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## Organizational Development: Analysis of Return on Investment, Training Needs Analysis, Job Enrichment and Competency (Literature Review)

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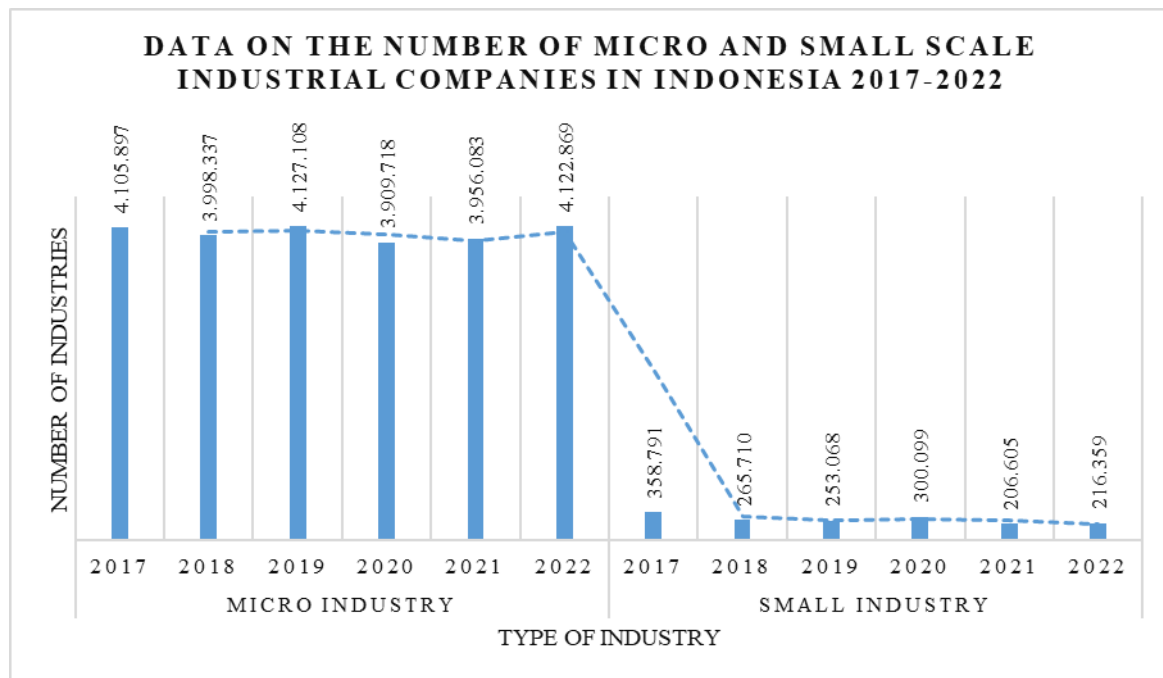
**Abstract:** The purpose of this literature research is to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of human resource management. The literature review research article Organizational Development: Analysis of Return on Investment, Training Need Analysis, Job Enrichment, and Competence is a scientific literature article in the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is using literature studies or reviewing relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as the Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Return on investment has an effect on Organizational Development; 2) Training Need Analysis has an effect on Organizational Development; 3) Job Enrichment has an effect on Organizational Development; and 4) Competence has an effect on Organizational Development.

**Keyword:** Organizational Development, Return on investment, Training Needs Analysis, Job Enrichment, Competence

## INTRODUCTION

Organizational development is a deliberate process in which systematic adjustments are made to improve an organization's performance and health. In this context, return on

investment (ROI), training needs analysis (TNA), job enrichment, and employee competency are critical aspects to consider when achieving strategic objectives.



**Figure 1. Data on the Number of Micro and Small Scale Industrial Companies in Indonesia 2017-2022**  
 Sumber: BPS, data processed 2024

Based on Figure 1 above, data is obtained related to the development of the number of micro and small-scale industrial companies in Indonesia in 2017-2022. It is known that the number of micro industries is greater than small industries. The number of macro industries in 2019 was the largest compared to 2017, 2018, 2020, 2021 and 2022, which was 4,127,108 micro industry players. And the lowest occurred in 2020 with 3,909,718 micro industry players, which could be due to the Covid-19 pandemic that broke out in Indonesia, so that many business actors went bankrupt. Then the number of small industries in 2017 was the largest compared to 2018 to 2022, which was 358,791 small industry players. And the lowest occurred in 2021 with the number of small industry players as many as 206.605.

