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Determining Factors Affecting Organizational Development: Analysis of Training, Intrinsic Motivation, Organizational Commitment, and Learning Agility

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Abstract: The purpose of this literature review is to develop hypotheses for further research related to organizational development. The research article on the factors influencing organizational development: Analysis of training, intrinsic motivation, organizational commitment, and learning agility is a scientific article in the field of human resource management. The approach used in this literature review is comparative analysis. The data collection technique used is literature review or reviewing previous relevant articles. The data used in this study are secondary data with a maximum publication of 8 years, sourced from academic online media such as Thomson Reuters Journal, Sage, Springer, Taylor & Francis, Scopus Q2-Q4 Emerald, Elsevier, Sage, Springer, Web of Science, Sinta 2-5 Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. Empirical data was used to support the phenomena observed in this study. In this study, previous studies relevant to each topic were selected, with one article each, and their research findings were reviewed. The results of the literature review are as follows: 1) Training influences organizational development; 2) Intrinsic motivation influences organizational development; 3) Organizational commitment influences organizational development; and 4) Learning agility influences organizational development.

Keyword: Organizational Development, Training, Intrinsic Motivation, Organizational Commitment, Learning Agility

INTRODUCTION

In this era of globalization and digitalization, Indonesian organizations must be highly resilient and adaptable. Rapid technological changes, fierce market competition, and dynamic consumer demands necessitate continuous transformation and innovation (Ali et al., 2023). This challenge extends beyond the private sector to government agencies, state-owned enterprises, and non-profit organizations, all of which must become more responsive and flexible in the face of change. Today, organizational resilience is not only determined by capital strength or formal structures, but also by internal capabilities to build a robust, collaborative, and learning-based work system (Mahaputra & Saputra, 2024).

In this context, organizational development has become a strategic necessity. Organizational development encompasses more than restructuring or changing administrative procedures; it involves a comprehensive transformation of work culture, leadership, human resource quality, and the organization's ability to leverage digital opportunities (Widjanarko et al., 2023). Organizations that fail to adapt quickly will fall behind and may be displaced by more agile and innovative organizations.

