



## **UNIVERSITI BRUNEI DARUSSALAM**

### **BB-4312 ORGANIZATIONAL DEVELOPMENT AND CHANGE**

**A multiple case study analysis of organizations' immersion  
towards corporate social responsibility (CSR), adopting  
sustainability and green initiatives.**

by

**Aida Aqilah Asmali  
18B8553**

**Submitted to:**

**PG DR SITI ROZAIDAH PG HJ IDRIS**

**Lecturer in Leadership**

**UBD School of Business and Economics (UBD SBE)**

**Universiti Brunei Darussalam (UBD)**

**Jalan Tungku Link BE 1410 , Brunei Darussalam**

**[rozaidah.idris@ubd.edu.bn](mailto:rozaidah.idris@ubd.edu.bn)**

## TABLE OF CONTENT

1. Abstract/Executive Summary.....	3
2. Problem Statement.....	3-4
3. Literature Review.....	4
What is Organizational Development.....	4
General strategies of OD.....	4
OD Approach.....	4
i) Structural Approach.....	4-5
ii) Technological Approach.....	5
iii) Humanistic Approach.....	5
The Goal of Organizational Development.....	5-6
4. Case Analysis.....	6-7
BruTEL's 'Going Paperless' Initiative .....	7-8
SCOT's Green Xchange Project .....	8-9
Sumbiling Eco Village's Challenges.....	9-10
5. Alternative Solutions.....	10-12
6. Recommendation.....	13-14
7. Conclusion.....	14
References.....	15-17

## 1. Abstract/Executive Summary

This multiple case study analysis is based on exploring the initiatives adopted by different types of organizations that bring about the similarity in aims and objectives, thus facing almost similar challenges. One of the organizations is SCOT, an NGO which has a differentiation approach under the name Green Xchange project, which allows them to gain financial stability throughout the year. Next, BruTEL is a telecommunication company in the dilemma of whether or not they should proceed with their green strategy despite knowing they would lose a strain of customers (Idris et al., 2019). Finally, Sumbiling Eco-Village, a social enterprise that aims to conserve the environment while at the same time bringing economic benefits (Idris et al., 2019). Organizational development theory refers to six core values, and these are characterized as humanist values. This means that, as opposed to automated processes and procedures, the fundamental principles of this philosophy focus on people or individuals. The five core theories of Lewin's theory of change are, first, to give individuals the opportunity to act as individuals, to provide an individual with the opportunity to improve his or her full potential, to achieve an improvement in the overall effectiveness of an organization, to provide an opportunity for individuals to affect how they contribute to an organization, to build an atmosphere in which people have challenging work and, lastly, view each person in an organization as having important, complex needs (Foster, 2012). The critical points of the analysis are organizational behaviour is a feature of the personality of a person, and for the group environment and for change to be successful, it must be collaborative and participatory and take place at the group level of individual behaviour, as well as focusing on individual field factors such as group norms, roles, participation, and social processes, is to change (Foster, 2012).

## 2. Problem Statement

NGOs pride themselves on being flexible, rapid, and innovative; however, there is a general misconception that strategic planning prevents flexibility and prompt response. Fundings for NGOs are commonly limited. (Green Brunei, 2016). To tackle this problem, SCOT has initiated a differentiated approach to become more financially stable to achieve their goal.

For telecommunication company, BruTEL, it may be difficult to change from paper to digital as they have to be mindful of the diverse age groups. A study conducted by AITI's Household ICT survey (2016) showed that in terms of sending or receiving emails which are typical for receiving e-bills or e-statements, statistics show that the young to working population has a total amount of 57%. In contrast, for senior citizens or retirees, it amounted to 37%, which shows that there is lesser usage from senior citizens (Idris et al., 2019). Several methods have been proposed, one of which was through further promoting the benefits of going paperless as to achieve going green agenda to remove the uncertainty and hesitations of going paperless from senior citizens.

Moreover, Sumbiling eco-tourism has had difficulty in getting regular electricity as well as portable water supply due to the lower number of visitors interested in eco-tourism, which leads to small economic benefits. This affected not only the experience of visitors but also the local community. As stated by Burnes (2004), Lewin believed the solution to social conflicts was to foster learning and thus enable individuals to understand thus restructuring their views of the world around them. Therefore, several methods have been adopted to tackle this as one of them is that the workers are

still being trained and reminded to preserve the environment hence be more environmentally conscious and apply it as part of daily routine. Another way to improve the tourism of the place is to spread it through social media. This will not only bring a positive impact to the area but through the exchange of the local knowledge to the local communities will make them feel empowered and abundant in knowledge, which boosts their self-confidence.

### **3) Literature Review**

What is Organizational Development?

