

Application of a Four-Step Organizational Culture Development Intervention for Excellence in Human Resource Performance in a Frontline Service Government Office

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Abstract: Every organization, whether it be a global corporation, a government agency, or a private business, wants to be sure that the improvement and effectiveness of common business procedures and administrative tasks will be carried out at their highest level. An organization is a dynamic system of people and operations. Any social institution must grow and refine organizational duties to meet current demands. Ironically, despite the honest desire to provide the best possible services to the public, the growth of the departments has resulted in an excessive number of bureaucratic channels and functional overlap. This study looked for answers to staffing issues, business process flow issues, and organizational development direction issues that could arise in organizational roles. The Organizational Culture Development Intervention is the author's four-step process to ensure excellence in delivering business processes and services by systematizing a process of reaffirming individual employees' values with institutional values, redefining the Mission and Vision of every department/office, formulating key performance Indicators of every individual, rationalizing staffing needs and job rotation schedules, and by retooling the employees with observed and perceived appropriate training needs. This paper will serve as a guide to the methods and approaches for every step in the organizational business process. Organizational culture development is ensured when all levels of the organizational structure follow the procedures and techniques of the Intervention Program described in this paper. This study also demonstrates that, even with small sample size, when the relevant questions are asked and the replies are properly analyzed, organizational policies will be created and accepted by the human resource since they were a part of the process.

Key Words: —*Organizational Development, Organizational Values, Mission-Vision Statement, Employee Performance.*

I. INTRODUCTION

As in any institution or business organization, a City Government is proactive in its quest for excellent delivery of Public Service.

In many ways, difficulties and concerns with government service and business process efficiency are no different from those with any other company organization. The issues and circumstances that develop, whether in a public or private organization, have definite commonalities.

Therefore, conducting a human resource intervention program makes little to no difference whether the research location is a government institution. Since every citizen of every nation strives for good government service, the majority of researchers and readers will find a lot of common ground. The government stands out among other organizations and institutions as being transparent in all respects, particularly in its efforts to eliminate procedures and systems that impede providing effective service to its constituents. Public service is a public trust.

Every organization must deal with the knowledge, facts, and feelings related to its people resource. This article has shown that the grassroots level of human resources, independent of the number of respondents and the quality of their responses, is a source of crucial data and suggestions for organizational development. The method was of great importance by which the data were methodically acquired and how they were used.

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II. THE NEED FOR ORGANIZATIONAL DEVELOPMENT

As is common in any company, employees lost ownership of the growth and success of the operations of their offices and departments because it appeared that the organizational culture and climate were being "dictated" by senior management.

Designing a vision and mission, conducting market research, analyzing the competition, setting goals, creating a marketing plan, customizing common business plan templates, soliciting input, and revising as you go are just a few of the steps, according to Elizabeth McGhee Nelson's study from 2002 "Why Every Department Needs a Strategic Plan." A strategic plan directs the organizational leader in creating a thriving department that is respected by the institution, and the stakeholders.

When the current members of the organization feel that they do not exemplify the organizational principles, the mission and vision statements lose their noble meaning and motivation. An employee's hiring, tenure, and retention do not ensure that they will adhere fully to the organization's objectives, atmosphere, and overall culture as outlined in the Vision and Mission Statements. The duration of an organization's existence is not always a reliable indicator of its maturity.

An organizational development intervention program with an emphasis on organizational culture reframing can effectively repair and fix the divide.