The decline in the number of business actors can be caused by several factors, so that many business actors experience bankruptcy, resulting in a decrease in the number of business actors. Therefore, each organization or company needs to carry out organizational development, with the aim of sustainability (Hamdan et al., 2023).

Return on Investment (ROI) is an important indicator for determining the effectiveness and profitability of investments in various organizational development efforts. In an increasingly competitive business market, firms must ensure that every investment, whether in training, technology, or structural changes, yields the required results. ROI assists organizations in determining whether their investment is beneficial and how much it contributes to boosting organizational performance. Without effective ROI analysis, businesses may allocate resources to efforts that may not produce adequate outcomes, impeding growth and competition.

Training Needs Analysis (TNA) is an important element in the organizational development process because it guarantees that employees have the necessary skills and knowledge to meet organizational objectives. TNA assists in identifying skills gaps among employees and developing relevant training programs to fill them. In today's fast changing corporate world, where new technology and work styles are continually emerging, the need

for suitable training is even more important. TNA enables firms to remain competitive by maintaining a workforce that is constantly evolving and ready to take on new challenges (Widodo, 2023a).

Job enrichment, also known as job enrichment, is a strategy for increasing employee job satisfaction and productivity by assigning additional responsibility, autonomy, and variety of duties. Job enrichment is used in organizational development to promote employee motivation, reduce turnover, and improve work quality. Employees who believe their work is relevant and difficult are more likely to be engaged and dedicated to the organization. This is critical in an era where employee engagement is a key determinant in organizational performance, particularly in keeping top talent and fostering a healthy work culture.

Employee competence is the sum of their knowledge, skills, abilities, actions, and experiences. Employee competency is essential for achieving a competitive advantage and innovation in firms. Companies that prioritize employee development can be more effective at responding to market changes, implementing new technology, and generating creative products or services. Strong competences also allow firms to form more successful teams, improve communication and collaboration, and foster an organizational culture that encourages continual learning and development (Susanto, Sawitri, et al., 2024).

Thus, the purpose of this essay is to investigate how ROI assessment, TNA, job enrichment, and competency development might help an organization's overall development. To remain relevant and competitive in today's business landscape, firms must constantly adapt and enhance their internal capabilities. Organizations can increase performance, employee engagement, and creativity by taking an integrated and strategic approach to these four areas, while also creating a culture that promotes long-term growth and sustainability. This essay will also address the obstacles and opportunities connected with executing these methods, as well as make practical recommendations for their use in a dynamic company environment.

Based on the background of the problem above, the formulation of the problem is obtained to be used as a hypothesis for further research, including: 1) Does Return on investment affect Organizational Development?; 2) Does Training Need Analysis affect Organizational Development?; 3) Does Job Enrichment affect Organizational Development?; and 4) Does Competence affect Organizational Development?.

## **METHOD**

This literature review was conducted using a descriptive qualitative technique. The data gathering technique is to conduct literature investigations or examine relevant previous works. The data used in this descriptive qualitative approach is derived from previous research relevant to this study and is obtained from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. Previous research employed one relevant previous publication to review each independent variable. A systematic literature review (SLR) is a meticulous and deliberate process in which all relevant research material is located, reviewed, and examined to provide answers to specific research questions. When doing qualitative analysis, it is critical to use the literature review consistently and in accordance with methodological assumptions. Because of its investigative nature, qualitative analysis is mostly used for this purpose, (Ali, H., & Limakrisna, 2013);(Susanto, Arini, et al., 2024).

## **RESULTS AND DISCUSSION**

### **Results**

The following are research findings that consider the context and problem formulation:

## Organizational Development

Organizational development is a planned and methodical process that improves an organization's effectiveness and health by modifying its culture, structure, and internal processes. It includes activities aimed at improving communication, strengthening teams, and developing leadership abilities. Organizational development is to improve an organization's effectiveness and adaptability in the face of external and internal changes. It frequently includes training, skill development, and change programs that help achieve long-term strategic objectives. Organizational development contributes to a more efficient, collaborative, and responsive workplace by altering structures and processes (Susanto, 2022).

