

Management

UDC 65.01

Osondu Marvis

*PhD Student of the
National Technical University "Kharkiv Polytechnic Institute"*

Осонду Марвіс Ганіручукву

*аспірант кафедри менеджменту та оподаткування
Національного технічного університету
«Харківський політехнічний інститут»*

Osondu Marvis Ganiurchukvu

*аспирант кафедры менеджмента и налогообложения
Национального технического университета
«Харьковский политехнический институт»*

Prokhorenko Olena

*PhD (Candidate of Economic Sciences)
National Technical University "Kharkiv Polytechnic Institute"*

Прохоренко Олена Вікторівна

*кандидат економічних наук, доцент,
доцент кафедри менеджменту та оподаткування
Національний технічний університет
«Харківський політехнічний інститут»*

Прохоренко Елена Викторовна

*кандидат экономических наук, доцент,
доцент кафедры менеджмента и налогообложения
Национальный технический университет
«Харьковский политехнический институт»*

ORCID: 0000-0001-7069-1431

**ORGANIZATIONAL DEVELOPMENT CONCEPT DEFINITION:
HISTORICAL ASPECT AND MORPHOLOGICAL ANALYSIS
ВИЗНАЧЕННЯ ПОНЯТТЯ ОРГАНІЗАЦІЙНОГО РОЗВИТКУ:
ІСТОРИЧНИЙ АСПЕКТ І МОРФОЛОГІЧНИЙ АНАЛІЗ
ОПРЕДЕЛЕНИЕ ПОНЯТИЯ ОРГАНИЗАЦИОННОГО РАЗВИТИЯ:
ИСТОРИЧЕСКИЙ АСПЕКТ И МОРФОЛОГИЧЕСКИЙ АНАЛИЗ**

Summary. The article is aimed at studying approaches to the definition of "Organizational Development" (OD). A study of definitions and characteristics of the OD concept has shown that most authors use keywords to explain the essence of the concept, others focus on the constituent elements as objects of influence. Many of researchers add a goal or desired outcome, and others consider organizational development more likely in terms of the approaches used.

A number of definitions provided by various authors from 1970 to the present are considered. Using of morphological analysis, the definition was decomposed by the formula "what, of what, for what and with what" into the following constituent elements: keyword, object of influence, goal, approach or means. The most repetitive keyword is "process", the most common goal is "effectiveness and efficiency of the organization". Objects as operands are organizational strategies, structure and culture. And for the most part, the authors note the behavioral approach as the main one used in organizational development. A generalized definition is made of the most recurring elements. Each of the elements was subjected to further analysis in chronological order. In particular, it was defined a change in the formulation of OD goal to "meet the needs of stakeholders" and in approaches to organizational development, namely from a purely behavioral to systemic. Given these considerations, Organizational Development is defined as an ongoing process of transforming organizational strategies, structures and culture to meet external and internal stakeholders through a system of approaches, most notably behavioral.

This definition allows you to form an idea of OD as a process, and consider it in the dynamics and identify the objects of influence or focus of attention and management efforts; declares the main goal of development, on which depends the formulation of the desired current results. Based on these three components, approaches or methods of influence should be identified, because, as noted, only the behavioral approach is not exhaustive in OD.

Key words: *organizational development, approach, goal, strategy, structure, culture, process.*