There are several definitions to define the range of which organizational development flows as according to Cummings and Worley (1997), Organizational development varies from other expected strategies for change, such as technical advancement or new product creation, as the emphasis is on developing the capacity of the company to evaluate its current functioning and to achieve its goals. OD is also oriented towards enhancing the overall system-organization and its sections in the sense of the broader world that affects them. Another definition of organizational development was noted by French (1969), in which he explained that Organizational Development applies to a long-term effort to improve an organization's problem-solving capacity and its capacity to deal with changes in its external environment with the assistance of external or internal behavioral-scientist consultants or agents for change, as they are sometimes called. As from Burke (1982), he noted that organization development is a structured method for transforming the culture of an organization through the use of behavioral science, research and theory

#### General strategies of OD

Four steps form a standard OD approach used to help companies achieve the transition, i.e., action research. First is Diagnosis, where it helps an organization recognize problems that may compromise with its success and determine the root causes and OD usually enlists external consultants to help identify issues by evaluating their task, priorities, objectives, procedures, and technologies; climate and culture; environmental factors; desired outcomes and readiness to act. It is also usually achieved through key informant interviews or all-member formal surveys.

Second is action planning. It is where strategic approaches are designed to resolve the identified problems. The company is engaged in an action planning process to test the validity of taking different improvement strategies that lead to results. The third is Intervention, where steps of change are defined and sequenced, progress is tracked, and participation of stakeholders is maintained—lastly, evaluation. In evaluation, organisations assess the expected initiatives for change by monitoring the success of the organization in introducing the transition and reporting its effect on the organisation.

#### OD Approach

Choosing an approach depends on the complexity of the issue and the goals sought. Determining which solution is acceptable is a job for the manager. These reflect attempts to alter the actions of an entity by altering the structure, technology and humanistic elements.

##### **i) Structural Approach**

Changing activities of this type are tailored to the organization's administrative structure. Variables such as line personnel relationships, positions of authority and accountability, management procedures, centralization of decentralization and departmentalization are all priorities of institutional change (Leavitt, n.d.). The idea behind these initiatives is that behavioral change and advancement in organization can be achieved by improvements in the structured organization components. Effective change would involve harnessing the informal system as well formal. The reorganization can be a powerful catalyst for improvement in the location of the resource where you need it; for example, consolidation into "company centers," which are closely associated with the community of a specific client. The reorganization also sends clear signals that things are changing for both clients and employees.

#### ii) Technological Approach

The effect of technology on organizational performance has been frequently noted, and altering organizational behavior is a logical element. All types of technological progress are scientific management, mass-production assembly lines, computer technology, and operations science. In general, the implementation of new technologies in the form of new equipment or new ways of utilizing existing resources leads to changes in Tasks & Work content, Social Interactions, Work Setting, Supervisory Activities and Status Factors. The key content for assessing the technical developments in terms of the operating methods used in the workflow operations, the characteristics of the materials used throughout the workflow, the level of continuous or fixed sequence operations, the level of automation, the level of interdependence between the work system and the effect of modernisation on other areas of the organization. (Leavitt, n.d.)

#### iii) Humanistic Approach

The strategy is aimed at effecting change in personal behavior, and the individuals themselves are the entry points to the reorganization process. This differs with the systemic and technological solutions that contribute indirectly to a shift in individual behaviour. The expectation is that more human motivation, ingenuity and collaboration can be accomplished by changes in human behaviors, expectations and increased personal awareness (McLeod, 2015). The result would be increased efficiency of the organisation. Knowing people as both a source of friction and a source of motivation for change means knowing what the organisation's skills-mix has and requires, if management behaviors and styles are suitable for the future one is trying to build. It includes the study of changes in workplace forecasting and preparation, recruiting, selection, performance evaluation, maintenance, integration, control mechanisms, motivational strategies, organizational development initiatives, training, retention policies and decision-making approaches

#### The Goal of Organizational Development

The primary aim of organizational development is to increase the enterprise's profitability in order to build on the marketplace a productive company. This can be accomplished by rising profits, margins, market share, morale, cultural values, or other sources of competitive advantage.

Which suggests that organizational development is different from that of the incidental change process. OD focuses on improving the company's capacity to evaluate and tweak its existing working to achieve its goals. This is also a continuous step while change phases are often

temporary.

That highlights the importance of OD, as well. It is characterized in today's world by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), and change becomes a constant factor. OD is an important response to the ongoing shift.

