

Impact of Structural OD Interventions on Organizational Performance in Pakistan: A Mixed Methods Explanatory Sequential Research Approach

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Abstract

This mixed methods explanatory sequential research study investigated the impact of structural OD interventions on organizational performance. We used a stratified random probability technique for a quantitative analysis to select 800 firms from those listed with the Securities and Exchange Commission of Pakistan (SECP). We employed SPSS to conduct the regression analysis and calculated values of regression coefficient β , t-statistic, and p-values, adjusted R² and F-statistic. We conducted the mediation analysis and Sobel and Goodman tests to confirm the mediation among variables. The confirmatory factor analysis (CFA) is conducted to tests how the measured variables represent the number of constructs. We conducted a focus group of ten OD experts to collect the qualitative data, conduct thematic analysis, and extracted useful themes. We merged the quantitative and qualitative findings. The study concluded that structural OD interventions are strategically important for organizational performance and employee development. The findings encouraged the corporate planners to create OD interventions that are both effective and perform strongly.

Keywords: OD Interventions, Organizational Performance, Corporate Performance, Corporate Restructuring.

Introduction

"Organizational performance" (OP) is a complex and multidimensional business phenomenon and an important research construct in management studies. Many previous research studies have highlighted various aspects and dimensions of organizational performance. Cooke (2000) highlighted dimensions like competitiveness, growth, product quality, efficiency, effectiveness, and productivity. The performance of an organization is influenced by efficiency, service dependability, transparency, integrity, equity, and quantity. Performance, efficacy, and efficiency are the primary business challenges (Khattak et al., 2023; Malik & Franke, 2021; Nyathi & Kekwaletswe, 2023). OP is a crucial corporate component. The dimensions of OP, like stock market performance, growth, profitability, liquidity, and knowledge development, significantly enhance an organization's effectiveness (Doval, 2020; Ndakanwa et al., 2024; Malik & Franke, 2021; Kim et al., 2021).

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ED is an important facet of performance improvement. Organizations adopt various techniques and plans to improve their workforce and resolve performance issues (Girod et al., 2023; Bindawas, 2023; Manvelidze et al., 2023). ED programs boost organizational and employee productivity (Ekundayo, 2014). One crucial instrument for changing behavior at work is employee training. Skills are improved through training for both present and future employment roles. ED enhances their competencies for upcoming tasks (Gul et al., 2023; Khattak & Khalid, 2022). There is a strong correlation between OD and ED in terms of performance. Additionally, OD provides solutions to ED (Yavuz, 2020; Jeyadevi & Duraisamy, 2022; Amoa, 2023).

Previous studies have concluded that structural OD interventions provide performance solutions. OD suggests business strategies, systems, technology, processes, and structures (Girod et al., 2023). A significant research study conducted by Khattak (2019) found that OD is a "strategic revolution" for organizations, and the study proposed a "Green-OD-Community" in Pakistan. Beckhard (1969) stated that OD is a planned process of change. Organizations that wish to compete in the global marketplace must develop and implement innovative production processes utilizing cutting-edge technologies. New technology, skilled human resources, research and development, practical use of information technology, and artificial intelligence are replacing the traditional approach.

We conducted this mixed-method explanatory sequential research study and investigated the impact of structural OD interventions on organization performance (OP). These OD interventions include "corporate restructuring" (CR), "corporate downsizing" (CD), "work process and procedure" (WPP), "Job redesigning" (JD), "work system" (WS), "ISO 9000" and "self-managed team" (SMT). The study employed 'employee development' (ED) as a mediator and "organizational performance" (OP) as a dependent variable.

The OP was operationalized as financial performance and measured using two dimensions: financial performance (profitability), FP (P), and economic performance (growth), FP (G). The dimensions of ED are "knowledge," "skills," and "abilities." The dimensions of FP (G) are growth in "market share" (MS), "growth in assets" (GA), "growth in net revenue" (GNR), and "growth in net profit" (GNP). The dimensions of FP (P) are "economic value" (EVA), "return on asset" (ROA), "return on investment" (ROI), "return on equity" (ROE), and "return on sales" (ROS).

The findings generate knowledge related to OD and its relationships with ED and OP. They encourage corporate planners to design OD interventions for effectiveness and performance. ED is an important component of OD, and research studies on OD and ED are rare. Previous research studies have investigated the single aspect of ED and OP. The current corporate culture has accelerated the need for ED. ED strategies are the need of the day to achieve corporate goals.

Literature Review

"OD" and "Organizational Performance" are two novel and well-liked concepts for management and business researchers. OD is a corporate "systematic change process" and an approach used to improve organizational performance (Malik, 2023; Patrovani, 2023; Beckhard, 1969; Burke, 1982). Bradford and Burke (2005) stated that OD is a "planned change process" used to improve "organizational performance." Cummings and Worley (2009) defined OD as "A system-wide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness." Previous research studies have demonstrated that OD enhances

organizational performance (Stevenson, 2012; Goldberg & Jules, 2012; Bozic, 2023; Phillips & Hlein, 2023). The following are types of structural interventions.

Corporate Restructuring (CR)

CR organizes and coordinates organizational activities and functions (Khandwalla, 200; Whittington et al., 2004; Duong & Nguyen, 2021). Organizational structure guides and facilitates employees and defines roles and responsibilities. Organizational structure elaborates on how functions are managed and how the organization is responsive. The role of organizational structure is essential in achieving goals and objectives (Ingow & Opuodho, 2019; Umar, 2023). Organizations need structuring to assign authority, duties, and responsibilities and regulate organizational operations (Nweze et al., 2022; Ndege & Ogollah, 2020).

