

The Impact of Behavioral Organization Development Interventions on Employee Development and Organizational Performance: A Mixed Methods Approach

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ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Received: 11 May, 2023 Revised: 19 Sep, 2023 Accepted: 21 Nov, 2023 Available Online: 14 Dec, 2023</p> <p><i>DOI:</i> https://doi.org/10.56536/ijmres.v13i4.522</p> <hr/> <p><i>Keywords:</i> Organization Development, Organizational Performance, OD Interventions, Employee Development</p> <hr/> <p><i>JEL Classification:</i> M10, M51</p>	<p>Corporate planners have found that organisational performance (OP) presents a significant strategic challenge and complication. They are looking for solutions to the problem of how to maintain their competitiveness in the global market while establishing a strategic position. Organizational development (OD) interventions provide solutions to these challenges and complications. We employed the mixed-methods explanatory sequential design and tested the effects of seven OD behavioral interventions on OP, including coaching, reward systems (RS), career development plans (CDP), financial assistance programmes (FAP), pay systems (PS), and training and development (T&D). The aim of this study was to support corporate planners and practitioners. We defined the OP as growth in financial performance (FP) (G). We employed employee development (knowledge, skills, and abilities) as a mediator. We sent 800 (sample size) questionnaires to HR heads, and 762 completed ones were returned. We use a stratified random probability sampling method to choose a sample of 800 firms from the population, which is all listed firms with the Security and Exchange Commission of Pakistan (SECP). We employed SPSS Version 20 to perform regression analysis. We calculated coefficient β values, t- and p-values, adjusted R^2, and F-statistic values were computed and determine the causal influence. We conducted mediation analysis the four-step method proposed by Baron and Kenny (1986). Goodman and Sobel Preacher and Leonardelli (2001) used a web-based technique to conduct tests to confirm the mediations among variables. We conducted a focus group of ten OD professionals to gather qualitative data, conducted thematic analysis then merged the data to obtain insightful findings. The findings are valuable for OD practitioners and the study is a step towards a Green-OD Community.</p>

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INTRODUCTION

The two biggest organizational challenges are performance and employee development (Patrovani, 2023; Malik, 2023; Miller & Davis-Howard, 2023). Businesses nowadays require innovation, updating, and sustaining company success (Khattak et al., 2023; Khan & Rehman, 2023). Ineffective planning, incompetent management, obsolete industrial technology, worldwide compliance, inferior product quality, energy scarcity, and employees lacking in expertise are the causes of the low performance (Phillips & Klein, 2023). So, performance is a major corporate challenge in developing countries. To grow and sustain their worldwide market share, businesses must manufacture goods of the highest caliber, necessitating a complete reorganization of their corporate

infrastructure (Khan et al., 2023; Ibarra & Coan, 2015; Osintsev & Khalilian, 2023; Ali & Xie, 2021; Ali & Kausar, 2022).

The report of the Institute for Conservation Leadership (2023) says that corporate planners are very interested in how to tackle the performance issue in order to compete in the global economy. We are in a “polycrisis” (WEF, 2023). OD models, interventions, and theories are the most successful methods of addressing poor performance and provide a strategic direction to organizations (Cummings & Worley, 2009; Osintsev & Khalilian, 2023; Akerele, 2023; MBN, 2023).

OD models are effective methods for enhancing the organizational performance. OD is a method for bringing about organizational change and assist organisations in strengthening their ability to adapt and improve their effectiveness. Organizational psychologists have used OD concepts to enhance organisations and address organizational issues (Cummings & Worley, 2009). Prior research has indicated that enhanced employee development and OP can be attributed to OD interventions. Business performance issues can be resolved using OD models and interventions. Business planners can choose change with the help of OD by developing, improving, and combining strategies, structures, and procedures (Whatfix, 2023; Ji et al., 2012; Fiona et al., 2015 Beer et al., 2023).

The objective is to investigate the effects of behavioral OD interventions on employee development and organisational performance. In order to foster an OD culture and inspire workers, Pakistani organisations need to create and execute OD interventions. Corporate performance is still a major problem in Pakistan, despite the encouraging contribution of OD. Research is still needed to fully examine the benefits of OD concepts and models (Khattak et al., 2023; Ali & Xie, 2021).

We conducted the mixed-methods explanatory sequential study to achieve our research goal. We examined the impact of seven OD behavioral interventions on employee development and organisational performance. The behavioral interventions are coaching, reward systems (RS), career development plans (CDP), financial assistance programmes (FAP), pay systems (PS), and training and development (T&D). We conceptualized OP as financial performance growth, FP (G). Employee development—knowledge, skills, and abilities—was used as a mediating variable in this study. We sent 800 (sample size) questionnaires to HR heads.

We select a sample of 800 companies from the list of population, all of which are listed with the SECP, using a stratified random probability selection technique. To gather quantitative data for the study, a closed-ended questionnaire was employed. Regression analysis was done using SPSS Version 20. In order to ascertain the causal influence, we obtained adjusted R², F-statistic values, t- and p-values, and coefficient β values. We used the four-step Baron and Kenny (1986) method for mediation analysis. A web-based method was employed by Goodman and Sobel Preacher and Leonardelli (2001) to perform tests in order to validate the mediations among variables.

We use a stratified random probability sampling method to choose a sample of 800 firms from the population, which is all listed firms with the SECP. Quantitative data was collected for the study using a closed-ended questionnaire. We employed SPSS Version 20 to perform regression analysis. We

calculated coefficient β values, t- and p-values, adjusted R², and F-statistic values were computed and determine the causal influence. We conducted mediation analysis the four-step method proposed by Baron and Kenny (1986). Goodman and Sobel Preacher and Leonardelli (2001) used a web-based technique to conduct tests to confirm the mediations among variables.