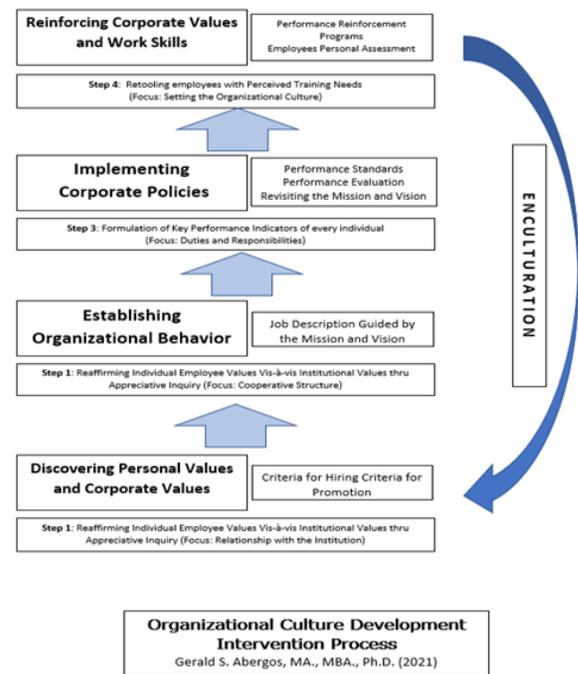
III. ORGANIZATIONAL DEVELOPMENT INTERVENTION

Organizational development encompasses the actions involved with applying behavioral science to organizational work efficiency. It includes a wide variety of theories, practices, and initiatives, all of which are intended to improve particular firms. Contrarily, OD differs from traditional organizational change tactics in that it frequently adopts a more comprehensive approach to altering thought and behavior within an organization. Although there are numerous definitions of organizational development, they all center on the idea of enhancing organizational performance through proactive strategies and initiatives.

A four-step approach called the OD Intervention for the Development of Organizational Culture would successfully identify the organization's strengths and use these strengths to counteract the defects and shortcomings of the business

processes.

IV. INTERVENTION PROGRAM CONCEPTUAL FRAMEWORK



V. THE INTERVENTION PROCESS

The following steps in this intervention program used in this research have guaranteed positive organizational culture and climate, thus enabling each individual to play an active role in the attainment of specific corporate goals, thus setting a firm foundation for adherence to ex post facto Institutional Regulatory Frameworks, and future policy developments.

Step 1: Reaffirming Individual Employee Values Vis-à-vis Institutional Values thru Appreciative Inquiry

Method: Focus group discussion sessions

Driving Question: "What are the institutional values that relate to my personal values?"

Output: Self-acknowledgement that the institution's values reaffirm the employees' personal values

Primary focus: "Relationship with the Institution"

The goal of conducting an appreciative inquiry is to identify how the institution positively supports and enriches the values its members have. To help determine our strengths in supporting the personnel a situational line of questions will be

employed.

Step 2: Redefining Departmental Mission and Vision of every department/office

Method: department/office workshop

Driving Question: What is the function of my department/office that contributes to the institutional goals?

Output: Mission and Vision Statements of each department/office, they created by themselves, and not dictated upon by the management.

Primary Focus: “Cooperative Structure”

The Institutional Mission and Vision are not just a creation of a statement. Its formulation focuses to Identify the values of each member, Clarify/validate values, Creation of Personal Mission and Vision, Identifying the values as a group, identifying salient personal values paths relative to one’s work, Determining the core values of the group, and Develop a Code of Professional Behavior based on the chosen core values.

Step 3: Formulation of Key Performance Indicators of every individual

Method: Department/office workshop

Driving question: What is my function in the Institution and how do I prove that I am performing well, to deserve the privileges and benefits I enjoy in the Institution?

Output: Key Performance Indicators (KPI) developed by the employees themselves, and the Key Result Areas (KRA) stating areas of activity that must be performed well to achieve the organizational and departmental objectives.

Primary Focus: “Duties and Responsibilities”

Selecting the right KPIs will depend on the functions and job descriptions of each employee, and the track and function of each department/office. Each department will use different KPI types to measure success based on specific business goals and targets.

Step 4: Retooling employees with Perceived Training Needs

Method: Training/Seminar

Driving Question: Am I presenting myself professionally, as the Institution expects me to be?

Although existing training programs are available for employees, through the recommendation of the Human Resource Department, the personnel themselves should be the

ones to recommend the perceived training needs of their department.

Primary Focus: “Setting an Institutional Culture of Professionalism, Courtesy, and Effective Interpersonal Relations”

VI. METHODOLOGY

A phenomenological research approach is used in this qualitative research project. The core of this strategy is the content of the experience that participants share inside a common ground (Padilla-Diaz, 2015). According to Lester (1999), this is crucial for understanding subjective experiences and gaining an understanding of people’s motivations and choices. The goal of the research is to characterize the phenomenon as precisely as possible while adhering to the facts and avoiding the use of any predetermined framework (Groenewald, 2004).

