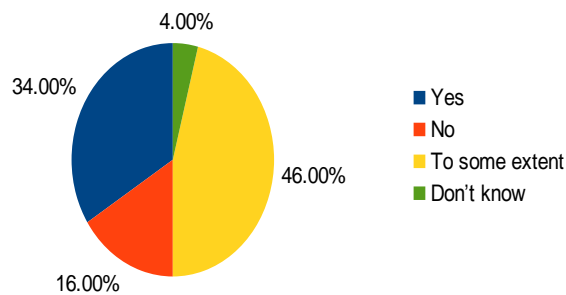
**Interpretation:** The above chart reveals that 42% of the employees are aware to medium extent of how, when where the change will happen ,32% of them to large extent and 26% of them to a little extent.

3. Does the senior executive team, support need based changes?



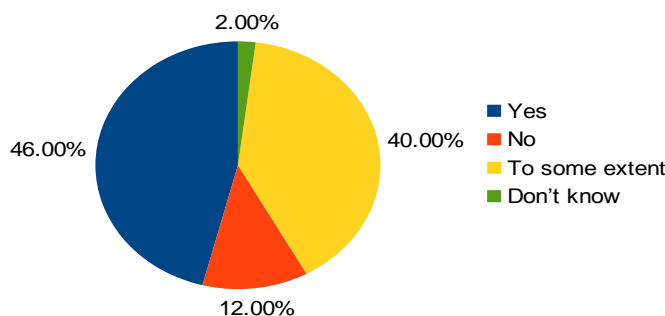
**Interpretation:** The above chart reveals that 54% of the employees say that senior executive team support the need based change adequately and 38% of the employees say appropriately and 6% of say that senior executive team support the need based change inadequently and 2% say not applicable.

4. Are all stakeholders involved in the development process?



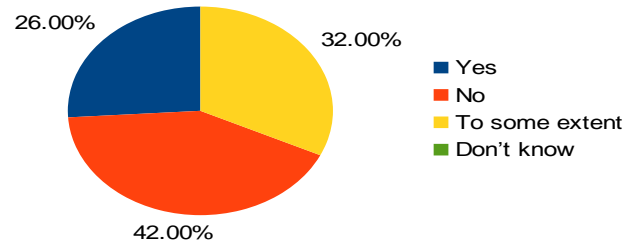
**Interpretation:** The above chart reveals that 34% of the employees say that all the stake holders are involved in the development process.16% of the employees say that all stake holders are not involved in the development process.46% of the employees say that to some extent employees are involved in the development process

5. Does development support operational accountabilities?



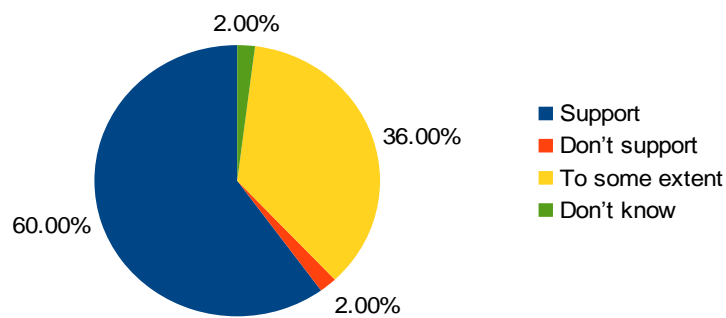
**Interpretation:** The above chart reveals that 46% of the employees say that the change management support operational accountability 40% of them say to some extent.

6. Is the training programme sufficiently designed and adequately resourced?



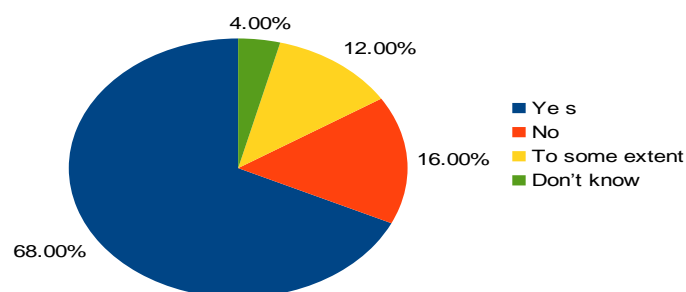
**Interpretation:** The above chart reveals that 56% of the employees agree that the training programme is being sufficiently designed and adequately resourced, 36% of them agree to some extent