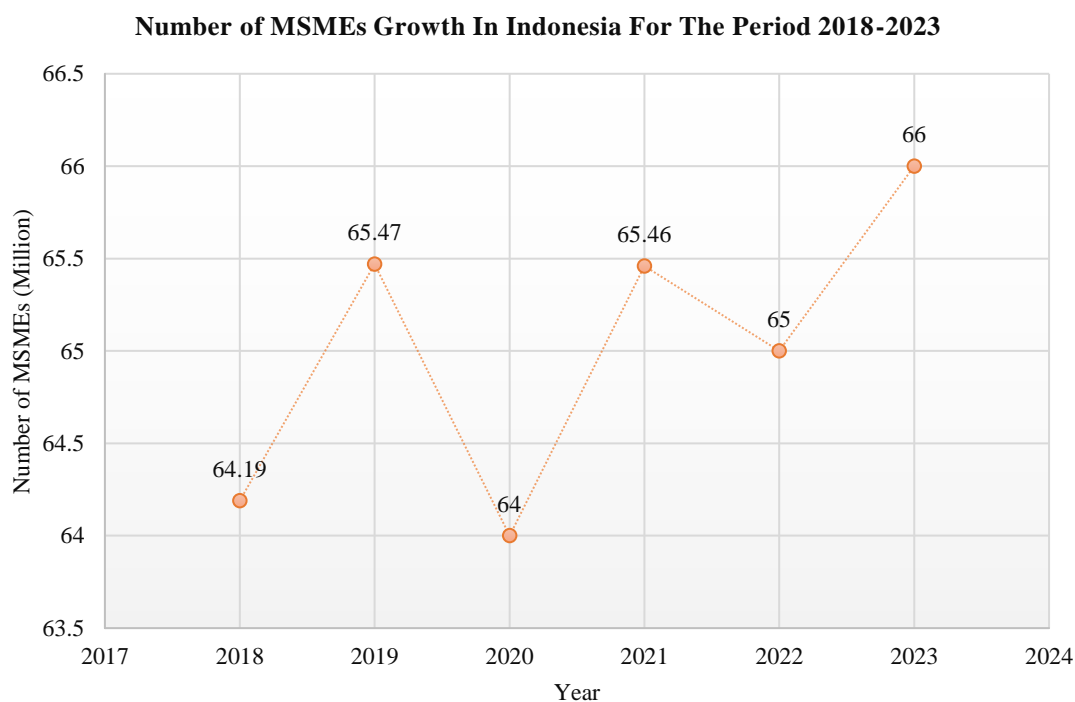


Figure 1. Number of MSMEs Growth in Indonesia for the Period 2018-2023

Source: (Indonesian Chamber of Commerce and Industry, 2025)

Figure 1 shows the growth of MSMEs (micro, small, and medium enterprises) in Indonesia from 2018 to 2023 based on data from the Indonesian Chamber of Commerce and Industry. While the graph shows a fluctuating trend, there has been positive long-term growth overall.

In 2018, the number of MSMEs was recorded at 64.19 million. This figure jumped to 65.47 million in 2019, an increase of 1.28 million units. However, the number of MSMEs declined sharply in 2020 to 64 million units. This decline was likely influenced by the impact of the pandemic, during which many small businesses faced financial pressures, decreased market demand, and limited access to technology and distribution channels.

After the decline, the trend showed signs of recovery. The number of MSMEs increased to 65.46 million in 2021 and declined slightly to 65 million in 2022, but remained relatively stable. A significant recovery occurred in 2023 when the number of MSMEs reached 66 million, the highest figure during the studied period.

These data suggest that MSMEs in Indonesia are resilient enough to withstand economic pressures. However, the fluctuations also indicate that organizational development in the MSME sector remains a significant challenge. To face competition and rapid market changes, MSMEs require development strategies that include training, strengthening the intrinsic motivation of business actors, increasing commitment to long-term growth, and fostering learning agility. Without strengthening these aspects, MSMEs risk stagnation or

elimination by more innovative and adaptive competitors. Therefore, organizational development is essential for SMEs to achieve sustainable growth in Indonesia.

To support the above data regarding factors influencing organizational development, the researcher conducted a preliminary survey to support the selection of independent variables in this study, as shown in Table 1 below:

Table 1. Pre-Survey of Factors Affecting Organizational Development

No	Factors Affecting Organizational Development	Coefficient Score	Rank
1	Intrinsic Motivation	0,482	2
2	Innovation	0,299	7
3	Organizational Commitment	0,421	3
4	Organizational Culture	0,343	5
5	Learning Agility	0,377	4
6	Human Resource Competence	0,312	6
7	Training	0,509	1

Organizational cultural factors, human resource competencies, and innovation also influence organizational development, although their values are lower than the three main variables. These results indicate that, although all variables contribute, the main focus of companies in organizational development should be on providing training, intrinsic motivation, organizational commitment, and learning agility.

These results indicate that training, intrinsic motivation, organizational commitment, and learning agility are dominant factors that are highly relevant in influencing organizational development.

Therefore, this study will develop a more in-depth hypothesis regarding the influence of these three independent variables on organizational development. This study is expected to provide deeper insights into the factors that influence organizational development.

Formulation of the Problem

Based on the background above, the research questions in this literature review are as follows: 1) Does training affect organizational development?; 2) Does intrinsic motivation affect organizational development?; 3) Does organizational commitment affect organizational development?; and 4) Does learning agility affect organizational development?.

METHOD

This study uses a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand characteristics related to factors that influence organizational development. Descriptive qualitative data collection and analysis allow researchers to tailor their approach to the needs of the study and the characteristics of the subjects being studied.

The data used in this study were obtained from previous studies related to organizational development, training, intrinsic motivation, organizational commitment, and learning agility. The data were obtained from electronic sources published within the last eight years. The technique used in this literature review was comparative analysis. By using previous studies, the researcher was able to develop stronger, evidence-based arguments and contribute to a broader understanding of the factors that influence organizational development, (Susanto, Arini, et al., 2024).

This study utilizes data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable.

