
Organizational development - its areas and reasons for its application in an economic organization

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Abstract

Organizational development is an extension of the behavioural school of thought, which considers the success of organizations by managing the behaviors of the organization. This includes all behaviors, values, and attitudes that individuals and leaders bring to the organization, which subsequently become components of the organization's culture. One may observe that there are organisations that are less bureaucratic and open, which foster comfort and transparency among their employees. In contrast, there are more bureaucratic and stratified organisations where individuals are evaluated according to job grade, there is a lack of communication and dialogue among employees, and so on. When examining these behaviours, it can be concluded that the behaviour of leaders is the primary guide to the behaviour of individuals. Consequently, in order to change the culture of the organisation, it is necessary to change the behaviour of leaders. Organisations differ in their understanding and application of OD. Some organisations adopt a comprehensive approach to OD, encompassing all aspects of development. Others adopt a more limited approach, limiting OD to specific aspects. This is due to the level of maturity of the organisations in question.

Keywords: Organisational Development, Organisational Culture, Human Resources.

Introduction

The topic of organizational development in the economic institution in general is considered one of the most important and most influential elements in the lives of individuals and the lives of administrative institutions in particular and even in the lives of countries, and organizational development in general is a long-term plan to develop an integrated system in the institution with the aim of improving its performance and identifying its vital practices and functions, and this plan depends on a collaborative effort between the parties associated with the development.

It is a broad concept, and this is due to the multiplicity of theoretical frameworks explaining this concept, and the most important characteristic is that there is no difference between researchers and thinkers in determining the concept and nature of development, and there is an apparent difference in concepts only, due to the different intellectual perspectives and the multiplicity of theories explaining organizational thought as complementary definitions to each other and not meaning that each is an alternative to the other, and organizational development in general is a long-term plan for the development of an integrated system in the organization with the aim of improving its performance and defining its vital practices and functions, and organizational development in general is a long term plan to develop an integrated system in the organization This plan depends on a collaborative effort between the parties associated with the development, taking into account the environment in which the organization operates and interacts with it reciprocally, and on the presence of external parties that help in development and accurately determine the appropriate interventions for development, and also depends on the scientific application of behavioral sciences with the aim of controlling the behaviors of individuals and directing them towards achieving the goals of the organization. (Maher, 2007, p. 18)

Through this research paper, we will try to know the areas of organizational development and the reasons that push the economic organization to apply it.

1- The concept of organizational development

The ideas and opinions that dealt with the definition of organizational development varied, and each researcher defined his own concept from his point of view, as follows:

- **Buckhard's definition:** Organizational development is a planned change that includes the entire organization managed by senior management, with the aim of increasing the effectiveness and health of the organization, and it is a planned intervention in the organizational process using knowledge derived from the behavioral sciences with the intention of influencing the values, beliefs and opinions of the organization to achieve better adaptation to the surrounding conditions, especially technology. (Al-Ghali, 2010, p. 35)

This definition focused on changing the scheme as a whole leading to increased effectiveness that leads to adaptation to circumstances.

- **Definition of Bennis:** Organizational development in response to change is a complex learning strategy aimed at changing the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technology, markets, challenges, and the rate of change itself (Al-Ghali, 2010, p. 35).

- **Definition by Gibson et al:** Organizational development is the effort to increase the effectiveness of organizations by integrating the desires and goals of individuals with the goals of the organization. (Al-Ghali, 2010, p. 36)

- **Procedural definition of organizational development:** It is a set of long-term efforts through which the organization seeks to improve the ability to choose alternatives by developing participatory values and increasing the degree of responsibility and initiative in making decisions that serve the interest of the organization.

2- The importance of organizational development

The importance of organizational development is as follows:

- Supporting organizational efficiency and effectiveness, increasing productivity in quantity and quality, and reducing waste of resources.
- Developing human resources, improving their performance, improving their behavior, enhancing creativity and innovation, and keeping up with the abilities of those who excel.
- Providing a favorable climate and a balanced environment, coping with issues and emergencies, and confronting weaknesses in management.
- Benefit from developments and discoveries in other fields of science.
- Integrating the goals of the organization, society, and employees.

In other words, organizational development is a method of solving issues in the organization, fixing the environmental, cultural and social requirements of the organization, and fixing the ability to solve issues, and continuous renewal in the organization through analysis, making appropriate decisions and exploiting available opportunities, taking into account the environmental challenges facing the organization. (El-Serafi, 2007, pp. 31-32)

The importance of organizational development is great because organizational development touches all aspects of the organization from top management down to the workers and ensures the integration between workers, society and the organization and ensures the achievement of the latter's goals.