Organizational structures are essential to facilitate management and employees and define the available human, financial, and technical resources (Kinyua & Kihara, 2021). Organizational structures have been changing with time to address environmental changes. Management philosophy, organization size, organization, geographical location, and technology affect the organizational design and structure (Nyambura & Maina, 2021). A good and well-designed structure is a tool for organizational effectiveness. Organizations use CR intervention for effectiveness and development (Whittington et al., 2007; Lunenburg, 2012; Nweze et al., 2022; Umar, 2023). We developed the following hypotheses for testing following the completion of the literature review on OP, ED, and CR.

- H1: CR has a positive effect on ED.
- H2: CR has a positive effect on FP (G).
- H3: ED has a positive effect on FP (G).
- H4: ED mediates the association between CR and FP (G).
- H5: CR has a positive effect on FP (P).
- H6: ED has a positive effect on FP (P).
- H7: ED mediates the association between CR and FP (P).

Corporate Downsizing (CD)

CD strategies are used to cut costs, survive and adapt to changing business needs (Bhattacharyya & Chatterjee, 2005). Organizations opt for downsizing during economic crises through coaching and well-planned change systems (Campion et al., 2005). CD may have a negative effect if the process of change is poorly managed and studies showed that all legal aspects must be considered during the process. Organizations should analyze all aspects before downsizing to minimize the adverse effects. stated that organizations face the challenge of constant change. Successful implementation of CD process changes the attitude of employees. Trust is essential for successful downsizing.

The critical role of human resource professionals ensures the successful implementation of CD strategies. He conducted research of 30 organizations that were engaged in downsizing and found that effective management of downsizing process is mandatory to achieve intended cost reductions and efficiencies (Cameron, 1994). We developed the following hypotheses for testing following the completion of the literature review on OP, ED, and CD.

- H8: CD has a positive effect on ED.
- H9: CD has a positive effect on FP (G).
- H10: ED mediates the association between CD and FP (G).
- H11: CD has a positive effect on FP (P).

H12: ED mediates the association between CD and FP (P).

Work Process and Procedure (WPP)

WPPs are used as an OD tool. A policy is a statement that defines the organization's views with respect to a particular matter. Policies are principles or rules which guide operational direction. Procedures define step-by-step methods for implementing policies. Procedures are produced or developed in the form of flowcharts, checklists and steps of the process. Organizations cannot survive without effective (Baby et al., 2024). WPPs. organizations develop and implement policies and procedures due to changes in legislation, regulations and automation of production processes. The report further stated that policies and procedures guide organizations during a change process. Successful organizations recognize the role of innovative WPPs for a productive workplace.

The role of WPPs related to people management enhance employability, performance and commitment. policies and organizational practices affect employees' commitment (Smollan & Mooney, 2024) Operational management practices include information and communication technology, TQM and lean production while HRM practices are related to people management. Best policies and practices are strongly associated with growth, profitability and productivity. They stated that management practices have an association with organizational productivity and performance and there is a need for further research to explore the area. WPP is greatly improve performance (Baby et al., 2024; Kim et al., 2021; Mara & Nicoleta, 2019; Mihaela et al., 2022). We developed the following hypotheses for testing following the completion of the literature review on OP, ED, and WPP.

H13: WPP has a positive effect on ED.

H14: WPP has a positive effect on FP (G).

H15: ED mediates the association between WPP and FP (G).

H16: WPP has a positive effect on FP (P).

H17: ED mediates the association between WPP and FP (P).

Job Redesigning (JD)

OP is an important aspect of business word (Csiki et al., 2023; Anghel & Almasan, 2022). JD is to define and combine related tasks to form complete jobs. Managers in organizations design and develop jobs to increase employees' interest and participation in decision-making process. Organizations are redesigning their structures. concluded that the various aspects and characteristics of JD like changes in control, participation, skills utilization and feedback, positively affect the well-being and attitude of employees. Many job characteristics have a direct effect on well-being (Al-Habib et al., 2020). However, change in work procedures is not an easy job due to technology and information systems. Organizations face many obstacles during the redesign process. Corporate successful work-design and HRM initiatives overcome obstacles and challenges (Ali, et al., 2024). We developed the following hypotheses.

H18: JD has a positive effect on ED.

H19: JD has a positive effect on FP (G).

H20: ED mediates the association between JD and FP (G).

H21: JD has a positive effect on FP (P).

H22: ED mediates the association between job JD and FP (P).

Work System (WS)

Compliant and effective work systems alleviate profitability and productivity (Beer et al., 2023). Well-integrated WSs ensure employment security and job autonomy. Researchers have investigated the positive impact of various dimensions of WSs on performance. They highlighted the apparent role of WSs and performance (Phillips & Klein, 2023; Beer et al., 2023). HPWSs improve work behavior (Khattak et al., 2023). Many research found that HPWSs ensure positive work behavior at work and employees show greater efforts at workplace. The current business environment needs more compliance and it demands strong WSs. Strong and well-implemented WSs develop the positive behavior of employees (Eshun & Duah, 2011). Employees are critical to organizational success.

The positive work behavior of employees is a critical factor to organizational growth. HPWSs empower and encourage employees. Research studies have related integrated HRM practices with performance; research studies suggested that coherent HPWS and HRM practices lead to employee performance (Beer et al., 2023). Pakistan is experiencing significant organizational change. Labor productivity in industrial and agriculture sectors is not encouraging. A decent work system is an important aspect to achieve sustainable development (Chen & Wu, 2022). Legal compliance is also a major business dilemma. Pakistan is a party to all multilateral treaties. Legal violation causes a penalty and business loss. Certainly, organizations need compliant WSs to ensure legal compliance. Compliant work systems promote an excellent work culture and high-performance work attitude.