The use of multiple sources also enables researchers to gain a more comprehensive understanding of organizational development.

RESULT AND DISCUSSION

Based on the background and problem statement above, the literature review in this study is as follows:

Organizational Development

Organizational development is a systematic, planned process that improves organizational effectiveness by changing culture, structure, strategy, or work processes through interventions. The goal is to enable the organization to adapt to environmental changes, resolve internal issues, and enhance performance sustainably. Organizational development typically employs a participatory approach, inviting all organizational stakeholders to contribute to the planning and implementation of changes (Nuraeni et al., 2022).

Indicators or dimensions found in organizational development variables include: 1) Team Collaboration and Cooperation: The ability of organizational members to work together, communicate, and resolve conflicts constructively; 2) Adaptability to change: The ability of an organization to respond flexibly to external environmental changes (e.g., technology, market, regulations); 3) Strong Organizational Culture: Shared values, norms, and beliefs that drive performance and innovation (Hamza & Yusuf, 2024).

Organizational development variables are relevant to previous research conducted by: (Fajriyani et al., 2023), (Johnson et al., 2021), (Aditya Virgiansyah et al., 2022).

Training

Training is a systematic process designed to improve individuals' skills, knowledge, and attitudes so they can perform their job duties and responsibilities more effectively. Training is an important part of human resource management because trained employees are more productive, confident, and motivated. Training can be formal, such as face-to-face classes, technical training, soft skills training, and e-learning, or informal, such as mentoring and coaching (Susanto, Sawitri, et al., 2024).

Indicators or dimensions found in training variables include: 1) Relevance of Training Material: The material must be relevant to job requirements and organizational goals; 2) Effective training methods: Use techniques such as workshops, e-learning, or coaching that are appropriate for the learning objectives; 3) Training frequency: Assess how often employees receive training. Regular, ongoing training helps employees stay up to date with necessary skills and knowledge (AR, Muhammad Thamrin Saribanon et al., 2023).

The training variables are relevant to previous research conducted by: (Gultom et al., 2022), (Susanto et al., 2025), (Jumawan et al., 2023).

Intrinsic Motivation

Intrinsic motivation is the drive or desire that comes from within a person to perform an activity because the activity itself is meaningful, enjoyable, or challenging. Unlike extrinsic motivation, which depends on external rewards or punishments, intrinsic motivation stems from personal values and the satisfaction one feels when performing a task (Faraz et al., 2021).

Indicators or dimensions found in intrinsic motivation variables include: 1) Interest and Engagement: Measure the extent to which employees are interested in and engaged with their work. Employees who are highly interested tend to be more motivated to perform well; 2) Sense of Achievement: Assess the extent to which employees are satisfied with their achievements. A strong sense of accomplishment can increase intrinsic motivation and encourage employees to continue striving; 3) Autonomy in Work: Measure the extent to which

employees have the freedom to make decisions at work. Greater autonomy can increase responsibility and motivation (Triswanto & Yunita, 2022).

Intrinsic motivation variables are relevant to previous research conducted by: (Hamdani et al., 2020), (Hasan et al., 2020), (Kotera et al., 2023), (Siyal et al., 2021).

Organizational Commitment

Organizational commitment is the extent to which an employee feels emotionally attached to, identifies with, and is loyal to their organization. Employees with high organizational commitment are willing to work hard to support their organization's goals and remain part of the organization in the long term. Employees with high organizational commitment tend to exhibit positive work behaviors, such as discipline, initiative, and a willingness to work harder. They are also more resilient under pressure, less likely to resign, and more likely to become constructive agents of change (Susanto, 2022).

Indicators or dimensions found in organizational commitment variables include: 1) Affective commitment: Measure the extent to which employees have emotional ties, identification, and involvement with the organization; 2) Continuance commitment: This measures the extent to which employees remain in the organization due to the costs associated with leaving. These costs can include loss of benefits, seniority, or difficulty finding another job; 3) Normative commitment: This measures the extent to which employees feel a moral obligation or sense of responsibility to remain with the organization (Fauziah et al., 2023).

