

An analysis on the effectiveness of OD interventions using Appreciative Inquiry tool in Construction Companies

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Abstract:-Appreciative Inquiry is the cooperative search for the best in people, organizations, and the world around them. Appreciative Inquiry adopts an alternative strategy. Rather than concentrating on the negatives in an organisation and trying to change them it looks at what works well and uses that as a foundation for future advancement. It is essentially life-affirming rather than deficit-based and this has the effect of increasing the amount of energy and enthusiasm in the organisation. The study focuses on measuring the effectiveness of OD Interventions using Appreciative inquiry variables such as OD purpose, Individual knowledge, Infrastructure, Facilitator knowledge, Training Methodology, Training need and goal identification. The researcher has used Correlation analysis on variables and the results revealed that there exist negative correlation between OD purpose and Need & goal, Infrastructure and Methodology, Facilitator knowledge and Methodology and other variables are positively correlated.

Keywords: Appreciative Inquiry, life-affirming, Organisational Development (OD), Construction companies, Correlation analysis.

I. INTRODUCTION:

Today, more and more organisations are trying to address this by using forms of collaborative inquiry as the way to involve as many people as possible in the change process. Appreciative Inquiry is a form of collaborative inquiry in which lots of people can become involved.

Appreciative Inquiry is based on the simple “HELIOTROPIC” assumption that every organic being, system and situation has something inherently present within, that works well and those strengths can be the starting point for creating generative change and sustainable development.

Appreciative Inquiry focuses on “inquiring” into the generative and life-giving forces in the system, the things we want to increase or amplify, by “appreciating” what is working well and is essentially generative or life-giving in impact.

Appreciative Inquiry seeks to raise questions that are affirmative, focused on topics valuable to the people involved, and directed at issues, hopes and aspirations central to the success of the organisation.

II. LITERATURE REVIEW

Jane Magruder & Jacqueline M. Stavros (2014), “AI is a theory of change in human systems that shifts the perspective of every organisation development (OD) method or model. AI practitioners are discovering that an appreciative perspective increases the power, effectiveness, and sustainability of any classical OD intervention, from Strategic Planning and Organisation Redesign, to Team Building and Diversity, to Coaching and Personal Growth Workshops such as NTL’s T-Group process.

E.H. Kessler & Gervase R. Bushe (2013),

“Appreciative Inquiry (AI) is a method for studying and changing social systems (groups, organizations, communities) that advocates collective inquiry into the best of what is in order to imagine what could be, followed by collective design of a desired future state that is compelling and thus, does not require the use of incentives, coercion or persuasion for planned change to occur”.

Anne T. Coghlan, Hallie Preskill & Tessie (2011),

“Appreciative inquiry is an approach to seeking what is right in an organization in order to create a better future for it. How and when it might be used in evaluation practice is explored in this chapter.

The power of Appreciative Inquiry is the way in which participants become engaged and inspired by focusing on their own positive experiences. Usually in a workshop setting, participants remember and relate personal experiences of success, identify the common elements of these experiences, and devise statements and action plans for making those experiences occur more often in the organization.

Because Appreciative Inquiry focuses on the positive and is grounded in participants’ actual experiences, they “walk away with a sense of commitment, confidence and affirmativity that they have been successful. They also know clearly how to make more moments of success”.

Robert M Burke(2010), “Organizations as made and imagined are artifacts of the affirmative mind. An understanding of organizational life requires an understanding of the dynamic of the positive image as well as of the processes through which isolated images become interlocked images and of how nascent affirmations become guiding affirmations”.

Bergquist, Merrit& Phillips (2009) , “ Primarily an introduction to Coaching with minimal focus on the appreciative inquiry process. It is probably too basic for many in the helping professions as it focuses extensively on interpersonal skills, that should have been covered in graduate school”.

III. RESEARCH METHODOLOGY

The paper tries to measure the effectiveness of OD Interventions using Appreciative inquiry variables among employees in Construction companies. For the purpose respondents were selected as follows 22 from Kolkata, 21 from Chennai, 18 from Panvel, 30 from Delhi from combination of construction companies. These samples are selected using Sample Random Sampling Method. The researcher has used Correlation tool for analysing the result.

ANALYSIS AND INTERPRETATIONS

Correlation analysis to measure the effectiveness of the OD interventions using Appreciative Inquiry tool in Construction Company

H₀: There is no significant relationship among the variables such as OD purpose, Individual knowledge, Infrastructure, Facilitator knowledge, Training Methodology, Training need and goal identification.

H₁: There is significant relationship among the variables such as OD purpose, Individual knowledge, Infrastructure, Facilitator knowledge, Training Methodology, Training need and goal identification.