Evans and Lindsay (2005) stated that high performance work was characterized by flexibility, innovation, knowledge and skill sharing, alignment with organizational directions, customer focus, and rapid response to changing business needs and marketplace requirements. HPWSs lead to superior performance. However, it is unwise to state that a single work system will improve performance (Fiona et al., 2025). A bundle and coherent approach may lead to high performance (Ali & Kausar, 2022; Akerele, 2023). We developed the following hypotheses for testing following the completion of the literature review on OP, ED, and WS.

- H23: WS has a positive effect on ED.
- H24: WS has a positive effect on FP (G).
- H25: ED mediates the association between WS and FP (G).
- H26: WS has a positive effect on FP (P).
- H27: ED mediates the association between WS and FP (P).

ISO 9000

ISO 9000 is a quality management system. Multiple studies have come to the conclusion that ISO 9000 improved performances at each level (Djofack, & Camacho, 2017; Usar, 2024). In today's competitive business world, companies must hold onto valuable clients. ISO 9000 enhances the quality of after-sale services and reduces client complaints (Irfan ul Haque, 2014; Anjum, & Imran Ullah, 2016; Dahlin, & Isaksson, 2017). Businesses with ISO 9000 certification have benefited both internally and outside. Superior OP is the result of quality systems. Systems that are utilized well increase sales, profitability, and financial performance (Koh, & Low, 2010; Ataulloh et al., 2014).

ISO 9000 provides a framework for a QMS. Firm performance is enhanced by ISO 9000 standard, and certification is more important for delivering governance, social, financial, environmental, and quality benefits (Franceschini et al., 2018; Chen et al., 2019). For firms to profit the most, effective process control is essential. If the system is not implemented correctly, it does not always function well. The successful application of the ISO 9000 elements and ideas are necessary to improve

performance (Chatzoglou et al., 2017; Kenge, 2023). Research has shown that ISO 9000 system is better for ED and enhances financial performance (Ataullah et al., 2014; Fatima, 2014; Usar, 2024). Following a review of the literature on ISO 9000 and its relationship with financial performance and ED the following hypotheses are developed for testing. We developed the following hypotheses for testing.

H28: ISO 9000 has a positive effect on ED.

H29: ISO 9000 has a positive effect on FP (G).

H30: ED mediates the association between ISO 9000 and FP (G).

H31: ISO 9000 has a positive effect on FP (P).

H32: ED mediates the association between ISO 9000 and FP (P).

Self-Managed Team (SMT)

Only people and employees can create a positive culture within an organization. SMT is a key to each supply chain process. SMTs consist of a group of employees of diverse skills. They are responsible for producing goods and services. SMTs perform many tasks and take many managerial decisions. The role of SMTs is highly appreciated. However, concepts related to SMTs are new in Pakistan. SMTs have changed the conventional work system. A good corporate culture yields star performer. Groysberg and colleagues (2004) stated that a company's specific factors are responsible to create star performers. SMTs are the essential part of HPWS. A culture of self-administration, self-governance and talented people create SMTs. However, to achieve high performance is not an easy job. The role of human and business environment is critical to yield high performance.

SMTs enhance commitment, autonomy and communication among team members which causes innovative behavior. Previous research studies showed the positive impact of SMTs on organizational effectiveness and productivity Organizations have used SMT as an OD intervention Teams are central to organizational success. SMTs are responsible to manage major production-related decisions. SMTs develop new strategies for ED and to alleviate performance. The review of literature showed that SMT is an important OD intervention. This study has selected SMT and investigated its impact on ED and OP. We developed the following hypotheses for testing following the completion of the literature review on OP, ED, and SMT.

H33: SMT has a positive effect on ED.

H34: SMT has a positive effect on FP (G).

H35: ED mediates the association between SMT and FP (G).

H36: SMT has a positive effect on FP (P).

H37: ED mediates the association between SMT and FP (P).

Figure 1: Conceptual framework

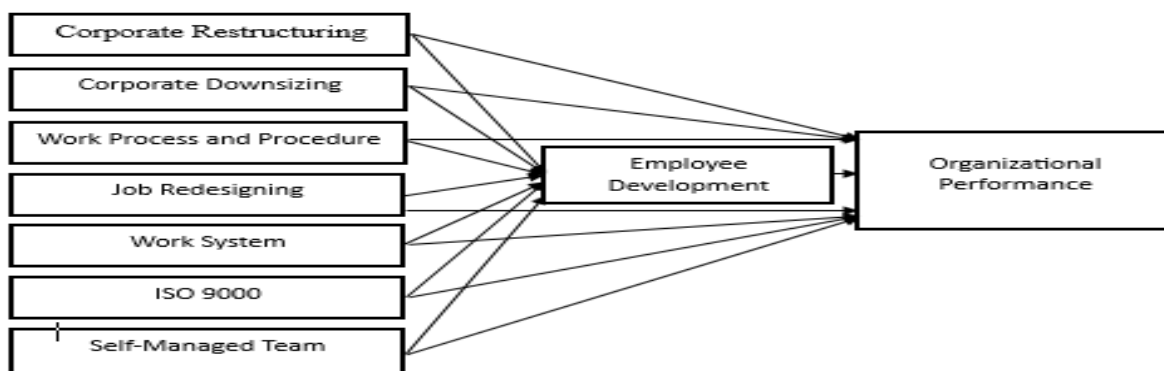


Figure 1: Conceptual Framework

The conceptual model aims to determine the effect of OD interventions on ED and OP. We used ED as a mediating variable. The structural interventions are CR, CD, WPP, JD, WS, ISO 9000 and SMT. The model reflects the impact of these OD interventions on ED in terms of an increase in their knowledge, skills and abilities which lead to better OP. Finally, according to the proposed model professionally developed employees improve OP.