Анотація. *У статті Стаття спрямована на дослідження підходів до визначення поняття «Організаційний розвиток» (ОР). Дослідження визначень та характеристик концепції ОР показало, що більша частина авторів використовує ключові слова для пояснення суті концепції, інші зосереджують увагу на складових елементах як об'єктах впливу. Багато хто додає мету або бажаний результат, іще низка розглядає організаційний розвиток з точки зору підходів, що застосовуються в цій концепції. Розглянуто низку визначень, що були надані різними авторами з 1970 року по теперішній час. За допомогою морфологічного аналізу визначення було розкладено за формулою «що, чого, для чого і за допомогою чого» на такі складові елементи: ключове слово, об'єкт впливу, ціль, засіб або підхід. Найбільш повторювальним ключовим словом знайдено «процес», найбільш частою метою визначено «результативність та ефективність організації». Об'єктами впливу є організаційні стратегії, структура і культура. Здебільшого автори відзначають поведінковий підхід як основний застосований в організаційному розвитку. З найбільш повторюваних елементів складено узагальнене визначення. Кожен з елементів було піддано подальшому аналізу з урахуванням хронологічного порядку. Зокрема, визначено зміну у формулюванні мети ОР на «задоволення потреб стейкхолдерів» та підходів до організаційного розвитку, а саме від суто*

поведінкового до системного. Враховуючи наведені судження, визначено Організаційний розвиток як постійний процес перетворень організаційних стратегій, структур і культури задля задоволення зовнішніх і внутрішніх стейкхолдерів за допомогою системи підходів, серед яких найбільше місце посідає поведінковий.

Таке визначення дозволяє: сформувати уяву про ОР як про процес, і розглядати його в динаміці; визначає об'єкти впливу або спрямованості уваги і зусиль менеджменту; декларує основну мету розвитку, від якої залежить формулювання бажаних поточних результатів. На основі цих трьох складових мають бути визначені підходи або методи впливу, оскільки, як зазначено, лише поведінковий підхід не є вичерпним в ОР.

Ключові слова: організаційний розвиток, підхід, мета, стратегія, структура, культура, процес.

Аннотація. Стаття направлена на исследование подходов к определению понятия «Организационное развитие» (ОР). Исследование определений и характеристик концепции ОР показало, что большая часть авторов использует ключевые слова для объяснения сути концепции, другие сосредоточены на составляющих элементах как объектах воздействия. Многие добавляют к определению цель или желаемый результат, еще ряд рассматривает организационное развитие с точки зрения подходов, применяемых в этой концепции. Рассмотрен ряд определений, которые были даны различными авторами с 1970 года по настоящее время. С помощью морфологического анализа определение было разложено по формуле «что, чего, для чего и с помощью чего» на такие составляющие элементы: ключевое слово, объект воздействия, цель, средство или подход. Наиболее повторяющимся ключевым словом выделено «процесс», наиболее частой целью определены «результативность и эффективность организации». Объектами воздействия являются организационные

стратегии, структура и культура. В большинстве авторы отмечают поведенческий подход как основной применяемый в организационном развитии. Из наиболее повторяющихся элементов составлено обобщенное определение. Каждый из элементов был подвергнут дальнейшему анализу с учетом хронологии приведения. В частности, определено изменение в формулировке цели ОР на «удовлетворение потребностей стейкхолдеров», и формулировке подходов к организационному развитию, а именно от чисто поведенческого к системному. Учитывая приведенные суждения, Организационное развитие определено как постоянный процесс преобразований организационных стратегий, структур и культуры для удовлетворения внешних и внутренних стейкхолдеров с помощью системы подходов, среди которых большое место занимает поведенческий.

Такое определение позволяет сформировать представление о ОР как о процессе, и рассматривать его в динамике; определяет объекты воздействия или направленности внимания и усилий менеджмента; декларирует основные цели развития, от которых зависит формулировка текущих результатов. На основе этих трех составляющих должны быть определены подходы или методы воздействия, поскольку, как указано, только поведенческий подход не является исчерпывающим в ОР.

Ключевые слова: *организационное развитие, цель, подход, стратегия, структура, культура, процесс.*

Problem setting. The concept of organizational development (OD) is not new, and emerged in the 30s of last century, although realizing that workers behaviors and motivation were affected by organizational process and structure. This concept was not clearly defined then, but it is noted that organizational development has been influenced by industrial and organizational psychology.

Most occasions there is a misguided judgment on what spurs explicit culture, the comprehension of culture inside hierarchical improvement depends

on decides that are both composed or unwritten showed by qualities and individuals' conduct. OD contains a wide assortment of activities that incorporate the reproduction of hierarchical culture to raising group programs.

