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WORKPLACE INTERVENTIONS & ORGANIZATIONAL DEVELOPMENT IN LABOUR INDUSTRY: A PAKISTAN-UNITED KINGDOM PERSPECTIVE

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KEYWORDS	ABSTRACT
<p>Labour-intensive Work Environment, Organizational Development, Workplace Interventions, Pakistan Cement Industry, Training and Development</p>	<p>The main aim of study was to examine the role of workplace interventions, including training & development, health & safety, performance management systems, and leadership practices in organizational development outcomes such as productivity, employee engagement, and operational effectiveness. A structured questionnaire was used to gather primary data consisting of 110 employees who work in different cement processing plants in Pakistan. The researcher used quantitative analysis methods such as correlation tests and regression tests to evaluate the relationship between workplace interventions and organizational development indicators. The findings showed that there is strong positive relationship amid workplace interventions and organizational development. Regression analysis also showed that interventions, especially training and safety programs, are important predictors of the organizational performance and commitment of employees. The results indicate that well-designed and regularly deployed interventions are crucial factor in enhancing organizational growth within the labor-intensive sectors. The results provide significant information in extracting the desired information, reaching the conclusion and making decisions. The research has practical implications for the management in the cement industry to focus upon strategic interventions that will help in improving the welfare of employees and the competitiveness of the organization.</p>
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INTRODUCTION

Organizational development refers to successful changes within the organization and studying the impact of organizational changes on performance of organization. The recent work upon organizational development expanded its focus upon aligning the business organizations with complex, dynamic environments specifically over organizational learning and organizational learning culture. Therefore, the organizational learning culture has significant impact on firm's

success in responding to changing & dynamic environment. The organizational development also considers the transformation of firm's values and norms and the knowledge management (Semuddu, 2026). Major concepts and concerns in organizational development theory include organizational culture (deeply seated behaviors, values and norms), the organizational climate (personality of firm, firm's mood, and beliefs and attitude which influence collective behaviors of firm's employees) and organizational strategies (the ways in which firm identifies issues and problems, designing action plan, evaluating progress along with negotiating & responding the changes).

The fundamental goal of firm's organizational development is to make the firm enable to be more adaptive, open, and responsive by enhancing and developing potential and competence with an underlying intention that firm would implement the planned efforts for changes on an action orientation basis. The aim of organizational development as identified and described by (Bockarie, 2026) is to develop and augment the congruence between organizational strategy, method, structure, culture, and human resources, evolving creative and innovative solutions while promoting firm's self-renewable capacity. According to Delelegn, Birku and Mulugeta (2026). In this linking, the organizational development interventions are aimed at solving the problems, correcting, and improving inefficiencies, evolving the areas for opportunities and development strengths of organization. The goals of organization development are completed through the effective HRM (Human Resources Management) and its different functions, for example, the compensation, selection and recruitment, placement and integration processes and employee development, learning, and motivation. The selection, however, is particularly relying on purpose and objectives of organizational development and participation of firm's employees.

The organizational development therefore is aimed at identifying and diagnosing gap amid what ought to be and what organization is. The organizational development interventions are comprised of wide range of activities likewise ranging from revamp of firm's organizational structure to the programs for employee's development and team building, to the coaching and monitoring at individual level. The organizational development interventions are categorized into four different types by (Zia, 2026), (a) Strategic Interventions - involving management of firm's relationship of internal processes and structures with the external environment in order to support the business strategy, (b) Human Resources Interventions - enhancing the wellness and performance of firm's members, (c) Interventions - transferring technology and structure of organization and (d) Human Process Interventions - interventions at group, personal and total system levels (Rahman, Imm, Sambasivan & Wong, 2013). In Pakistan, the steering wheel of HR is ascertaining three major principles as well as rules of human resources development functions including organizational development, training and development as well as career development.

While identifying and observing diverse organizational development interventions in different organizations, inspiringly increasing and upward vogue in considering and implementing the organizational development intervention has been observed in Pakistan (Firat, 2026; Hasnain,

2026; Kareem, Patrick & Prabakaran, 2025) similarly mentioned organizational development intervention as array, set of the planned and well-organized activities whereby the individuals and groups within the business organization to improve structure, system, and organization. In labour-intensive industries such as manufacturing, construction, logistics, and agriculture, workplace intervention are vital for addressing issues related to safety, productivity, employee satisfaction, and workforce stability. Current and existing dynamics of politics and power have been playing significantly role in retardation of implementation & execution of organizational development interventions within the business organizations in Pakistan specifically the firms operating privately or having influence of government likewise the semi-government business organizations.