Research Methodology

This research study used the mixed method explanatory sequential research design. The first aim is data triangulation. The second aim is the effective data analysis and third is to present innovative research thinking while using the merging of two types of data. Mixed methods research methodology is useful to address the challenges and uncertainty of conducting any single method (Creswell, 2002).

The stratified random probability sampling technique was utilized for the quantitative section. SECP-registered firms are regarded as a whole population. Eight hundred companies were chosen using a proportionate stratified sampling technique from each of the 26 major strata, which include textiles (131), sugar (64), cement (34), education (54), chemicals (74), construction (15), IT (30), beverages (13), pharmaceuticals (110), engineering services (22), aviation (07), tobacco (12), home appliances (21), banking (49), insurance (24), food (30), super store (13), auto (08), agri products (06), leather (03), paint (11), health services (04), hotel (35), media (10), telecommunication (17), and furniture (3).

For the qualitative study, the snowball non-probability sampling technique is utilized. Focus group interviews are conducted to explore the research problems and to explain the quantitative findings. Dragan and Isaic-Maniu (2012) stated that snowball sampling is helpful in sociological, psychological or management research studies and it is recommended when the population is difficult to identify.

We have used a closed-ended survey form for the gathering of quantitative data. We got the responses on five-point Likert-type scale (1=strongly disagree to 5=strongly agree). The current research study has assessed CR through a seven-item scale, CD through a five-item scale and JD through a nine-item scale adapted from the study of Michael (2006). The instrument was pretested to ensure validity and reliability: job design had an Eigen value of 8.705 and a percentage variance of 27.203 and CD had an Eigen value of 1.981 and percentage variance of 6.192.

Preziosi (2080) developed a questionnaire (ODQ) based on Weisbord's six box model. WPP are assessed through the following four items. Three items from 1 to 3 are adapted from Weisbord's ODQ questionnaire and the fourth item was included on the recommendation of organizational diagnostic experts, HR and OD professionals to relate the other diagnostic items with organizational performance. Many researchers have used ODQ in their research studies (Lok & Crawford, 2000; Tork et al., 2012; Kontic & Kontic, 2012). Cronbach alpha of all the components have been established to range from .80 to .98 which shows a high degree of reliability.

ISO 9000 was assessed through the seven-item scale adapted from Martínez-Costa (2004) and Martínez-Costa and Martínez-Lorente (2004). Cronbach alphas for all items were higher than 0.75 which shows the reliability of the scale. ED was a mediating variable. ED was assessed through an eight-item scale adapted and modified from the study of Tsuma (2013). We assessed two dimensions of financial performance: FP (G) and FP (P) through a four-item scale and a five-item scale respectively, adapted from Santos and Brito (2012).

We conducted regression analysis and used SPSS Version 20. Values of regression coefficient β , t-statistic and p-values, adjusted R², F-statistic were calculated. We conducted a mediation

analysis to check the role of the mediating variable using the four-step approach of Baron and Kenny (1986). Sobel and Goodman Tests were conducted to confirm the mediations among variables using a web-based method by Preacher and Leonardelli (2001). In case of qualitative data, the noted data were transcribed and thematic analysis were conducted and useful themes were extracted. We merged both the data and useful results were obtained.

Results and Analysis

We distributed 800 questionnaires to Heads of HR of 800 industrial units. We received 762 filled questionnaires back. The response rate was 95.25%.

The values of Cronbach's alpha vary from 0.77 to 0.98 which show high reliability CR (alpha=0.79), CD (alpha=0.879), WPP (alpha=0.81), JD (alpha=0.80), ISO 9000 (alpha=0.84), ED (alpha=0.77), FP (G) (alpha=0.86), FP (P) (alpha=0.70). A correlation analysis is conducted to check the link among the items of each construct. The value of the correlation coefficient shows the strength of the correlation among variables (Evans, 1996). The values for the items of CR varies from .275 to .716, .109 to .414 for CD, .390 to .729 for WPP, .659 to .390 for JD, -.297 to .786 for ISO 9000, .217 to .733 for ED, .613 to .653 for FP(G), .250 to .742 for FP(P).

We conducted the regression analysis to study the impact OD interventions on dependent variables FP (G) and FP (P). The direct effects are shown in Table 1 which shows that the following independent variables have a positive and significant effect on ED: CR ($\beta=0.438$, $p<0.001$), CD ($\beta=0.151$, $p<0.001$), WPP ($\beta=0.175$, $p<0.001$), WS ($\beta=0.197$, $p<0.001$) and ISO 9000 ($\beta=0.293$, $p<0.001$). This shows that ED captures the maximum effect of CR and CD. The effect of JD and SMT on ED is not significant. Following independent variables have a positive and significant effect on FP (G): CR ($\beta=0.463$, $p<0.001$), WPP ($\beta=0.229$, $p<0.001$), WS ($\beta=0.217$, $p<0.001$) and ISO 9000 ($\beta=0.249$, $p<0.001$). The effect of CR, JD and SMT on FP (G) is not significant.

Following independent variables have a positive and significant effect on FP (P): CR ($\beta=0.692$, $p<0.001$) and JD ($\beta=0.110$, $p<0.001$). The effect of SMT ($\beta=-0.094$, $p<0.001$) and WPP ($\beta=-0.095$, $p<0.001$) on FP (P) is significant but negative. The relationship between CR, WS and ISO 9000 on FP (P) is not significant.

