





# Organizational Development: A Systematic Review for Latin America

## *Desarrollo organizacional: una revisión sistemática para Latinoamérica*

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### Abstract

This paper details a theoretical review of secondary sources regarding Organizational Development, a crucial topic for organizations to achieve greater competitiveness and fulfill their goals. In order to achieve this objective, a systematic review of the literature of the last five years was carried out, using a search strategy and the technique of bibliographic selection criteria, such as year of publication, language, type of publication and thematic areas. The purpose was to analyze the theoretical and empirical contributions of various authors regarding Organizational Development in the period 2017-2023. In this process, 30 articles related to the research were reviewed, using virtual libraries such as Scopus, Scielo, Doaj, Renalyc and Google Scholar. From this review, tabulations and graphical representations were made, taking into account the period of publication, journal name, keywords and type of sector. This made it possible to identify the areas with the greatest amount of research according to each classification. The results of the analysis revealed the existence of a research gap, pointing out opportunities for future research focused on the application of Organizational Development.

**Keywords:** Organizational development, organizational environment, organizational culture, organizational performance and management.

### Resumen

Este documento detalla una revisión teórica de fuentes secundarias sobre el Desarrollo Organizacional, un tema crucial para que las organizaciones alcancen una mayor competitividad y cumplan con sus metas. Con el fin de lograr este objetivo, se llevó a cabo una revisión sistemática de la literatura de los últimos cinco años, utilizando una estrategia de búsqueda y la técnica de criterios de selección bibliográfica, tales como el año de publicación, el idioma, el tipo de publicación y las áreas temáticas. El propósito era analizar las contribuciones teóricas y empíricas de diversos autores con respecto al Desarrollo Organizacional en el período 2017-2023. En este proceso, se examinaron 30 artículos relacionados con la investigación, utilizando bibliotecas virtuales como Scopus, Scielo, Doaj, Renalyc y Google Académico. A partir de esta revisión, se realizaron tabulaciones y representaciones gráficas, teniendo en cuenta el período de publicación, el nombre de la revista, las palabras clave y el tipo de sector. Esto permitió identificar las áreas con mayor cantidad de investigaciones según cada clasificación. Los resultados del análisis revelaron la existencia de una brecha en la investigación, señalando oportunidades para futuras investigaciones centradas en la aplicación del Desarrollo Organizacional.

**Palabras clave:** Desarrollo organizacional, Clima organizacional, Cultura organizacional, desempeño organizacional y gestión.

## INTRODUCTION

Many organizations are currently implementing change by reviewing their organizational structure, which involves making adjustments to internal operating procedures. While some view change initiatives as proactive and intentional, others see change as a random event. But in light of the new trend in organizational development, it is important to think of them as deliberate acts with predetermined objectives. The contemporary world is characterized by perpetual change, which inundates organizations and demands adaptation as a vital necessity for their continued existence.

The need for better administrative management, which has a systemic character since it comprises activities that are logically focused on achieving objectives through the performance of the traditional managerial roles in the administrative process: planning, organizing, directing and managing, are remarkable because they demonstrate how administration in organizations has evolved into a universal and increasingly complicated reality as a result of social requirements, economic behavior and the dynamic environment in which it operates. Given this statement, the participants in the process hold the key to the success of management in the development of organizations, since the attitudes, skills and performances of the collaborators are what determine the success of the process (Mendoza, 2018). Due to the intricate nature of these changes and their impact on the education of future generations, society has become increasingly susceptible to the continuous changes caused by globalization, which requires the need for assimilation and adaptation. At the same time, fostering systemic thinking in senior management will facilitate the development of a sound organizational framework that can adapt to the changing needs of the community.

In the same vein, the way in which companies and institutions are organized according to their procedures will reflect the way in which they are managed. As a result, successful and consistent operations in line with the fulfillment of organizational goals and objectives will emerge from effective management at all organizational levels (Moscoso Rojas, 2021).