Golembiewski, Prochl, and Sink report on a comprehensive review of literature on OD. They found 574 instances of OD implementations occurring between 1945 and mid-1980, with 47 percent of those instances being implementations from the public sector and 53 percent being services from the business or private sector. The results were strongly positive; more than 80 per cent of cases showed either highly positive or a correct balance of positive results. On the other hand, adverse effects showed just 8 per cent of the applications. Additional dissections showed that progress were made at individual, group, leader and total level of organization. Finally, Barry Macy's extensive review of some 800 work improvement efforts (Cited in Sashkin and Burke) shows, "generally definite conclusions about both performance and worker satisfaction". Taken together, these literature reviews actively support the claim that OD applications generate positive improvements at the organizational and individual levels.

A meta-analysis based on 52 research studies by Robertson, Roberts, and Porras (1998), confirmed the effectiveness of OD interventions to produce positive change. These researchers analyzed the effects of OD interventions to bring about positive change and has also tested the model as well. Responses were divided into five sorts related to arrangements, social influences, technology, physical environment, and multifaceted arrangements. Paul Spector (1996) explored the results of measures that improve performance and attitudinal control and participation. Increased freedom and involvement would give workers a sense of greater 'perceived power'.

#### **4. Case Analysis**

To study a case, we analyze its working and activities carefully but a case study's first objective is to understand the situation. Within time, we can proceed to research its operation and compare it to other cases. We ought to figure out at an early point how the prosecution gets things done. By definition the case study's prime referent is the case, not the methods by which the case operates (Yin, 1994). The theory-driven approach to the analysis and evaluation of collective results offers an essential resource for researchers and policy makers seeking to understand, and reflection on theory-driven research has been the catalyst for many of the significant scientific criticisms and developments in psychology (Maxwell, Lau, & Howard, 2015; Reiser, 1939).

This ties three symbiotic components: theory-building, testing methodology and the scientific information body (Briggs, 2006; Eisenhardt & Graebner, 2007). 'Good' theory-driven work helps researchers to create a database of reliable, internally usable, publicly accessible scientific knowledge (Cash, 2018). The theory-based work thus provides a framework for understanding the work problems across fields. Dyer and Wilkins (1991) suggest that the essence of a case study lies in a detailed examination of a single case for the creation of new relationships and thus calls into question the Eisenhardt approach, which puts great emphasis on multiple case comparisons. On the contrary, Eisenhardt (1991) argues that numerous cases allow for replication between cases, and is

therefore seen as some kind of means of corroborating proposals.

Classical case studies favor detailed representations of a particular event in order to provide insight into the specific situation and hence elaborate new theories, taking into account the context. Consequently, in the opinion of Dyer and Wilkens, the contrast of multiple cases tends to surface explanations, which weakens the probability of meaning-related rich explications. While good stories are the objective in classical case studies, Eisenhardt's approach targets the creation of proper structures and their relationships. Eisenhardt (1991) firmly pleads for greater methodological rigor in case study research, while Dyer and Wilkins (1991) criticize the absence of many of the hypothesis-testing features of the proposed method for example sampling and controls.

### BruTEL's 'Going Paperless' Initiative

It is related with Field Theory in Lewin's three-step model of change. The three-step model observes that organizational change requires a progressive shift from one static state to another. The pattern, which is also called the Unfreeze-Change-Refreeze. Unfreeze in Step I. This stage is about creating the right conditions for change. People also add a sense of identity through resisting change to their surroundings. Initially, alternatives, even beneficial ones, will cause discomfort in this state. The aim is to push people from the 'frozen' state to a ready-to-change or 'unfrozen' environment. Transition into Stage 2. The transitional 'journey' is fundamental to Lewin's model, which is usually a time of psychological ambiguity. People are aware of the challenges to the old ways, but there is no clear image of the new solutions that will take their place. A decreased productivity condition is created as tasks change, where goals are drastically lowered. The final goal of this stage is to get people to the 'unfrozen' state and keep them in it. In Stage 3, Refreeze. The ultimate aim of the model is to create a 'refreeze' by reconnecting people back into their healthy, familiar world, restore a new position of security and raise levels of comfort. Refreezing takes people from a low-productivity transition-state process to one of organizational performance and sustainability.

BruTEL's has several accomplishments and has significantly been supportive of the community throughout its journey. As of recently, they have amended their business ethics to produce highly skilled individuals as well as achieving sustainable economic developments, which will lead to an improvement in the quality of life. They are also well-supportive towards Brunei's start-up culture.

Corresponding to their third goal of BruTEL's CSR, even though going green may contribute to being ethical and assist environmental preservation, transitioning from traditional paper-based bills to electronic bills seemed not appealing to senior citizens (elderly customers). They are not as techno-savvy compared to the youngsters. Some find it challenging to navigate or even use their emails on their own without any assistance or support (Idris et al, 2019). As Lewin pointed out earlier, organizational change includes shifting from one static state to another static state through a progressive shift. — BruTEL needs to acknowledge and anticipate hesitations from consumers who are not as techno-savvy.