Table 1: Direct Effect of Structural Interventions on Dependent Variables

I.V	M.V	F.P (G)	F.P (P)
Corporate Restructuring	0.438* (15.312)	0.463* (16.159)	-0.041 (-1.624)
CD	0.151* (5.277)	-0.026 (-0.902)	0.692* (27.172)
Work Process and Procedure	0.175* (6.126)	0.229* (7.989)	-0.095* (-3.737)
JDing	-0.082 (-2.881)	-0.057 (-1.991)	0.110* (4.303)
Work System	0.197* (6.902)	0.217* (7.592)	-0.025 (-0.963)
ISO 9000	0.293* (10.241)	0.249* (8.680)	-0.022 (0.881)
Self-Managed Team	0.084 (2.932)	0.051 (1.789)	-0.094 (-3.673)
Adjusted R ²	0.378	0.376	0.507
F-Statistics	(67.037) *	(66.556) *	(112.660) *

Legend: I. V=Independent Variable, M. V=Mediating Variable, D. V=Dependent Variable, F.P. (G) =FP (G), F.P. (P) =Financial Performance (Profitability), β^* represent significance at less than 0.05, Value in parentheses represents t-ratios

The mediating variable (ED) has a positive significant effect on FP (G) ($\beta=0.660$, $p<0.001$), FP (P) ($\beta=0.208$, $p<0.001$).

Table 2 shows the effects of mediating variable on dependent variables.

Table 2: Simple Regression Analysis: Effects of Individual Interventions on Mediating Variable and Dependent Variables

I.V	E. D	F.P (G)	F.P (P)
Corporate Restructuring	0.438* (13.423)	0.463* (14.385)	-0.411 (-1.141)
R²	0.192	0.214	0.002
F-statistic	180.165*	206.920*	1.301
CD	0.151* (4.207)	-0.026 (-0.712)	0.692* (26.411)
R²	0.023	0.001	0.479
F-statistic	17.695*	0.507	697.566*
Work Process and Procedure	0.175* (4.903)	0.229* (6.476)	-0.095 (-2.634)
R²	0.031	0.052	0.009
F-statistic	24.042*	41.940	6.939
JD	-0.082 (-2.278)	-0.057 (1.576)	0.110 (3.038)
R²	0.007	0.003	0.012
F-statistic	5.189*	2.477	9.229
Work Systems	0.198* (5.548)	0.218* (6.138)	-0.025 (-0.676)
R²	0.039	0.047	0.001
F-statistic	30.785*	37.674*	0.457
ISO 9000	0.293* (8.440)	0.249* (7.071)	-0.022 (-0.618)
R²	0.086	0.062	0.001
F-statistic	71.239*	50.002*	0.382
SMT	0.084 (2.318)	0.051 (1.413)	-0.094 (-2.589)
R²	0.007	0.003	0.009
F-statistic	5.375*	1.998	6.702

Table 3: Simple Regression Analysis: Effects of Mediating Intervention on Performance Interventions

D.V	F.P.(G)	F.P.(P)
ED	0.660* (24.218)	0.208* (5.876)
R²	0.436	0.043
F-statistic	585.496*	34.527*

Legend: * Represents significance at less than 0.01 and value in parentheses represents t-ratios, E.D. =ED F. P. (G) =FP (G), F. P. (P) =Financial Performance (Profitability).

The results (see Table 2) show that CR positively and significantly affects ED ($\beta=0.438$, sig. <0.01). The value of R^2 (0.192) represents that 19.2% variation in ED is explained by the independent variable. The F-statistic (180.165) is significant at less than 1% significant level which reveals that our model is a good fit. CR positively and significantly affects FP (G) ($\beta=0.463$, sig. <0.01). The value of R^2 (0.214) represents that 21.4% variation in FP (G) is explained by the independent variable. The F-statistic (206.920) is significant at less than 1% significant level which reveals that our model is a good fit. The value of R^2 (0.30) represents that 30% variation in FP (G) is explained by the independent variable. The F-statistic (23.085) is significant at less than 1% significant level which reveals that our model is a good fit. On the other hand, the effect of CR on FP (P) is not insignificant.

CD positively and significantly affects ED ($\beta=0.151$, sig. <0.01) and FP (P) ($\beta=0.692$, sig. <0.01). The value of R^2 (0.023) of ED represents that 2.3% variation in employees' development is explained by the independent variable. The F-statistic (17.695) is significant at less than 1% significant level which reveals that our model is a good fit. The value of R^2 (0.479) of FP (P) represents that 47.9% variation in dependent variable is explained by the independent variable. The F-statistic (697.566) is significant at less than 1% significant level which reveals that our model is a good fit. The effect of CD on FP (G) is not significant. The values of R^2 for the models is 0%.

The third independent variation is work process and procedure. The relationship between WPP and ED ($\beta=0.175$, sig. <0.01) and FP (G) ($\beta=0.229$, sig. <0.01) are positive and significant. The value of R^2 (0.031) represents that 3.1% variation in ED is explained by the independent variable. The F-statistic (24.042) is significant at less than 1% significant level which reveals that our model is a good fit. The value of R^2 (0.052) of FP (G) represents that 5.2% variation in dependent variable is explained by the independent variable. The F-statistic (41.940) is significant at less than 1% significant level which reveals that our model is a good fit. The relationship of WPP with FP (P) and is negative and insignificant.

The statistical relationship of JDing with ED FP (G), FP (P) and production performance is not significant. The next independent variable is WS. WS positively effects ED ($\beta=0.198$, sig. <0.01), FP (G) ($\beta=0.218$, sig. <0.01). The same independent variable has no significant effects on FP (P). ISO 9000 is the sixth independent variable in structural interventions bundle. ISO 9000 positively effects ED ($\beta=0.293$, sig. <0.01), FP (G) ($\beta=0.249$, sig. <0.01). The values of R^2 are 0.086, 0.062 and 0.049 respectively which show that fewer variations are explained by independent variables. SMT is the seventh variable. SMT positively effects production performance ($\beta=0.131$, sig. <0.01). However, the value of R^2 (0.017) describes that 1.7% variation is explained in SMT by the independent variable. On the other hand, SMT has no significant effects on FP (G) and FP (P).