According to Vilorio *et al.* (2019), a strategy is required to carry out the planned activities, since human beings are productive beings focused on achieving goals and connected with their institutional environment. In light of the vision and mission of the organization, the activities must be adapted to the aims, purposes and goals that it has set for itself. In this sense, the success or failure of an organization is determined by the circumstances in which employees perform or fail to perform tasks. This is particularly evident in institutions of higher education, where a structured transition process has been put into operation.

According to Hernández-Sánchez, *et al.* (2018), these procedures serve to guide people's behavior and point them to the steps they need to take to adapt to the institutional environment. This suggests that preparations for these institutions to compete in the global market have become necessary as a result of social, technological and economic developments in society. For institutions to effectively meet the stated objectives of their leaders, staff must be trained to adapt to the new procedures adopted.

On the other hand, leadership influences organizational development (OD), Chiavenato (2009) states that OD is a deliberate strategy that emphasizes both the character and caliber of employees' professional interactions and the transformation of people. Within an organization, OD is the impetus behind the human processes that help the company achieve its goals, leading to constructive innovations in people, technology, procedures, and organizational structures. Through OD, employees can learn first-hand about the interpersonal difficulties they may encounter. Priority is given to teamwork and special attention is paid to the leader's actions and policies.

According to Lawrence and Lorsch's contingency theory, the direction and structure of an organization are determined by a number of variables, the main one being the state of the market, for which three things are essential: organization, integration and difference. Another proponent of this theory, Beckhard, stresses the importance of taking into account various organizational subsystems and processes. The purpose of organizational development

is to increase the performance of various organizational components, including goal-setting procedures and teams. However, to meet external demands in today's complex organizations, the top management must coordinate a planned effort that includes all subsystems (Vielma, 2020).

According to Kurt Lewin's field theory, the circumstances of an individual or group are determined by forces in their psychological environment. These opposing forces serve as both impediments to progress and motivators to achieve goals. Lewin created this paradigm to successfully apply individual and group change in organizations. A leader must take a holistic approach, analyze the interconnections between people and the environment, and consider all effects. Individuals who recognize that their future depends on the collective will be more inclined to take responsibility for the well-being of the group (Pucheu, 2014).

In light of the issues at hand, we pose the following question: how is the analysis of convergences and divergences in the production of high impact research papers on Organizational Development during the period 2017 - 2023? The general objective is to analyze the convergences and divergences in the production of high impact research on Organizational Development from 2017 to 2023. Also, the specific objectives are the following: a) to select academic papers on the organizational development variable among the listed periodicals, and b) to categorize and evaluate the behavior of academic papers that have examined the organizational development variable.

This assessment is motivated by the need to strengthen and improve organizations to increase their effectiveness, efficiency and adaptability in an ever-changing business environment. To help readers understand how organizational development has adapted to changes in society, technology and the economy, it is important to analyze how organizational development has changed over time. However, we can defend the study by pointing out that it aims to bring together the body of scientific knowledge about organizational development to highlight the importance of this field, as well as how it affects companies and the behavior of their human resources.

## METHOD

Systematic reviews aim to compile all currently accessible information in a given field, highlighting the knowledge that has been acquired on a particular topic from the findings of different studies and offering suggestions for future research and practical applications. The current state of research on Organizational Development in environmental culture is crucial to understand in terms of bibliographic resources, so a quantitative analysis is proposed through a bibliometric approach of the scientific production registered in the Scopus, Scielo, Doaj, Renalyc and Google Scholar databases from 2017 to 2023.

In addition, a qualitative analysis of the published research in the previously indicated field of study will be carried out, using a bibliographic technique to outline the different perspectives of various authors on the suggested topic. Organizational development is the most used key word considering that it is one of the variables in this study referring to the best practices of strategic management. We also found keywords such as organizational climate, organizational performance, organizational culture, management of change and management, all aiming to improve the efficiency and effectiveness of the organization. Management of change seeks to make the organization more adaptable, culture and climate affect morale and productivity, and management in general seeks to optimize resources and processes.