Instead, to make them move from physical transactions to online transactions, BruTEL needs to convince its clients, especially its senior citizens. BruTEL needs to promote further the benefits of going paperless through and going green agenda via the use of social media. This could help create a campaign focused on CSR initiatives such as greening, better health or overall convenience. When BruTEL can eliminate the hesitations and uncomfortable feelings about getting paperless from



consumers' minds, BruTEL can start formulating plans or taking steps to resolve its dilemma. (Idris et al 2019)

### Society for Community Outreach and Training (SCOT)'s Green Xchange Project

According to Burnes (2004), though Field Theory, Group Dynamics, Action Research, and the 3-Step Change model frequently presented his work as separate themes. Lewin saw them as a cohesive whole with each item supporting and improving the others and all those required to understand and bring about the expected change, be it at the individual, group, organizational or even social level. (Bargal and Bar, 1992; Kippenberger, 1998a, 1998b).

Anwar Mohammad, chairman of the Community Outreach & Training Society (SCOT), said the NGOs had to innovate to support themselves financially. He said that having a "differentiation strategy" at SCOT gave them the reputation and helped them to stay economically stable over time as stakeholders are keen to support their cause in the long run (Green Brunei, 2016). The Green Xchange Project is an example of this differentiation approach, which seeks to inform the public about the advantages of exchanging recyclable products for essential needs such as rice. Anwar has also stated that by opting for this project, it will teach them about the importance of recyclables, rather than just discarding them as 'trash' (Green Brunei, 2016).

This leads to Lewin's Group Dynamics, which stresses the idea that group behavior will be the object of change rather than the individual acts (Bernstein, 1968; Dent and Goldberg, 1999). Lewin (1947) maintained that it is futile to focus on modifying individual behaviour, since the individual in isolation is limited by social pressure to conform. The focus of change must therefore be on the group level and should rely on factors such as group norms, responsibilities, relationships and socialization mechanisms to establish 'disbalance' and change (Schein, 1988).

This Green Xchange project aims at educating the public about the benefits of exchanging recyclable products with necessities such as rice. This is also a two-sided approach to the recycling program that supports low-income earners and also incorporates "Go Green" theme (Musa & Idris, 2019). Moreover, this project also aims to educate low-income earners about opportunities for entrepreneurship through successful waste management (Green Brunei, 2016)

SCOT has made a platform for people to recycle materials that could be exchangeable with 1.5kg of rice (Musa & Idris, 2019). Organizing the event to raise awareness in Kampong Ayer back in 2011 has made collecting more than one tonne of recyclables successful. Relating this to Lewin's group dynamics, this has made sure that the community would be more aware of their recyclable wastes. Apart from that, SCOT has also used the Green Xchange project as a platform to generate income whereby 1kg of recyclable are exchangeable for BND 1.

With more people aware of the importance and availability of such recycling projects, In 2016, through its Green Xchange project, SCOT has obtained 3,060 kg recyclables, which would convert into BND 3,060. Many of the recyclable proceeds go to SCOT accounts, where they can be used to benefit other programs (Musa & Idris, 2019).

### Sumbiling Eco Village: Promoting the Ecotourism in the Temburong District.



Eco-tourism is described as 'responsible travel to natural areas that preserve the environment, safeguard local people's well-being, and require interpretation and education' (TIES, 2015). Education should be all-inclusive to staff and visitors. With a long-term market-linked option, eco-tourism offers powerful economic opportunities to preserve and promote bio-cultural diversity and helps to protect our beautiful planet's natural and cultural heritage.

Eco-tourism is an essential tool for empowering local communities around the world to fight poverty and achieve sustainable development by growing local capacity building and job opportunities. By focusing on enriching personal experiences and knowledge of the environment through perception, eco-tourism fosters more knowledge and appreciation of nature, local culture and community.

Moreover, using Field Theory, which is an approach to group actions by attempting to map the nature and complexity of the environment in which the activity takes place (Back, 1992). According to Lewin (1947), the belief that group behavior is a sophisticated collection of symbolic interactions and forces that influence not only group structures but also individual practices. Person behavior is, therefore, as he called it, a part of the group environment or 'field.' Consequently, any changes in behavior arise from changes in the forces within the environment, whether small or significant (Lewin, 1947).