Dimensions or indicators that include the Organizational Development variable include: 1) Organizational Performance: Measures operational efficiency and effectiveness, including productivity, product or service quality, and achievement of strategic goals; 2) Employee Engagement: The degree of employee participation and dedication to their work, including motivation, job satisfaction, and loyalty; 3) Communication and Collaboration: The quality of communication between employees and departments, as well as the degree of collaboration in performing tasks and attaining common goals; 4) Organizational Culture: The values, conventions, and beliefs that underpin behavior and decisions within the organization, influencing the work environment and adaptation to change; and 5) Innovation and Adaptability: The organization's ability to innovate, offer new goods or processes, and respond to changes in the external environment (Jumawan, Hadita, et al., 2023).

Organizational Development is relevant to previous research that has been studied by: (Sari & Ali, 2022), (Susanto, Sawitri, et al., 2023), (Thariq et al., 2023).

## Return on Investment

Return on Investment (ROI) is a financial statistic that assesses the efficiency or profitability of an investment. ROI is determined by dividing the net profit from an investment by the cost of the investment, and it is expressed as a percentage. The standard ROI calculation is  $(\text{Net Profit} / \text{Cost of Investment}) \times 100\%$ . Companies use ROI to estimate the probable profitability of a new project, capital expenditure, or other investment. A higher rate of return shows that the investment outperforms its cost. ROI is an important tool in financial decision-making since it provides a straightforward and understandable image of an investment's success and aids in determining the ideal resource allocation (Budianto & Dewi, 2023).

Dimensions or indicators that include the Return on Investment variable include: 1) Net Profit: Income generated after deducting all operational costs, taxes, and other expenses; 2) Investment Cost: The total costs incurred in carrying out an investment, including original capital, operational costs, and other costs; 3) Percentage Return: The outcome of the computation  $(\text{Net Profit} / \text{Investment Cost}) \times 100\%$ , indicating the proportionate rate of return on investment; 4) Payback Time: The time it takes to repay the initial investment from the cash flows generated by the investment; and 5) Net Present worth: The total worth of future cash inflows discounted to their present value, less the cost of the initial investment (Sholichin, 2023).

Return on investment is relevant to previous research that has been researched by: (Fariantin, 2019), (Oktavianti, 2018), (Ramadhan & Harlendo, 2012).

## Training Need Analysis

Training needs analysis is a systematic approach for identifying employee skill and competency gaps that must be addressed through training programs. Data is collected through surveys, interviews, observations, and performance evaluations to determine where employees need to enhance their knowledge or abilities. Training needs analysis assists organizations in developing relevant and successful training programs, ensuring that the training delivered is matched with the needs of the firm and its employees. This analysis can help firms enhance productivity, employee performance, and job satisfaction while also

reducing errors and inefficiencies. A training needs analysis is frequently used to develop customized and relevant training curricula, as well as to select the best training methods (Susanto, Soehaditama, et al., 2023).

Dimensions or indicators that include the Training Needs Analysis variable include: 1) Skills Gap: The gap between employees' existing skills and the skills needed for their occupations; 2) Employee Performance: An evaluation of employees' present performance, including target attainment and work quality; 3) Organizational Objectives: The organization's short- and long-term goals that require employees to increase their skills and expertise; 4) Market Demand: Changes in the market or industry necessitating changes in employee skills and competences; and 5) Employee Feedback: Employee input on their training and development requirements (Susanto, Setiawan, et al., 2024).

Training Need Analysis is relevant to previous research that has been researched by: (Riyanto et al., 2017), (Jumawan, Saputra, et al., 2023), (AR, Muhammad Thamrin Saribanon et al., 2023).

### **Job Enrichment**

Job enrichment is a job design strategy that seeks to boost employee satisfaction by giving them greater responsibility, autonomy, and challenge in their jobs. Job enrichment makes employees feel more engaged and appreciated in their professions by incorporating features such as more diverse tasks, participation in decision making, and improved opportunities to learn new skills. It can also boost employees' motivation, productivity, and loyalty. Job enrichment focuses on the job's intrinsic development, which can help to reduce turnover and boost performance. This method is effective for maximizing employee potential and establishing a more rewarding and development-oriented work environment (Marta et al., 2021).

Dimensions or indicators that include the Job Enrichment variable include: 1) Autonomy: The degree of freedom and independence granted to employees in carrying out their jobs; 2) Task Variety: The degree of variation in employment duties and responsibilities, which can promote job engagement and happiness; 3) Task Significance: Employees' perceptions of the importance and purpose of their work to the organization and society; 4) Feedback: How frequently and effectively employees receive information about their performance and the outcomes of their work; and 5) Development Opportunities: Opportunities for employees to learn new skills and advance their careers (Tumi et al., 2022).