**Table 1.**  
*Methodological design*

	PHASE	DESCRIPTION	CLASSIFICATION
PHASE 1	INFORMATION GATHERING	Scopus, Scielo, Doaj, Renalyc, Google Scholar search software is used to compile all the linked documents. A total of 30 research articles linked to the variables were identified.	Published materials with study factors related to organizational development. Studies that were published between 2017 and 2023. Regardless of the domain of specialization. Regardless of the type of publication.
PHASE 2	PREPARATION OF THE SUPPORTING DOCUMENTS FOR ANALYSIS	All the information obtained in Phase I is organized and distributed. This information is grouped in graphs and tables using the information provided by Scopus, Scielo, Doaj, Redalyc, Google Scholar, and other sources.	Concurrence of words. Year of publication Country of origin of the publication. Knowledge domain. Type of publication.
PHASE 3	PREPARATION AND COMPOSITION OF THE FINAL DOCUMENT: CONCLUSIONS AND CONTRIBUTIONS	After having carried out the analysis of Phase 2, conclusions are drawn and the final document is developed.	

## RESULTS

The selection process analyzes the 30 scientific articles selected from the databases and the main characteristics are detailed below:

**Table 2.**

*Scientific articles included in the review according to the keywords used*

Authors	Methodological design	Country	Sample size	Conclusion
Panchi (2018)	Descriptive	Venezuela	-	The development of work activities within organizations is directly influenced by the presence of an organizational climate that supports the achievement of objectives and goals. In this way, the importance of the organizational climate, a decisive factor in the growth of the organization in all its dimensions, is ultimately reiterated.
Pérez (2020)	Descriptive	México	-	Stability, not statics, is what the change management process seeks to achieve within the organization. This is one of the typical comprehensive on-site business and organizational development consulting processes. It is not exclusive or restrictive of other components. An effort was made to keep it within a generic process for the purposes of this methodological note.
Soledispa & Alfonso (2019)	Research - action	Ecuador	200	In their many logics, cutting-edge evolutionary and historical-conceptual approaches to people management promote harmony between social interaction and appreciative inquiry. It became evident that organizational competitiveness and productivity are strategic elements that support development, particularly when properly connected and combined with training and innovation processes.

Zuñiga-Collazos <i>et al.</i> (2019)	Empirical - quantitative study	Venezuela	61	<p>After a review of the literature, some empirical studies were found that showed how innovation negatively affected organizational performance. However, the results of the study in other sectors of activity allow us to conclude that, in terms of its economic effects, product innovation is a relevant antecedent of organizational performance in all contexts and sectors.</p>
Castillo (2021)	Mixed qualitative	Perú	296	<p>The university's human resources department plays a key role in attracting the best talent for administrative positions by calculating competency management, which has an impact on organizational development. This is because competence management and organizational development are evaluated differently.</p>
Juyumaya y Demicheli (2022)	Mixed	Chile	80	<p>In terms of educational inclusion, this essay sets a precedent for Chilean (and regional) schools, which is why this work helps schools to implement organizational change and development processes related to school inclusion more effectively.</p>
Reyes Hernández y Moros Fernández (2018)	Review	Cuba	-	<p>The actions of each individual can have a beneficial impact on a company's work culture.</p> <p>The challenge is to link this work perspective to the development of a culture that unites, integrates and fosters creativity through the sincere participation of the subjects; and to create a philosophy and a way of life that are congruent with both the interests of the individual and the objectives of the organization.</p>