Organizational commitment variables are relevant to previous research conducted by: (Silitonga et al., 2017), (Widodo, 2021), (Susanto, Agusinta, et al., 2023).

Learning Agility

Learning agility is the ability to quickly learn from experience and apply lessons from failures and successes in new situations. Those with high learning agility can understand and absorb new information. They are also flexible, capable of critical thinking, and unafraid to try new approaches (Church & Seaton, 2022).

Indicators or dimensions found in the learning agility variable include: 1) Adaptability: It measures the extent to which employees can adjust to new changes and challenges. Employees with good adaptability tend to learn and develop faster; 2) Openness to feedback: This assesses the extent to which employees are willing to accept and apply feedback to improve their performance. Employees who are open to feedback tend to learn faster from experience; 3) Initiative to Learn: This measures the extent to which employees seek new learning opportunities through formal training or work experience. Employees who are proactive in learning tend to have high learning agility (Carmeli et al., 2021).

The learning agility variable is relevant to previous research conducted by: (Tripathi et al., 2020), (Lee & Song, 2022), (Y. Putri & Suharti, 2021), (Özgenel, 2021).

Previous Research

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

Table 2. Results of Previous Relevant Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Maulana, 2023)	-Training variables influence organizational development	This article has similarities in examining the variable of Training as the independent variable and examining	The difference with previous studies lies in the inclusion of Conventional Training

		-Conventional training variables influence organizational development	the variable of Organizational Development as the dependent variable.	as another independent variable.
2	(Asina et al., 2021)	-Entrepreneurial Competence Variables Affect the Development of Culinary Business Organizations in Tondano	This article has similarities in examining the variable of Intrinsic Motivation as the independent variable and examining the variable of Organizational Development as the dependent variable.	-The difference with previous studies is that there is another independent variable, namely Competence.
		-Intrinsic Motivation Variables Affect the Development of Culinary Business Organizations in Tondano		-Another difference is that the research was conducted on culinary businesses in Tondano.
3	(Hamza & Yusuf, 2024)	-Organizational commitment variables influence organizational development	This article has similarities in examining the variable of Organizational Commitment as the independent variable and examining the variable of Organizational Development as the dependent variable.	The difference with previous studies lies in the variable Personality as another independent variable.
		-Personality variables influence organizational development		
4	(Tripathi & Dhir, 2023)	-HRD intervention variables influence organizational development	This article has similarities in examining the variable of Learning Agility in its independent variables and examining the variable of Organizational Development in its dependent variables.	The difference with previous studies lies in the variables of HRD Intervention and Organizational Innovation as other independent variables.
		-Learning agility variables influence organizational development		
		-Organizational innovation variables influence organizational development		

Discussion

Based on the problem formulation and relevant previous research, the discussion in this literature review is as follows:

1. The Influence of Training on Organizational Development

Based on a literature review and relevant previous research, it can be stated that training has an impact on organizational development.

To enhance organizational development through training, every company or organization should do the following: 1) Relevance of training material: This refers to the alignment between the content of the training and the job requirements, market demands, and the organization's strategic vision. Targeted material will maximize learning effectiveness and encourage direct application in work activities; 2) Effective training methods: Such as experiential learning, mentoring, simulation, blended learning, or case studies, which allow participants to actively engage and absorb the material more deeply; 3) Training frequency: Regular and continuous training will reinforce learning, update knowledge, and maintain a spirit of continuous improvement within the organization.

If every company or organization can provide or pay attention to the relevance of training materials, effective training methods, and training frequency, it will have a positive impact on organizational development, including: 1) Collaboration and teamwork: Good training can improve employees' ability to work together in teams. By understanding each other's roles and possessing the necessary skills, employees will be better able to collaborate to achieve common goals. This will create a more harmonious and productive work

environment; 2) Adaptability to change: In a constantly changing world, organizations need employees who can adapt quickly. Relevant and continuous training will help employees develop new skills and adjust to changes, whether in technology or work processes; 3) Strong organizational culture: Effective training can strengthen organizational culture by instilling desired values and norms. When employees feel that they are constantly learning and growing, they will be more committed to the organization and contribute to the creation of a positive culture.