Job Enrichment is relevant to previous research that has been researched by: (EGBE, 2023), (Naseer, 2020), (Tumi et al., 2022).

### **Competence**

Competence is the set of information, skills, abilities, and attitudes required to complete a specific task or employment. Competence encompasses both technical qualities, such as specific knowledge in an area, and behavioral components, such as communication, leadership, and teamwork skills. Competence is frequently discovered and developed through training and development programs to ensure that personnel possess the necessary abilities to meet company objectives. Competency evaluations are used to evaluate employee performance and establish future development needs. Organizations may increase individual and team performance by recognizing and developing the necessary competencies, as well as ensure that their staff is competitive in a dynamic business environment (Fauzi et al., 2023).

Dimensions or indicators that include the Competency variable include: 1) Knowledge: Theoretical understanding and factual information applicable to a specific job or field; 2) Skills are practical abilities that may be employed in job contexts, such as technical, analytical, or interpersonal skills; 3) Abilities: A person's innate talents or capacity to do a specific task, which include both cognitive and physical characteristics; 4) Behaviors:



Attitudes and actions expected of employees in specific settings, such as work ethic, communication, and leadership; and 5) Experience: Employee history and prior accomplishments relevant to a specific position or role (Susanto, Hidayat, et al., 2023).

Competencies relevant to previous research that has been studied by: (Susanto, Soehaditama, et al., 2023), (Silitonga et al., 2017), (Susanto, Sawitri, et al., 2024), (Zainal et al., 2019).

## Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

**Table 1. Relevant Previous Research Results**

No	Author (Year)	Research Results	Similarities with this article	Differences with this article
1.	(Sholichin, 2023)	-ROI variable influences Organizational Development  -GAF variable influences Organizational Development	-This article has similarities in examining the Return on Investment variable as the independent variable, and examining the Organizational Development variable as the dependent variable.	-The difference with previous research is that the GAF variable is another independent variable.
2.	(Leuhery, 2024)	-Technology variables influence Organizational Development  -Training variables influence Organizational Development	-This article has similarities in examining the Training variable as the independent variable, and examining the Organizational Development variable as the dependent variable.	-The difference with previous research is in the Technology variable which is another independent variable.
3.	(Harbani et al., 2022)	-Job Enrichment Variables Influence Organizational Development  -Job Enlargement Variables Influence Organizational Development  -Job Rotation Variables Influence Organizational Development  -Job Satisfaction Variables Influence Organizational Development	-This article has similarities in examining the Job Enrichment variable as the independent variable, and examining the Organizational Development variable as the dependent variable.	-The difference with previous research is in the variables Job Enlargement, Job Rotation and Job Satisfaction which are other independent variables.
4.	(Pramudita et al., 2024)	-Competency variables influence Organizational Development through Improving the Quality of Regional Government Financial Reports in Indonesia	-This article has similarities in examining the Competence variable as the independent variable, and examining the Organizational Development variable as the dependent variable.	-The difference with previous research is that the research object was conducted in the Regional Government in Indonesia.

## Discussion

This literature review will be discussed based on the topic's history, study objectives, problem formulation, indicators or dimensions, and related past research:

### 1. The Influence of Return on Investment on Organizational Development

Return on Investment (ROI) is a key indicator that measures the efficiency and profitability of an organization's investment. ROI consists of numerous critical components, including net profit, investment cost, percentage return, payback time, and net present value (NPV). These indicators have a substantial impact on many elements of organizational growth, such as organizational performance, employee engagement, communication and collaboration, organizational culture, and innovation and adaptability.

The Net Profit earned by an investment reflects an organization's ability to manage costs while maximizing revenues. A high Net Profit gives a business greater resources to reinvest in development programs like personnel training and technology infrastructure upgrades. This not only enhances organizational performance but also promotes employee engagement, since employees feel more safe and driven in a company that has achieved financial success. Efficient investment costs help to get higher ROI. Good investment cost management enables wiser and more strategic use of cash, ultimately improving communication and collaboration within the business. Investing in modern internal communications technology, for example, can help departments exchange information more quickly and effectively, boosting team coordination and synergy. It also has an impact on organizational culture, allowing a work climate that values transparency and collaboration to thrive.