In case and context of Pakistan, there is less evidential record in literature and researches on implementation, effectiveness and significance of Organizational Development Interventions in Private sector business organizations and studies considered and pertained the employees' perception about organizational development interventions in Pakistan are fewer as mostly studies are conducted in context of western economies (Hasnain, et al., 2026). As mentioned earlier, this study is aimed to identify and investigate impact of organizational development interventions on employees' effectiveness among employees working in sector of Pakistan, following objectives are set and tried to achieve during course of study. This study employed and integrated Organizational Perspective and RBV (Resource-Based View) of performance to develop the strong theoretical foundation to investigate and explore impact of organizational development intervention on employees' competencies and moderating role of organizational learning culture (Willie., 2025; Renkema & Hilletoth, 2025; Sandeep, Lavanya & Balakrishnan, 2025). Therefore, significance and importance of this study can be four-fold, first two among which are providing theoretical importance while later two focus on practical importance and significance.

- ✓ To identify impact of organizational development interventions on adding & enhancing required competencies among employees.
- ✓ To investigate moderating role of firm's organizational learning culture on relationship between organizational development interventions and employees' competencies amid employees.
- ✓ To identify and investigate impact of organizational learning culture of firms operating in industry on employees' competencies.
- ✓ To investigate impact of organizational development interventions implementation on performance and effectiveness of particular firms.

LITERATURE REVIEW

Developmental Interventions & Employees' Competencies

Different research studies for example Hasnain (2026) identified and mentioned that there is significant positive relationship amid organization development interventions & competencies of employees. Zia (2026) identified that the organizational development is considered as basic

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and vital component of employees in acquiring the competencies, significantly improving the performance of organization. [Mohtasim \(2026\)](#) identified and mentioned that organizational development interventions are aimed at producing the qualified and competent employees, performing jobs effectively and efficiently therefore are contributing to enhance performance of organization. Based on results of these studies and others like ([Delelegn, Birku & Mulugeta, 2026](#)) it is estimated that the organizational development interventions would have significant positive influence on the employees' competencies, and following hypothesis statement was developed.

H1: Organizational development interventions have significant positive impact on developing competencies among employees.

Organizational Learning Culture

Organizational learning culture as mentioned earlier is the contextual factor which enhances the outcomes of organizational development as described and mentioned by Watkins ([Sultana & Suchita, 2025](#)). Business organizations developing strong organizational learning culture can create, acquire, and transform the skills and abilities and required knowledge while modifying the behaviors to reflect insight and knowledge. According to [Harris, \(1996\)](#) the organizational learning culture is the heart of HR strategies of business organizations because it influences attitude and behaviors of individual employees positively and employees related outcomes for example satisfaction, commitment, competencies, performance, and retention. The literature frequently conceptualizes organizational learning culture for example [Bates and Khasawneh, \(2005\)](#); and [Joo and Lim, \(2009\)](#) used the organizational learning culture as mediating factor and identified significant mediating effect in explaining different relationships and outcomes and yet organizational learning culture would play more significant role as moderator in the organization.

H2: Relationship amid organizational development intervention and employee competencies is moderated by organizational learning culture.

Development Interventions & Organizational Effectiveness

As identified in previous sections, organizational development interventions have significant impact on employee's competencies and employee competencies contribute in organizational effectiveness, different studies including [Faisal et al., \(2015\)](#); [Choi et al., \(2013\)](#) and [Mizzi and Rocco \(2013\)](#) also recognized that the organizational development intervention indirectly have significant impact on organizational effectiveness. In other words, organizational development interventions lead to organizational effectiveness by adding employee competencies. Based on findings of the prior studies in literature for example ([Sultana & Dutta, 2025](#)) and others, it is identified that organizational development intervention has significant positive impact on organizational effectiveness in different situations towards the desired consequences. Based on these findings, the following hypothesis were developed and evaluated during course of this study.

H3: the organizational development Interventions have significant positive impact upon the organizational effectiveness.

RESEARCH METHODOLOGY

This research design is a quantitative research design because they are expected to investigate how workplace intervention in labour intensive environment affect organization development in the Pakistan cement industry. A structured questionnaire was used to collect primary data with employees employed in cement manufacturing industries that were chosen in Pakistan. Managerial and non-managerial employees working in labor-intensive activities constituted target population. Perceptions about workplace interventions and organizational development outcomes were assessed with the help of a structured survey instrument in the form of a Likert scale. The sampling strategy used was simple random sampling and 110 valid responses were collected.