We gathered qualitative data through a focus group of ten OD experts, performed a thematic analysis, and then merged the data to produce illuminating conclusions.

LITERATURE REVIEW

Organizational psychologists (Cummings & Worley, 2009) have used OD concepts to enhance organisations and address organizational issues. According to organizational theories, organisations must adapt in order to seize opportunities and overcome obstacles. Organisations have the chance to rebuild their technology, systems, processes, organizational structures, and business strategies as a result of changes. (Khattak et al., 2023). The option to recover sustainability is also provided by OD (Woolliams & Trompenaars, 2013). According to earlier studies (Ji et al., 2012; Fiona et al., 2015), OD interventions are to responsibility for improved OP and employee development. OD is a strategy for resolving problems with business performance. By creating, enhancing, and consolidating strategies, structures, and procedures, OD aids business planners in choosing change (Whatfix, 2023).

The primary goals of organisations are to achieve effective, efficient, and productive results. Organisations are social systems. An organization's most important and critical component is its performance (Saeed et al., 2023). Organisations use a variety of strategies to improve their performance. Numerous studies have shown that organisation performance is an important aspect in management research. Organisational performance is defined by productivity, efficiency, effectiveness, competitiveness, growth, and quality. According to an expert assessment by the United Nations (2003), the effectiveness of organisations is related to quantity, equity, and quality as well as efficiency, reliability of service, transparency, and integrity (Fiona et al., 2015; Cooke, 2000).

Employees are a vital component of any organisation. Changes in organisations are brought about by talented and motivated workers. Customers are thrilled when their employees are delighted. Employee development acts as a mediator in this case. The three facets of employee development—knowledge, skills, and abilities—are taken into account. Research from the past has demonstrated that employee development improves organisational success.

One important aspect of organisational growth is the development of individuals within the organisation (Hameed & Waheed, 2011; Zadeh et al., 2012; Parajapat et al., 2023; Arulsamy et al., 2023). There is a strong correlation between financial performance and skilled workers. For business success, 2023 will be the year of the skilled and talented employee (McKinsey & Company, 2023)

The dependent construct organizational performance is crucial in business research (Osintsev & Khalilian, 2023). Return on assets, sales growth, profitability, changes in sales, organizational survival, changes in employee count, return on invested capital, net profit, earnings before interest and

taxes, earnings multiples, and shareholder value earned are the aspects of organizational performance. The study examined how seven behavioural OD interventions affected organizational performance. These are listed after.

Coaching

Middle and senior-level managers' behaviour can be changed by coaching (Feldman & Lankau, 2005). The available research demonstrates that coaching could have a number of advantages. Coaching is a method for improving employees' performance on tasks and elevating leaders and managers from excellent to peak performance (Mintzberg, 1994). Feldman and Lankau (2005) analyzed and investigated how the intervention's success is influenced by the intervention's professionalism, coach training, client characteristics, and coaching style. They suggested further study on the subject based on the significance of the concept and the growing type of management development. According to earlier studies (Huang & Hsieh, 2015), coaching has a favourable and considerable impact on employees' performance and growth. Studies from the past have looked into how coaching might help employees learn more and develop their skills. The result-oriented relationship between coaching and financial performance is improved by employee development (Agarwal, 2009). Based on the literature, as reviewed above, we propose that

H1: Coaching has a positive effect on employee development.

H2: Coaching has a positive effect on FP (G).

H3: Employee development mediates the association between coaching and FP (G).

Reward System (RS)

According to studies, incentives at work inspire workers (Eshun & Duah, 2011). According to Malhotra et al., (2007), RSs (RS) are the motivating elements of occupations including involvement in decision-making, a diversity of abilities, autonomy, role clarity, and flexibility. Employees are not prepared to work for an organisations without an appropriate reward and pay structure (Worley & Lawler, 2006). Rewards can be utilized as a catalyst to obtain optimal performance, according to prior studies (Bijleveld et al., 2009). According to research, awards help to positively promote excellence in behaviour and performance, boost job satisfaction, lessen stress, and foster a culture of excellence by encouraging employees to share their innovative ideas (Eshun & Duah, 2011). The mediated role of employee development in relation to the RS and the financial performance of the company was also examined in the current study. There is a positive association between RSs and performance. Good RSs are also helpful in employee development (Manzoor et al., 2021). On the basis of discussion, we hypothesized that

H4: RS has a positive effect on employee development

H5: RS has a positive effect on FP (G).

H6: Employee development mediates the association between RS and FP (G).

Career Development Program (CDP)

Employees' support strategies improve the level of commitment at workplace. Committed employees show employability and efficiency. Organizations can support employees in multiple ways by providing opportunities to improve skills and abilities (Marin et al., 2012). Career development is a systematic and dynamic process. Every employee in an organization needs the opportunity to move successfully from a lower position to a higher position. To do this successfully, employees need the required skills, knowledge, peer support and guidance. Young job applicants prefer those organizations that have a good career development culture. Senior managers' supportive role is important. Crawshaw and Game (2015) stated that line managers play a major role in organizational career development systems. Goshawk and Fender (2015) argued that "managers should consider the effect of coping mechanisms on perceptions of plateauing to enhance job-related outcomes". So, organizations are responsible for implementing career-oriented policies, systems, procedures and plan to compete and win in today's economy. Previous research studies have explained the various dimensions of effective CDPs (Xu, 2013). Based on the literature, the following hypotheses are formulated for testing.