Return Percentage is an important metric that indicates how effectively a business generates returns on its investments. A high return % suggests that the organization manages its resources effectively and makes sound investment selections. This can have an impact on creativity and adaptability, as firms that generate high returns have more resources to pursue new ideas and adjust to market changes. For example, proceeds from successful investments can be utilized for new product research & development or to penetrate promising new markets. Payback Period indicates how quickly an investment can generate enough profits to cover its initial costs. A shorter payback period shows that the investment is fast yielding returns, offering the firm more flexibility in resource allocation and financial planning. This is crucial for improving organizational performance because it allows management to swiftly assess the success of investments and make more timely strategic decisions. Furthermore, a quick return on investment can boost employee engagement by allowing them to see the effects of their efforts and investments right once, increasing job satisfaction and drive.

Net Present worth (NPV) is the entire worth of future cash flows generated by an investment minus the initial investment cost. A positive NPV shows that the investment is profitable in the long term. Using NPV in project evaluation enables firms to estimate the prospective benefits of various development activities, such as employee training or new product development. This promotes an organizational culture that prioritizes long-term sustainability and growth, which can spur innovation and adaptability. Organizations with good NPVs from multiple initiatives are more proactive in adopting new technology and chasing market opportunities, ensuring their competitiveness and relevance.

Overall, ROI indicators such as Net Profit, Investment Cost, Percentage Return, Payback Time, and Net Present Value not only provide information on the profitability and efficiency of investments, but also have a wide range of implications for organizational development. Organizations that successfully maximize ROI typically have higher performance, a stronger culture, more engaged employees, and a greater ability to innovate and adapt to changing surroundings. This highlights the significance of excellent investment management as a key component of an organization's development plan.

## 2. The Influence of Training Need Analysis on Organizational Development

Training Needs Analysis (TNA) is an important procedure that assists firms in identifying areas where employees need to improve their skills or knowledge. TNA has several critical components, including the skills gap, employee performance, organizational objectives, market demand, and employee feedback. Each of these components has a substantial impact on different areas of organizational development, such as organizational performance, employee engagement, communication and collaboration, organizational culture, and innovation and adaptability.

The abilities Gap is the difference between the abilities that employees now have and the skills that are required to reach peak performance. Addressing this gap through adequate training can boost organizational performance by ensuring that people have the skills needed to do their tasks successfully and efficiently. Furthermore, when employees believe they are receiving appropriate training, they tend to feel more valued and supported, which can boost employee engagement. Employees who believe that their talents are evolving in response to the demands of their profession are more motivated and productive. Employee Performance is a direct measure of an individual's ability to complete their tasks. TNA allows employers to find areas where employee performance can be improved. Organizations can help their employees attain targeted performance standards by offering suitable training, which improves overall organizational performance. Furthermore, by providing the resources and support required for change, firms create a climate conducive to communication and collaboration. Employees who feel supported in their skill development are more likely to interact successfully with their coworkers and work together to achieve common objectives.

Organizational objectives are strategic goals that a corporation aims to attain. TNA helps to guarantee that the training delivered is in line with these goals, allowing firms to develop skills that are relevant to their strategic requirements. As a result, appropriate training not only enhances organizational performance, but also promotes organizational culture by highlighting the need of ongoing learning and development. A culture that promotes continuous learning fosters creativity and empowers people to take the initiative.

Market demand shows external developments that may impact an organization's talent demands. Organizations that incorporate an understanding of market demand into TNA can ensure that their staff are prepared to face new challenges and opportunities in the industry. Training that is responsive to market developments not only improves the organization's innovation and adaptability, but also ensures its competitiveness. Employees with cutting-edge talents are more capable of innovating and adapting to change.

Employee feedback is information gathered from employees about their training and development needs. This feedback is crucial since it provides direct insight into employees' assessments of their own strengths and areas for development. Integrating this feedback into the TNA process enables firms to create more customized and relevant training programs. When employees believe that their opinions are being heard and considered, it can boost employee engagement and improve communication and collaboration inside the firm. Employees that feel involved in decision-making are more likely to be devoted to the company's success.

Overall, Training Needs Analysis is a strategic tool for improving several facets of organizational development. Organizations may foster a more flexible, inventive, and collaborative environment by recognizing and responding to skill shortages, employee performance, corporate goals, market demands, and employee feedback. This not only improves the organization's overall performance, but also fosters a culture of ongoing growth and development.