In reference to Sumbiling Eco-Village, it has boosted the self-esteem of the local community as they know they are uneducated and are not self-confident, but through the exchange of the group, local knowledge makes them feel empowered and rich in knowledge which boosts their self-confidence. For example, one Iban man named Mangad, also known as 'Bobo' (a local word indicating 'black sheep'). He had been mistreated, but over time, the eco-village gained economic benefits and grew that helped them better their lives. Now the 'Bobo' is no longer called a Bobo; he now trusts himself and even entertained the visitors (Idris et al, 2019). In short, as noted by Williams, employee engagement refers to the sense of belonging and ownership that drives an employee's enthusiastic contribution of talents, efforts, and ideas for the betterment and success of the organization and its customers/stakeholders. It is a prime example of how the eco-tourism contributes to the community where development can easily be seen. Moreover, this refers to developing talent. As according to Cummings and Worley (2009), this includes talent management practices like those of coaching & mentoring, career preparation, growth strategies, and leadership creation and management.

### Sumbiling Eco Village's Challenges

Leslie Chiang founded Sumbiling Eco Village (SEV) to contribute to the socio-economic gains as well as to preserve the environment. However, Leslie Chiang faced several challenges to make this eco-tourism business a success. SEV faced difficulties in hiring and recruiting expertise in the field of eco-tourism in Brunei to enhance their products and services. Eco-tourism is a relatively new way of doing the tourism business in Brunei.

Moreover, Leslie Chiang plans to enhance the tourists' perspective on camping in the jungle. The need for camping in the wilderness is secure, and at the same time, they wanted to make the clients feel comfortable in a jungle-like environment. Making Sumbiling Eco Village as an educational area for local and even international schools to learn about the traditional Iban culture as well as nature conservation are also part of Leslie's future initiatives. Increased tourism to vulnerable

natural areas may endanger the integrity of ecosystems and local cultures without careful planning and management.

Besides, eco-tourism will increase education and activism between travelers, making them more enthusiastic and active agents of conservation. Large-group approaches, as per Cummings and Worley (2009). Such approaches are someplace between the above two. The goal is to bring together a large number of members of the organization and other stakeholders to identify and coordinate members to identify and address organizational challenges, to devise new approaches to structuring and managing the business or to recommend potential directions for the organization.

**The JDS Diagnostic Profile for a "Good" and a "Bad" Job**

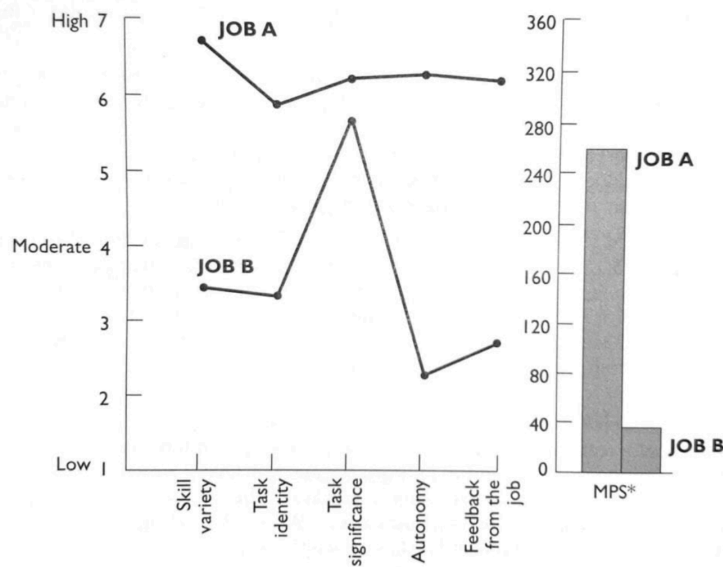


Figure A

A Job Diagnostic Survey (JDS) is part of work design, an Organizational Development Intervention (image based on Cummings & Worley, 2009)

<https://www.digitalhrtech.com/organizational-development/>

## 5. Alternative Solutions

In order to make known of the alternative solutions for the problems, it is best to take into account the organizational development process. In which it is divided into seven steps.

First is entering and contracting. Once a manager or administrator sees an opportunity for change, the first move begins. This can be caused by numerous events like external changes, internal disputes, dissatisfied customers, loss of income, lack of creativity, or high absence or turnover of employees. Typically such incidents are signs of a deeper problem. The first stage involves scoping the problem.

Second step is diagnostics, the OD practitioner attempts to understand the inner workings of a machine. They gather information required to describe the issue correctly, by surveys, interviews or through looking at the evidence currently available and trying to locate the root cause. Effective diagnosis provides the systematic knowledge of the organization needed to design appropriate interventions, according to Cummings & Worley (2009). There are various models used to run those diagnoses.

The following figure shows three models of IPOs with simple input, a process (change), and output. It helps organize the various design components of the organizations which resemble the star model of Galbraith. This model clearly shows different components of design that play a role at different levels of organization, organization, community, and individual.