H7: CDP has a positive effect on employee development

H8: CDP has a positive effect on FP (G).

H9: Employee development mediates the association between CDP and FP (G).

Mentoring

Mentoring is a tool of personal and professional development (Allen et al., 2008). Organizations need a productive culture to gain maximum performance. Mentoring is a useful tool to develop the attitude, behavior, skills of employees (Menges, 2016). The results of previous research studies show that mentoring positively affect performance and moderate the relationships between labor strategies and service performance. Behavioral intervention strategies are less investigated in Pakistan. A research work is needed to explore the effect of behavioral interventions like mentoring programs on employee development and OP. The following hypotheses are formulated to test the significance of association between mentoring and FP (G) and the mediated effect of employee development.

H10: Mentoring has a positive effect on employee development.

H11: Mentoring has a positive effect on FP (G).

H12: Employee development mediates the relationship between mentoring and FP (G).

Financial Assistance Program (FAP)

Employee Assistance Programs (EAPs) and FAPs are the initiatives to help employees during any personal or work-related problem. The EAPA described the program as a work site focused on identification of problems and supporting employees' with problems that affect performance. Problems may include working relationships, stress, workload, finance requirement, health and legal

matters. Newton et al., (2005) mentioned the work of IRS (2000) and stated that organizations expect three factors before implementing any assistance program: 1) compliance to legal requirements; 2) provision of support and wanting to be seen as caring organization; and 3) improvement in productivity and financial performance. Organizational experts and researchers have recommended EAPs for productivity at the workplace. We expect that FAP positively affect ORGANIZATION DEVELOPMENT and financial performance and the mediation role of ED is also prominent.

H13: FAP has a positive effect on employee development

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

H15: Employee development mediates the relationship between FAP and FP (G).

Pay System (PS)

Pay is widely used as a behavioral intervention. A market-based remuneration system leads to improved motivation. The role of pay is appreciable to enhance employability at the workplace. Research studies investigated the association between PS and performance. Reilly (2003) linked pay with motivation and stated that a transparent and fair PS modifies the work-related behavior of employees. Organizations design and implement pay plans to encourage motivation and cooperation between employees (Beer et al., 1984). The study of Choi and Andrew (2013) proposed that merit-based pay enhances the productivity of workers in the private sector.

Previous research studies have stated that a poorly designed incentive compensation system causes demotivation and low performance and good pay for performance system improves performance and abilities of employees (Bushman & Smith, 2001). Based on the literature review, the following hypotheses are developed to test the association between PS and firm's financial performances.

H16: PS has a positive effect on employee development

H17: Redesign of PS has a positive effect on FP (G).

H18: Employee development mediates the relationship between PS and FP (G).

T&D

Organizations face competition and development of employees is more strategic to prepare them for future challenges. The success of organizations depends on effective Deprograms (Khattak et al., 2014). Training helps to improve the performance of employees and training activities are also beneficial regarding other outcomes like attitudes, motivation, and empowerment (Aguinis & Kraiger, 2009). T&D programs help companies to grow and to meet competitive challenges. Training minimizes the skills gap, and improves the attitude and behavior of employees. Dubey et al., (2017) identified drivers like attitude, behavior and promotions that influence sustainable education.

Previous research studies argue that T&D is a strategic tool of employee development. Learning and development programs enhance competence level (Falola et al., 2014; Niazi, 2011). To investigate the associations between training and development, FP (G) and ED, we formulated the following hypotheses.

H19: T&D has a positive effect on employee development.

H20: T&D has a positive effect on FP (G).

H21: Employee development mediates the relationship between T&D and FP (G).

Employee Development

Employee development is defined as "the expansion of an individual's capacity to function effectively in his or her present or future job and work organisation" (Workhuman, 2023). Every organisation values employee development, and they deploy a variety of techniques and interventions to achieve this goal. The proficient and driven workforce is essential to the accomplishment of all corporate operations. We take into consideration the three aspects of employee development: knowledge, skills, and abilities. Previous studies have shown that developing employees has a favourable effect on organizational performance. One important aspect of organisational growth is the development of individuals within the organisation (Hameed & Waheed, 2011; Zadeh et al., 2012; Parajapat et al., 2023; Arulsamy et al., 2023). There is a strong correlation between financial performance and skilled workers. For business success, 2023 will be the year of the skilled and talented employee (McKinsey & Company, 2023). Based on the literature, we developed the testable hypothesis that follows:

H22: Employee development has a positive effect on FP (G).