### **3. The Influence of Job Enrichment on Organizational Development**

Job enrichment is a management method that tries to boost employee satisfaction and motivation by increasing their responsibilities, work variety, and possibilities for advancement. Autonomy, task variety, task meaning, feedback, and development opportunities are some of the key elements of job enrichment that have a significant impact on various aspects of organizational development such as organizational performance, employee engagement, communication and collaboration, organizational culture, and innovation and adaptability.

Job autonomy refers to the level of freedom and independence granted to employees in deciding how to execute their tasks. Employees with more autonomy are more likely to take the initiative, define priorities, and come up with creative solutions to challenges. This not only enhances organizational performance by enhancing work efficiency and quality, but it also boosts employee engagement by making them feel more trusted and valued. Employees with greater autonomy are more motivated and satisfied with their positions, which can help to reduce turnover and boost retention.

Task Variety entails varying employment tasks and responsibilities. Organizations can reduce boredom and monotony, develop abilities, and make work more demanding and exciting by diversifying the activities they assign to staff. This promotes innovation and adaptability because people who perform a variety of duties are more likely to find new solutions and adjust to change. Employees with multiple duties are more likely to connect with coworkers and departments, which strengthens internal networks. Task Meaning relates to an employee's impression of how significant and meaningful their work is. When employees realize how their job benefits the firm or society, they are more motivated and committed. High task meaning promotes a positive organizational culture in which employees are proud of their efforts and more invested in the organization's common goals. Employee Engagement is enhanced by a culture that emphasizes the importance of each individual's work, as employees believe their contribution is valued and worthwhile.

Effective feedback is a key component of work enrichment. Providing timely, constructive feedback enables employees to understand how their performance compares to expectations and where they need to improve. Good feedback not only increases organizational performance by allowing for ongoing development, but it also enhances communication and collaboration. Employees who receive regular feedback are more inclined to speak openly about issues and possibilities, which promotes team transparency and collaboration.

Development opportunities include training, skill development courses, and defined career routes. When employees see opportunities to advance their careers inside the firm, they are more dedicated and satisfied with their jobs. These growth opportunities not only boost employee engagement, but they also promote innovation and adaptability. Employees that are always learning and developing are better able to take on new tasks and bring novel and original ideas. Overall, job enrichment is important in improving different areas of organizational development. Organizations can create a more fulfilling and productive work environment by increasing autonomy, task variety, meaningfulness, feedback, and opportunity for advancement. This not only enhances the organization's overall performance, but it also fosters a healthy work culture in which people feel valued and engaged, prepared to innovate, and adaptable to change. Thus, job enrichment is an important technique for driving long-term growth and sustainability in businesses.

### **4. The Influence of Competence on Organizational Development**

Competence is a set of elements that an individual possesses, including knowledge, skills, abilities, behaviors, and experiences. Each component of this capability has a substantial impact on different areas of organizational development, such as organizational

performance, employee engagement, communication and cooperation, organizational culture, and innovation and adaptation.

Knowledge encompasses both theoretical information and in-depth understanding relevant to a certain job or sector. Employees with broad and in-depth knowledge may do their responsibilities more efficiently and effectively, which increases organizational performance. Knowledgeable personnel are more likely to make sound decisions, solve problems quickly, and contribute significantly to company goals. Furthermore, individuals with extensive knowledge of their professions help to foster an organizational culture that values excellence and continual learning.