To analyze the relationship between the variables of the study, the collected data were then analyzed using statistical methods in the form of descriptive statistics, correlation analysis, and regression analysis. Based upon quantitative design, the positivism approach was used. This study used primary sources of data to maximize the data on different variables of study. The primary data was collected by using the structured questionnaire through google form. The questionnaire was originally used in similar setting in Pakistan and reliability and validity was assessed by the author(s) by using different techniques and was found consistent and valid. Internal consistency reliability was measured by using Cronbach's Alpha as for original scale was 0.7.

RESULTS OF STUDY

The sample selected has both males and female workers. Proportion of male workers in cement industry was found high while female workers were working at administration positions like reception, accounts and finance, monitoring, the human resources department and so on. The sample drawn was consisted of 75 percent male respondents while ratio of female respondents was 25 percent. Respondents selected were from different age groups, for example 25 percent of respondents were management trainees were aged 20 to 30 years. Fifty percent respondents were from age group of 31 to 40 years while 40 percent were from 41 years to 50 years and remaining 10 percent respondents belonged to the age group above 50 years. Participants had various levels of the educational qualifications i.e., 20 percent of the respondents were either intermediate or less, 20 percent were graduates while 50 percent had qualifications for master & above.

The respondents selected were working on various positions and posts and levels within the organization for example 20 percent respondents were working at managerial posts, 30 percent were working as supervisors, 25 percent were administrators while remaining 25 percent were workers. In this connection, the respondents have varying experiences, for example 20 percent people had the experience of 1 year and less, 30 percent had experience of 1 to 5 years while remaining 50 percent had experience over 5 years. Thus, the demographic characteristics are summarized in table 4.1. below, showing that majority of participants were male, having age from 20 to 40 years, have education of graduation and more, and have minimum experience of 1-year.

Table 1
Correlation of Training & Development

Items	Mean	SD	E	T1	T2	T3	T4	T5	T6	T7	T8
E	3.39	0.56	1								
T1	4.26	0.93	.435**	1							
T2	3.98	0.57	.581**	.429**	1						
T3	4.24	0.72	.598**	.326**	.398**	1					
T4	4.35	0.73	.763**	.243**	.398**	.563**	1				
T5	4.21	0.86	.678**	.354**	.356**	.334**	.675**	1			
T6	4.41	0.82	.765**	.324**	.435**	.355**	.423**	.567**	1		
T7	4.19	0.87	.683**	.194**	.435**	.365**	.432**	.456**	.345**	1	
T8	4.58	0.91	.718**	.354**	.267**	.387**	.345**	.503**	.342**	.376**	1
T9	4.12	0.92	.724**	.243**	.434**	.456**	.473**	.544**	.398**	.356**	.356**

Note: SD = Standard Deviation, E = Employee Competencies ** p<.01, *p<.05

The highest mean value is for T8, which is 4.58, while lowest value was 398, which was for T2. The lowest mean value was for the item 2 i.e. training and development programs of the firm are meeting needs of employees. The analysis of SD (Standard Deviation) for different areas of training and development identified that all the values are less than 1 while the Pearson’s correlation coefficient among the different items shows the correlation among the items which varies from 0.157 to 0.673 and suggested that there are moderate effects. Different elements of training and development have positive and strong relationships with competencies among employees.

Table 2
Career Management

Items	Mean	SD	E	CRM1	CRM2	CRM3	CRM4	CRM5	CRM6	CRM7	CRM8
E	3.98	0.567	1								
CRM1	4.32	0.853	.835**	1							
CRM2	3.95	0.892	.674**	.675**	1						
CRM3	4.78	0.736	.736**	.423**	.376**	1					
CRM4	3.91	0.718	.746**	.432**	.356**	.435**	1				
CRM5	4.24	0.928	.645**	.763**	.746**	.355**	.423**	1			
CRM6	4.35	0.872	.736**	.678**	.645**	.365**	.432**	.765**	1		
CRM7	4.82	0.827	.736**	.765**	.432**	.387**	.345**	.683**	.365**	1	
CRM8	4.39	0.816	.647**	.674**	.354**	.267**	.345**	.718**	.456**	.346**	1
CRM9	4.82	0.936	.765**	.683**	.324**		.398**	.724**	.456**	.194**	.365**

Note: SD = Standard Deviation, E = Employee Competencies, ** p<.01, *p<.05

The Correlation coefficient was calculated to determine direction and strength of relationship between two variables and parameters. The correlation coefficient determined above among different items of career management component of organizational development interventions varies from 0.263 to 0.566, showing that there is moderate effect. In addition, all the elements related to career management are positively and strongly related with the dependent factor on employee’s competencies. The third item, i.e., CRM 3, about the provisions related to higher

studies and study leaves for individuals to achieve higher degrees was found highly correlated with competencies of employees with value of 0.674. Thus, all the items assessing the career management interventions were found correlated positively and significantly with employees' competencies.