Direct effects of each of the OD interventions on dependent variable have been found to confirm the conditions of mediation analysis suggested by Baron and Kenny (1986).

Table 3 shows the results of direct effects of OD interventions on dependent variables and Table 4 shows the results of direct effects of mediating variable on dependent variables. Tables 3 to 4 contain the results of multiple regression analyses conducted for the purpose of testing the nature of mediation of mediating variable. In Table 4 the effects of structural interventions on FP (G), FP (P) has been tested. ED significantly mediates the partial effect of CR on FP (G). The direct relationship between CR and FP (P) is not significant and they do not qualify for mediation analysis.

ED used in this study significantly mediates the partial effects of CD on FP (P). The direct effect of CR on FP (G) is not significant and they do not qualify for mediation analysis. The nature of

mediation of mediating variable between WPP and FP (G), FP (P) has been tested. Results show that ED partially mediates the effect of WPP and FP (G). However, the direct effect of WPP on FP (P) is not significant and they do not qualify for mediation analysis.

The direct effect of JD on ED, FP (G) and FP (P) is not significant. So, they do not satisfy the conditions of mediation analysis as stated by Baron and Kenny (1986). The direct effect of WS on FP (P) is not significant and they do not qualify for further mediation analysis. However, the direct effect of WS on FP (G) is significant and they satisfy the conditions of mediation analysis as stated by Baron and Kenny (1986). ED fully mediates the effects of WS on FP (G).

ED fully mediates between ISO 9000 and FP (G). In this case the coefficient of ISO 9000 is insignificant ($\beta=0.060$, $\text{sig}>0.01$) whereas it was significant in the simple regression analysis ($\beta=0.249$, $\text{sig}<0.01$). Results further show that ED mediates partial effects of ISO 9000 on production performance. The direct effect of ISO 9000 on FP (P) is insignificant and they do not satisfy the conditions of mediation analysis as stated by Baron and Kenny (1986).

The direct effect of SMT on ED is insignificant and multiple regression analysis was not conducted because they do not satisfy the conditions of mediation as stated by Baron and Kenny (1986).

Table 4: Mediation Analysis in the Case of Structural Interventions

I.V	F.P (G)				F.P (P)
	1	2	3	4	1
Corporate Restructuring	0.215* (7.33)				
CD					0.676* (25.76)
Work Process and Procedure		0.117* (4.26)			
WS			0.091 (3.28)		
ISO 9000				0.060 (2.12)	
ED	0.566* (19.29)	0.640* (23.34)	0.64* (23.23)	0.64* (22.57)	0.106* (4.05)
Adjusted R ²	0.472	0.447	0.442	0.437	0.489
F-Statistics	340.0*	308.5*	302.0*	296.4*	364.1*

Legend: I. V=Independent Variable, D. V=Dependent Variables, F.P (G) =FP (G), F.P (P) =FP (P), P. P=Production Performance, β^* represent significance at less than 0.05, Value in parentheses represents t-ratios.

We conducted Sobel and Goodman tests (Table 5) to check the mediations among variables. These tests assume the null hypothesis of no mediation. Research work of Sobel (1992) and MacKinnon (1994) has given testing techniques of mediation. Preacher and Leonardelli (2001) provided a web-based method for computing the Sobel test and Goodman test.

Table 5: Sobel and Goodman Tests

I.V	M.V	D.V	Sobel Test Statistic	Std. error	p-value	Goodman Test Statistic	Std. error	p-value
Corporate Restructuring	E. D	F.P (G)	11.623	0.022	0.000	11.633	0.022	0.000
Corporate Restructuring	E. D	P. P	2.923	0.011	0.000	2.943	0.011	0.000
CD	E. D	F.P (P)	4.029	0.018	0.000	4.027	0.018	0.000
Work Process and Procedure	E. D	F.P (G)	6.306	0.023	0.000	6.306	0.023	0.000
WS	E. D	F.P (G)	5.985	0.023	0.000	5.990	0.023	0.000
WS	E. D	P. P	3.250	0.011	0.000	3.270	0.011	0.000
ISO 9000	E. D	F.P (G)	6.794	0.023	0.000	6.800	0.023	0.000
ISO 9000	E. D	P. P	4.784	0.012	0.000	4.810	0.012	0.000

The results established the mediations (Table 5). ED mediates the effect of CR on FP (G), CD on FP (P), WPP on FP (G), and ISO 9000 on production performance. Results of the Sobel Test and Goodman Test established the mediations and We rejected the null hypothesis.

Table 6: Model Fit Summary of CFA

Measures with Threshold values	Structural Model
CMIN/df < 5 is permissible	4.24
GFI > .95 great; > .90 traditional; > .80 permissible	.936
AGFI > .80	.887
CFI > .90	.949
RMSEA < .05 good; .05-.10 moderate	.091

We conducted confirmatory Factor Analysis (CFA). The most commonly used fit indices like CMIN/df, GFI, AGFI, CFI and RMSEA are utilized for goodness of fit statistics and these achieved the required criteria. These indices with their threshold criteria are given in the Table 6 which shows that the indices have achieved the required criteria and assured that the overall model is good.