Since its inception, the concept has undergone significant changes and developments. The authors drew attention to various elements of this concept. Therefore, we believe that the specification of the definition of organizational development is relevant, because it allows you to make a modern idea for further management.

Literature review. Organizational development evolution over the past 50 years from the adoption of behavioral science and methods of solving problems in an organization, the change in Organizational development has enabled today was kicked off in the 1940's and was enacted in innovating the work Kurt Lewin has carried out as social scientists which also enhance the work Carl Roger and Abraham Maslow as psychologists.

Regardless of who executed the principal definition, it was brought upon in 1957 and it is regularly consented to have progressed. Around the time of World War II, Kurt Lewin carried out and experiment with alliance to utter the process on the method of planning, performance and measurement. The experiment succeeded in being the research theory. Kurt Lewin's theory served as an important component of research of organizational development. Authoritative advancement has been generally attributed to Blake, Mouton, Kahn, Bowers and others [2-6].

From the most punctual beginning stage, OD made and applied its theories of people and change to progressive life and working. Gigantic quantities of the interventions at first led and practiced by OD specialists rely upon the field's solid obligation to the human side of the endeavor. Despite the fact that being censured as „too narrow“ some of the time, a large number of its mediations have now become standard, molding the way we as a whole consider how associations work. This included „change management“, which developed as a subfield of OD [15-

18]. It furthermore included affiliation work arrangement, describing how endeavors, authority and systems will be figured out and fused across various leveled units and inside individual jobs.

A study of the definitions and characteristics of the concept of OD has shown that the authors focus on various aspects of the definition. Most authors use keywords to explain the essence of the concept, others [5-9, 12-14] focus on the constituent elements as objects of influence. Many add a goal or desired outcome, and a number more consider OD in terms of the approaches used in this concept. The list of OD definitions in chronological order is presented in the table 1.

Table 1

The list of OD definitions

N	Definition	Author(s)	Year
1	(OD) is a planned effort aiming at increasing an organization's efficiency, its ability to change itself and to adjust to changes.	Robert L. Kahn	1974
2	(OD) is a method in philosophy used to improve organization efficiency and prolonged way of doing things	Bowers D. G.	1976
3	(OD) is an innovation processes requiring skills in change making and incorporating invention as tool	Whiecomb D., Whitecomb S.	1977
4	(OD) is an innovative bottom-up change effort that fit no traditional consulting categories	Warner Burke	1978
5	(OD) is the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customer	Benne K.	1978
6	A long range effect to improve an organization's problem solving and renewable processes through collaborative management of organizational culture.	French and Bell	1978
7	(OD) is a medium that transfers behavioral to developing, improving of strategies, methods and structures that ensures organization effectiveness	Faucheux C., Laurent A., Amado G.	1982
8	(OD) is a continuous process of deliberate problem finding, problem solving, and solution implementation	Basadur	1982
9	(OD) aims at improving efficiency and it ability to control itself through monitored modulation	Alan L. Wilkins	1983
10	(OD) might not be a process. Organization goes through but organized change to increase organizational efficiency	Bullock and Batten	1985
11	(OD) is a change agent that helps see an organization to success	Ouch W. G.	1985
12	(OD) is a process by which behavioral science knowledge and practices are used to help organizations achieve greater effectiveness, including improved quality of work life and increased productivity	Cummings, & Huse	1985