7. Does the information from human resource system and other systems support the new operational environment?



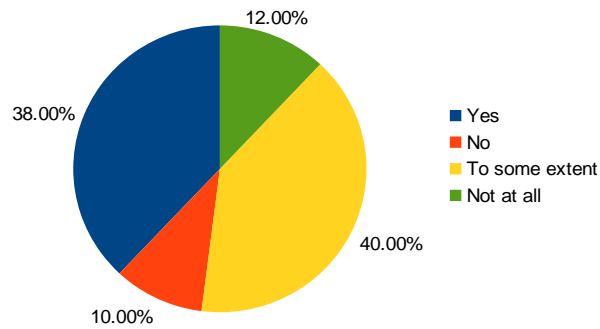
**Interpretation:** The above chart reveals that 60% of the employees agree that information system, human resource and other systems support the new operations environment 36% of the agree to some extent ,2% of them say that it does not support, where as 2 % of the them don't know.

8. Are remuneration, reward and recruitment systems aligned with the change objectives?



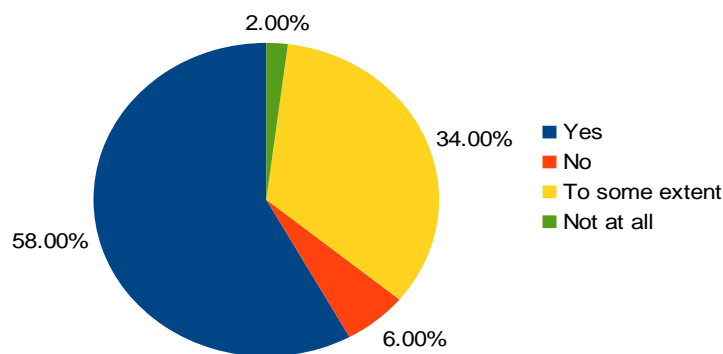
**Interpretation:** The above chart reveals that 68% of the employees agree that remuneration rewards and recruitment systems aligned with the development objective, where as 16% of them say no ,12% of them agree that it aligned to some extent with the development objective.

9. Does the organization introduce enough new policies and procedures?



**Interpretation:** The above chart reveals that 40% of employees say that to some extent organization introduces new policies and procedures. 38% of them say yes. 10% of them say no. only 12% say not at all.

10. Are the awareness programmes being conducted while implementing development in the organization?



**Interpretation:** The above chart reveals that 58% of the employees say that awareness programmes have been conducted by their organization while implementing change, 34% of them say that to some extent the awareness programmes are being conducted while implementing change whereas 6% of them say no, and 2% of them don't know.

## VI. FINDINGS

Organizational leaders who have experience with long-term organizational development efforts have the following lessons to share with those who are considering or are engaged in OD work:

The nature of OD work organizational development is somewhat shaggier, less systematic, and more situation-specific than the way we think about it in workshops and learning clusters. It's so didactic in workshops . . . . In reality and practice, it's not as neat as we present it; it's different from organization to organization. It's living; it changes as we perfect it. It's a dynamic, not a static thing."

"It's a process of two steps forward, one step back; it's a progression, and it's not always linear. You should be happy about your successes because there will be setbacks."

"It always takes longer than you think."

"Organizations are like kids, it's all about development. If you give them good, strong



Values, a clear vision of the future, and the view that everything is possible, they will grow up to be like that and Vice versa.

OD as an ongoing, long term, never-ending process

“OD never stops. We’re just beginning. We’re not going to let the OD money runs out. We’re going to find ways to pay for it.”

“We learned that organizational development is everybody’s job. It is a continual process that never ends.”

## VII. SUGGESTIONS

After analysis and conclusions, there is some need to provide a few suggestions to the organization I am sincerely providing these suggestions for the welfare of the organization. In order to analyze the job, we have to do some changes.

Mainly inspecting work is the main activity that is in the part of incumbent’s supervisory duties. Not only that, there are several activities like training, performance appraisal, coaching etc. also be given to the employees.

I observed that eighth grade education is enough for this job.

If you take proper precautions for mechanical hazards, the employees can do the job effectively and get more output.

Try to replace the high technology in the place of low technology.

Try to decrease the amount of experience needed to perform this job.

If personal attributes are required by the job, then the productivity will be increased.

## VIII. CONCLUSION

The core components of effective organizations offer a framework for understanding the goals of organizational development work. Specific skills, such as leadership skills, group process skills, communication skills and problem solving skills, are essential in order for these components to be developed and maintained.

The process through which each organization approaches OD work, must be developed in relation to several factors, including its age and stage of development, the current conditions under which it is operating externally and internally, and the history and identity of the organization. Taken together, these components present a vision for organizational health that can help guide and direct organizational development efforts.

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