



Organizational Development and its Assessment Indexes of Education

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ABSTRACT

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The efforts made for organziational deveiopment are intitally oriented towards the groups. The far-sightedness of the efforts to accomplish organziational deveiopment and is considered to be a predicament and the managers and staffs should be committed to the long-time application of the program and support it. Organziational deveiopment movement which emerged in the late 20th century and reached its maturity in the last decade, is based on the assumptions that are in line with elevated humanistic values. Organziational deveiopment stems from empowerment and actualization of human nature and potentials, i.e "human deveiopmet". It also considered human being as the main essence and fundmental factor of any change and evolution. This study examines organziational deveiopment, goals, presumptions, fundmental values, strategies, origins, definitions and features of organziational deveiopment. It also scrutinizes the main components of an organziational deveiopment plan and the indexes to assess it. Finally, a key index namely organzaional commitment is discussed.

1. Introduction

An organizational development plan is a long-run and far-sighted effort that has been founded on a comprehensive and sustainable strategy. It tries to give birth to change and evolution through sensible and regular discernment of the predicaments and application of all available resources. Organizaional development is centered around changing attitudes and behavior. Although in organzaitional deveiopment pain processes, procedures, instructions and the like are modified and changed, the ultimate goal is to costantly change and improve attitudes, behaviors and the performance of the individuals in the organization.

Efforts made to develop organziaitolanlly is primarily inclined towrads groups. The fundmental assumptinon is that to take steps roward organizational health and efficinecy are oriented to basic groups, clusters and units which should undergor change or modification. Also, individual learning and change emerges in organzaitional deveiopment plans but not as peripheral aspects since this kind of personal and individual changes are not among the main objectives of the organzaition deveiopment.

Objectives, assumptions, and fundamental values and stratgeies of Organziaitonal Development

Although organizational development mainly deals with the new findings that emerged after the second world war and agreements has not yet been made on the features, its typical and genral goals are as follow (Fench and Bell, 1984, Toosi, 1380: 43):

- Augmenting the level of mutual trust and support among the memebtrs of the organization
- Increasing the frequency of tackling the organziainal predicaments, whether inter the groups or outsie
- Creating an environment in which latitude resulting from official role is improved through the latitude from personal knowledge and skills
- Enhancing openness of vertical, horizontal and lateral communication
- Improving personal enthusiasm and satisfaction in the organization
- Developing group-based creative solutions to uproot the frequent obstacles
- Boosting personal and group responsibility in planning and implementing schemes

Origins

To realize the significance of organizational development the ultimate end his promising movement promotes, it should be noted that how it emerged. It can be traced back to the "Industrial Revolution" (Toosi, 2002). From the early 19th century industrial methods and running social and economic organizations undergone a series of change. These changes were named "Industrial Revolution" by a person called Jerome Adolf Blanki in 2009. Industrial Revolution in its general sense implies the different changes mainly in processes, manufacturing organizations and production as well as passage from traditional agricultural economics and manual production to economics systems dominated by industry and machinery. Meanwhile,

constant efforts were made to apply the scientific findings to industry and innovations in weaving and cotton industry were introduced that revolutionized weaving. Therefore, costs decreased while productivity increased.

Using machinery facilitated mass production that resulted in mass consumption. Thus, large industrial and commercial companies appeared and production became organized. Laborers and staffs served under specific instructions and scientific management and bureaucracy emerged in the 21st century (Salehian, 2005).

Frederick Taylor from America is the father of scientific management who improved and offered the principles of scientific management to the world to prevent waste of human forces and improve efficiency. The gist of these principles can be summarized as follows (Toosi, 2002):

- There is a best means for doing things
- To do things, we should first identify the best way and means through scientific study and examination

Bekhart believes that organizational development is a planned effort that covers the whole organization and is directed by the high-rank officials which aims at improving the health and efficiency of the organization through planned engagement in the organizational processes using behavior science. Benis (1994) holds that organizational development is a response to change, a complicated educational strategy to revolutionize attitudes, beliefs, values and structures of the organization in order to welcome and accept new technology, markets and challenges and adjust to the puzzling rhythm of changes. Kontez, Edwanel and Wihukh consider organizational development to be a regulated, reasonable, inter-woven, integrated and planned approach which is used to boost efficiency in organizations. Organizational development is designed to cope with the difficulties that decrease the practical effectiveness of the organization (Toosi 2002). Like a mature and well-developed human, a developed organization has some salient features as below (Toosi, 2002)

A developed organization opens its information and communication channels to all the people who work there and provides everyone with the necessities for growth, development, self-actualization and awareness. Information and awareness is not exclusively owned. A developed organization implements the open-doors policy and presents itself clearly and transparently to the staffs, customers, purchasers, share holders and even the people.