13	(OD) is a system-wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at: (a) enhancing congruence between organizational structure, process, strategy, people, and culture; (b) developing new and creative organizational solutions; and (c) developing the organization's self-renewing capacity.	Beer M.	1987
14	(OD) is an effort, planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's processes, using behavioral-science knowledge	Richard Beckhard	1987
15	The most important methods of (OD) are at least as far-reaching than the areas of this process...: preparing a diagnosis, team-improvement, bettering the intergroup connections, teaching and training,	Brown – Covey	1989
16	An interaction media between individuals and group to draw an impact on the organization	Denison D. R. Spreitzer G.M.	1991
17	(OD) is a response to change rather than forward thinking of change management ... enables the organization more open and adaptive by enhancing in competence and potential.	Brown A.	1992
18	(OD) is a responds to change a complex educational strategy intended to change the benefit	Porras L.	1992
19	(OD) is a circular process of ... finding and solving problems and implementing new solutions which represent valuable changes that enable the organization to succeed	Rob Smith	1992
20	(OD) is the systematic application of behavioral science knowledge at various levels (group, intergroup, and total organization) to bring about planned change	Newstrom & Davis	1993
21	(OD) focuses on a promise of great interaction between units in an organization and ensures change management and initiative	Lim B.	1995
22	(OD) is a set of technologies designed to manage and develop the culture of organization	Min Basadur	1997
23	(OD) is a method of continual evaluation and planning by which skill and knowledge can be achieved	Jim Grieves	2000
24	(OD) is a critical and science-based process that helps organizations build their capacity to change and achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes.	Cummings & Worley	2004
25	(OD) improves organizational effectiveness but also improve organizational health and quality of working life	Cacioppe R., Edward M.	2005
26	(OD) is an all-important primary processes, through which individual and organizational growth can achieve its fullest potential	Rune Todnem	2005
27	(OD) is a field of research , theory and practice dedicated to expanding the knowledge and effectiveness of the people	Leadly S .& Ryan M.	2015
28	(OD) is an unregulated field which can result to anyone practicing OD they see fit	Gabriel K.K.	2015
29	(OD) is a response to change, a complex educational strategy intended to change the belief, attitudes, values and structures of organization	Bennis W., Sample S. B.	2015

30	(OD) is field of continual diagnosis, planned action evaluation and implementing processes	Chandrasekar Velusamy	2017
----	--	-----------------------	------

The purpose of this research aims at elaborating the concept of organizational development origin, definition and applicable areas based on the historical aspect and morphological analysis. Perhaps many researches have highlighted the need to establish a proper theory on organizational development which seems invaluable due to the complexity of the topic and the ways it has been adopted generally.

The main research. Aiming to define the concept of “organizational development”, we developed a morphological analysis of this concept, collecting a number of definitions of different authors in different periods and tried to decompose them according to the formula “what, of what, for what and with what”. Each definition was broken down into the following components:

- keyword(s);
- object(s) of influence as operand(s);
- goal(s);
- approaches or means of influence.

It is worth noting that not all definitions are built on the scheme “keyword - object - goal – means”. A number of authors do not focus on the goal, others, on the contrary, are more focused on the goal than the definition. A number of authors indicate applicable approaches or methods, and a number do not mention such at all, or indicate indirectly.

There it was also used a combination of concepts based on synonyms. Thus, the term “group” is considered identical to the concept of “team”, or “individuals”, “people” and so on. The results of morphological analysis are shown in the table 2.

Table 2

Morphological analysis of OD definitions

N of source	Key word	Object (as operand)	Goal	Approach (tool)
1	effort, ability to change		efficiency	
2	method in philosophy		efficiency	
3	innovation processes			invention
4	change			innovation
5	process of renewing	direction, structure, and capabilities	needs of external and internal customer	
6	effect	culture	organization's problem solving	organizational culture management
7	medium	strategies, methods and structures	effectiveness	behavioral
8	process	problem	problem solving	
9	ability	self-control	efficiency	modulation
10	change		efficiency	
11	change agent		success	
12	process	quality of work, productivity	effectiveness	behavioral
13	process	structure, process, strategy, people, and culture	congruence, self-renewing capacity	system-wide
14	effort, intervention	organization's processes	effectiveness and health	behavioral
15	process	teams		behavioral
16	individual-group interaction	organization	impact	behavioral
17	response to change		more openness and adaptability	enhancing in competence
18	response to change	educational strategy	benefit	education
19	process	problem	success	
20	application of knowledge	groups	planned change	behavioral
21	change	units		interaction
22	set of technologies	culture		
23	method		achieved skill and knowledge	evaluation and planning
24	process	strategies, structures, processes	effectiveness	science-based
25			effectiveness, working life	
26	process	growth	fullest potential	

