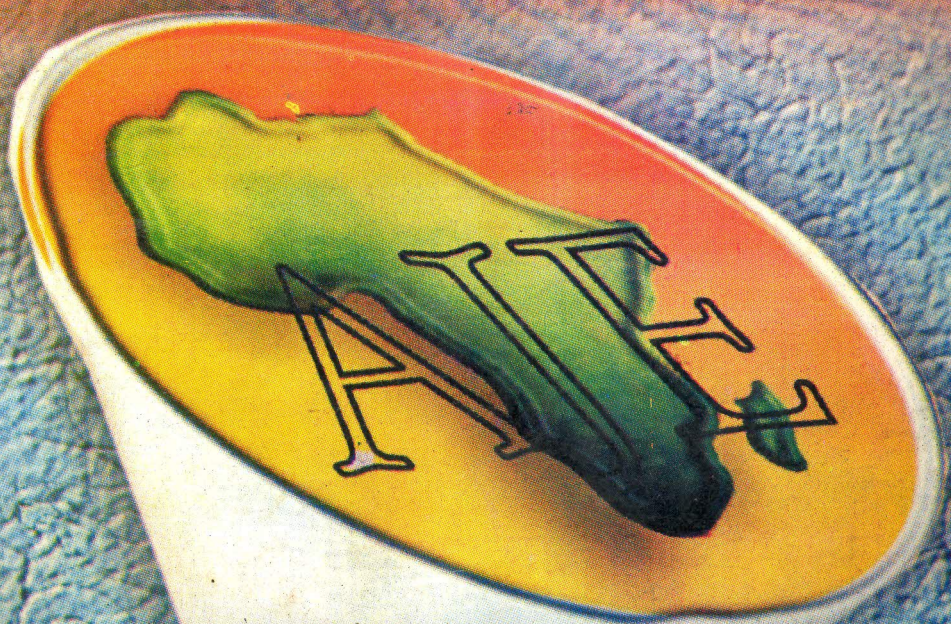
African Journal Of Entrepreneurship

Vol. 1. No. 3, December 2008



Published By
AFRICAN ENTREPRENEURSHIP
AND LEADERSHIP INITIATIVE

ISSN 2006-5345

African Journal of Entrepreneurship Vol. 1, No. 3, December 2008

AN ASSESSMENT OF THE READINESS OF MANUFACTURING ORGANIZATIONS TO EMBARK UPON ORGANIZATION DEVELOPMENT INTERVENTIONS: AN EMPIRICAL STUDY

BY

F. EZIONYE EBOH, *Ph. D.,*
Head, Department of Economics
Abia State University, Uturu – Nigeria
&
NICK NGOZI IGWE, *Ph.D.,*
Management Consultant

ABSTRACT

The environment for manufacturing business has remained turbulent and dynamic culminating in high operating cost, low production, inadequate backward integration linkages and accessibility to credits amongst others. Thus the paper investigates the readiness of organizations in the south eastern Nigeria to embark upon organization development interventions as a way of mitigating these problems and serving the unsteady environment.

The survey method was adopted in the study. The Yamane's statistical formula was employed for sample size determination from a population of 7235. Out of 379 copies of questionnaire distributed to both management and non-management staff, 372 copies were duly filled and returned. A combination of Pearson product moment correction coefficient and chi-square tools were used to test the hypotheses. Seventy-six percent of the respondents confirmed their organization's readiness to embark upon OD interventions. Again management consultants skilled in OD techniques are capable of turning around these manufacturing organizations for improved performance.

It is recommended, therefore, that management consultants and managers who drive the process should be appointed at the onset of interventions. The Federal Government should continue to improve the enabling environment and infrastructural facilities for doing business in Nigeria.

INTRODUCTION

1. Background of the Study

Nigeria is reputed to have the most dynamic and daring private sector in Black Africa. Incidentally, the current federal administration of President Umaru Yar'dua has continued to reiterate his government's determination to build a virile private rector driven economy. However, a review of Nigeria corporate profile will readily reveal some disturbing features that may hinder this pioneering role for the sector in the African region (Osisioma, 2004:64). First the average Nigerian businessman has a penchant for commercial activity over manufacturing or truly value adding productive operation. And even when in manufacturing activity, priority of place is given to projects with low gestation periods. The truth of the matter is that Nigerian industrialists are more inclined to occupy both ends of the investment continuum: maintaining maximum liquidity in pursuit of maximum profitability. Usually in

times of economic downturn, the employees are readily made victims of change – sacrificial lamb (Igwe, 2008:2) cut back in employee benefits, staff lay-off and other realignments are high points in the typical Nigerian corporate response to adverse changes in the environment.