An Appreciative Inquiry Method was used to elicit responses from the respondents. Appreciative Inquiry is an internationally embraced approach to organizational change that effectively improves performance by engaging people to analyze, discuss, and build upon what existing situations, processes, and systems are effectively working rather than trying to fix what is not.

6.1 The Respondents

The respondent of this study is a small frontline service office in the city government with no more than a dozen employees. This office respondent is appropriate for the study’s methodology, demonstrating that organizational development activities and problem-solving may be carried out in a specific organization even with a small number of respondents. Appreciative Inquiry can be used in this Intervention Program’s 1:1 session, small- and medium-sized groups, or massive change initiatives involving thousands of people. Both offline and online usage is possible. There were several Focus Group Discussion Sessions held for this research.

VII. INTERVENTION METHOD APPLICATION RESULTS AND CONCLUSION

Step 1 Intervention: The intervention strategy made it possible for the respondent-office staff to reevaluate and compare their individual values to those of their own Office/Department.

The fact that the employees’ values are reinforced by the

shared company values has been acknowledged.

Realizing that their values match those of their office or department, taking ownership of those values, and making a commitment to work to the best of their ability, all reinforce and reenergize the real desire to serve the public well.

Step 2 Intervention: Creating the office's or department's vision statement opened the door to reevaluating each employee's job and its noble addition to carrying out the office's mandated duty.

The development and formalization of the workers' job tasks and key outcome areas resulted from their combined efforts to develop the mission statement. The respondent-office staff has renewed their commitment to and ownership over the process and function as a result of the positive mode of appreciative inquiry, opening the path for the development of efficient work culture.

Step 3 Intervention: This documentation is now an excellent tool to correctly orient the "new entrant" to the team because the Key Result Areas and specialized functions of every department/office employee were already reviewed, plotted, written down, and approved by all team members.

The intervention procedure served as the basis for an informed and reasonable decision to undertake a work rotation by objectively comparing the employee's profile to the current responsibilities of the office. So, the choice won't be made based solely on intuition. The intervention method will be successful in preventing the apparent unfair preferred reassignment of potential effective individuals who ought to have remained in their current office/department and job assignment.

Step 4 Intervention: This intervention technique made it possible for respondent-office staff to completely describe where they require more support to carry out their duties as effectively as possible.

The perceived training needs are for work-related skills, training on hard skills like Advanced Statistics, and data analytics, to mention a few, and soft skills like Stress Management, Body Language and Non-Verbal Communications Skills, Public Speaking, and related programs.

Recommendations:

Presented with the findings and conclusions, this research presents the following recommendations.

- It is recommended that Respondent-Office make this organizational development intervention a regular program. The intervention's outcomes would make it more likely for each worker to realize that they are a part of a larger effort to create the organizational culture. A person gives greater worth to their world when they recognize its value. As a launchpad for organizational values "enculturation," the intervention, which would be a recurring annual program, would serve as a constant supply of information to gauge the levels of factors connected to good transformation.
- The institution has a vision and mission statement, but the offices that fall under it might not have one, is out of date, or poorly written. Following the Intervention Process, it is recommended that each office's mission and vision statements be communicated with others so that they can learn how to and will be required to work well with one another.
- The intervention method served as the basis for an informed and reasonable decision to undertake a work rotation by objectively comparing the employee's profile to the current responsibilities of the office. Before implementing any job rotation plans, it is advised to carry out the Organizational Culture Development Intervention to foster an environment conducive to proactive debate and learned reasoning for the best choice in personnel office movement.
- The Human Resource training section and the offices should share responsibility for doing the training needs analysis. Let the office staff who are knowledgeable in the relevant topics and disciplines provide the training requirements for the staff.
- Open communication, honesty, and the responsibility for self-development were seen as the immediate principles to strengthen to reduce employee anxiety about career pathing and ease stress related to the current issue. Each employee should have the opportunity to discuss their job situation and suggest a professional development plan. People who aspire to climb the corporate ladder would have hope and a clear route thanks to the intervention method's positive atmosphere.
- Processes, procedures, guidelines, and other implementing rules have been there for years already. Development of the Organizational Culture using the

Organizational Culture Development Intervention Program presented in this study will solidify the work ethics and personal values of every employee.

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