

## Organizational development and administration

Sachin M. Pathak

Reseach Scholar, Asst. Prof SJDM Indore, Madhya Pradesh, India.

### Abstract

Organization development (OD) is a field of research, theory and practice dedicated to expanding the knowledge and effectiveness of people to accomplish more successful organizational change and performance. OD emerged out of human relations studies in the 1930s, during which psychologists realized that organizational structures and processes influence worker behaviour and motivation. More recently, work on OD has expanded to focus on aligning organizations with their rapidly changing and complex environments through organizational learning, knowledge management and transformation of organizational norms and values. Key concepts of OD theory include: organizational climate (the mood or unique "personality" of an organization, which includes attitudes and beliefs that influence members' collective behaviour), organizational culture (the deeply-seated norms, values and behaviours that members share) and organizational strategies (how an organization identifies problems, plans action, negotiates change and evaluates progress).

**Keywords:** Organizational development, administration, personality

### Introduction

The Organisational Development team sits within The Human Resources Department, with a pivotal Role in supporting the University strategic objectives to develop inspirational academics and professional service staff and ensure they have the opportunity and support to realise their potential. The team is responsible for ensuring that a relevant and supportive development provision is available to all employees across the organisation to meet both individual and organisational needs. This is a wide ranging post with responsibilities to provide professional administrative support to the team. As part of a busy team there will be a need to be flexible, possessing a positive and proactive attitude and approach to team working, dealing with a varied amount of information and data in a heavily customer focussed and solutions driven service environment.

Administrator To initiate, administer and supervise the effective, efficient and flexible administration of the University's training events, Staff Induction, bookings and HR system, ensuring all training events and data are recorded on the HR Information System for both individual members of staff, and for the University as a whole. Liaise with the Organisational Development Advisor to ensure all staff development activities are planned, booked, marketed and attain the required attendance levels within the appropriate timeframes prior to events. Supervise the logistics of training events e.g. room booked, catering if required, and preparation of register, supporting materials etc.

### Survey Literature

Three basic steps are employed in survey feedback. First, a questionnaire is typically completed by all members of a work group or whole organization. It asks organization members for their perceptions and attitudes on a broad range of topics such as decision -making practices, communication effectiveness, and coordination between units, job satisfaction, and the like. The leader of a work group or total organization receives a summary

of the tabulated results from the survey. In some cases, a consultant (an internal or external change agent) meets with the leader to discuss the results. In the second step, data are fed back to the organization members, usually during group meetings. The OD consultant, internal or external, often attends the meeting to explain any technical aspects of the data. Finally, in the third step, specific plans for dealing with the problems identified by the survey are developed. Again, this usually takes place in group sessions where open discussion is encouraged. Survey feedback functions both as a change strategy and as a diagnostic process. Because of its value in organizational diagnosis, survey feedback is frequently used as part of large-scale, long-term change programs in conjunction with other strategies and techniques. It can be used to improve groups and teams, inter-group relations, and team's inter-group relations, and system-wide activities. The survey feedback technique is powerful because it provides organization members at all levels of the firm on results for their units and engages them in constructive discussions with their manager for making improvements.

### Team Building

Organizations of all kinds are made up of people working together to achieve some common goal. Because people are frequently required to work in groups, considerable attention has been focused on team building in recent years. Improving the team means better performance by the individuals and the group. Team building is a process of diagnosing and improving the effectiveness of group members with particular attention to performance and collaboration within the group, especially the role of the leader in relation to other group members. Team-building strategies are typically directed toward goal setting, development of interpersonal relations, role analysis, and team process analysis.

### **Process Consultation**

A variation of the team building technique is process consultation. In process consultation, often an outside consultant helps the manager perceive, understand, and act on process events that occur in his or her work environment. These might include work flow, informal relationships among organization members, and formal communication channels. The consultant gives the manager insight into what is going on around him, within him, and between him and other people. The consultant is not there to solve the manager's problems. Instead, the consultant provides guidance to help the manager diagnose what processes need to be improved.

### **Quality of Work Life**

In recent years, there has been a growing recognition of the importance of simultaneously improving both the value of employees' psychological experiences at work and workers productivity. This philosophy is embodied in the quality-of-work-life (QWL) approach to change. Such programs are typically broad-based and lack the precise definition and focus of survey feedback and team building. Quality of work life can be defined as any Activity undertaken by a work group or whole organization for the Express purpose of improving one or more of the following conditions that affect a group member's experience with a work group or organization: adequate and fair compensation; safe and healthy working conditions; opportunity to use and develop personal capabilities; opportunity to grow and progress in a career; opportunity to participate in decisions; protection from arbitrary and unfair treatment; and opportunity to satisfy social needs Structural-Focused Techniques-Structural change techniques involve an adjustment in the organization's structure to accomplish change goals. Structural adjustment may be the change goal or simply may lead to it. Some techniques focus on changes in the task, whereas others focus on the means of setting goals, as well as strategic plans for attaining those goals. Here we discuss the more commonly used structural approaches to change: goal setting, job redesign, quality circles, and strategic planning.