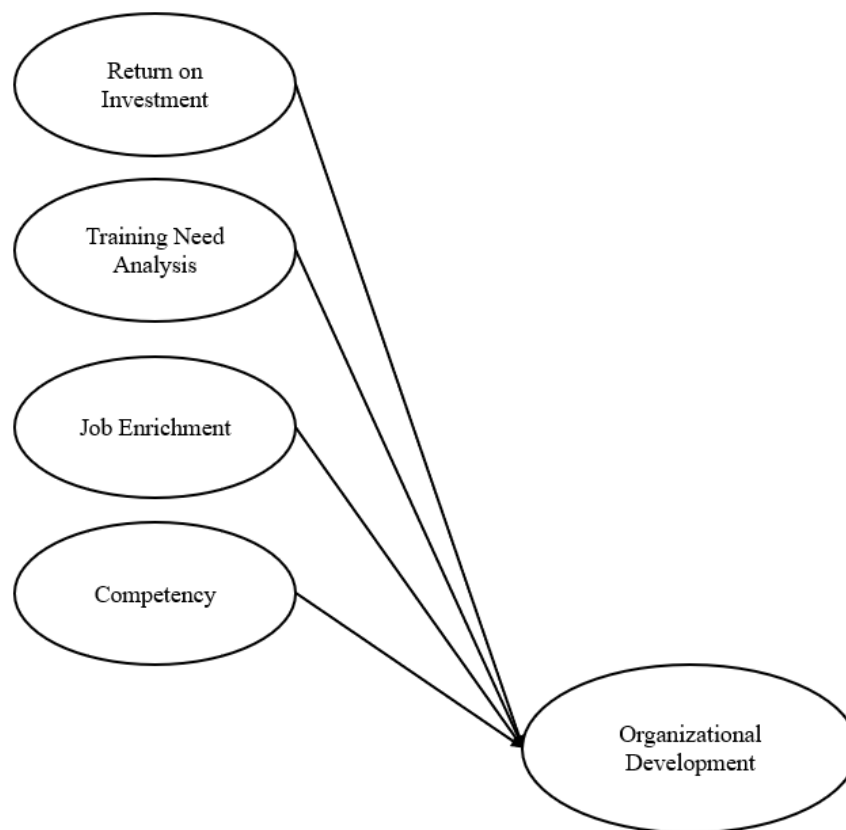
Technical, analytical, and interpersonal skills are examples of practical abilities that can be employed in the workplace. Strong skills allow individuals to complete their responsibilities with high efficiency and accuracy. This increases communication and collaboration within the organization since interpersonal skills enable employees to engage and collaborate with coworkers and clients. Furthermore, analytical and technical abilities help employees identify problems and solutions more efficiently, which promotes innovation and process improvement. Good skills also boost employee engagement since competent employees are more confident and satisfied with their work. Ability refers to an individual's natural capacity or talent to do a specific activity, both mentally and physically. Employees that excel in essential parts of their jobs achieve higher results with less effort. This not only increases organizational performance, but it also promotes innovation and adaptability, as high-performing people learn and adapt more quickly to new technology or changes in work processes. High ability also contributes to an adaptive and dynamic organizational culture in which employees feel prepared to take on new tasks.

Employee behavior represents the attitudes and activities that are expected of them in a specific work context, such as work ethic, discipline, and effective communication. Positive behavior contributes to a productive and harmonious work atmosphere. Honesty, integrity, and proactiveness are all positive qualities that can help to build a healthy and ethical organizational culture. Furthermore, strong communication and collaboration behaviors increase Communication and Collaboration since nice and professional individuals work better with others. Experience is the practical knowledge gained through direct involvement in a certain task or activity. Employees with extensive experience can draw on a wide range of previous events to meet present issues, which boosts organizational performance, innovation, and adaptability. Experienced individuals are more efficient at their occupations and can bring inventive solutions to complex situations. Employee Engagement is also influenced by experience, as employees who believe they have made significant contributions to the firm are more likely to be engaged and driven.

Overall, competences that include knowledge, skills, abilities, behaviors, and experiences are critical for successful organizational development. Competent individuals not only perform well in their jobs, but they also foster a positive and dynamic workplace environment. Strong competences promote innovation, strengthen business culture, and increase employee engagement and communication. Competency development is thus an essential component of long-term organizational development plans.

### **Conceptual Framework**

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:



**Figure 1. Conceptual Framework**

Based on Figure 1 above, Return on Investment, Training Needs Analysis, Job Enrichment and Competence have an effect on Organizational Development. However, in addition to the variables of Return on Investment, Training Needs Analysis, Job Enrichment and Competence that affect Organizational Development, there are other variables that affect, including:

- 1) Communication: (Aziz et al., 2021), (Silitonga et al., 2017), (Latuconsina et al., 2019), (Saputra, 2021).
- 2) Technology: (Ali et al., 2024), (Sawitri et al., 2023), (Widodo, 2023b), (Sembiring et al., 2019), (Widjanarko et al., 2023).
- 3) Leadership Style: (Widodo & Silitonga, 2017), (Kahfi et al., 2022), (Susanto & Sawitri, 2022), (Sudiantini & Saputra, 2022), (Susanto, Widyastuti, et al., 2023).

## CONCLUSION

Based on the formulation of the problem, the results and discussion above, the conclusion of this study is that:

1. Return on investment affects Organizational Development;
2. Training Needs Analysis affects Organizational Development;
3. Job Enrichment affects Organizational Development; and
4. Competence affects Organizational Development.

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