In a study carried out by Osisioma (1985) on five Nigerian corporate firms, some of these features were highlighted in an analysis of their published financial statements. His study took a critical look at the turnover, operating profit, capital expenditure and employment profiles of these firms. It was against this dismal background that the Nigerian government introduced the Structural Adjustment Programme (SAP) in 1986 with the sole aim of redressing the fundamental and structural imbalance in the economy. Oni (2004:22) had lamented that the contribution of manufacturing to Gross Domestic Product (GDP) at the best of times was about 6.0 percent, but other sectors having consistently out-grown manufacturing inspite of the slow growth in the wider economy.

The constraining factors have been myriad: electricity, good roads, backward integration linkages access to credits and heavy dependent on imported raw materials and machines. The consequences of the above have included a general hike in prices of most finished products. Low aggregate demand for Nigerian manufactured goods leading to accumulation of inventories of unsold finished products.

Indeed it is not for nothing that Nigeria now is called an inventors' nightmare in productive ventures! As these problems took their toll on industrial organizations, resulting in low capacity utilization, sharp crop in sales and demand culminating in factory closures and lay-offs.

Recently the management of Dunlop Nig. Plc declared their intention to wind up its operations in the country lamenting high cost of doing business in the environment. This was even before the Ikeja branch of Manufacturer Association of Nigeria (MAN) had shocked the nation that industrial capacity utilization has dropped from 44.5 percent recorded in 2006 to 40 percent in 2007. There are even signs that the trend will remain downward. The above mentioned events have seriously affected the capacities of these manufacturing organizations to live up to the objectives for which they were abinitio set up.

Drucker (1979) posits that management is tasks. Management is a discipline. But management is also people. Every achievement of management is the achievement of a manager. Every failure is a failure of a manager. Based on this assertion this study sets out to determine the readiness of manufacturing organizations to embark upon organization development interventions as a way out of this dismal performance.

2. Statement of the Problem

There are growing concerns about the poor performance of the nation's manufacturing organizations. Nigerians and governments alike have expressed grave concerns about the ridiculous dwindling performance of these industrial organizations. The picture is more embarrassing when we compare the performance with those of other nations that started with us, with similar aspirations and even with comparable challenges.

The general assessment appears to be that our manufacturing firms churn out low value added products that cannot compete favourably in the global environment. Nowadays the incidents of closure of production lines and threats of relocation of production plants to nearby countries with more favourable enabling environment make headlines in our dailies. Worse still, many of them have diversified operations into speculative activities like trading indicating strong aversion to continue with manufacturing.

The implications of the above gloomy situations present a serious threat to both the organizations and the country. On the part of the organizations, they would fail to meet the objectives for which their owners had in setting them up. On the part of the country, the government would loose the revenue in form of taxes that are accruable from a hitherto well performing manufacturing, organizations. Without mincing words, this type of scenario translates into staff rationalization, retrenchment of employees with its concomitant effects of drug trafficking, armed robbery, drug abuse, kidnapping, prostitution and other social maladies.

Over the years, there has been studies on poor management consultancy inclinations of these manufacturing organizations in our environment. Available records to the researchers revealed that there has been a paucity of studies on the role and skills of organization development consultants and/or intervention specialists, whereas so much has been written about the potentials and capabilities of these skilled organization development consultants in turning around ailing and distressed manufacturing organizations in the developed economies of United Kingdom and United States of America to just mention a few. Against this backdrop is considered worthwhile to investigate the readiness of these manufacturing organizations to embark upon organization development intervention programmes as a way forward to reposition these organizations.

3. The Objectives of the Study

Organizations are systems established to discharge specific functions and responsibilities in an effective manner. They are assumed or seen to be effective when they are able to actualize such responsibilities. To this end, the objectives of the study are:

i. To ascertain the readiness of manufacturing organizations to employ or engage the services of skilled organization development consultants or intervention specialists.

ii. To identify/establish the units of manufacturing organizations that could benefit from organization development to interventions.

4. Research Hypothesis

The following hypotheses guided the researchers in the pursuit of the objectives of the study.

i. There is a correlation between the readiness of manufacturing organizations to employ or engage the services of skilled organization development experts and level of performance.

ii. All the units of the manufacturing organizations can benefit from the services of skilled organization development consultants.

II. Theoretical Considerations

i. Definitions and Philosophy of Organization Development:

Organization Development is relatively a new phenomenon in the study of management. It has been variously defined by many different authorities in the field of management. To French and Bell (1990:17), Organization Development is a top-management-supported, long-range effort to improve an organization's problem-solving and renewal processes, particularly through a more effective and collaborative diagnosis and management of organization culture with emphasis on work team, temporary team and inter-group culture - with the assistance of a consultant - facilitator and the use of the theory and technology of applied behavioral science including action research.

Imaga (2001:1) defines organization development as the collection of data from diverse sources, analyzing these data (diagnosis) and using the results collected there from to plan series of intervention at varying degree of doses on continuing basis on 'sick' organizations. Imaga remarks that organization development borrows from a number of disciplines such as anthropology, sociology, psychology, economics, comparative religion and history.