3- Objectives of organizational development

Al-Adili summarized the objectives of the organizational development process as follows: (Abdel-Baqi, pp. 355-356)

- Trust between the individuals who make up the groups, and between the groups that branch out throughout the organization.
- Providing an open climate for resolving issues throughout the organization.
- Assigning responsibility for decision-making and problem solving.
- Increase the degree of familiarity between individuals and groups within the organization.

- Increase employees' sense of the importance of organizational goals.
- Increase individuals' abilities to self-monitor and self-direct within the organization.
- Increase the sense of interaction and group dynamics within the organization.

Organizational development aims to develop the capabilities of individuals and increase their effectiveness, which leads to the development of the spirit of initiative, creativity, cooperation, collaboration, participation and integration between superiors and subordinates and the goals of the organization.

4-Principles of Organizational Development

The principles of organizational development represent general rules for theoretical and scientific guidance, and the principles are summarized as follows:

- Authority: The authority for organizational development belongs to top management, which formalizes it according to the requirements of adapting its goals and organizational conditions to the environment.
- Responsibility: Responsibility for organizational development is a shared responsibility of all organizational levels from the top to the bottom of structures, groups and individuals in varying proportions.
- Flexibility: The bipolar movement is embodied in a biplan with two extremes, progressive versus radical development, and between those two extremes, developmental zones and combinations can be established in various forms.
- Continuity: The continuity of organizational development lies in the fact that they are sustainable programs that are constantly renewed due to the dynamics and turbulence of the environment.
- Integration: The integrity of OD comes from its high coordination between the goals of the organization and the sub-goals of formal and informal departments, groups and individuals to reach a healthy organizational environment. (Abdel-Baqi, p. 68)

5- Areas of organizational development

When proposing a development plan in the organization, it is important to know what elements to focus on, and the aspects that are subject to development are: Individuals, work groups, and the organization. Below we will shed light on each aspect:

A. Individuals: They are the most important elements of organizational development, because they are the core of work organizations, and the organization's people can be developed by understanding and recognizing their needs, personality patterns, motivations, abilities, attitudes, and opportunities for participation in decision-making and solving issues, and then working to develop them to suit the requirements and roles of the organization as well as the spirit of the times and life changes.

B. Work groups: Work groups are a group of individuals within the organization who are linked by the achievement of common organizational goals, whether this group exists permanently (departments or divisions) or temporarily (committees, councils, unions).