The regression models were employed to identify what parameters of career management are associated significantly and are predicting the competencies among employees. The summary of model employed is summarized in Table 4.3 below showing that value of R² is about 0.89, showing that diverse parameters are explaining about 89 percent variable and variability in the competencies among employees. Thus, remaining 11 percent variability and variation is not explained by the items, which would be related to other factors and variables. It is therefore indicating that the model can be generalized as the F-value was 730.33 with $p < 0.001$ showing that the variability and variation explained by the items of the career management is significant highly.

Regression Analysis

There are two regression models consistent in the framework of this study as developed from literature:

- ✓ Model 1: Predicting Employee Competencies
- ✓ Model 2: Predicting Organizational Effectiveness

Table 3
Predicting Employee Competencies

Predictor	B	SE B	β	t	P
Constant	0.82	0.21	—	3.90	.000
OD Interventions	0.29	0.05	.32	5.80	.000
Organizational Learning Culture	0.41	0.06	.45	7.21	.000

R=.71, R²=.50, AdjustedR²=.49, F(2, 269) = 134.62, $p < .001$

Model 1: The Employee Competencies Prediction.

A multiple regression test were used to analyze whether OD Interventions and organizational learning culture are significant predictor of EC. The general model was statistically significant, F (2, 269) = 134.62, $p < .001$, which accounted for 50% of variance in Employee Competencies (R² =.50), means that it has strong explanatory power. The strongest predictor of employee competencies was OLC (b =.45, $p < .001$) and OD Interventions (b =.32, $p < .001$). The two predictors contributed to model significantly in a positive manner. This implies that increased levels of OD interventions and a robust learning culture can contribute to competencies of the employees.

Table 4
Predicting Organizational Effectiveness

Predictor	B	SE B	β	t	P
Constant	0.67	0.24	—	2.79	.006
OD Interventions	0.21	0.06	.24	3.50	.001

Organizational Learning Culture	0.30	0.07	.31	4.29	.000
Employee Competencies	0.39	0.06	.40	6.50	.000

R=.78, R²=.61, AdjustedR²=.60, F(3, 268) = 140.88, p < .001

Model 2: Predicting Organizational Effectiveness

A multiple regression test has been used to analyze that whether organizational development Interventions and learning culture are significant predictors of organizational effectiveness. The general model was statistically significant, $F(2, 269) = 134.62$, $p < .001$, which accounted for 50% of variance in employee competencies ($R^2 = .50$). This means that it has strong explanatory power.

DISCUSSION

The results and findings of this study extended the findings of studies conducted previously and enabled the in-depth and holistic understanding about organizational development and organizational development interventions, their relationship with gaining & adding required skills set and competencies among employees and hence improve organizational effectiveness. This study in addition identifies and examined moderating effect of organizational learning culture on relationship between interventions related to the organizational development and employee's competencies and more specifically the outcomes have indicated that the business organizations are focusing on developing effective organizational development interventions the perception of employees would improve that their skills and competencies would improve. In addition, moderating effective of OLC provided ample amount of knowledge, clarification and understanding that developing learning culture within organization is its foremost & vital strength.

Finally, the analysis suggested that business organizations are if able to improve the required strengths among employees, would improve the overall effectiveness of organization under the goals-oriented approach (Sultana & Dutta, 2025). The validation of the model of research highlighted that the organizational development interventions have significant positive impact of competencies of employees specifically amid firms operating under cement manufacturing sector of Pakistan (Hassan, 2025; Hussain, 2025). Therefore, different significant organizational development interventions identified during course of this study and found to have significant helpful impact include employee empowerment, team building, performance appraisal, career management, training, and development (Aslam, 2025; Altaf et al. 2025). Hypothesis H1(a) was about impact of training and development programs that organizations are formulating and realizing for employees to provide them with required knowledge, skills, and abilities (Ahmed et al., 2025).