### **Goal Setting**

One of the major problems confronting large organizations is a lack of identification by the individual organization member with the goals of the organization. With specialization so highly developed in organizations, many group members are very much divorced from the direction and purpose of the larger system. Goal setting is a method of coordinating individual employees' efforts toward overall organization goals. Getting employees to work toward organization goals is not just a matter of informing them what the goals are. Rather, organization members' support for organization-wide goals is increased if they participate in the goal-setting process. When goal setting is a mutual management-follower influence process, group members are given some control over their work environment.

### **Job Redesign**

The redesign of jobs has received increasing emphasis as a change strategy. Job redesign can be defined as a deliberate, planned restructuring of the way tasks are performed with the purpose of improving performance. Job redesign includes a whole host of specific organizational change techniques, such as job enrichment, specialization, job engineering, job rotation, job enlargement, and Autonomous task groups. These techniques

are most successful when employed as a comprehensive organization change program that examines the fit among the task, technology, structure, and people within the organization.

### **Quality Circles**

Widely used by Japanese firms, quality circles became popular in the United States in the. Like survey feedback, quality circles are designed to stimulate an upward communications flow, from first-line group members to managers and ultimately CEOs. Quality circles also fit well into comprehensive QWL programs. Companies such as Hewlett-Packard, General Electric, Xerox, Proctor & Gamble, IBM, Wasting house, Eastman Kodak, Motorola, and American Airlines have used quality circles. Groups have dealt with issues such as how to reduce vandalism, how to create safer and more comfortable work environments, and how to improve product quality.

A quality circle is a voluntary group of five to ten members, typically from similar jobs or the same work group, who meet periodically to identify and solve work-related problems. Each quality circle usually has an appointed group leader, and members are trained in techniques of problem solving and group process by a facilitator, who may be an internal or external change consultant. Groups focus on departmental and organizational goals and submit proposals for change to management. Recently, managers have acted as facilitators of quality circles. A steering committee, consisting of people from all levels and areas of the organization, typically review proposals, accept or reject them, and allocate resources for implementation.

### **Develop a strategy**

A strategy is the means by which a company achieves its goal. Based on a careful assessment of the organization's position on the aforementioned factors or characteristics (e.g., the company's organizational structure, its culture, motivation of its members, leadership, decision making strategies, communications, inclination toward change, and available resources), a decision is made about how to go about achieving its goal.

### **Communicate the strategy**

The strategy must be communicated to stakeholders – individuals or groups in whose interest the organizations run. These are individuals who have a stake in the organization the most important stakeholders include stockholders, employees, clients, and community members. It is essential to communicate a company's strategic plan to Stakeholders very clearly, so they can contribute to its success, either directly (e.g., organization members who help achieve goals) or indirectly (e.g., stockholders, board of directors who set policy). Unless stakeholders fully understand and accept a company's strategic plan, it is unlikely to receive the full support it needs to meet its goals Develop evaluation procedures Evaluation procedures need to be developed prior to Evaluating the Results. These procedures will serve to guide the implementation of the strategy and evaluation of the outcome.

### **Implement the strategy**

Once a strategy has been developed and communicated, the strategy is implemented. When this occurs, there may be some resistance. People tend to resist change. The company's leaders

need to apply various techniques to overcome resistance to change.

### **Evaluate the results.**

Finally, after a strategy has been implemented, it is important to determine if the goals have been achieved. If so, then new goals are developed. If not, then different goals may be defined, or different strategies for accomplishing the goals may be attempted.

### **Conclusion**

Organizational development is a set of behavioural science techniques or Interventions designed to plan and implement change in work settings. All the major techniques of organizational development attempt to produce some kind of change in individual employees, work groups, and/or the entire organization. These change techniques can be divided into two categories: process-focused change techniques and structural-focused change techniques. The emphasis of the process change techniques is on the process to accomplish change. Intervention methods in this category include survey feedback, team building, process consultation, and quality of work life. Structural change techniques involve an adjustment in the organization's structure to accomplish change goals. Intervention methods in this category include goal setting, job redesign, quality circles, and strategic planning

### **References**

1. Centre for Creative Leadership. Research in organizational change and development New York, NY: Elsevier, 2011.
2. Dyer W.G. Team building: Proven strategies for improving team performance New York, NY: Wiley, 2008.
3. Eikenberry K. Setting goals and supporting goal setting: Creating remarkable leaders New York, NY: Wiley, 2011.
4. Herzberg F. One more time: How do you motivate employees? Cambridge, MA: Harvard Business School Press, 2009.
5. Kayser T.A. Building team power (2nded). New York, NY: McGraw Hill, 2012.
6. McHugh J, Dale B. Quality circles. In R. Wild (Ed.), International handbook of production and operations London, UK: Cassel, 1989, 123-156.