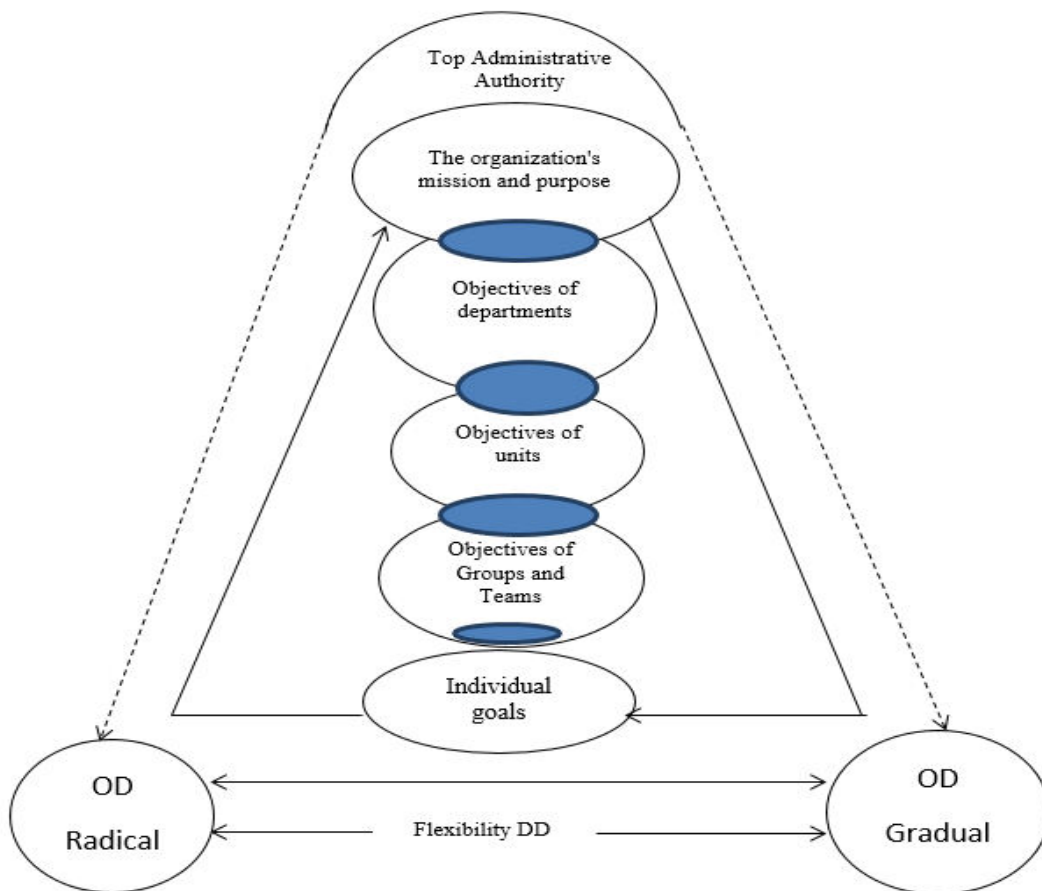


Figure (01): Organizational Development Initiatives System and its dynamics

The development of work groups focuses on achieving cohesion between members of the same group and different groups within the organization and positive interaction between them. This is achieved by paying attention to the values and standards of the group, developing its goals, developing methods of resolving conflicts, disputes and issues between its members, developing communication systems, information exchange and decision-making methods, thereby strengthening the relationship between members of the group, increasing its effectiveness and improving its performance. Many things may change in work groups, which makes it difficult for individuals and the organization to get along, and the following are examples of the changes that may occur in work groups:

- The composition of the group changes from time to time, meaning that the members who make up the group undergo changes either by entering or leaving the group.

- The values and norms of the group may change, meaning that the behavioral patterns accepted by the members of the group may change, which consequently affects attempts at organizational development.
- Group cohesion may become stronger or weaker and this may make it easier or harder for organizational development attempts.
- The methods of group communication may change their patterns, and recognizing the means of exchanging information and functions has a great impact on organizational development attempts.
- The methods of participation in collective action and decision-making may change, and knowing them may make organizational development possible.
- The goals of the group may change from time to time and this affects the behavior of the group and it is worth recognizing this change as an influence on the desired organizational development. (Maher, 2007, p. 434)

C. The organization itself: It is the development of the structure of relationships and authorities, the structure of communications and information, the set of functions that the organization includes and the administrative processes that take place within the organization, and organizational development seeks to improve activities, work tasks, jobs, functions, departments, departments, services or products, power relations, communications and relations between the organization and other organizations, as well as work procedures and methods and opportunities for innovation and innovation for research, training and consultancy, which must be developed in the organization as follows:

- **Organizational structures:** New organizational structures alone cannot guarantee good performance, but at the same time, bad and poor organizational structures make good performance impossible no matter how efficient and sincere the workers are, and it is considered an important and purposeful tool that helps the organization to reach the set goals, coordinate between individuals to avoid personal and functional differences, describe and define jobs, and seeks to achieve a set of goals, the most important of which are:

- Clarify departments, divisions, and units within the organization.
 - Highlight the principle of specialization and division of holidays.
 - Clarify the scope of supervision.
 - Clarify lines of communication.
 - Arrange and coordinate jobs.
- **Technology:** Technology plays an important role in the development of organizations through the information it provides that facilitates administrative work, as the progress in electronic accounts and data processing in a way that suits the needs of the work environment and the needs of individuals, as well as facilitates the work of studies, research and consultations, and the organization may need during organizational development to change the technology it uses, as the organization may want to update machinery, devices and tools.
- **Human resources:** In contrast to the method of changing organizational structures and technology, behavioral strategies attempt to change the perceptions and behavior patterns of workers in the organization. The goal here is to obtain increased benefit from the human resources in the organization, human resources are changed in their composition such as their number, education, attitudes and goals, and similarly human resource systems for planning, training, selection, recruitment, salaries, wages, incentives, and employee services can be changed.
- **Organizational culture:** Organizational culture plays a prominent role in the life of organizations because of its effective role in determining the efficiency and effectiveness of the organization, and the efficiency and effectiveness of the behavior of working individuals, so the study of organizational culture focuses on the cultural and moral aspects of organizational life rather than the material and structural aspects.