Torres <i>et al.</i> (2021)	Descriptive Qualitative	México	-	La cultura organizacional es crucial para las empresas, ya que ayuda a resolver problemas de integración y adaptabilidad de los empleados. Los empleados también creen que su empresa es un lugar donde pueden crecer plenamente como personas, donde serán recompensados por sus esfuerzos y desempeño, donde el ambiente de trabajo será óptimo y satisfactorio para todos los miembros del personal.
Navarrete y Labelle (2023)	Cross-sectional descriptive quantitative	México	200	Regarding the adoption of a sustainable energy management system, a crucial component of the environmental pillar of sustainable development, it is noted that Jalisco's SMEs are still in the early stages of Sustainable Organizational Development (SOD).  The business community will need to work hard, but it will also need the support of the government, academic institutions and society in general.
Díaz Pérez (2019)	Review	Cuba	-	To achieve organizational development, it is necessary to intervene in processes that are defined and influenced by socio-psychological factors and variables that impact both individual and organizational performance.  In this sense, organizational intervention requires integral and multidisciplinary approaches that are supported and grounded in comparable research.
Díaz y Cabrera (2019)	Review <hr/> Exploratory	Cuba	-	The results of the study of the professional profile show the need to strengthen training in organizational development competencies at the undergraduate and graduate levels. It is foreseen that this type of function will be in high demand in the near future due to the adoption of innovations and alterations brought about by the updating of the Cuban economic-social model. The recommendation of the study was made for the fields of organizational development and psychology.

Pacheco-Ruíz <i>et al.</i> (2020)	Descriptivo No experimental	Colombia	40	<p>It has been shown that one of the organizational development techniques used in institutions of higher education is organizational learning. The objective is to combine student and faculty activities in an effort to increase organizational efficiency. It has been shown that one of the organizational development techniques used in institutions of higher education is organizational learning. The objective is to combine student and faculty activities in an effort to increase organizational efficiency.</p>
Semenets-Orlova <i>et al.</i> (2023)	Review	Ucrania	-	<p>The author concludes that in order for the social institution of education to undergo a transformation, major adjustments in curricula are needed to produce a new generation of managers who possess a high degree of professionalism, cultural sensitivity, and original and creative thinking.</p>
John <i>et al.</i> (2023)	Quantitative approach	Nigeria	-	<p>It was found that there are four categories that construction SMEs need to follow to transition and materialize the circular economy: (1) business creation for competitive advantage; (2) people management; (3) service delivery; and (4) government policy and human resource management.</p> <p>Achieving the growth transitions needed by construction SMEs depends on these defined classes.</p>
Angeles <i>et al.</i> (2022)	Quantitative approach	México	257	<p>According to a number of management implications derived from the study, owner-managers of MSMEs should better understand how structural and strategic flexibility affects the aging of their organization, as well as connect and explore more with the environment to achieve greater proactive strategic flexibility, while preserving key components of their reactive strategic flexibility to prolong the life of their businesses and avoid premature death.</p>



Agubata <i>et al.</i> (2022)	Descriptive	Nigeria	10	<p>This study used a sample of ten Nigerian consumer goods firms listed on the Nigerian stock exchange to investigate the impact of employee benefits on organizational growth. With the exception of medical benefits, it indicates that employee benefits offered by the consumer goods industry have a favorable and considerable impact on business growth.</p>
Bernardes & Ferreira (2023)	Case Study	Brasil	24	<p>A dynamic explanation emerged whereby contextual pressure acted as a catalyst for practice transformation through learning and the evolution of interaction between top and middle management in a more agile decision-making process. It also generated innovations and led to optimized delivery of the value expected by the market, customers and society at large. Assertive and responsive decision making developed organizational competencies for differentiated growth.</p>
Mazil & Ali (2023)	Bibliographical review	Iraq	200	<p>To retain human resources within the organization, management must offer clear plans for the future and attract bright workers.</p>
Silva-Monsalve (2019)	Review	México	-	<p>According to reports, the people component of the CC applies constructivist learning theory, which is based primarily on the idea that learning occurs when people relate their unique self to their tasks or jobs or when they view the collectivity of organizational activities from the perspective of social construction based on their socialization process.</p>
Ferrer-Castillo <i>et al.</i> (2019)	Review	Cuba	-	<p>The development of organizational culture is linked to the improvement of management practices in higher education, fostering innovation and the pursuit of excellence in these centers.</p>