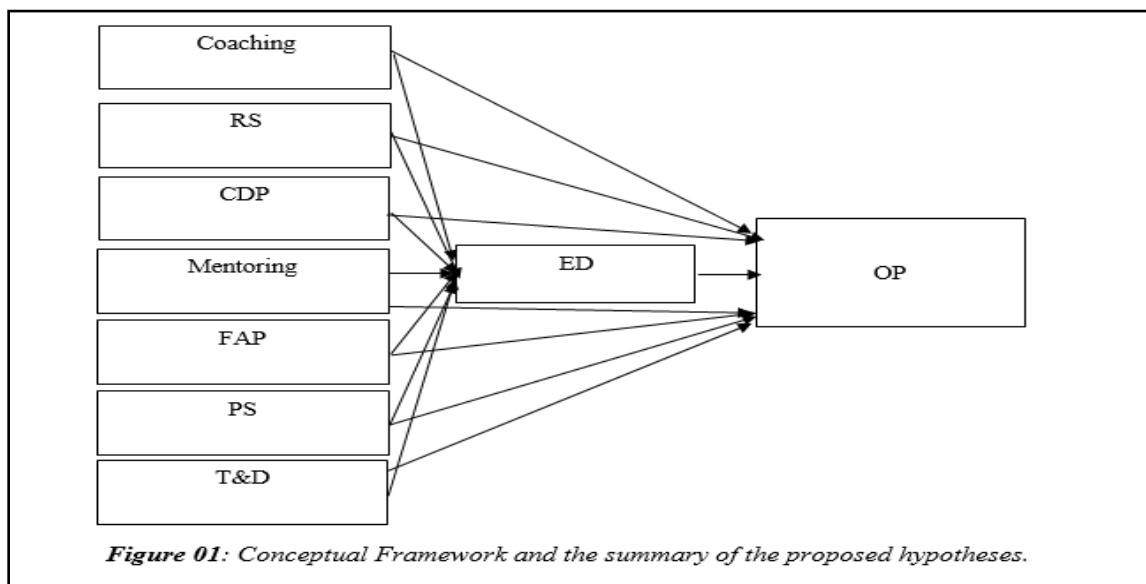
Figure 01 shows the conceptual framework. The seven independent variables are coaching, RS, CDP, mentoring, FAP, PS and training and development. ED is used as a mediating variable. The dependent variables is financial performance and the dimensions of FP (G) are growth in market share, growth in assets, growth in net revenue and growth in net profit.

DATA AND METHODOLOGY

We used the mixed-methods explanatory sequential research design (Creswell, 2002). According to Dawadi et al., (2021), the difficulties and unpredictability of using a single method can be addressed by using a mixed-methods research methodology. The mixed-method strategy maximizes the reputation of the statistics (Collins et al., 2006). Brannen (2005) defines mixed methods as multi-strategy exploration (Bryman, 2001), in which researchers use a variety of techniques to study a given issue. Diverse philosophical perspectives are used in mixed methods. Mixed-methods is an integrated strategy that offers answers to complicated issues (Akerblad et al., 2021). The quantitative and qualitative data are merged to achieve the valid results. All firms registered with SECP is considered a complete population.

Major industries are divided in 26 strata (textile, sugar, cement, education, chemicals, construction, information technology, beverages, pharmaceutical, engineering services, aviation, tobacco, home appliances, banking, insurance, food, super store, auto, agriculture products, leather, paint, health services, hotel, media, telecommunication, furniture) and a list of firms selected from each stratum. Industrial units in all industries is our target population. Therefore, the 26 are treated as different strata and a proportionate random sample of 800 units is drawn from 800 listed firms. The current study has used a closed-ended questionnaire for the collection of quantitative data. Responses of the participants are obtained on five-point Likert-type scale (1=strongly disagree to 5=strongly agree).

Regression coefficients (beta) provide an indication of the strength of proposed causal links. Verify the importance of the relationship between the variables and that the Baron and Kenny (1986) outlined conditions for mediation analysis are met. The qualitative data are analyzed using thematic analysis. For the qualitative study, the snowball non-probability sampling technique is utilized. Focus group interviews of ten experts are conducted to explore the research problem.



Generalization is an issue when it comes to the results of structural equation modelling (SEM) (MacCallum & Austin, 2000). Different approaches are taken by the SEM software programmes when handling partial and missing data. When choosing the right software application, researchers encounter difficulties (Bryne, 2001). Cheng (2001) claims that evaluating many models and parameters cause problems for SEM. The metrics of model fit are conveniently and effectively established in the case of multiple regression analysis. Following Table A shows the overview of items and sources.

Table A: Item Sources

Variable	Name of Variable	Items	Source
Independent Variables	Coaching	6	Gettman (2008)
	RS	11	Agandru (2016)
	CDP	6	(Sivasubramanian & Umaselvi, 2010)
	Mentoring	6	Menges (2016)
	Financial Assistance Program	11	Agandru (2016)
	Redesign of PS	11	Agandru (2016)
	Training & Development	7	Agandru (2016)
Mediating Variable	Employee Development	8	Tsuma (2013)
Dependent Variable	OP (FP (G))	5	(Santos & Brito, 2012)

Legend: Table a shows item source

RESULT AND DISCUSSION

Quantitative Analysis

A total of 800 questionnaires were distributed to Heads of HR of 800 industrial units in Pakistan out of which 762 questionnaires were returned providing a high response rate of 95.25%. Results show that out of 762 participants, 564 (74%) are male and 198 (26%) are female. Out of 762 participants, 18 (2.4%) are below the age of 25 years, 163 (21.4%) are within 26–35 years, 232 (30.4%) are within 36–45 years, 195 (25.6%) are within 46–55 years, 133 (17.5%) are within 56–65 years and 21 (2.8%) are aged above 65. This shows that most of the participants in this study are within the age group 36–45 years. Information on qualifications was also collected. Out of 762 participants, 578 (75.9%) hold MBA degree, 124 (16.3%) have a MS/M. Phil, 10 (1.3%) have done a PhD and 50 (6.6%) have other qualifications.