Table 7: Summary of Results of Hypotheses

Hypotheses	Results
H1: CR has a positive effect on ED.	Supported
H2: CR has a positive effect on FP (G).	Supported
H3: ED has a positive effect on FP (G).	Supported
H4: ED mediates the association between CR and FP (G).	Supported
H5: CR has a positive effect on FP (P).	Not Supported
H6: ED has a positive effect on FP (P).	Supported
H7: ED mediates the association between CR and FP (P).	Not Supported

H8:	CD has a positive effect on ED.	
H9:	CD has a positive effect on FP (G).	Not Supported
H10:	ED mediates the association between CD and FP (G).	Not Supported
H11:	CD has a positive effect on FP (P).	Supported
H12:	ED mediates the association between CD and FP (P).	Supported
H13:	WPP has a positive effect on ED.	Supported
H14:	WPP has a positive effect on FP (G).	Supported
H15:	ED mediates the association between WPP and FP (G).	Supported
H16:	WPP has a positive effect on FP (P).	Not Supported
H17:	ED mediates the association between WPP and FP (P).	Not Supported
H18:	JD has a positive effect on ED.	Not Supported
H19:	JD has a positive effect on FP (G).	Not Supported
H20:	ED mediates the association between JD and FP (G).	Not Supported
H21:	JD has a positive effect on FP (P).	Not Supported
H22:	ED mediates the association between job JD and FP (P).	Not Supported
H23:	WS has a positive effect on ED.	Supported
H24:	WS has a positive effect on FP (G).	Supported
H25:	ED mediates the association between WS and FP (G).	Supported
H26:	WS has a positive effect on FP (P).	Not Supported
H27:	ED mediates the association between WS and FP (P).	Not Supported
H28:	ISO 9000 has a positive effect on ED.	Supported
H29:	ISO 9000 has a positive effect on FP (G).	Supported
H30:	ED mediates the association between ISO 9000 and FP (G).	Supported
H31:	ISO 9000 has a positive effect on FP (P).	Not Supported
H32:	ED mediates the association between ISO 9000 and FP (P).	Not Supported
H33:	SMT has a positive effect on ED.	Not Supported
H34:	SMT has a positive effect on FP (G).	Not Supported
H35:	ED mediates the association between SMT and FP (G).	Not Supported
H36:	SMT has a positive effect on FP (P).	Not Supported
H37:	ED mediates the association between SMT and FP (P).	Not Supported

We conducted a focus group to gather the qualitative data (Freitas et al., 1998; Krueger, 1994; Greenbaum, 1993). Ten experts (see Table 7) were invited from industries located in Lahore, Pakistan to explore the behavior of various OD interventions in multiple situations. The interviews were transcribed and a report was generated.

Table 8: Experts of Focus Group

Expert	Qualification	Experience
E1	MSc Environmental Sciences	ISO and Social Systems Management, Certification, Auditing
E2	BSc Mechanical Engineering	Plant Erection, Maintenance, Operation
E3	BSc Mechanical Engineering	Chemical Plant Erection, Maintenance
E4	BSc Electrical Engineering	Energy Management
E5	M. Phil HRM	HR Operations
E6	MBA HRM	OD Consultant
E7	Chartered Accountant	Chief Financial Officer
E8	BSc Electronics	Plant Automation and Computerization
E9	MCS	IT Operation, IT New Initiatives
E10	PhD Chemical Engineering	Plant Operation and Automation

The moderator guide (see table 9) included the following interview question (Morgan, 1988).

Table 9: The Moderator Guide

S. No.	Question(s)
1.	How do structural OD interventions like CR, CD, WPP, JD, WS, ISO 9000 and SMT affect ED, FP (G) and FP (P).

The experts stated that organizations are facing hyper competition. Structural reforms are essential to create sustainability and internal capability. CR is a strategic tool of OD. CR ensures smooth manufacturing and communication. It also encourages the delegation of authority and responsibility. Guiding principles and strategies of OD can help organizations to develop cost-effective products and services to compete with MNCs. The major objective of implementing CR is to enhance monetary growth, and production effectiveness. In most cases, the impact of professional and developed employees on financial growth has been observed.

Experts stated that the impact of CD on productivity and financial stability is not encouraging. OD experts have observed performance deterioration after downsizing. However, CD is a major intervention to lay off nonproductive employees. The impact of downsizing on ED, FP (G) and FP (P) is not appreciable. However, the quantitative results of the current study show a positive association between CD, ED and FP (P). OD experts stated that the effective planning and controlling of all aspects of downsizing are essential for successful implementation. Employer–employee communication is critical to overcome frustration. Overnight reduction-in-force is not recommended.

WPP ensure consistency and stability. Procedures establish authority and fix responsibility. Organizations should involve employees during the development process of procedures to gain trust and ownership. Additionally, organizations should incorporate the feedback and input of employees because it will encourage employees to comply with the procedure. Organizations must reduce status discrimination to achieve willingness.

The results of quantitative study reveal the unsatisfactory performance of JD. JD failed to achieve organization excellence. The results of the quantitative study show insignificant impact of JD on ED, FP (G) and FP (P). The experts shared that designing contents of a job is a specialized management function. Only corporate experts can do the job. Poor job design process may cause inefficiency and dissatisfaction. The implementation of a new job structure sometimes reduces organizational commitment and self-efficacy at the workplace (Parker, 2003). Holman et al. (2009) have also highlighted the unique behavior of job design intervention.

The impact of WS in cluster yield significant financial and production benefits. Moreover, culture, environment and values accelerate the process. The relationship of WS with FP (G) and FP (P) is significant and ED mediates the influence of WS on FP (G). However, the effect of WS on FP (P) is not significant. Poor implementation of WS may cause negative impact on performance. Organizations should design WS to eliminate operational barriers and to reinforce cooperation. Panel experts highlighted the paybacks of ISO 9000 on ED, quality and working effectiveness. ISO 9000 has become a way of recognition in the global market. ISO 9000 is a major tool to achieve production targets. The quantitative results show the constructive influence of ISO 9000 on ED and FP (G).