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Kamenez (2020)	Review	Rusia	124	<p>The leadership and management culture of the company are intimately intertwined. Since the organization was essentially created by its founder and leader, it reflects the personal culture, opinions and mistakes of the author as would any other work. We refer to the leader's culture as management culture.</p>
Armijos-Robles <i>et al.</i> (2020)	Qualitative bibliographical	Latinoamerica	60	<p>Organizational growth is the development and operation of the entity, which is also strengthened by the relationships that must exist within each employee through continuous performance and improvement. Consequently, there is a close relationship between the growth and strengthening of the company and the strategic direction that is implemented on the basis of best practices.</p>
Keller (2016)	Review	Argentina	-	<p>A model of organizational development could be achieved by sequentially using the five strategy categories to generate sustainable competitive advantages.</p> <p>This would mean that, in reality, the company would approach the problem of sustainability initially defensively and reactively, respectively, to ensure first its survival and then the prerequisites for its successful operations in the medium and long term.</p>

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## DISCUSSION

### Annual distribution of scientific production according to publication date

The distribution of scientific production by year of publication is shown, covering the years 2017-2023. With 12 papers each, the years 2022 and 2019 stand out for having the highest number of publications. The paper by Navarrete and Labelle (2022) entitled “Energy management and sustainable organizational development in small and medium-sized enterprises in Jalisco” stands out. The main objective of this article was to highlight the traits of entrepreneurs of small and medium-sized enterprises (SMEs) in Jalisco in terms of sustainable energy management. According to preliminary results, almost one third of the SMEs surveyed use systematic approaches to manage their sustainable energy. In addition, a correlation was observed between these SMEs and those that use innovation, conduct internal research and development, belong to an external organization, and have highly educated entrepreneurs.

The article “People management and its impact on organizational development” is one of the most prominent published in 2019 (Soledispa & Alfonso, 2019). In order to ensure effectiveness and a high quality of life, this work emphasizes the need for education and the development of positive habits. The purpose of the study was to sort out ideas about people management and how they affect social interaction and appreciative inquiry. Results are offered that highlight the role of people management and its influence on organizational growth following the application of a positive change-oriented organizational development approach.

With five papers related to the variables investigated registered in Scopus, 2021 occupies the third place. Among them stands out the work of Urbáez, *et al.* (2021), whose objective was to investigate how organizational growth affects the capacity of the poultry company Avipechichal S.A. to survive the COVID-19 epidemic. The findings showed that the Production Department demonstrates all the organizational growth traits that were analyzed, thus seeing the organizational strength of the company, determining that the organizational development traits of this department are considered favorable for the

implementation of creative processes, which have allowed the company to thrive despite the financial challenges caused by the current COVID-19 pandemic.

### Distribution of scientific production according to country of origin

With five publications, the most outstanding being the “Preliminary study on organizational development and planned change in a service sector organization”, Cuba stands out among the two countries that have contributed significantly to organizational development research (Díaz, 2019). The main objective of this study was to improve work quality and customer satisfaction. The organizational development program was conducted by a moderately large company in Cuba’s public administration service industry. The program plan gave top priority to the development of organizational human potential and the initiation of change initiatives in systems, culture and work structure. Mexico ranks second with a total of five articles included in Scopus. Torres, *et al.* (2021) conducted an analysis of organizational culture and development in family microenterprises in the Bolivar canton. This study examined corporate culture from the perspective of managers and employees of the microenterprises, as well as the ways in which leadership influences organizational development. The results suggest that the importance of organizational culture lies in the development of new frameworks, practices and instruments that allow companies to grow socially, financially and administratively in a highly competitive market.

In this regard, it is important to note that the presence of collaboration between authors affiliated with public and private organizations is a distinctive feature of the classification of the production of scientific publications according to country of origin. These groups may represent one country or different nationalities. Thus, when several nationalities co-author a paper, each country may benefit from the publication as a whole.