Participants also provided information on their industry. Out of 762 participants, 131 (17.2%) are from Textile Industry, 64 (8.4%) are from Sugar Industry, 31 (4.1%) are from Cement Industry, 54 (7.1%) are from Education Industry, 69 (9.1%) are from Chemicals Industry, 15 (2%) are from Construction Industry, 30 (3.9%) are from IT, 8 (1%) are from Beverages, 110 (14.4%) are from Pharmaceutical Industry, 10 (2.9%) are from Engineering Services, 11 (0.9%) are from Aviation, 12 (1.6%) Tobacco (Cigarette) Industry, 13 (2.8%) Home Appliances, 44 (5.8%) Banking, 24 (3.1%) Insurance, 30 (3.9%) Food, 8 (1%) Super Store, 8 (1%) Auto, 6 (0.8%) Agriculture Products, 3 (0.4%) Leather, 6 (0.8%)

Paint, 4 (0.5%) Health Services, 28 (3.7%) Hotel, 10 (1.3%) Media, 14 (1.8%) Telecommunication and 3 (0.4%) are from Furniture manufacturing industry. Table 01 shows value of alpha.

Table 01: Reliability of Measurement

Constructs	Valid N	Number of Items	Cronbach's alpha
Coaching	762	06	.871
Mentoring	762	06	.885
T&D	762	07	.781
CDP	762	06	.804
RS	762	11	.771
ED	762	08	.771
FP (G)	762	04	.865

Legend: Table 01 shows the Reliability of Measurement

Correlation

The values of correlation coefficient for the items for coaching is .416 to .907, .649 to .594 for mentoring, .555 to .349 for training and development, .552 to .820 for career development, .519 to .180 for RS, .217 to .733 for employee development, .613 to .653 for FP (G).

Multiple Regression Analysis

Table 02 shows the results of multiple regression analysis to check the effect of the entire bundle of behavioral interventions on mediating variable and dependent variable. Results show that coaching ($\beta=0.353, p<0.001$), RS ($\beta=0.152, p<0.001$), CDP ($\beta=0.485, p<0.001$), mentoring ($\beta=0.300, p<0.001$), FAP ($\beta=0.364, p<0.001$) and T&D ($\beta=0.217, p<0.001$) significantly and positively affect employee development. PS has a negative and insignificant effect on employee development.

The effect of coaching ($\beta=0.403, p<0.001$), CDP ($\beta=0.472, p<0.001$), mentoring ($\beta=0.170, p<0.001$), FAP ($\beta=0.274, p<0.001$), PS ($\beta=0.090, p<0.001$) and T&D ($\beta=0.111, p<0.001$) on FP (G) is positive and significant. In the case of FP (G), the role of CDP is more instrumental. There is a smaller effect of PS on FP (G). The relationship between RS and FP (G) is not significant and also negative in nature.

Table 02: Effect of Behavioral Interventions on Dependent Variables

I.V	D.V	
	M.V	F.P (G)
Coaching	0.353* (16.484)	0.403* (15.798)
RS	0.152* (7.108)	-0.036 (-1.414)
CDP	0.485* (22.665)	0.472* (18.505)
Mentoring	0.300* (14.002)	0.170* (6.668)
FAP	0.364* (17.008)	0.274* (10.745)
PS	-0.051 (-2.384)	0.090* (3.520)
T&D	0.217* (10.150)	0.111* (4.371)
Adjusted R ²	0.652	0.506
F-Statistics	(204.285)*	(112.202)*

Legend: I.V=Independent Variable, M.V=Mediating Variable, D.V=Dependent Variable, F.P. (G) =FP (G)

Simple Regression Analysis

Simple regression analysis is a set of techniques used to predict an outcome variable. Table 03 and 04 show the results.

Table 03: Simple Regression Analysis: Effects Of Individual Interventions On Mediating Variable And Dependent Variable.

I.V	D.V	
	E.D	F.P (G)
Coaching	0.353* (10.392)	0.403* (12.126)
R ²	0.124	0.162
F-statistic	107.989*	147.046*
RS	0.152* (4.242)	-0.036 (-0.994)
R ²	0.023	0.001
F-statistic	17.998*	0.989
CDP	0.485* (15.289)	0.472* (14.745)
R ²	0.235	0.222
F-statistic	233.747*	217.424*
Mentoring	0.300* (8.658)	0.170* (4.754)
R ²	0.090	0.029
F-statistic	74.955*	22.602*
FAP	0.364* (10.772)	0.274* (7.850)
R ²	0.132	0.075
F-statistic	116.033*	61.621*
PS	-0.051 (-1.408)	0.090 (2.483)
R ²	0.003	0.008
F-statistic	1.982	6.167*
Training Development	0.217* (6.134)	0.111 (3.091)
R ²	0.047	0.012
F-statistic	37.625*	9.555*

Table 04: Effect of Mediating Variable on Dependent Variable.

M.V	D.V
	F.P.(G)
ED	0.660* (24.218)
R ²	0.436
F-statistic	585.496*

Legend: I.V=Independent Variable, M.V=Mediating Variable, D.V=Dependent Variable, F.P. (G) =FP (G)

Mediation Analysis

To confirm that the requirements of mediation analysis as outlined by Baron and Kenny (1986) are met, direct effects of each of the OD interventions on dependent variables have been identified. Results of the mediation analysis are displayed in Table 05.

Table 05: Mediation Analysis

I.V	D.V F.P (G)			
	1	2	3	4
Coaching	0.194* (6.85)			
RS				
CDP		0.644* (23.58)		
Mentoring			-0.031 (-1.06)	
FAP				0.039 (1.32)
ED	0.592* (20.91)	0.111* (4.05)	0.669* (23.42)	0.646* (22.08)
Adjusted R ²	0.467	0.447	0.435	0.435
F-Statistics	334.5*	308.0*	293.8*	294.4*

Legend: I.V=Independent Variable, D.V=Dependent Variables, F.P (G) =FP (G)

The indirect association between mentoring and FP (G) is unimportant (=0.031, sig 0.01), which indicates full mediation but has a negative sign for the coefficient of the independent variable, according to the results of the mediation analysis (see Table 05). The problem of sign flipping is known as this, and it is commonly believed that significant multicollinearity among independent variables may be the cause of the problem of sign flipping. The findings of a Collinearity Diagnostics Test used to determine the nature of sign flipping are displayed in Table 06. The condition index ranges from 1.000 to 1.362, indicating that multicollinearity is not a severe issue.