27	field of research, theory, practice	knowledge and the people	effectiveness	
28	unregulated field		any	
29	response to change educational strategy	belief, attitudes, values and structures		
30	field	action, processes		diagnosis, evaluation, implementing

Looking at the definitions which has been laid out by different authors, it is safe to project different pattern of how organizational development is viewed based on their application on different organizational roles or services.

The first place in the component "keyword" of 30 definitions, is occupied by "process" (9 cases), the second place is "change" (7 cases), three times used the word "field" and 2 times – "effort" and "method". This distribution suggests that OD represents a process that is, a sequential change of certain objects, or, according to Webster dictionary, "natural phenomenon marked by gradual changes that lead toward a particular result; a series of actions or operations conducting to an end" [31].

The "object of influence"» was the second component, and in the most cases authors use several objects. In different groups there are "strategies" (5 cases), "structure", "culture" and "groups" (meaning teams or groups of people) met 4 times, "organizational processes" occur three times, and "organizational problems" met twice. Accordingly, it can be generalized that the objects of influence or objects of change are organizational Strategies, Structure and Culture. In our opinion, the concept of "organizational processes" within the process approach can be subordinated to the concept of "organizational structure", and "groups or teams" are also reflected in the concepts of "organizational structure" and "organizational culture".

Regarding the goal, the vast majority of authors indicate "effectiveness" (5 cases) or "efficiency" (4 mentions). "Success" and "problem solving" occur twice. Given that according to Webster's dictionary, the process provides a certain

result; we consider it more correct to indicate the desired goal in the definition. Another thing is that the result of OD cannot be final and definitive, and the achievement of certain target values cannot be an indicator that development has been completed. Therefore, these goals are formulated in general terms, and their measured values can be considered as temporary or relevant for a certain period of time. Anderson [28] indicates the goal as "any", and among the other options there are "self-renewing capacity", "organizational health" and "quality of working life". In our opinion, we are most impressed by the definition of Benne K's goal: "needs of external and internal customer" [6]. Obviously, customers are the stakeholders of the organization, and this wording, despite the fact that it is quite old (1978) best corresponds to modern areas of management, including quality management and the EFQM model [32].

Approaches to implementation are even less common, although in many cases they are listed directly or indirectly. There are 7 cases where "behavioral" (or "educational") approach is mentioned; there are twice "diagnoses" or "evaluations". Later authors use the terms "innovative", "system-wide", "scientific" and even "philosophical" to describe approaches or methods.

Interestingly, none of the definitions focuses on the technological side of the organization, the use of innovative technical means or technologies. It can be assumed that the development of technology is produced by people, their capabilities, which can be developed under the conditions of appropriate strategies, structures and culture.

Complete the definition of the most common elements we can formulate it as following: **Organizational development is a process of changing organizational strategies, structure and culture to increase the effectiveness and efficiency of the organization, mostly on the basis of training and behavioral approaches.**

This definition is the most concrete, although it seems too neat or undeveloped. Thus, taking into account the above considerations, we can add to the definition of some clarifying characteristics.

First, the process is ongoing, cannot be completed at some point. Even a perfect organization that complies with the principles of the EFQM model is so for a certain period of time, after which, under the influence of changes in the external environment, it loses its "perfection" and acquires the need for further changes and adjustments. No wonder the definitions [17, 18, and 29] indicate that OD is a response to change.