A. Trust in Others

Trust conveys believing in the others and deals with the openness of the system. The more clear an organization performs in operations, the more it will be trusted by the others. As a result, mutual trust will improve in workplace.

B. Internal and External Feedbacks

Feedback mechanism is indeed a means through which human being, a family or an organization can acquire some information and awareness from inside or outside to steer itself towards making progress, self-correction and achieving goals. Therefore, feedback is an effective mechanism to survive and ensure sustainability.

The constituents of organizational development:

Application of an organizational development entails three basic elements (Salehian, 2005):

1. Identification and recognition
2. Actions or interference
3. Sustainable maintenance

Organizational development begins with identification and recognition that means the analysis of the current status quo of the organization, collecting true-to-fact information on the present situations, becoming aware of the ongoing issues and programs, clarification of the status quo and identifying the ways for change to achieve the desirable situation and improve the organizational efficiency.

Discerning the problems of the organization by identification of the status quo and optimizing it through corrective efforts made in the employer system are called action or intervention. It includes a series of planned and regulated efforts based on which some of the specific organizational units take measures to accomplish sustainable organizational development

Commitment and Motivation of Human Forces

One of the fundamental factors in assessing and explaining the current situations of the organization in terms of development is the reciprocal commitment between the personnel and the organization. In fact, one of the main features that gives birth to approaches and behaviors and forms the performance of the individuals and the entity of the organizations and institutions is the type of commitment that defines the mutual bond and affinity between the individuals and the organization. Obviously, depending on the type of commitment ongoing in the organization, we will come into different forms of development. This study stresses on a fundamental index in organizational development.

Commitment

In general, commitment is defined differently. Some of the definitions are presented below:

Morteza Motahari considers commitment to be loyalty and devotion to principles and conventions that human holds. He also adds "a committed person is loyal to his promises and pledges and endeavors to realize his goals".

Conter, defines commitment as the person's tendency to dedicate his energy and loyalty to the social system.

Cool and Wall have proposed three concepts related to commitment, "loyalty", "identity and recognition" and "preparation".

Types of Commitment

Commitment in organization emerges in different forms such as 1. scholastic commitment, 2. national commitment, 3. egocentric commitments, 4. group commitment and 5. Organizational commitment (Alhosseini, 2002).

Scholastic commitment stems from a person's world view and is associated with his devotion to attitudinal requirements which can be conservative, tolerant, moderate or reasonable.

National commitment is a sense of patriotism by which a person appoints his national and domestic interests as the criteria for his behavior.

Egocentric commitment originates from a person's excessive disposition to serve his own interests. These people usually suffer from megalomania and disregard the interests of other people or the interests of organization. Thus, behavioral abnormalities emerge depending on the interest and its incompatibility with the organizational interests.

Group commitment is particularly the person's affiliation to a group and the priority of groups goals and objective. Group commitment can considerably promote the group activities and create group thinking that results from the need to reverence, need for trust, decrease in conscience pressure, realizing unofficial goals and obedience to the superordinate's personality.

Organizational Commitment

Organizational Commitment is an emotional bond and sense of duty towards the organization. It is a mixture of managers' organizational commitment and the personnel.

1. Managers' Organizational Commitment

Managers' organizational commitment can be observed towards 1. customers, 2. organizational improvement, 3. their own position, 4. the position of the personnel, 5. duty (responsibility) (Hersi, Blanchard, 1988).

Organizational Commitment

It is a kind of emotional bond and sense of responsibility towards the organization. In fact, it is a mixture of organizational commitment of the managers and the personnel.