Table 06: Collinearity Diagnostics

Dimension	Eigen value	Condition index
1	1.300	1.000
2	1.000	1.140
3	0.700	1.362

CFA is also conducted to test how the measured variables represent the number of constructs. Few items were removed to improve model fit indices.

Table 07: Model Fit Summary of CFA

Measures with Threshold Values	Model Fit Indices for CFA		
	Behavioral Inventions	OP	ED
CMIN/df < 5 is permissible	10.918	5.361	.712
GFI > .95 great; > .90 traditional; > .80 permissible	.855	.961	.999
AGFI > .80	.788	.926	.993
CFI > .90	.879	.974	.998
RMSEA < .05 good; .05-.10 moderate	.114	.076	.000

Results of the regression analysis confirm the association of coaching with ED and FP (G) and the mediation analysis also confirm the partial mediation (see Table 03, 04, 05). So, the null hypotheses are rejected and the below alternate hypotheses H1, H2 and H3 are accepted.

ED is positively and significantly impacted by the RS (=0.152, sig. 0.01). The independent variable accounts for 2.3% of the variation in FP (G), according to the value of R2 (0.023). The F-statistic (17.998) indicates that the independent variable's impact is significant because it is less than 1%. The RS's direct impact on financial success (growth) is negligible, and further investigations of the mediation between the variables are not done. The findings of mediation analysis and regression analysis (Table 03, 04, 05) supported the adoption of alternative hypothesis H4 and the rejection of H5 and H6. Therefore, there is a beneficial connection between ED and RS.

Results of regression analysis (Table 03, 04, 05) and mediation analysis confirm the partial mediation. So, the null hypotheses are rejected and alternate hypotheses H7, H8 and H9 are accepted.

The result of R2 (0.090) shows that 9.0% of the variation in ED is explained by the independent variable, and the effect of mentoring on employee growth is positive and significant (=0.300, sig. 0.01). The F-statistic (74.955) indicates that the independent variable's impact is substantial because it is less than 1%. It is also beneficial and crucial that mentorship and FP (G) are related. Results of regression analysis (Table 03, 04, 05) and mediation analysis confirmed the partial mediation. The alternate hypotheses H10 and H11 are accepted.

FAP positively and significantly effects ED and FP (G). The indirect effect of FAP on FP (G) is insignificant. The model describes the full mediation between FAP and FP (G). The results of regression analysis (Table 03, 04, 05) and mediation analysis confirm the acceptance of alternate hypotheses H13 and H14.

The direct effect of PS on ED is not significant. Therefore mediation analysis is not conducted to check the mediation because it does not satisfy the common approach to analyze mediation formulated by Baron and Kenny (1986). According to the results of regression analysis (Table 03, 04, 05), alternate hypotheses H16, H17 and H18 are rejected.

Another uninspiring aspect of T&D interventions is their behaviour. No meaningful correlation between T&D and FP (G) has been found. Therefore, the alternative hypotheses H20 and H21 are disproved while the null hypothesis is accepted. However, the impact of T&D on employee growth is both positive and significant ($\beta=0.217$, sig. 0.01). The independent variable explains 4.7% of the variation in employee development, according to the value of R^2 (0.047). The F-statistic (37.62) indicates that the independent variable's impact is significant because it is less than 1%. In this situation, the alternative hypothesis H19 is accepted whereas the null hypothesis is rejected.

Table 04 demonstrates the results of simple regression analysis of mediating variable and FP (G). In the same model, ED positively and significantly effects FP (G) ($\beta=0.660$, sig. <0.01). The value of R^2 measures the percentage variation in the values of FP (G) that can be explained by the variation in ED. The value of R^2 (0.436) exhibits that 43.6% variation in FP (G) is explained by ED. The F-statistic (585.496) is significant at less than 1% which postulates that the effect of independent variable is significant. The results establish the positive and significant association between ED and FP (G). So, the null hypothesis is rejected and the alternate hypothesis H22 is accepted.

The effect of seven independent variables on a dependent variable (FP (G)) was examined. These variables were coaching, RS, CDP, mentorship, FAP, PS, and T&D. As a mediator, we employed ED. Thus, 22 hypotheses were developed and put to the test. The association between coaching and FP (G) was examined in H1, H2, and H3. As indicated by Tables 03, 04, and 05, the results of the regression and mediation analyses validate the relationship between coaching and FP (G) and ED. Additionally, the mediation analyses validate partial mediation. It follows that the alternative hypotheses, H1, H2, and H3, are accepted, and the null hypotheses are rejected. As a result, an organization's ability to thrive financially is enhanced by coaching, which is a useful tool for employee development.

We examined the link between RS and FP (G) using the second set of hypotheses, H4, H5, and H6. The choice of the alternative hypothesis was supported by the results of the regression and mediation analyses. Consequently, there is a positive relationship between FP (G), ED, and RS. Good incentive programmes are a corporation's most useful tool.

The H7, H8, and H9 hypotheses make up the third group. To investigate the relationships between CDP, FP (G), and ED, these are tested. The partial mediation is confirmed by the findings. As a result, the alternative hypotheses H7, H8, and H9 are accepted whereas the null hypothesis is rejected. We found that career development plans help employees advance their knowledge, competencies, and skills. As a result, the organization's financial situation gets better.