The function of SMT is to plan and manage day-to-day work activities. The current quantitative study shows different results. The effect of SMT on ED, FP (G) and FP (P) is insignificant and the paybacks of SMT are not supportive. The panel of experts highlighted that SMTs sometimes cause

stress in organizations. Team members need psychological empowerment for effective working. Well-defined roles and responsibilities of team members are essential to reduce conflicts.

Discussion

We investigated the impact of structural OD interventions on ED, FP (G) and FP (P). The structural interventions are CR, CD, WPP, JD, WS, ISO 9000 and SMT.

The findings show a positive effect of corporate restructuring on employee and financial performance organizations in Pakistan. The panel expert also recommended corporate restructuring to enhance the performance. The previous studies have reported the optimistic influence of corporate restructuring on various aspects of performance. The restructuring process is highly related with organizational culture like the formal structures increase innovations. (Khandwalla, 200; Duong & Nguyen, 2021; Ingow & Opuodho, 2019; Kinyua & Kihara, 2021; Lunenburg, 2012; Ndege & Ogollah, 2020; Nweze et al., 2022; Nweze et al., 2022; Nyambura & Maina, 2021; Umar, 2023; Whittington et al., 2007; Whittington et al., 2004).

The results of the qualitative study recommend restructuring initiatives to enhance financial growth and production efficiency. The panel experts added that well-designed and well-implemented restructuring strategies create performance sustainability and internal capability (Khattak et al., 2023; Miller & Davis-Howard, 2023).

The behaviour of corporate downsizing is not encouraging. CD may have a negative effect if the implementation process is poorly managed. CD approaches like attrition, voluntary termination, early retirement and compulsory termination are applied in Pakistan but none of them produce the desired results. The experts highlighted that effective planning and controlling of downsizing process are critical to achieve the desired results. Schenkel and Teigland (2016) stated that firms downsize to improve bottom-line performance in reaction to external shocks and also use it as a proactive effort. Cameron (1994) pointed out the important role of corporate practices in downsizing process and suggested that the effective administration of the process boost the success.

The role of WPP in performance enhancement is positive. The qualitative results also recommend cluster of work practices for a significant improvement in productivity and quality. However, OD is a corporate change process of enhancing organizational performance (Malik, 2023; Bozic, 2023; Goldberg & Jules, 2012; Patrovani, 2023; Phillips & Hlein, 2023; Stevenson, 2012).

The quantitative results show a different and a unique behavior of job design intervention. The findings reveal that poor job designing causes inefficiency and dissatisfaction at the workplace. An inefficient workforce results in low performance. Job designing process is a multidimensional and complex process. Many organizational aspects are to be considered during the design process to minimize chances of failure (Campion et al., 2005). New work content sometimes reduces the motivational properties of a job; it can reduce job commitment and increase job depression (Parker, 2003).

WS shows a constructive and supportive role. The qualitative findings also support the quantitative results and recommended that well-structured HPWSs eliminate work barriers and reinforce cooperation among employees. No system in isolation can yield the desired results. The experts and previous studies have pointed out the critical role of culture, strategy, priorities and nature of industry (Patrovani, 2023; Phillips & Hlein, 2023; Evans & Lindsay, 2005; Guest, 1999; Tsui et al., 1997). HPWSs motivate employees which results in the productive behavior of employees (Jackson et al., 1989; Konrad, 2006; Youndt et al., 1996).

The role of QMSs is significant in helping corporations to produce excellent products. Business firms have achieved internal and external benefits (Vasileios and Odysseas, 2015; Willar, Coffey and Trigunaryah, 2015; Walid, 2007). Heras et al. (2002) concluded that QMS leads to superior managerial and monetary benefits. The findings of this study also show the strong association of ISO 9000 with financial performance. The qualitative results also recommend ISO 9000 certification to improve production efficiency and product quality. Atullah et al. (2014) recommended that the application of quality tools enhance competitiveness. Memon (2011) determined that quality standards enhance productivity and reduce complaints. Awan et al. (2009) stated that QMS reduces production cost and rejection rate.

The role of SMT in employee development and performance is not appreciable. However, in the case of qualitative study, the views of panel experts were different. SMTs are initiated to boost productivity and other performances. The experts highlighted that SMTs sometimes cause stress and anxiety within an organization. SMTs discourage the traditional bureaucratic structure. Qualitative findings highlighted the lack of cooperation and disintegration among various groups. This disintegration develops negative culture in organizations in Pakistan.

Conclusion

We concluded that OD is a “planned” and “continuous process” of performance. A “corporate restructuring” is an efficient OD intervention to improve organizational performance. Organizational culture and the restructuring process are closely associated; for example, established structures foster innovative thinking. Restructuring strategies that are well thought out and executed build internal capability and performance sustainability. The “corporate restructuring” OD interventions improve the “knowledge”, “skills” and “abilities” of employees. The “corporate downsizing” intervention is not encouraging, and if the implementation process is not handled well, it could fail. To get the expected benefits, the downsizing process must be carefully planned and managed. Work processes and HPWS play a positive influence in improving organizational performance. Productivity and quality have significantly increased as a result of a cluster of work approaches. HPWSs improve the financial health of an organization.

A poorly “job designing” can result in inefficiency and dissatisfaction at work. The process of developing a job has several aspects and is sophisticated. Sometimes new work material lowers a job's motivational qualities; it might make people less committed to their jobs and make them more depressed. An important part of “ISO 9000” QMS is assisting businesses in creating high-quality products. Businesses have reaped both internal and external rewards. ISO 9000 (QMS) decreases production costs and rejection rates.

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