### Distribution of scientific production by field of knowledge

It illustrates how the field of knowledge in which different research methodologies are used determines how scientific articles are distributed.

Education is by far the most published field of study, with six articles included in Scopus. Among these is an investigation entitled “Organizational development techniques for the technological updating of teachers in higher education institutions” by Pacheco, *et al.* (2020). This study set out to describe the organizational development tactics that public higher education institutions in the Caribbean region of Colombia employed to upgrade their teachers’ technology. The results demonstrate how organizations support work teams, knowledge management, organizational learning, and socialization through the application of organizational development techniques. In summary, the integration of teachers in educational initiatives ensures the continuous professional development of the teaching staff of public institutions in the Caribbean region by supporting these activities.

With four publications registered that correspond to the variables under study, the business sector occupies second place. One of these papers is “Effective Leadership: Approach to Organizational Development from Results to Investors” (Quispe, *et al.*, 2022). Its main objective was to determine how the Asociación de Comerciantes del Mercado Ráez Patiño de Huancayo, Peru, is affected by successful leadership. The conclusion, which follows the recommendations, is that the Asociación de Comerciantes del Mercado Ráez Patiño de Huancayo is not being adequately managed when considering the financial profitability of the organization.

In third position are the health sciences, with a total of two articles published in Scopus. Among them, the publication of Díaz and Cabrera (2019) stands out, because it calculates in an exploratory study that makes use of a bibliographic-documentary review and a questionnaire on the profile of the Psychology Professional in Cuban organizations. With this approach, a new career in psychology is recommended for students at the University of Havana. The syllabus of the face-to-face and online course “Psychology and Organizational Development” was developed and introduced.

### **Type of publication**

It shows the distribution of the bibliographic production according to the authors’ choice of publication type. Of the various publications

included in Phase 1 of the Methodological Design, journal articles account for 56% of the total. Among the most prominent is the article “Dialogical ethical leadership management tools: an opportunity for organizational development for productive efficiency” (Ordóñez, *et al.*, 2022). The objective of the study was to establish a connection between dialogical ethical leadership and better organizational management to enable more effective and productive work performance. The plan is to replace the traditional vertical hierarchical procedural model, which tends to bureaucratize work, with a single unit that applies models of knowledge management, competencies and human talent together with leadership. Reviews occupy second place, representing 43% of all publications included in Scopus. The impact of talent management on organizational development falls into this category (Mazil & Ali, 2023). In addition to examining the definition, importance, and key components of talent management in the context of development implementation, this study attempts to investigate the relationship between organizational development and talent management in the Empresa Comercializadora de Productos Alimenticios Generales (General Food Products Marketing Company).

## **CONCLUSIONS**

Organizational development in Latin America during the 2017-2023 period shows a convergence in the importance of the human component, innovation, and management by competencies. Divergences are manifested in the specific contexts of each country and sector, as well as in the methodologies employed. However, there is consensus on the need for integral and systemic approaches to address organizational challenges, with a particular emphasis on the creation of a strong organizational culture and the implementation of sustainable practices. These findings underscore the importance of effective leadership and human talent management as fundamental pillars for organizational development in the region.

Cuba leads Latin America in terms of the number of bibliographic entries in the Scopus database from 2017 to 2023, accounting for a total of 5 documents, according to the bibliometric analysis

presented in this study. The body of research on Organizational Development has produced a significant number of publications over the years, with a linear increase in the last five years and a twofold increase in the number of papers in the most recent year. The importance of the human element in organizational development is a recurring finding. Communication, learning and change management are fundamental to the formation of a robust organizational culture.

The studies reviewed employ a variety of methodological designs, ranging from descriptive approaches and systematic reviews to empirical research and mixed studies. This methodological diversity allows for a broader and multifaceted understanding of organizational development in different contexts and sectors in Latin America. The studies suggest that organizational development interventions should be comprehensive and multidisciplinary.

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