In addition, we examined H10, H11, and H12 for FP (G), ED, and mentorship. The impact of the independent variable is significant, according to the results. The relationship between mentorship and FP (G) is also important and advantageous. Therefore, we approved H10, H11, and H12 on mentoring as well as FP (G) and ED, which demonstrate that mentoring is an effective instrument for skill development in the workplace.

H13, H14, and H15 performed FAP testing. FPP are positively and strongly impact FAP (G). H13, H14, and H15 are acceptable for FAP. According to the results, high performance work cultures and employee motivation benefit from FAPs. The talents of the staff will improve.

We examined PS, ED, and FP (G) in H16, H17, and H18. There is little connection between PS and ED. As a result, since the mediation does not adhere to the standard methodology for mediation analysis, no mediation analysis is performed to evaluate the mediation. Regression analysis results indicate that alternate hypotheses H16, H17, and H18 are not supported.

H19, H20, and H21 underwent T&D testing. The way T&D interventions are conducted is another uninspired feature. T&D and FP (G) have not been observed to significantly correlate. The null hypothesis is thus accepted whereas the alternative hypotheses H20 and H21 are refuted. On the other hand, T&D has a considerable and favourable effect on staff growth.

The last hypothesis we tested is H22 for ED and FP (G). The findings demonstrate a strong and positive correlation between FP (G) and ED. As a result, the alternative hypothesis, H22, is accepted and the null hypothesis is rejected. We discovered that motivated and developed staff members perform better and contribute to the company's financial improvement.

Qualitative Analysis and Results

A focus group was conducted to collect the qualitative data.

Expert Question 1: How do behavioral OD interventions like coaching, RD, CDP, mentoring, FAP, PS and T&D affect ED and FP (G)?

Panel experts were positive about the coaching behavioral intervention. They stated that coaching is a personal development tool. Coaching helps employees at the workplace to improve their performance. Employees are equipped with the necessary skills and knowledge to contribute effectively to an organization. The productivity of employees is enhanced. According to previous studies, coaching is an effective tool used for employee development (Feldman, 2001; Homola, 2013). Panel experts shared that rewards systems are designed to gain employees' motivation and productivity. Organizations design RSs to compensate excellent performers. The designing and evaluation phases of a RS are important to accelerate the behaviors.

Experts discussed the role of CDPs in organizations. Well-designed CDPs help to retain top talent, improve productivity of employees and motivation to win. Surprisingly, corporate parameters like competition, technology, expectation, professionalism, market structure and profit margin made it difficult to offer employees lifetime careers. Mentoring improves work relations among employees. Mentoring is a strategic tool of creating a team of high-potential employees. FAPs are designed to help employees to solve their personal problems outside the workplace.

The role of T&D is not prominent in the current quantitative study. However, the association of T&D with ED is positive and significant. Panel experts pointed out that organizations do not complete the training cycle due to which training programs show less effectiveness.

Organizational ability to gain business development opportunity and ability to respond are the proactive corporate approaches. Modern workplace needs employees with positive work behaviour. Corporate problems analysis is a critical step before designing and implementing any OD intervention. Experts also suggested proactive approaches of high degree of visibility and effectively responding to environment.

Experts also suggested a paradigm shift toward a green OD culture to save the environment and society for future generations. Green OD interventions are beneficial to save the society, environment and the organization. Green OD and its integration with the corporate strategy is a strategic approach to achieve practical, tangible, and noticeable benefits. The study is a step toward a **Green-OD-community** in Pakistan.

CONCLUSION AND POLICY IMPLICATION

The current study investigated and explored the impact of behavioral OD interventions on employee development and financial performance growth. The quantitative findings show positive and significant relationship of coaching with employee development and financial performance growth. Employee development positively and significantly mediates the relationship between coaching and financial performance growth.

The study's conclusions demonstrate that coaching is a useful intervention for employee development and that it has a significant influence in raising workers' levels of expertise. To improve performance, organisations need to put this intervention into practice. Prior research has suggested that coaching interventions can enhance performance, and there is a favourable correlation between coaching and proactive career behaviours as well as in-role behaviours among employees. (Agarwal, 2009; Feldman, 2001; Huang & Hsieh, 2015; Feldman & Lankau, 2005; Keka, 2023).

The insightful results highlight the demotivating nature of Pakistani organizations' reward structures. The reward system and financial performance are unrelated. Nonetheless, there is a strong and positive correlation between employee development and reward systems. Qualitative findings have indicated that incentives play a significant role in promoting positive behaviour among staff members. Incentives work well as motivational strategies. To accomplish the intended aims, the administration, design, evaluation, and communication of any reward system are essential.

Employees are essential to the success of an organisation (Irfan & Islam, 2021). A company cannot compete in the market's internal and external difficulties without workers (Leitao et al., 2022). Regrettably, workers are people, and people require motivation to carry out their everyday responsibilities (Dust et al., 2018). These feelings have a connection to both internal and external motivation. Reward systems that work tend to boost extrinsic motivation. Consequently, staff productivity tends to rise when an organisation supports the reward system (Tarigan et al., 2022). Additionally, it improves employee performance, which in turn improves organisational performance by lowering employee unhappiness.