The objects of change that we define as Strategy, Structure, and Culture are in themselves complex concepts, which explain the variety of definitions. As already mentioned, the structure will be understood not only as a set of units of the organization with their subordination and functions, but also all business processes of the organization, which make up the business system subordinated to the strategy, and according to which the organizational design is formed. As well as people as employees of the organization with their values, aspirations, knowledge, abilities and even traditions, form organizational culture. Strategies of the organization are formed based on external factors, and taking into account internal ones - that is, the structure and culture influence the formation of strategies. Thus, these components form a system, and cannot be considered or changed individually.

Regarding the goal of OD, despite the prevalence of the definitions of "effectiveness and efficiency", it seems to us more modern and accurate definition of "satisfaction of external and internal stakeholders". The fact is that effectiveness indicators in general represent the degree of achievement of the planned result, and efficiency indicators represent the ratio of results to costs. And then the question arises, which indicators exactly are set as targets, and whose interests they reflect. Focus on stakeholders is declared in both modern quality standards and current international sustainable development programs. Therefore,

in our opinion, such definition of the purpose characterizes OD the most qualitatively and modernly.

And the last position is the approaches or methods used. It is believed that the history of OD began with Kurt Levin's laboratory training movement, so in most cases the behaviorist approach is mentioned as the main one. Many studies are focused on the management of organizational development as a process of change, and they focus a lot of attention on the personal aspects of change. But over time, behavioral approaches do not become exhaustive. After all, such approaches are clearly insufficient for the development of structures and especially strategies. In later definitions, statements such as "system-wide", "science-based" or "evaluation and planning", etc. are increasingly common.

Thus, OD moved from a behavioral approach to a process approach, as it came to be seen as a process of making certain changes in organizations, mostly to increase efficiency or avoid adverse influences from external factors. And although the concept of "change management" is largely based on behavioral factors, it is the process approach allowed to identify certain stages of the life cycle of the organization, as well as, in turn, to form the concept of "organizational maturity" [9; 13; 15; 26]. The latter concept is widely used by number of the authors and allows describing a set of characteristics that indicate a particular stage of the life cycle in the development of the organization. Such characteristics include the degree of hierarchy of the organizational structure, the level of innovation of technologies used in the organization, the level of centralization of decision-making and social responsibility. Thus, OD can be considered from the standpoint of a systems approach, and the relationship between these elements as certain characteristics of organizational development.

Conclusion. Given the above considerations, we consider it appropriate to adjust the determined as a result of morphological analysis, as follows:
Organizational development is an ongoing process of transforming organizational strategies, structures, and cultures to meet external and

internal stakeholders through a system of approaches, most notably behavioral.

This definition, first, allows us to form an idea of OD as a process, rather than a phenomenon or a stable state, and consider it in dynamics. Second, such wording identifies the objects of influence or focus of management's attention and efforts. Third, it declares the main goal of development, on which depends the formulation of the desired current results. Based on these three components, it is possible to consider and determine approaches or methods of influence, because, as noted, only the behavioral approach is not exhaustive in the OD.

Further investigation of the authors will be directed to the research and development of such approaches and methods.

References

1. Harris R. T., Beckhard R. Organizational transitions: Managing complex change. Reading, Mass.: Addison-Wesley Publishing Company, 1987.
2. Kahn R. L. Organizational development: Some problems and proposals // The Journal of Applied Behavioral Science. 1974. T. 10. №. 4. PP. 485-502.
3. Bowers D. G. Organizational development: Promises, performances, possibilities // Organizational Dynamics. 1976. T. 4. №. 4. PP. 50-62.
4. Burke W. W. Failures in Organization Development and Change //The Journal of Applied Behavioural Science. 1978. T. 14. №. 4. PP. 540-543.
5. Whitcomb D. & Whitcomb S. (1977). Organizational development approaches to faculty development // California Journal of Teacher Education, 4(1). PP. 26-40. Retrieved July 12, 2020. URL: www.jstor.org/stable/23472810
6. Benne K. (1978). Societal changing and organizational development. Southern Review of Public Administration, 1(4). PP. 416-432. Retrieved July 12, 2020. URL: www.jstor.org/stable/40859904