Beckhard's definition of organization development, stated more than two decades ago remain the most popular and accepted one. Beckhard quoted in Michael et al, (1981:185) defines OD as an effort (1) planned (2) organization wide and (3) managed from the top to (4) increase organization's 'process' using behavioral - science knowledge. The emphasis is obviously on the planned application of behavioral science knowledge for organizational improvement with top management remaining in charge. While Beer and Huse (1972:79-101) would agree with most of

Beckhard's definition, they take issue with the "managed from the top" aspect. They contend that OD can start anywhere in the organization, the top, and middle or even with the rank and file. They agree that top management should not be opposed to an OD effort but caution that too strong commitment to change on their part, especially in the early stages could cause resistance lower down in the organization.

It is true that OD can and has started in levels other than the top. A caveat is necessary, if the organization in question is a hierarchically structured one, which most organizations are, certainly within the domains of business, industry and government. In these pyramid-type organizations, the OD effort must be managed from the top, if it is to be implemented "organization wide" to use Beckhard's term.

More important, the question really concerns what is managed from the top. By "what" is managed from the top, we mean the process of change, not necessarily the content of what the new organizational state would be. If top management had defined the desired state - not only for the overall organization but for all the organizational units as well - resistance would no doubt have occurred, when the process is managed in a manner that involves people, the content (or the substantive aspects of change) will not be resisted since those directly affected are making the decisions (Burke and Schmidt, 1980:151-169).

Burke (cited by Michael et al, 1981:185) remarks that the emphasis in OD definition is on cultural change and on the integration of the organizational goals with the needs of its members. Organization development is synonymous with change but organization change is not always OD. Three criteria determine whether an organizational change is OD. If the intervention:

1. responds to actual needs for change as experienced by organizational members.
2. involves organizational members in the planning and implementation of change.
3. leads to change in the organization's culture, then the change effort is an OD one.

However, not everyone in the field agrees with these criteria, particularly the third one-cultural change. Meeting these three criteria implies that the change is in a certain direction, and most of the time it is (Burke and Hornstein, 1982:182).

This paper sees organization development as an effort planned and organized by lop management in conjunction with a consultant-facilitator that is focused on improving the effectiveness of organizations and the people in those organizations. It is a system approach to managing organizational change.

Organization Development is an emerging discipline aimed at improving the effectiveness of an organization and its members by means of a systematic change program. A series of planned behavioral science intervention activities are carried out in collaboration with organization members to help find improved ways of working together towards individual and organization goals.

ii. The Role and Style of Organization Development Consultants or Intervention Specialist:

In a turbulent and changing environment, managers are concerned not only with managing organizations as they exist at present time, but also with changing them to meet future conditions. OD programs do not happen accidentally. Instead they are initiated with a specific purpose and require some leadership to function properly. These change programs often represent a major alteration of organizational processes. Organizations consist of group of people working together and change alters the way people work together, how they relate with others and even how they see themselves (Schuller, 2001:12). The intervention specialist initiates such changes by training, education and collaboratively designing new ways of functioning.

Definition of OD Consultants:

An OD practitioner (either manager or consultant) is the individual in an organization responsible for changing existing patterns to obtain more effective organizational performance (Harvey and Brown, (1988:4-5). Rothwell, (1996:85) defines the intervention specialist as the person "that selects appropriate interventions to address the root cause(s) of performance gaps. A performance gap depicts the difference between what the organization could do by virtue of its opportunity in its environment and what it actually does in taking advantage of that opportunity (See figure 1.0). The ultimate objective of the OD consultant or intervention specialist is thus to formulate a solution that will solve the problem by eliminating its cause(s). These causes were surfaced during the performance and cause analysis. Choosing and developing a solution is not necessarily an easy task. Often interventions fail or fall well short of expectations because they were not adequately and cautiously thought through before implementation.