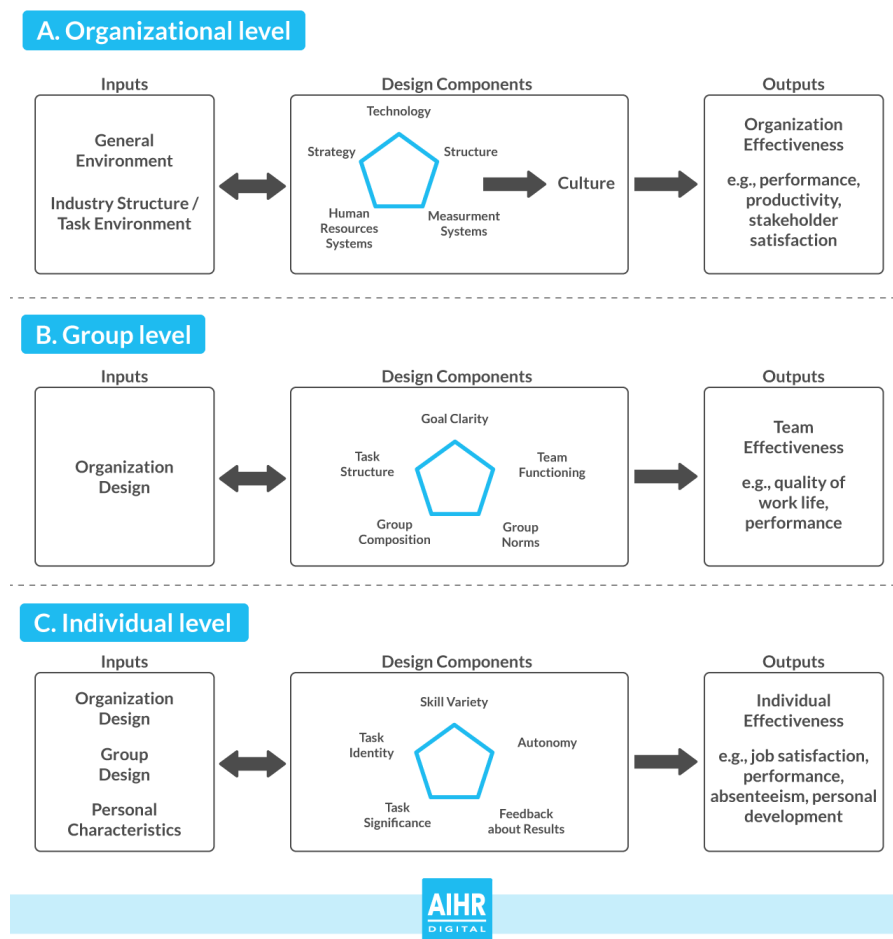


Figure B

Three comprehensive models for diagnosing organizational systems in OD (Image by Cummings & Worley, 2009)

<https://www.digitalhrtech.com/organizational-development/>

For data collection and analyzing, data is obtained and analysed in the third process. Instruments for data collection include current work system records, questionnaires, interviews, observations and such. Data collection also takes time and is important for a project's success. Confidential information, a specific objective, observer-expectancy bias and a Hawthorne effect are essential considerations to bear in mind.

Observer bias is the tendency towards seeing what we intend to see. The Hawthorne effect refers to the Hawthorne experiments where participants acted differently, simply because they were being observed. A regression to the mean is another consequence to bear in mind. It applies to the phenomenon that happens when there is an extreme or outer condition that returns to its normal state. And when things are quite bad a specialist will be called in, with the situation being less bad simply because time is going by. For this situation, the situation is less likely to go from being incredibly bad to worse than from being really bad to being better-thus regression to mean.

In the fourth phase is Feedback, in this process, providing details back to the client in a manner that is clear and action-driven is important for the OD consultant. Knowledge should be appropriate, understandable, concise, verifiable, timely, restricted, significant, comparative and stimulating action. To do this efficiently, strategies such as storytelling and visualization can be used.

For the fifth phase, design of interventions where, after feedback has been given to the client, an intervention needs to be developed. This intervention should suit the organization's needs and should be focused on causal awareness of the effects. Furthermore the company needs to be able to successfully handle the changes. Thus, defining performance criteria for transition is a major part of the change process. Progress can only be assessed when certain parameters are well defined.

The sixth phase is leading and managing change where the next step concerns the implementation of the intervention on change. It is quite hard to direct and handle transition. Estimates place the shift failure rate between 50-70% and this indicates a high rate. Successful management of change revolves around encouraging change, building a vision, establishing support, managing the transition and maintaining momentum. Lastly, the seventh phase is the evaluation and institutionalization of change. When a program has been placed in place, incentives for change begin to appear. Implementing these would lead to improved experience for both consumers and employees.

Such gradual improvements represent technology's rapid evolution. Change is becoming a constant factor, meaning that merely introducing technology is virtually impossible and being finished with it. Systems are changing and this needs a continuous implementation.

