

## ABSTRACT

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**Topic of the Study:** "A study of OD & Organisation Effectiveness in  
Consumer Electronics Industry with special reference to LG & Samsung"

## RECOMMENDATION AND SUGGESTION

- **Motivation** - We can say that OD interventions as a whole can have a great impact on the motivation level of employees. And of all the OD interventions, individual level interventions are the major and most effective contributors to high motivation. So, the consumer electronics organizations which score low on motivation should try to adopt and implement high number of effective individual level OD interventions supported by adequate team level OD interventions. They also need to maintain at least a moderate level of organization level interventions which could act as hygienic factors of motivation.
- **Morale** - Research suggests high dependence of employee morale on effectiveness of OD interventions. Although, team level interventions have the highest impact on morale, the contribution of organization and individual level OD interventions is not something which can be ignored. So, to build up an effective organization, in consumer electronics industry, with high level of productivity and profits it is

essential to implement effective OD interventions at all the three levels especially team level.

- **Satisfaction** - Although OD interventions at all the three levels have an impact on satisfaction level of employees, yet we can easily assess that the organization level interventions like QWL, MBO, Communication system, Organization culture building, appreciative inquiry and even diversity management can have be used as effective tools to increase satisfaction level of employees in the consumer electronics industry.
- **Retention** - OD interventions account for a high level of variation in employee retention in consumer electronics organizations. Effective Team level interventions complemented with effective individual level interventions can be used as handy tools of managing high level of employee retention in the organization. High employee retention will help to increase the Returns on Investment made on recruiting and training talent from a limited employable workforce available. This will be a key indicator of effectiveness of the organization.

### **Conclusion:**

- Consumer durable organizations have not given much attention to 13 OD interventions out of the 27 discussed interventions.
- **LG** although is very focused and determined out of the other 4 organizations in implementing interventions at all three level, yet they lack focus on some critical interventions which are highly recommended to be implemented: Appreciative Enquiry, Succession Planning, Education & Training and Behaviour modeling.

- There is a direct correlation business performance and OD Interventions in India for LG & Samsung. Therefore, Samsung is behind LG, as far as revenue is concerned. However, worldwide Samsung is performing better than LG. One can directly correlate Samsung performance with the initiative taken for OD interventions.
- **Sony** is currently riding on the brand value they have created over the past few years in India and on their parent company. It has been found that of the 5 organizations considered for the study, Sony surprisingly came as laggard as far as the employee focus is concerned. They are able to sell its product through the created brand value and not through the motivated / satisfied employees. I would recommend a strong in-depth action research for problem identification and focused approach for implementing at least following interventions:
  - Organisation Culture Building
  - Appreciative Enquiry
  - Succession Planning
  - Life and Career planning
- **Samsung's** worldwide performance is far better than LG; it is only in India that they are lagging behind. One of the reasons for the same can be derived from the research work. LG has taken far more initiatives in implementing OD interventions in India and hence they are able to motivate and retain the best talent. It is therefore recommended for Samsung to learn from their **native Korean cheabol (family controlled firms)** and gain focus on the following interventions:
  - Kaizen
  - Appreciative Enquiry
  - Succession Planning
  - Job Rotation
- **Fedders Lloyd** should focus on Strategic Planning, Force Field Analysis and Job rotation if it wants to boost its organizational effectiveness.

- **Videocon** had been criticized for its primitive style of managing people for the past decade or so. Mr. K.R. Kim ( Ex- CEO – LG), new CEO, has tried his best in changing the image by emulating contemporary HR practices from LG and has also been able to attract and retain high performing talents from competition. However, in order to compete with LG and Samsung, they should increase their focus on implementing following OD Interventions:
  - Organisation Culture Building
  - Process Consultation
  - Succession Planning
  - Force Field Analysis
  - Coaching and Counselling
  - Job Promotions