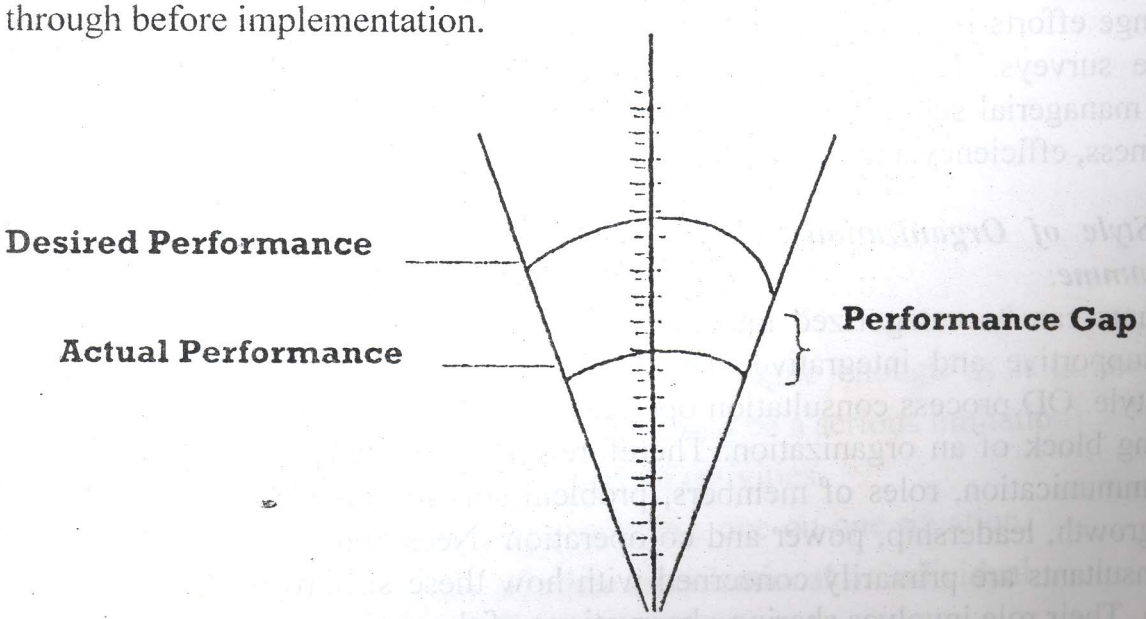


Figure 1.0: **The Performance Gap (Source: Harvey, D. F. and Brown, D. R. 1988:127)**

Too often, management will have introduced short-run, expedient change programs aimed solely at cost savings. Such programs often have unintended dysfunctional effects on participants' satisfaction and the long term goals of the organization. The OD consultant or specialist then helps organizations identify differences between where it is and where it would like to be and then proceeds to design and implement appropriate interventions. Every OD program must begin with a good working relationship between the consultant and the individual or group being helped. If this relationship is weak or superficial, the program or intervention cannot succeed. The success of almost any OD intervention depends to a large degree on the nature of this relationship, which must be developed in the initial stages of the intervention programme (Valikanagas and Okumara, 1997:313-335).

Planned change by the consultant can focus on:

1. Individual effectiveness
2. Group effectiveness
3. Organization effectiveness

In individual case, organizational effectiveness can lie increased by creating a conducive climate that achieves organizational goals and at the same time satisfies individual members' needs. Change efforts that focus on individual effectiveness range from informal training programmes to high-powered executive development programmes. These include activities that are designed to improve the skills, abilities or motivational levels of organizational members (Terry, et al, 2001:267-280). In group effectiveness, change efforts may focus on how to improve operations of work teams, and may focus on task activities such as what the group does or how the group works and the quality of relationships among team members. Another focus for planned change efforts is the organization system. This may be implemented by use of a climate surveys. These activities are targeted at improving the structural, technical or managerial sub-system of total organization. Its objective is to increase the effectiveness, efficiency and morale tone of total organizational functioning.

iii. The Style of Organization Development Consultant in the Intervention Programme:

OD consultants can be categorized into five general styles: agreeable, persuasive, analytical, supportive and integrative. The OD consultant tends to work in the integrative style. OD process consultation operates on the belief that the group is the basic building block of an organization. Therefore, group behaviour is analyzed in terms of communication, roles of members, problem solving and decision making, norms and growth, leadership, power and co-operation (Nees and Geriner, 1995:68-79). OD consultants are primarily concerned with how these six processes occur in organization. Their role involves sharing observations of these six processes and thus helping the client improve the effectiveness of the organization. The client

organization is also learning to observe and improve its own processes, skills and problem solving abilities for use in the future as well as in the present.

One basic assumption underlying the integrative consultant role is that the client needs to learn to identify problems, to participate in the diagnosis and to be actively involved in problem solving. The consultant recognizes that either the client has useful skills and resources but docs not know how to use them effectively or the client does not have the requisite skills but has the capacity to develop the needed skills and resources. As a result, the client, solves its own problems with the consultant, "helping to sharpen the diagnosis and in providing alternative remedies which may not have occurred to the client, (Hurley 1993:44). The integrative consultant operates on the notion that by assisting instead of taking control, the client will have increased its skills so that it will be able to solve future problems. The process consultant teaches the client how to diagnose and solve its own problems but does not advise or suggest solution. In summary, the need for working in a style oilier than the integrative one may be more appealing at the beginning of the consulting relationship, but as a rule of thumb, the OD consultant would not encourage and perpetuate a dependent relationship. As the maturity of the client increases, the consultant tends to operate more in the process consultations (Schein, 1989:13).

iv. ***The Skills and Knowledge of an Organization Development Consultant:***

It becomes pertinent at this junction to list the competencies in terms of the skills and knowledge a prospective OD consultant should try and acquire. These lists are not in any particular order, nor are they exhaustive. However, they represent some of the important areas (Burke, 1994:203-205).