Finally, successful measures assess their own effectiveness and are produced in a way that allows for a contrast between before and after the state of affairs. Surely when organizations meticulously take into account certain organizational processes stated above, it will lift the anxiety and strain out of the organization as being aware is the first step to change.

## **6. Recommendations**

This study explored the initiative of these organizations in achieving their objectives. The first recommendation is to maximize utilization of technical innovation by introducing substantial technological advancement will make it possible for a firm to minimize costs and increase differentiation at the same time, and likely accomplish both strategies (Porter, 1980). Technological innovation leads to a competitive advantage which, in effect, stimulates sustainable development, e.g. well-being, prosperity, economic growth, human development and poverty reduction (Jansze, Lahiri & Tuningga, 2008).

The second recommendation is, BruTEL, SCOT and Sumbiling Eco-Village should constantly welcome organizational learning to improve. For several years, researchers and practitioners have gone for the elusive organizational learning phenomenon (Argyris, 1982). The capacity of organizations to interpret the environment and respond accordingly is of significant functional and theoretical value in a society characterized by rapid change, and ambiguous signals. Many researchers have made significant contributions to understanding these processes (Moingeon & Edmondson, 1996). Organizational learning presents in the literature as occurring at different levels of analysis — from individuals (Argyris, 1982) to organizations (Levitt and March, 1988). Firm profitability, while the technical features of TQM such as quality training and benchmarking, do not seem to produce a competitive advantage (Powell, 1995). Other strategy research has shown that firm identity and culture can limit the effectiveness of new strategic initiatives such as firm mergers (Moingeon and Ramanantsoa, 1995). One of the objectives of this volume is to facilitate the active exchange of concepts and research questions across management disciplines and to promote more integrative research. There is preliminary evidence that integrating technical and behavioral theories is both possible and worthwhile. Argyris and Kaplan (1994) have collaborated across the disciplines of organizational behavior and accounting to explore the implementation of activity-based cost accounting in the face of organizational defensive routines. New practices and skills must be learned to supplement the organization's competency in strategy consulting (Argyris, 1993).

The third recommendation is Consistent with the advice provided by Keith Smith, Director of Ohio State University (as cited in Seevers & Graham, 2012). As Smith stated: “extension leadership and

personnel must learn to embrace working outside of their comfort zone we must challenge ourselves to do many things that Extension has not traditionally done so we can survive well into the future.” The importance of challenging ourselves suggests doing the uncomfortable job of exposing firmly held assumptions, beliefs and values about our organization as well as how its employees do the organization's work. This unpleasant work involves learning how to participate in meaningful dialog and conversations in secure, supportive environments where important conversational groups are helping organizations question the status quo.

## **7. Conclusion**

This study revealed that through immersion towards Corporate Social Responsibility (CSR), green initiatives, as well as an attempt to adport sustainability, the initial organization design has to correspond not only to benefit the public however, it takes into account staffs well being. Designing the approach in respect to OD will ensure these organizations has better respond to the changes in the industry as well as advancement of technology.



## References

- Back, K. W. (1992). 'This business of topology'. *Journal of Social Issues*, 48, 2, 51–66.
- Bargal, D. and Bar, H. (1992). 'A Lewinian approach to intergroup workshops for Arab–Palestinian and Jewish Youth'. *Journal of Social Issues*, 48, 2, 139–54.
- Barry A. M. (1986). An Assessment of USA's Improvement and Productivity efforts. National Academy of Management, Chicago. Retrieved from [https://shodhganga.inflibnet.ac.in/bitstream/10603/113857/8/08\\_chapter%201.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/113857/8/08_chapter%201.pdf)
- Bernstein, L. (1968). *Management Development*. London: Business Books.
- Best Colleges Online (n.d). What is organizational development theory. Retrieved from <https://www.bestcollegesonline.org/faq/what-is-organizational-development-theory/>
- Briggs, R. O. (2006). On theory-driven design and deployment of collaboration systems. *International Journal of Human-Computer Studies*, 64(7), 573e582.
- Burke (1982). Organization development as a profession and a field. In R. J. Marshak, The NTL handbook of organization development and change (p. 10). John Wiley & Sons.
- Burnes, B. (2004). Kurt lewin and the planned approach to change:A re-appraisal. Retrieved from <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1467-6486.2004.00463.x>
- Cash, P. J. (2018). Developing theory-driven design research. *Design Studies*, 56, 84–119. doi: 10.1016/j.destud.2018.03.002
- Cummings and Worley (1997). Organization development as a profession and a field. In R. J. Marshak, The NTL handbook of organization development and change (p. 2). John Wiley & Sons.
- Dent, E. B. and Goldberg, S. G. (1999). 'Challenging resistance to change'. *Journal of Applied Behavioral Science*, 35, 1, 25–41.
- Digital HR Tech (n.d) What Is Organizational Development? Retrieved from <https://www.digitalhrtech.com/organizational-development/>
- Dk Siti Rozaidah Pg Hj Idris, Gadong, M. S., Morni, M. I. R., & Ak Mohd Fakhrul Syafiq Pg Wahab. (2019). Sumbiling Eco Village: Promoting Ecotourism in the Temburong District. *Green*