1. Organizational Commitment of Managers

Organizational commitment of managers is observed in different forms including commitment towards

1. Customers
2. Organizational improvement
3. Self-position
4. position of the personnel
5. Responsibility (duty) (Hersi and Blanchard, 1988).

Each of the above-mentioned items is highly influential on management. These commitments give form to the main framework of achieving success in strategic management.

A. Commitment towards the customers

Managers can demonstrate their responsibility to customers through two ways, first through offering decent and satisfactory services, second through giving importance to them.

Providing services to the customers implies giving constant and intentional services to them, dedicating yourself to them, and identifying their real needs clearly and immediately. Top-notch managers not only identify the customers' needs, but also resolve their problems at a proper time.

Top-notch managers give importance to customers through following ways:

- Clear statements about the significance of customers

B. Commitment towards the organizational improvements

Managers show this responsibility through the following constructive and positive ways:

- Acquiring reputation and an honorable name for the organization. It is achieved through constant presentation of the organization positively. Excellent managers attract support for the organization and prevent it from being affected by destructive statements and comments.

Supporting high-ranked managers

Supporting high-ranked managers of the organization is absolutely crucial since all organizations are in dire need for loyalty and honesty from the side of the personnel to fulfill their duties. A brilliant and prosperous manager will not denounce the high-ranked managers and always shoulder responsibilities. Outstanding managers augment the capabilities of the organization to make proper decisions and realize objectives.

Provision and Procurement for the Future of the Organization

Adopting a visionary outlook to the plans based on scientific analyses will certainly assist the manager in fulfilling the commitments towards the future of the organization.

C. Commitment toward promotion and self-position

Outstanding (well-developed) managers create a favorable impression in others' minds. They function as an absolute power under different circumstances. Managers can present their commitment through autonomy, reinforcing their position and entity as well as accepting complaints.

C. Commitment towards the personnel

Well-developed managers make sacrifice toward the people who work under them. Managers' tendency to spend time, energy on the personnel indicates their commitment. Decisive behaviors to show commitment toward the personnel include showing positive affinity and compassion, distributing the feedback of improvement and encouraging innovative ideas.

D. Commitment towards responsibility (duty)

Outstanding managers direct the personnel's duties. They are the center of attention for the personnel who give meaning to the organizational activities and facilitate accomplishments. This commitment is actualized and affects the performance greatly when the responsibility and duties of the manager contain the main feature of goal persistence, take measures to facilitate the activities and favor accomplishments and cherish fulfilling duties.

2. Organizational Commitment towards the Personnel

In the model presented by "Miyer" and "Allen", organizational commitment towards the personnel can be divided into three categories including "emotional commitment", "constant commitment" and "norm-based commitment"

Triad model of Miyaer and Allen's organizational development (Al-Hosseini, 1380: 47).

Emotional commitment: implies emotional bond of personnel towards the organization and their engagement in organizational activities.

Continuance Commitment: implies the commitment based on assuming value to the organization through which the personnel share the organizational life.

Norm-based commitment : includes individuals' feelings based on the necessity to stay with the organization (Moghimi, 1999).

Numerous studies have been conducted on the effect of organizational commitment on the job performance. These studies covered the behaviors based on organizational obedience (i.e the behaviors that people show in addition to ones specified in organizational job accounts like absence, lateness and job negligence). These studies have shown that the organizational commitment augment the job performance and obedient organizational behavior. As a result, job abandonment, absence and lateness decrease.

Conclusion

The main objective of the organizational development planning is revolutionize attitudes and behaviors. Although in organizational development planning, the processes, procedures, instructions and the like are modified or changed, it primarily aims at ongoing changes in attitudes, behaviors, functions of the personnel in the organization. All organizations should consider the organizational development indexes and scrutinize the status quo of the organization in terms of these indexes in order to steer the organization towards improving the organizational development through constant and cohesive plans. Identifying the current organizational problems and optimizing the performance through corrective measures that are implemented in the organization is called action. It is also a set of regular and planned efforts made based on which some specified organizational units take measures aiming at organizational development. Efforts made for organizational development initially focus on groups. The basic assumption is that groups and clusters as bases for taking measures for organizational development, health and efficiency should be changed. Individual learning and personal change form a mechanism in development plans, however, they are peripheral since these personal and individual changes are not considered as primary goals of development.

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