Skills

The OD consultant should have the ability to:

1. Listen actively and empathetically.
2. Form relationships based on trust and honesty.
3. Collaborate.
4. Design and conduct learning activities.
5. Perceive others behaviour accurately.
6. Communicate articulately. (OD is vague enough as it is not being able to express "what this is all about" could be a serious limitation)
7. Work with groups in a variety of activities.
8. Counsel effectively, especially in a one-on-one situation.
9. Diagnose problems, whether organizational or individual.

Knowledge

The OD consultant should be knowledgeable in the following areas.

1. The behavioral sciences and their applicability.
2. The design and management of organizational change.
3. Self-awareness, one's motives, strengths, limitations, biases, values and the behavioral consequences of one's feelings.
4. The nature and characteristics of organizations.
5. The nature of human behavior, especially personality, motivation and principles of learning and development.
6. Evaluation research.

v. ***The Different Consultant Styles of Organization Development Consultants:***

A number of consulting styles or approaches can be identified. Each type varies according to its underlying character, shaped by the kinds of skills and techniques consultants use, the values they bring to their clients and the manner in which they carry out their assignments (Wendell and Bell, 1990:142).

The Agreeable Styles: The goal of the agreeable style consultants is neither effectiveness nor participant satisfaction. Rather, the consultant is trying to keep from locking the boat and to maintain a low profile. The underlying motivation is often survival or merely following the directives of lop management. This styles is usually forced upon the individual by organizational pressure, so that the individual has learned to conform and suppress internal motivation.

The Supportive Style: The supportive style places emphasis on the satisfaction of organization members and is chiefly concerned with employee motivation and morale. He seeks warm working relationship and ill general is more comfortable in more confrontative situations. Effectiveness per se is not emphasized, the assumption being that if member satisfaction is high, effectiveness will also be high. The supportive style strongly pushes for improved morale and open conflict or locking horns is avoided by attempts to smooth over differences and maintain harmony.

The Analytical Style: This type of style places greater emphasis on efficiency with little emphasis given to member satisfaction. The expert feels most comfortable with a rational assessment of problems and assumes that the facts will lead to a solution. This type of consultant may be quite confrontative, usually relying on authority to resolve conflict and on rational problem-solving processes. The analytical consultant has a background of specialized expertise, knowledge and experience applicable to the solution of specific problems. The client needs to have a problem solved performed or a study made and the analytical consultant takes responsibility for providing these functions.

The Persuasive Style: The persuasive style focuses on both dimensions, effectiveness and morale, yet optimizes neither. This style provides a relatively low risk strategy yet avoids direct confrontation with other forces. This approach is useful when the consultant's power or leverage is low relative to other participants. This style is motivated by a desire to achieve something that is good enough. A great deal of effort is applied in attempting to satisfy the differing forces, thus gaining a majority block of support for prepared changes.

The Integrative Style: The integrative style seeks both a high degree of efficiency and high member satisfaction, believing that greater effectiveness is possible, when all members are involved and problem solving is done through team work. There is an awareness that confrontation and conflict are often a means to a more effective organization and to more satisfied individual members. The integrative approach uses collaborative problem solving and challenges the underlying patterns of member behavior. In a survey of about one thousand OD consultants, practitioners, it was found that the OD skills rated as most important were listening, integrity, and organizational diagnosis (McDermott, 1984: 14-19). The integrative consultant seeks to give the client new insights into its activities and to help the client system determine how it wishes to change and how it might go about implementing such changes.

vi. ***Cementing the Organization Development Consultant Client Relationship:***

One way of examining the consultant client relationship is to view it as a system of interacting elements.

One important element is the change agent: The internal or external OD consultant or manager who initiates the change program aimed at improving the effectiveness of the client system. A sound element is the client contact or sponsor. This is the person or group within the client organization who has requested the OD consultant's, help and who interfaces with the consultants. The third element consists of the organizational unit or units that are to be changed and the set of behaviours and values that have been traditionally practiced. This is the client target system i.e. the actual target of the OD intervention (Kaplan, 1986:386). Therefore, in developing the consultant client relationship, the first stage involves an interaction between the parties which includes initial perception and assessments by each of the other. Such assessment involves the consultant's determination of whether or not to enter into a consulting relationship. This decision is based upon the consultant's assessment of the degree of congruence between his or her values and those of the client system. These include the attitudes of the client system toward the OD and change, the ability of OD techniques to deal with the problems and the potential of the consultant's efforts to help solve the client's problems (Lippit and Lippit, 1985:102).