7. French W. L., Bell C., Zawacki R. Mapping the territory // French W. Bell C. Zawacki R. (Eds.) // *Organization development: Theory, practice, and research*. Dallas: Business Publications. 1978. PP. 5-12.
8. Denison D. R. et al. Organizational culture and organizational development: A competing values approach // *Research in organizational change and development*. 1991. T. 5. №. 1. PP. 1-21.
9. Beer M., Walton A. E. Organizational change and development // *Annual review of psychology*. 1987.
10. Faucheux C., Amado G., Laurent A. Organizational development and change // *Annual Review of Psychology*. 1982. T. 33. №. 1. PP. 343-370.
11. Basadur M. S. Research in creative problem solving training in business and industry // *Proceedings of creativity week*. 1982. T. 4.
12. Wilkins A. L. The culture audit: A tool for understanding organizations // *Organizational dynamics*. 1983. T. 12. №. 2. PP. 24-38.
13. Bullock R. J., Batten D. It's just a phase we're going through: a review and synthesis of OD phase analysis // *Group & Organization Studies*. 1985. T. 10. №. 4. PP. 383-412.
14. Ouchi W. G., Wilkins A. L. Organizational culture // *Annual review of sociology*. 1985. T. 11. №. 1. PP. 457-483.
15. Huse E. F., Cummings T. G. Organizational development and change // St. Paul, Minn: West. 1985.
16. Brown L. D., Covey J. Organization development in social change organizations: some implications for practice // *The Emerging Practice of Organization Development*. Alexandria: University Associates. 1989.
17. Brown A. Organizational culture: The key to effective leadership and organizational development // *Leadership & Organization Development Journal*. 1992.
18. Porras, J.I. and Roberston, P.J. (1992) Organizational Development: Theory, Practice, Research. In: Dunnette, M.D. and Hough, L.M., Eds. // *Handbook*

- of Industrial and Organizational Psychology, Consulting Psychologists Press, Palo Alto. PP. 719-822.
19. John W. Newstrom, Keith Davis: Organizational Behavior: Human Behavior at Work // McGraw-Hill. 1993.
 20. Smith P. B. Organizational behaviour and national cultures // British journal of management. 1992. T. 3. №. 1. PP. 39-51.
 21. Lim B. Examining the organizational culture and organizational performance link // Leadership & Organization Development Journal. 1995.
 22. Basadur M. Organizational development interventions for enhancing creativity in the workplace // The Journal of Creative Behavior. 1997. T. 31. №. 1. PP. 59-72.
 23. Grieses J. Introduction: the origins of organizational development // Journal of Management Development. 2000.
 24. Cacioppe R., Edwards M. Seeking the Holy Grail of organizational development // Leadership & Organization Development Journal. 2005.
 25. Todnem R. Organizational Change Management: A Critical Review // Journal of Change Management. 2005. T. 5. №. 4.
 26. Waddell D., Cummings T. G., Worley C. G. Organisation development & change. Thomson, 2004.
 27. Susan J. Blalock et al. Health Behaviour and Health Education. Retrieved July 17, 2020. URL: <https://www.med.upenn.edu/hbhe4/part4-ch15-organizational-development-theory.shtml?1>
 28. Anderson D. L. Organization development: The process of leading organizational change. SAGE Publications, Incorporated, 2015.
 29. Bennis W., Sample S. B., Asghar R. The art and adventure of leadership: Understanding failure, resilience and success. John Wiley & Sons, 2015.
 30. Chandrasekar J., Velusamy M. A. impact of organizational development interventions // International Journal of Human Resource Management and

Research (IJHRMR) ISSN (P): 2249-6874; ISSN (E): 2249-7986. Vol. 7.
Issue 6. Dec 2017. PP. 1-6.

31. Merriam-Webster dictionary. Retrieved November 22, 2020. URL:
<https://www.merriam-webster.com/dictionary/process>

32. EFQM Model. Retrieved November 22, 2020. URL:
<https://www.efqm.org/index.php/efqm-model>