Prior studies have also supported the idea of presenting the incentives policy on a regular basis. Incentives that are in line with the business strategy produce the desired results. When reward systems aren't properly aligned with the strategic goals of the company, bad habits grow. In exchange for transforming the culture or improving company, rewards are given out. One such important assessment concern is differential judgment of worker performance. Nevertheless, earlier studies (Bijleveld et al., 2009; Bevan, 2000; Louise, 2023) also argued that rewards act as catalysts to attain optimal performance.

Growth in financial performance and employee development are positively correlated with career development plans. Career development is a cyclical process. The findings indicate that career development plans are essential for drawing in new hires and keeping existing ones. Companies ought to reconsider their strategies for developing new job paths. Prior researchers have also addressed this strategy, stating that career development plans should align with employees' education and training (Xu, 2013). Employee socialization and access to organisational resources and information is another component of a successful career development plan (Seibert et al., 2001). Numerous human traits are to blame for career adaptation, which is another significant problem in organisations (Teixeira et al., 2012).

The results of the quantitative and qualitative study suggested that mentoring is a helpful strategy for helping staff members adopt good attitudes, behaviours, and job-related abilities. According to Allen et al. (2008) and Moore & Rosenbloom (2016), mentoring has a favourable impact on career outcomes that are both objective and subjective, making it a significant behavioral intervention for employee development. The results indicate a favourable correlation between FAP and improvements in financial performance and employee development. The panelists shared their opinions that FAPs foster a positive work environment and enhance the interaction between employers and employees. According to experts, programmes that are well-organized and well-coordinated foster a culture of performance and well-being. The results of the study are compared with the findings of earlier research. Workers are humans. An excellent workplace by considering workers as people, not only as labourers enhance performance (Sujan, 2023; MacCartney, 2023).

An unusual behaviour is demonstrated by the employee pay system intervention. Insignificant correlation exists between pay system, employee development, and financial performance growth. However, a number of research studies have looked into the creation and application of pays systems and they stated that pay systems play a positive role in performance (Bushman & Smith, 2000; PerformYard, 2023; Yavuz, 2020). Most importantly, organizations showing bias during performance evaluation and PSs lose trust and feeling of affiliation. Panel experts expressed their views that PSs are not designed according to the positions and jobs in Pakistani organizations. Organizations design PSs that are not appropriate for diversified employees. So, PS fails to yield the desired results because the PS affects employer–employee relationship, productivity and efficiency. If there is no balance between the job content and the pay it will cause dissatisfaction (Henderson, 2003).

The process of developing employees involves several steps. Each stage must be finished in order to get the desired results. ED is a multifaceted process as well. Training initiatives that have been thoroughly evaluated and well-planned benefit employee growth and performance. Employee growth leads to increased productivity. In order to effectively manage a training cycle, it is crucial to analyse training needs, establish effective training programmes, measure training efficacy, and maintain accurate records of training programmes. To accomplish the desired training objectives, it is strongly advised that a training plan be integrated with other HRM operations. Comprehensive T&D strategies can help businesses succeed (Aguinis & Kraiger, 2009).

Results of the current study show that ED positively and significantly effects FP (G). Employees show better performance when organizations focus on ED programs and interventions. According to Hameed and Waheed (2011), employees are a strategic asset and organizations cannot survive without peak performers. Elena (2000) also argued that ED activities and programs are important to improve OP. Organizations use various methods and strategies for employee development. Zadeh et al., (2012) identified strategies like counseling, T&D and quality of work life (QWL) programs. Hameed and Waheed (2011) stated that employees are important and their performances play a major role in organizational success. The development of individuals in organizations is a key part of OD. Burke (2008) stated that the development of individuals cannot be separated from OD.

Employee competences and skills are seen as a key factor in determining a company's worth in the modern information economy (Osintsev & Khalilian, 2023). The demographics of the workforce are another problem; greater funding for T&D is needed. Redeveloping employee development techniques and tactics that work would help organisations tackle the problem of a skills shortage. Employee traits that result in good performance and outcomes are linked to competencies (Boyatzis, 1982; Osintsev & Khalilian, 2023).

Employee productivity is important for every organization (Akerele, 2023). They further argued the development process of employees is a collaborative activity and a balanced approach is required to achieve maximum benefits. Truss et al., (2013) stated that individual and OP depends on how people are managed and the mechanism of HRM is important. So, desired outcomes may be achieved if employees are managed effectively and efficiently.

Employee development plans offer opportunities to learn new skills, attitudes, and knowledge while also strategically enhancing organisational performance. Both knowledge-transmission training (also known as cognitive learning) and skill-development training are required. The significance of development programmes and the role of organisations in fostering a culture of learning for performance have also been highlighted by earlier research (Global Innovative, 2023; Osife, 2012; Jacobs & Washington, 2003; Michael, 2006; Sharma, 2023).

Panel experts recommend the “align value approach” as a new OD principle. The “organizational ability to respond” is a proactive approach to achieve any business opportunity. Employee behavior can be reshaped and re-changed to achieve the desired performance. Positive behaviour among employees has also been suggested by earlier research to enhance performance (Organisation Development Network, 2023).

Experts also proposed OD interventions for employee development which is a “strategic revolution” in the area of OD. Green OD is beneficial to minimize the adverse effect of organizational activities on the environment and society. Experts highly recommend a *Green-OD-Community* in Pakistan. OD models are more crucial, according to earlier research, to encourage environmentally conscious behaviour in employees (Patrovani, 2023). Organisational performance is significantly enhanced by OD models and interventions that are in line with workers' values and corporate principles (Malik, 2023; Girod et al., 2023). Green-OD models are important to address the adverse impacts of environmental and climate changes in the region (Chen et al., 2019; Khan et al., 2022).

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