As Bennis (cited by Harvey and Brown, 1988:97) once commented: "I enter a relationship on the basis that neither the client nor I know what the underlying problems are and that 1 need to explore and get a 'fee' for the situation before committing myself fully to the client system and before it fully entrusts itself to me". This initial intervention might therefore, be termed a reconnaissance on both sides. The OD practitioner is trying to evaluate the organizations readiness and commitment for change while the client system is assessing the consultant's capabilities. In cementing a relationship, the power networks are important because they will influence the OD strategy that is chosen. The OD consultant has to be aware of where the power is in the organization because that represents the major lever for change (Hurley, 1983: 44). Perception is a basic factor in understanding behavior in the consultant client relationship because once an impression is made, regardless of its correlation, with reality, that impression is difficult to change. This is because people behave on the basis of what is perceived versus what really is. The consultant may desire to create a relationship of openness, authenticity and trust. The client system managers however, may tend not to be open, may have learnt not to behave authentically and may even reel threatened by any exploration or feelings or confrontation by the consultant.

vii. ***Caveat Signals on the Organization Development Consultant Client Relationship:***

Most OD consultants agree that an open give-and-take relationship between the consultant and the client is desirable. To .some extent, this depends on the ability of the consultant to form relationships of openness and trust. Good relationships do not fit into a formula or equation, but a good number of OD practitioners have noted a number of recognizable characteristics of which the potential consultant should beware: This is because an uncompromising beginning may lead to a frustrating change effort and to an OD program that is predestined to end as an unrewarding experience (Neilsen, 1988:315). Some of the critical warning signals for the consultant to consider are as follows:

1. ***The level of commitment to change:*** At times, client system is not really committed to a change program. Members may verbally express commitment to the proposed OD program, but their behaviours are not congruent with their words. They may be going through the motions to please top management.

2. ***The degree of power to change:*** Sometimes a lower level manager invites the consultant into the organization. This member is committed to change, but lacks any real capability to influence the system. Here it behooves on the consultant to realistically assess the probability of gaining enough leverage to effectively bring about change in such a situation. The OD consultant should first ascertain the degree of top managements receptiveness and support for the proposed change before entering into an OD program.

The client's manipulative use of the consultant: In certain situations, there may been conflict or an internal power struggle and the client may wish to involve the consultant as a weapon against other factions or individuals within the organization system. Again the person in the client system requesting external assistance may want others in the organization to change their ideas or may want to use the consultant to enforce a position which is already committed. The resulting conflict may result in a destructive rather than constructive type of change effort, with the consultant caught in the middle of fires. In other situations, the client may use the consultant to gather information about others in the organization that would otherwise be unobtainable (Hunsaker, 1992:10 – 25).

III. Methodology

The study was a survey research. The frame utilized consists of manufacturing organizations in the south eastern states of Nigeria made up of Abia, Anambra, Ebonyi, Enugu and Imo States.

Table 1: ***Distribution of Questionnaire among the States***

S/N	State	Number of Organizations	Number of Personnels in the Organization	Number of Questionnaire Served
1.	Abia	MAN members 39	1,160	
		Non-MAN member 10	60	64
		Total 49	1220	64
2.	Anambra	MANmembers 135	4,048	
		Non-MAN member 14	240	225
		Total 149	4288	225
3.	Ebonyi	MAN members	-	
		Non-MAN member 5	150	8
		Total 5	150	8
4.	Enugu	MAN members 22	848	
		Non-MAN member 6	174	53
		Total 28	1022	53
5.	Imo	MAN members 13	407	
		Non-MAN member 5	148	29
		Total 18	555	29
GRAND TOTAL		251	7235	379

Source: ***Field Survey, 2007 and Statistical Analysis***

The population in the study was 251 manufacturing organizations in the south eastern Nigeria. It consists of 209 manufacturing organizational registered with Manufacturers Association of Nigeria (MAN) and 42 other organizations not

registered but whose amount of capital is more than N10m. The questionnaire was administered to both management and non-management employee of 379 obtained from a population of 7235 using Yamane (1964) formula for sample size determination.

Table 2: ***Distribution of Respondents Based on Organizational Level***

S/N	Organizational Level	Number of Respondents	Percentage
1.	Upper Management	54	14.3
2.	Middle Management	112	29.6
3.	Lower Management	95	25.0
4.	Total (Management)	(261)	(68.9)
5.	Operatives	118	31.1
	GRAND TOTAL	***379***	***100.0***

Source: Field Survey, 2007

In all 372 respondents returned their copies duly completed. A combination of Pearson's product money correlation coefficient and Chi-square test statistic were employed to test the hypotheses at 0.05 level of significance.

IV. Results and Discussion

In this study the readiness of manufacturing organization in the south eastern Nigeria was investigated. Hypotheses were formulated in the study and linked to the objectives of the study. In this section, the findings in relation to the objectives of the study will be presented and discussed.

i. Correlation between the employment and/or engaging of skilled management consultants and level of performance of the organization.