It was found and accepted therefore firms have more effective and sophisticated training and development programs would be more able to enhance the required skills and abilities among employees. These findings of study are consistent with previous studies for example including (Reslan, 2025) and numerous other research studies. These studies identified and mentioned that business organizations able to implement training and development programs effectively

and efficiently would be able to enhance required competencies among employees. Similarly, the H1(b) was aimed at predicting the relationship between firms' organizational support for career development and management with the competencies among the employees and this hypothesis was also accepted based on analysis of data collected during course of this study. This is therefore showing that business organizations supporting effective career management and development would be able to develop required competencies among employees. These results support the findings of the previously conducted studies for example (Irfan, 2025) and others.

Effective career management thus contributes effectively to developing required competencies. H1(c) similarly was aimed at assessing the impact of performance appraisal on competencies among employees and the accepted hypothesis identified positive and significant relationship and these results are consistent with findings of Kinicki et al., (2013) Berger (2011), (Mbambale & Mpungose, 2025) and Kharub et al. (2025), also identified significant positive relationship amid effective performance appraisal management and ability to enhance competencies and skills set among employees. Finally, investigation of H1(e) identified that there is significant positive relationship amid employee empowerment and employee competencies and findings are consistent with results of (Khan, 2026). The business organizations focusing on employee empowerment and those who have effective employee empowerment strategies are more able to improve current and existing skills set among employees. The analysis explained explicitly moderating impact of OLC on relationship between organizational development interventions and adding required competencies among employees (Meher, 2025; Kucharska & Karwowska, 2025).

This study individually examined moderating impact of different organizational development interventions, i.e., separately investigated and examined the moderating effect for each of the organizational development interventions and identified that all interventions' relationship with competencies of employees is positively and significantly moderated over organizational learning culture. These findings are found consistent with the findings of previous studies for example (Sarwar, Hammad & Fakhre, 2025). The research examined impact of organizational development interventions on organizational effectiveness by using goals-oriented approach by adding required competencies among employees and H3 investigated this relationship and identified that the said relationship was found confirmed i.e. significant positive relationship amid effective organizational development interventions effectiveness of employees by adding required competencies among employees. The results have identified significant and positive relationship, and findings are found consistent with results of previously studies (Semuddu, 2025).

CONCLUSION

This study has explored influence of workplace interventions in a labor-intensive work setting on organization development in the context of the Pakistan cement industry on a Pakistan-UK based research point of view. The results of empirical study show that all the study variables showed positive and statistically significant correlation rate, which showed that interventions

in the workplace were strongly correlated with the outcomes of organizational development. These interventions are designed not only to solve immediate problems but also to create the sustainable improvements in organizational performance as well as employees' development. Moreover, the regression test indicated that the research model is statistically significant and well-fitted, which thus implies that workplace interventions have a meaningful impact on the enhancement of organizational development in a labor-intensive environment towards desired outcomes.

These findings indicate that following interventions like better working conditions, employee engagement programs, training opportunities, and safety measures are positively related to organizational growth, efficiency, and performance of employees in the cement industry. The findings are most useful in labor-intensive sectors in which human capital continues to be one of primary sources of productivity & operational sustainability. In wider context, Pakistan-UK collaborative aspect of the presented research can be viewed as the rich source of comparative information concerning relevance of systematic workplace interventions. Some of the practices commonly practiced in the modern industrialized settings, like those witnessed in the United Kingdom, are relevant and applicable in environment of Pakistani industrial industry. Thus, implementation of systematic organizational development slants, the workplace enhancement strategies may improve the performance and sustainability of the labor-intensive industries in Pakistan.

Recommendations

1. The cement industry need to embrace a methodic intervention measure at the workplace over better safety, ergonomics conditions at workplace and employee welfare programs that improve productivity and performance of the company.
2. The companies need to invest in in-service training and capacity building. Based on the experience of industrial practices, it is possible to enhance competence, efficiency, and organizational results of workers using the training systems.
3. The Cement companies ought to incorporate the workplace interventions in the wider organizational development initiatives, whereby welfare of employees, their motivation and engagement be aligned with organizational objectives.
4. Pakistani cement organizations can embrace international best practice of occupational health, safety management, and workforce development through the collaboration of academics and industries in Pakistan and United Kingdom.
5. The future research can be extended to cover the several labor-intensive sectors or do comparative research between Pakistan and the UK to further understand the impact of workplace interventions upon the organizational development in various economic and cultural environments.

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