Table Depicts Correlation Analysis Among The Variables To Measure Effectiveness Of Ai

CHI SQUARE							
		OD Purpose	Individual knowledge	Infrastructure	Facilitator knowledge	Methodology	Need and goal
OD Purpose	Pearson Correlation	1	.212*	.113	.184	.008	-.019
	Sig. (2-tailed)		.044	.288	.080	.937	.856
	N	91	91	91	91	91	91
Individual knowledge	Pearson Correlation	.212*	1	.277**	.159	-.172	-.214*
	Sig. (2-tailed)	.044		.008	.133	.103	.042
	N	91	91	91	91	91	91
Infrastructure	Pearson Correlation	.113	.277**	1	.153	-.065	.008
	Sig. (2-tailed)	.288	.008		.149	.541	.937
	N	91	91	91	91	91	91
Facilitator knowledge	Pearson Correlation	.184	.159	.153	1	-.024	.024
	Sig. (2-tailed)	.080	.133	.149		.821	.824
	N	91	91	91	91	91	91
Methodology	Pearson Correlation	.008	-.172	-.065	-.024	1	.143
	Sig. (2-tailed)	.937	.103	.541	.821		.177
	N	91	91	91	91	91	91
Need and goal	Pearson Correlation	-.019	-.214*	.008	.024	.143	1

	Sig. (2-tailed)	.856	.042	.937	.824	.177	
	N	91	91	91	91	91	91
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

IV. INTERPRETATION

1) The significant relationship between OD purpose and Individual knowledge is 0.212 and it is positively correlated. The significant relationship between Individual knowledge and Infrastructure is 0.277 and it is positively correlated. The significant relationship between Individual knowledge and Facilitator knowledge is 0.184 and it is positively correlated. The significant relationship between OD purpose and Methodology is 0.008 and it is positively correlated. The significant relationship between OD purpose and Need & goal is -0.019 and it is negatively correlated.

2) The significant relationship between Individual knowledge and OD purpose is 0.212 and it is positively correlated. The significant relationship between OD purpose and Infrastructure is 0.113 and it is positively correlated. The significant relationship between OD purpose and Facilitator knowledge is 0.159 and it is positively correlated. The significant relationship between Individual knowledge and Methodology is -0.172 and it is negatively correlated. The significant relationship between Individual knowledge and Need & goal is -0.214 and it is negatively correlated.

3) The significant relationship between Infrastructure and OD purpose is 0.113 and it is positively correlated. The significant relationship between Infrastructure and Individual knowledge is 0.277 and it is positively correlated. The significant relationship between Infrastructure and Facilitator knowledge is 0.153 and it is positively correlated. The significant relationship between Infrastructure and Methodology is -0.065 and it is negatively correlated. The significant relationship between Infrastructure and Need & goal is 0.008 and it is positively correlated.

4) The significant relationship between Facilitator knowledge and OD purpose is 0.184 and it is positively correlated. The significant relationship between Facilitator knowledge and Individual knowledge 0.159 and it is positively correlated. The significant relationship between Facilitator knowledge and Infrastructure is 0.153 and it is positively correlated. The significant relationship between Facilitator knowledge and Methodology is -0.024 and it is negatively correlated. The significant relationship between Facilitator knowledge and Need & goal is 0.024 and it is negatively correlated.

5) The significant relationship between Methodology and OD purpose is 0.008 and it is positively correlated. The significant relationship between Methodology and individual Knowledge is -0.172 and it is negatively correlated. The significant relationship between Methodology and Infrastructure is -0.065 and it is negatively correlated. The significant relationship between Methodology and Facilitator knowledge is -0.624 and it is negatively correlated. The significant relationship between Methodology and Need & goal is 0.143 and it is positively correlated.

6) The significant relationship between Need & goal and OD purpose is -0.019 and it is negatively correlated. The significant relationship between Need & goal and individual Knowledge is -0.214 and it is negatively correlated. The significant relationship between Need & goal and Infrastructure is 0.008 and it is positively correlated. The significant relationship between Need & goal and Facilitator knowledge is 0.024 and it is positively correlated. The significant relationship between Need & goal and Methodology is 0.143 and it is positively correlated.

V. SUGGESTIONS AND CONCLUSION

- The company should conduct more behavioural training intervention that motivates employees to work individual and also as a team successfully in a stipulated time with good productivity.
- The AI OD process should be conducted to all project site and specific department staff.
- This process should be conducted to top level management who are in the position to take all important decision.
- This program should be conducted in 4 days or at least 3 days as it is a intense workshop which involves lot of mind work.
- This program should be conducted in a very big conference hall with 1 or 3 discussion hall according to the participant's size that plays important role in quality of intervention.
- The AI program should be conducted once in a 4 months to all key staffs..
- They should be evaluation system and the follow up mechanism to find effectiveness of the intervention with the fixed time period by the immediate superior.
- The intervention should happened according to the need of the employees and project sites.

- The superior should monitor whether employees can use the inputs received during the intervention program in their work.
- The follow up report should be submitted to the consent authority so that necessary action can be taken.

Appreciative Inquiry takes a different approach. Instead of focusing on the negatives in an organisation and trying to change them it looks at what works well and uses that as a foundation for future development. It is essentially life-affirming rather than deficit-based and this has the effect of increasing the amount of energy and enthusiasm in the organisation.

VI. REFERENCES:

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