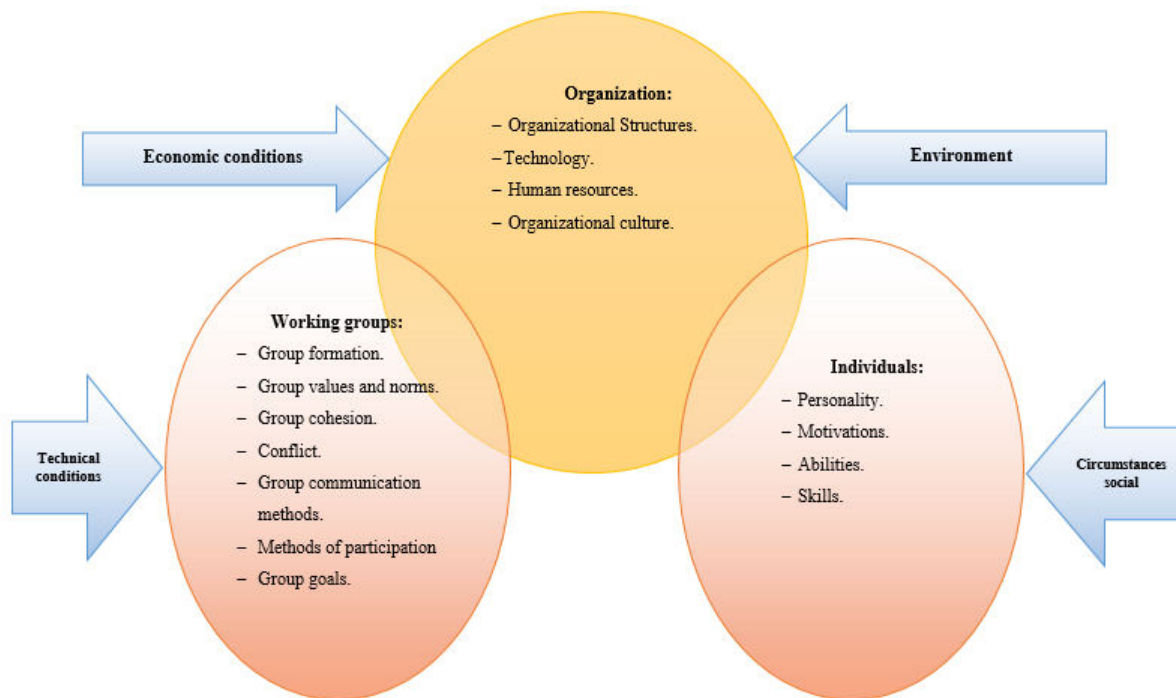


Figure (02) shows the areas of organizational development

Source: (Al-Adili, 1995, p. 544)

6- Reasons and motives for organizational development

There are many reasons that push organizations to bring about organizational development in their parts, especially the changes and issues surrounding them, which make the process of organizational development a necessity imposed by the requirements of effective completion of jobs and activities and achieving the goals that the organization seeks to achieve, and the reasons for organizational development can be divided into external and internal reasons:

A.External Causes: Any organization, whether governmental or private, faces many environmental conditions that require responding to them with change and development in order to achieve compatibility between it and its external environment, and the most important of these changes that affect the organization are:

- Change in market conditions or the target customer.
- Change in the technology used.

- Change in the political and legislative environment.

In such cases, the organization may resort to applying a high degree of centralization in making decisions related to the pricing of its products, thus reducing the freedom of branches scattered in geographical areas to make such decisions. Such governmental practices may also lead to the organization's reluctance to conduct programs of expansion of production capacity or expansion of activities.

Motivations for organizational development include:

- Increased competition in the market, and competitors resorting to methods that threaten the organization's position in the market.
- Rapid change in the surrounding technical (technological) methods and the threat of obsolescence of the organization's goods and services. (Maher, Organizational Behavior - A Skills-Building Approach, 2003, p. 415)

B. Internal reasons: The need for organizational development usually arises when new developments occur in the internal work environment, the capabilities and capacities of the organization and its objectives, or when it faces self-issues that require organizational change and development, and internal reasons and motivations for development can be divided into three groups:

- **Causes related to the human element (the workers themselves):** Organizations may face multiple issues related to their employees, including the following:
 - Weak linkage between the organization's goals and employees' goals.
 - Inappropriate leadership style that does not adopt modern approaches to development.
 - Weak encouragement of innovation and weak listening to the ideas and proposals of young managerial competencies.
- **Reasons related to the organizational structure:** They are as follows:
 - Over-specialization and simplification of functions.
 - Conflict between executives and advisors.

- Lack of organizational flexibility and rigidity.
- The size of responsibilities is poorly related to the powers and authorities granted.
- **Reasons related to working methods and procedures:**
 - Bad communication system.
 - Inadequate information system.
 - Conflicting decisions and making them without studying how and how easily they can be modified or disregarded.
 - The enormous increase in the volume of written transactions between departments and divisions.

Hence, it is clear that the organization's achievement of the requirements of organizational development is of great importance in achieving its continuous balance and adaptation to the various activities and activities required, and the external environmental variables, such as the economic and social policy of the state, technological and administrative changes, etc., are constantly changing and developing the general and specific objectives of the organization and the organization must respond to the requirements of change in its internal and external environment and adapt to it in order to achieve continuity of survival in the markets and achieve stability and stability in light of the variables of intense competition, especially globalization and free trade conditions. (Said Yassin, 1996, pp. 196-197)

Conclusion

Organizational development is a proactive measure that allows organizations to chart the future direction, choose the appropriate strategic pattern, and allow them to develop and maintain their relationship with the environment in which they operate by defining the goals and objectives of the various processes and activities they practice, as organizational development enables the organization to influence the activities and thus, in addition to that, the possibility of achieving economic return and good

allocation of its resources according to what contributes to the exploitation of possible opportunities and taking advantage of the available strengths.

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