The results of this study are in line with previous studies conducted by (Maulana, 2023), (Nurhalim & Puspita, 2021), (Hia & Ndraha, 2023), which states that there is an influence between training and organizational development.

2. The Influence of Intrinsic Motivation on Organizational Development

Based on a literature review and relevant previous research, it can be stated that intrinsic motivation influences organizational development.

To improve organizational development through intrinsic motivation, every company or organization must do the following: 1) Interest and involvement: Encouraging employee interest and involvement in their work is the first step to increasing intrinsic motivation. Companies can create an interesting and challenging work environment where employees feel that their work is meaningful and relevant; 2) Sense of achievement: Companies can increase this sense of achievement by setting clear and realistic goals and providing constructive feedback; 3) Autonomy in work: Giving employees autonomy in their work can increase intrinsic motivation. When employees have the freedom to make decisions and organize how they work, they feel more responsible and involved.

If every company or organization can provide or pay attention to interest and involvement, a sense of achievement, and autonomy in work, it will have a positive effect on organizational development, including: 1) Collaboration and teamwork: Intrinsically motivated employees tend to be more open to working with their colleagues. They will be more willing to share ideas, help one another, and collaborate in achieving common goals. This will create a more harmonious and productive work environment; 2) Ability to adapt to change: Employees with high intrinsic motivation are more adaptable to change. They tend to view change as an exciting challenge and an opportunity to learn, rather than a threat; 3) Strong organizational culture: Intrinsic motivation can strengthen a positive organizational culture. When employees feel motivated and engaged, they are more likely to adopt the values and norms of the organization.

The results of this study are in line with previous studies conducted by (Asina et al., 2021), (Aswara & Kurniawan, 2023), which states that there is an influence between intrinsic motivation and organizational development.

3. The Influence of Organizational Commitment on Organizational Development

Based on a literature review and relevant previous research, it can be stated that organizational commitment influences organizational development.

To improve organizational development through organizational commitment, every company or organization must do the following: 1) Affective commitment: Companies can create a positive work environment, reward employees for their contributions, and involve them in decision-making; 2) Continuance commitment: Companies can increase this commitment by offering career development programs, competitive benefits, and creating clear career paths. When employees feel that they have a lot at stake, they will be more likely to stay; 3) Normative commitment: Companies can emphasize organizational values and create a culture that supports loyalty. Orientation and training programs that emphasize organizational values can also help build normative commitment.

If every company or organization can provide or pay attention to affective commitment, commitment to continuity, and normative commitment, it will have a positive effect on organizational development, including: 1) Collaboration and teamwork: Employees with high organizational commitment are more willing to work together and collaborate with their colleagues. They feel that the team's success is their own success, so they are more proactive in supporting one another; 2) Adaptability to change: Highly committed employees are better able to adapt to changes within the organization. They tend to view change as an opportunity for growth and contribution, rather than a threat. This is particularly important in a dynamic business environment; 3) Strong organizational culture: High organizational commitment can strengthen organizational culture. When employees feel connected to the organization's values and goals, they are more likely to adopt and promote that culture. A strong culture supports collaboration, innovation, and commitment to shared goals.

The results of this study are in line with previous studies conducted by (Hamza & Yusuf, 2024), (Nandi et al., 2020), (Koyuncu & Demirhan, 2021), which states that there is an influence between organizational commitment and organizational development.

4. The Influence of Learning Agility on Organizational Development

Based on a literature review and relevant previous research, it can be stated that learning agility has an effect on organizational development.

To improve organizational development through learning agility, every company or organization must do the following: 1) Adaptability: Companies can improve this adaptability through training that focuses on developing flexibility and problem-solving skills; 2) Willingness to accept feedback: Companies can create a culture that supports constructive feedback by providing training on how to give and receive feedback effectively; 3) Initiative to learn: The initiative to learn reflects an individual's drive to seek new learning opportunities, whether through formal training or work experience. Employees who are proactive in seeking new knowledge and skills will be better prepared to face challenges and contribute to organizational development. Companies can encourage these initiatives by providing access to learning resources, such as online courses, seminars, and mentoring programs.