*Behavior and Corporate Social Responsibility in Asia*, 57–63. doi:  
10.1108/978-1-78756-683-520191007

Dk Siti Rozaidah Pg Hj Idris, & Ismail, H. K. R. H. (2019). BruTEL's "Going Paperless" Initiative. *Green Behavior and Corporate Social Responsibility in Asia*, 141–146. doi:  
10.1108/978-1-78756-683-520191016

Dyer, W.G., and A.L. Wilkins. 1991. Better stories, not better constructs, to generate better theory: a rejoinder to Eisenhardt. *Academy of Management Review* 16: 613–619.

Edmondson, A., & Moingeon, B. (1996). Introduction: Organizational Learning as a Source of Competitive Advantage. *Organizational Learning and Competitive Advantage*, 7–15. doi:  
10.4135/9781446250228.n1

Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases: Opportunities and challenges. *Academy of Management Journal*, 50(1), 25e32.

Eisenhardt, K.M. (1991). Better stories and better constructs: The case for rigor and comparative logic. *Academy of Management Review*, 16(3): 620–627.

Foster, C. (2012). Five core theories-lewins change theory-organisational development. Retrieved from <https://organisationdevelopment.org/five-core-theories-lewins-change-theories-organisation-development/>

French, W. (1969). Organization development as a profession and a field. In R. J. Marshak, The NTL handbook of organization development and change (p. 24). John Wiley & Sons.

Golembiewski, Prochil and Sink (n.d). Estimating the Success of OD Application, Group Dynamics. Retrieved from [https://shodhganga.inflibnet.ac.in/bitstream/10603/113857/8/08\\_chapter%201.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/113857/8/08_chapter%201.pdf)

Green Brunei. (2016). NGOs face financing issues. Retrieved from <https://green-brunei.com/2016/01/18/ngos-face-financing-issues/>

Health Behaviour and Health Education. (n.d). Organizational development theory. Retrieved from <https://www.med.upenn.edu/hbhe4/part4-ch15-organizational-development-theory.shtml>

Home. (2017). Retrieved from <https://www.cdcollege.org/2017/06/06/some-definitions-of-congregational-development-and-organization-development/>

Kippenberger, T. (1998a). 'Planned change: Kurt Lewin's legacy'. *The Antidote*, 14, 10–12.

- Kippenberger, T. (1998b). 'Managed learning: elaborating on Lewin's model'. *The Antidote*, 14, 13.
- Lewin, K. (1947b). 'Group decisions and social change'. In Newcomb, T. M. and Hartley, E. L. (Eds), *Readings in Social Psychology*. New York, NY: Henry Holt.
- McLeod, S. (1970). Humanistic Approach. Retrieved from <https://www.simplypsychology.org/humanistic.html>
- Ridder, H. (n.d.). The theory contribution of case study research designs. *Bus Res* 10, 281–305 (2017). Retrieved from <https://doi.org/10.1007/s40685-017-0045-z>
- Robertson, Roberts, & Porras (1998). The Efficiency of OD Interventions Group Dynamics. Retrieved from [https://shodhganga.inflibnet.ac.in/bitstream/10603/113857/8/08\\_chapter%201.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/113857/8/08_chapter%201.pdf)
- Schein, E. H. (1988). *Organizational Psychology*, 3rd edition. London: Prentice Hall.
- Siti Fatimahwati Pehin Dato Hj Musa, & Dk Siti Rozaidah Pg Hj Idris. (2019). Society for Community Outreach and Training (SCOT)'s Green Xchange Project. *Green Behavior and Corporate Social Responsibility in Asia*, 155–161. doi: 10.1108/978-1-78756-683-520191018
- Smith, M. K. (2001). 'Kurt Lewin: groups, experiential learning and action research. The Encyclopedia of Informal Education. <http://www.infed.org/thinkers/et-lewin.htm>, 1–15.
- Spector, P. E. (1996) Perceived Control by Employees- *Human Relations*, 39 No. 11 pp. 1005-1016.
- Yin, R. K. (1998). The abridged version of case study research: Design and method. In L. Bickman & D. J. Rog (Eds.), *Handbook of applied social research methods* (p. 229–259). Sage Publications, Inc.