On the first objective which sought to ascertain the readiness of manufacturing organizations to employ or engage the services of skilled organization development consultants or human improvement, specialists. The study found that to be the case leading to the null hypothesis being rejected. Table 1.1 presents the views of the respondents along the Likert scale (please see appendix at the end of this paper). The finding of this computational analysis reveals a strong positive correlation between engaging or employment of skilled management consultants and achievement of enhanced performance in the manufacturing organizations sampled. The findings in respect of the hypothesis agreed with the findings of Reisner (2002:43 – 52) and Stace and Dunphy, (1994:155 – 158) who in their individual studies discovered that the organization development consultant or human improvement specialist helps organization identify differences between where it is and where it would like to be

(the performance gap) and then proceeds to design and implement appropriate intervention programmes. And these intervention activities are designed to improve the skills, abilities or motivational level of organizational members or employees. However, it must be pointed not that the results of the personal interviews comdoized confirmed that the manufacturing organizations sampled are ready to embark upon organization development intervention programmes as the following comments from the interviewees attest. We are ready to engage and or employ qualified organization development expert from an Enugu based multinational manufacturing organization. Another commentor insists that most OD interventions are as a result of the need to rationalize to increase efficiency or to reduce costs in some way. Unless OD programmes are handled effectively however, the reverse is bound to occur. An Onitsha based private manufacturing organization.

It is equally interesting to note that one major finding of this study is that our manufacturing organizations are beginning to see the need to and importance of management consultants. This is a welcome development as they will be helped to brace up to reposition the organizations to compete in the global environment. This is in view of the fact that the flame of competition has changed from smokey yellow to intense white heat. The role of organization development consultants or human improvement specialists is that of a facilitator, catalyst, problem solver and educator. He is not a political activist or power broker (Burke 1994: 175). The OD consultant works to strengthen skills and knowledge in the organizations.

ii. Units of Manufacturing Organizations and Organization Development Intervention Programmes

On the second objective of this study which sought to establish the units of the manufacturing organizations that are amenable to organization development intervention treatment. The study found out that the null hypothesis was rejected. (See table 1.2). The findings of this study agree with the writings of French and Bell (1990:113) who posit that OD interventions are sets of structured activities in which selected organizational units (target groups or individuals) engage in a task or a sequence of task where the task goals are related directly or indirectly to organizational improvement. Richard Beckhard, one of the proponents of OD practice suggests that a planned intervention is moving into an existing organization and helping it in effect, stop the music, examine its present way of work, norms and values and look at alternative ways of working or relating or rewarding (Harvey and Brown, 1988:93). Without mining words the manufacturing organizations have key units where OD intervention programmes could be applied. These units are the productions, administration personnels, finance, marketing and even security. This corroborates with the definition of organization development by Beckhard cited by Michael et al, (1981:185) that OD is an effort planned, organization wide and

managed from the top to increase an organization's 'process using behavioural science knowledge'.

V. Conclusion

This study investigated the readiness of manufacturing organizations to embark upon Organization Development Intervention Programmes in south eastern Nigeria. Based on the findings of the study, it is concluded that the manufacturing organizations surveyed were ready and genuinely interested in improving their lackluster performance via organization development intervention programmes. Again it was established that all the units of the manufacturing organizations could benefit immensely from OD intervention Programme.

VI. Recommendations

All efforts must be geared towards assisting our manufacturing organizations to survive, develop into large scale and multinational business enterprises compete globally and contribute their own quota to the economic cum technological emancipation of our great nation, Nigeria. The following suggestions are recommended as a way forward:

i. For manufacturing organizations in Nigeria to improve on the lackluster performance. There is need for adoption of organization development intervention programmes as a strategic management tool. They can do this by subjecting their organizations to performance gap analysis in order to find out where they are and where they ought to be.

ii. Appointment of skilled organization development consultants to lead the intervention programme should start early and senior managers responsible for driving the OD intervention process equipped with appropriate communication and change management skills.

iii. Top management of this manufacturing organizations should be competent and trained in the process of transforming organizations if OD interventions are to succeed. This can be done by involving them in the OD strategic management activity which help them to reflect on their organizations' basic mission, goals and other environmental demands (threats and opportunities).

iv. Top management should establish effective channels of communication which involve individuals at all levels of organization to inform employees of the stages to be followed and to outline carefully the outcomes of expected.

v. The Small and Medium Enterprises Development Agency (SMEDAN) should constantly embark upon capacity building for these manufacturing organizations to acquaint them with latest business development technology and best management practice skills to enhance performance.

REFERENCES

Beer, M and Huse, E. F. (1972), "A System Approach to Organization Development", *Journal of Applied Behavioural Science* 8 (1).