If every company or organization can provide or pay attention to adaptability, willingness to accept feedback, and initiative to learn, it will have a positive effect on organizational development, including: 1) Collaboration and teamwork: Employees with high learning agility tend to be more open to working with their colleagues. They will be more willing to share knowledge and experience, which can improve collaboration and teamwork. A collaborative work environment will encourage innovation and creativity; 2) Ability to adapt to change: Employees with good learning agility are better able to adapt to changes within the organization. They tend to see change as an opportunity to learn and grow, rather than a threat; 3) Strong organizational culture: Learning agility can strengthen a positive organizational culture. When employees feel encouraged to learn and grow, they become more committed to the organization's values. A strong culture supports collaboration, innovation, and commitment to shared goals.

The results of this study are in line with previous studies conducted by (Tripathi, 2024), (Saha et al., 2020), (Tripathi & Dhir, 2023), which states that there is an influence between learning agility and organizational development.

Conceptual Framework

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

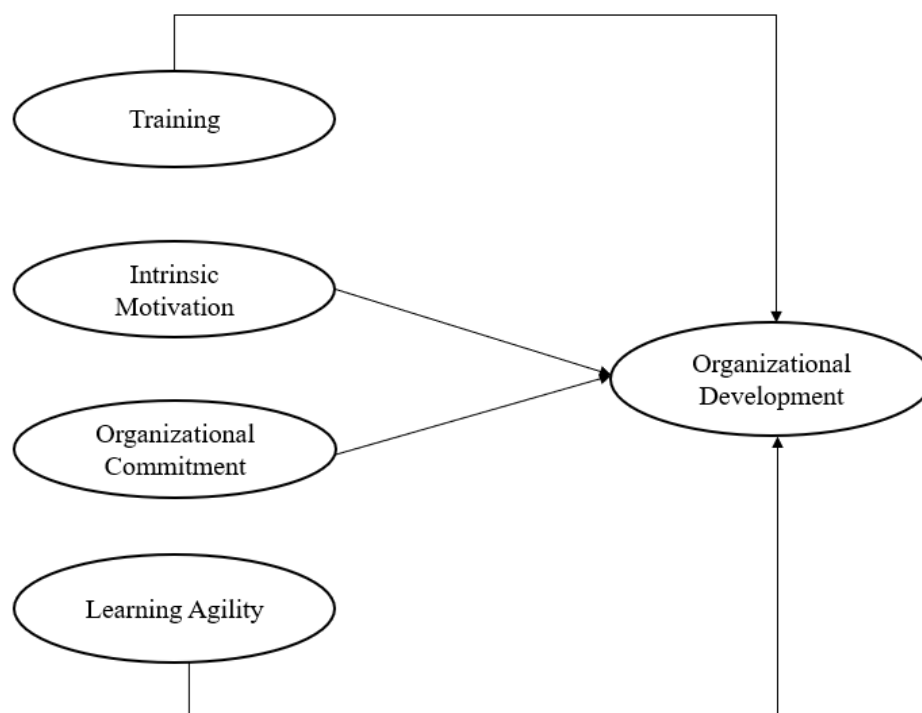


Figure 2. Conceptual Framework

Based on Figure 2 above, training, intrinsic motivation, organizational commitment, and learning agility influence organizational development. However, in addition to training, intrinsic motivation, organizational commitment, and learning agility, there are other variables that influence organizational development, including:

- 1) Organizational Culture: (Susanto, Simarmata, et al., 2024), (Ali et al., 2022), (Saputra & Mahaputra, 2022), (G. A. M. Putri et al., 2023), (Susanto, Sawitri, et al., 2023).
- 2) Human Resource Competency: (AR et al., 2022), (Amin, 2022), (Astuty et al., 2021), (Sabuhari et al., 2020).
- 3) Innovation: (Arsawan et al., 2022), (Rehman et al., 2021), (Wang et al., 2020), (Wan et al., 2022).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this literature review are as follows: 1) Training influences organizational development; 2) Intrinsic motivation influences organizational development; 3) Organizational commitment influences organizational development; and 4) Learning agility influences organizational development.

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