Burke, W. W. (1994), *Organization Development: A Process of Learning and Changing*. Reading Mass: Addison – Wesley.

Burke, W. W. (1994), Organization Development: A Process of Learning and Changing 2nd Edition: Addison – Wesley Reading.

Burke, W. W. and Schmidt, Wilt (1980) "Primary Target for Change the Manager or the Organization" in W. H. Schmidt (ed.) *Organizational Frontiers and Human Values* California: Wadsworth Publishers.

Burke, W. W. and Hornstein, H. A. (1985) (eds.) *The Social Technology of Organization Development,* California: University Associates (Publishers).

Drucker, P. F. (1979) Management Tasks Responsibilities, Practice New York: Harper and Row Publishers.

French, W. I. and Bell, C. H. (1990), *Organization Development Behavioural Science Intervention for Organization Improvement*, New Jersey: Prentice Hall Inc. (Publishers).

French, W. I. and Bell, C. H. (1999), *Organization Development*, New Jersey: Prentice Hall (Publisher).

Harvey, D. F. a Brown, D. R. (1988), *An Experiential Approach to Organization Development,* New Jersey: Prentice Hall.

Harvey, D. F. and Brown, D. R. (1988), *An Experiential Approach to Organization Development,* New Jersey: Prentice Hall and Englewood Cliffs (Publishers).

Hurley, P. (1983) "What is the name of OD do we do?" Training and Development Journal 17 (4).

Hurley P. (1993) "Strategies for Organizational Change: The Role of the Human Improvement Specialist". *Training and Development Journal 28 (3).*

Igwe, N. N. (2008), The Impact of Organization Development Interventions on the Performance of the Manufacturing Sector in Southern Nigeria, Ph.D Thesis, University of Nigeria Enugu Campus.

Imaga, E. U. L. (2001), Issues in Organizational Development – Working Papers Series Nos. 1 and 2 Unpublished Lecture Monograph.

Lippit, R. and Lippit B. (1985), *Dynamics of Planned Change,* New York, Harcourt Brace.

McDermott, I. C. (1984), "The Many Faces of the OD Professional" *Training and Development Journal 38 (2).*

Michael, S. R. Luthan S. F., Odiorne G. S. Burke, W. W. and Hayden, S. (1981), *Techniques of Organizational Change,* New York McGraw Hill Book, Company Publishers.

Michael, S. R. Luthan S. F., Odiorne G. S. Burke, W. W. and Hayden, S. (1985), *Techniques of Organizational Change,* New York McGraw Hill Book, Company Publishers.

Nees, D. B. and Greiner, L. E. (1985) "Seeing behind the look-alike Management Consultants" in *Organizational Dynamics,* New York: Wints Publishers.

Oni, B. (2004) "Industrial take off from a Pipedream to Quantum Leap" *Journal of Management in Nigeria*, 40 (2, 3 and 4).

Osisioma, B. C. (2004) "Management of Change: An Overview of the Nigerian Corporate Profile" *Journal of Management in Nigeria*, 40 (2, 3, and 4).

Osisioma, B. C. (1985) "Reviving Nigerian Industries: A Key to a Reflected Economy", National Workshop on Strategies for Nigeria's economic recovery, Federal Polytechnic – Oko.

Reisner, R. A. F. (2002) "When a Turnaround Stalls" *Harvard Business Review* 8 (2).

Rothwell, W. T. Hohne, C. K. and King, S. B. (2000) *Human Performance Improvement, Building Practitioner Competence,* Houston Texas: Gulf Publishing Company.

Schein, E. H. (1985), *Organizational Culture and Leadership,* (A Boardroom Consultant's View of Organization Culture and Change: thorough discussion of the concept of organizational culture but surprisingly blind to the influence of nationality and industry) San Francisco: Jossey-Bass.

Schein, E. H. (1985), *The Corporate Culture, Survival Guide* New York: John Wiley and Sons Publishers.

Schutler, R. (2001) "Human Resource Issues and activities in International Joint Ventures" *International Journal of Human Resources Management* 3(1).

Stace D. A. and Dumphy D. (1994) *Beyond the Boundaries: Leading and Recreating the Successful Enterprise.* Sydney: McGraw Hill.

Terry, D. J. Carcy, C. J. and Callan, V. J. (2001) "Employee Adjustment to an Organizational Merger: An Inter Group Perspective". Personality and Social Psychology Bulletin, 27 (1).

Valikanayas, L. and Okumora, A. (1997) "Why do People Follow Leaders" A Study of U.S. and Japanese Change Program *Leadership Quarterly 8*(3).

Wendell, L. F. and Bell, C. H. (1990) *Organizational Development, Behavioural Science Interventio for Organization Improvement,* New Jersey: Prentice Hall Publishers.

Yamane, T. 91964) *Statistics: An Introductory Analysis,* London: Harper and Row.