

Organizational development strategy and its impact on achieving strategic objectives

Samiah Alrumaih *

University of International Business and Economics, Beijing, China

Abstract

Strategic plans are considered as the backbone of strategic management, which is one of the most important processes in strategy management. The importance of strategic planning lies in four important items: the survey, the alignment of goals with budgets, strategy formulation, and strategic planning (Wagner, R.J, 2006).

This paper aims to explain the organizational development strategy and its role in improving administrative levels and achieving desired goals.

Initially, the subject of organizational development in general was tackled, then the paper discuss the strategies of this organizational development, its effects, and how to reach the highest level of organization, management, and development. Finally, the processes that effectively contribute to the organizational development task were discussed.

Keywords: Organizational development, OD, Organizational development strategy

1. Introduction

Organizations are an integral part of open systems in the environment in which they exist, as they are in constant interaction with them. Since the environment in which they operate is becoming more complex and turbulent because of constant changes, these organizations have become unstable. Hence the importance of the organizational development strategy that motivates organizations to adapt to the main internal and external variables related to customers, market, product and technical opportunities for survival and growth.

In light of the organizations' desire to achieve their objectives efficiently and effectively, and to meet the changing challenges, especially in a profitable side, The organizational development strategy is one of the modern methodologies that enable organizations to meet the challenges, maintain their survival, and achieve their strategic objectives, which are mainly in the achievement of competition and profitability, and the events Change adapted to the needs of the internal and external environment (Al-Ghalbi, Taher and Saleh & Ahmed Ali, 2010).

In order to activate the effectiveness of organizational development strategy and its impact on strategic objectives, organizational learning is involved in this field as it represents a set of processes that lead to the improvement of organizational activities by providing them with the best knowledge and understanding (Jashapara, A., 2011) and make a relative change in behavior and practice among employees (Griffin, Moorhead, 1995).

Organizational learning also ensures that the skills acquired and developed by the staff will continue according to the evolution of the organization and the environment.

Current management trends in organizational development refer to the use of the term organizational development as a set of means of intervention aimed at bringing about change, skills, activities, tools and methods used to help the organization be more efficient. The concept of organizational development is linked to the systematic application of behavioral science knowledge in the area of growth planning, promotion, focus on strategies, functional structures, and organizational processes to improve the effectiveness of the organization (Ghorbanhosseini, M., 2013).

The strategic objectives are linked to the keenness of companies to develop their resources and capabilities at the internal level, or access to those sources and potential externally. Profitable companies are constantly pursuing strategic goals for growth, such as developing new products, building promotional relationships, and expanding their markets, due to their influential role in the strategy of these companies (Chen,K., 2014).

A large number of organizations still rely heavily on traditional management systems and programs that place them in the face of serious choices and persistent volatility that may eventually lead to their failure to achieve a

large part of their strategic objectives. Since business organizations are a purposeful entity in the sense that their existence is dependent on the achievement of specific goals, in addition to the presence of the personnel involved in achieving personal goals through achieving the objectives of the organization. So many business organizations in many countries of the world have rushed to use organizational development to make the changes needed to overcome the challenges to meet their strategic objectives (Chen,K., 2014).

What enables business organizations to achieve the desired change and achieve their strategic objectives is to adopt modern and effective management strategies such as organizational development and that the accreditation of different organizations to the organizational development programs will enhance their effectiveness and enable them to achieve their goals in the light of continuous changes (Al-Douri, Zakaria and Saleh & Ahmed Ali, 2009).

2. Organizational Development

Organizational development is defined as a system concerned with the application and transfer of scientific knowledge to develop the work according to what is planned and in a practical manner leading to the identification of the appropriate organizational structure and the interactive work methods that contribute to increase the efficiency of the organization and achieve the strategic goals set (Thomas G, Gummings &Cristopher G.Werley, 2013).

It is also known as a set of planned actions and interventions to improve the performance of the organization and its employees. In addition, the organizational development reflects the desired change to the organization in a planned manner. It also includes the application of the behavioral theory in the organization (Balzack,S.R, 2011).

The rapid change required needs the OD team to work on building great capacities and potentials in the organization to be able to anticipate the results that can be obtained and thus prepare not only to adapt to this change but to take advantage of the new opportunities that can arise and can Provided by the change. Because, the new and unexpected challenges mean life or death for the organization regardless of level, whether large or small. Confronting challenges and exploiting opportunities for change and adding innovation to the organization is one of the most important tasks of organizational development because it reflects planned efforts aimed at increasing the effectiveness of the organization and developing the potential of all Through a series of planned behavioral science interventions carried out In collaboration with the Members of the Organization (UNRWA OD, 2009).

In conclusion of the above that the change which affects human societies in all aspects, the life of these societies, leads to a change in the way of life of these societies and their way of life, also necessarily affects the life of the organizations, that necessitates the intervention of the organizational development which must be prepared through the top of the administrative pyramid in order to increase the effectiveness of the organization to adapt these organizations with this change and grow together with the existence changes happen in the work environment.

The evolution of OD as a gateway since the last century has crystallized as a planned wide-ranging process managed from the top administrative hierarchy in organizations with the aim of increasing effectiveness through the use of knowledge of behavioral sciences and through continuous and long-term efforts to improve organizational aspects and rejuvenate processes through collective management of the organization's culture, and guided by the theory and technology of applied behavioral science, and relying on the methodology of applied research (French, W.L. & Bell, C.H. ,1998).

In the 1990s it was possible to identify specific organizational development issues such as personal development, organizational learning, institutional analysis, and many of issues that emerged as a result of reflection and development in social sciences related to important analyzes of culture and organizational policies.

It is important to note the three main dimensions which are the most important reasons for the emergence of the organizational development and its importance: (Thomas G. Cummings, 2009)

- Globalization.
- Technological revolution.
- Administrative creativity.

The most important challenges facing organizations today, which require constant readiness to deal with them, include: globalization, sustainability, and technology.

These challenges need effective organizational development efforts, Globalization has led to major shifts in the commercial and environmental markets resulting in the emergence of global markets and the emergence of organizations to facilitate free trade between countries and continents as well as the constant change in governments and leaders, in which these organizations operate without Doubt has given rise to new opportunities and challenges (Thomas G. Cummings, 2009).

Organizational development aims to help organizations in solving their problems by providing accurate information about the activities and actions of the organizations and the means, that can be adopted to change these activities, including the adoption of modern administrative methods to pass the work in new ways and methods to face competition and achieve excellence and permanence in work (Alia Jawad ,2013).

UNRWA, In its organizational development plan and reform initiatives in 2009, noted that the objectives of the OD process are to combine all initiatives designed to enhance the organization's ability to serve customers more effectively and efficiently. Because of its holistic approach, organizational development is a continuous process of thinking, Learning, and work (UNRWA OD, 2009).

Organizational development also helps stakeholders to make appropriate decisions that increase the organization's competitive efficiency on the one hand, and help employees work more effectively with each other, thus improving the quality of the work environment for all employees, because it does not involve training and development of individuals. But also on the way in which the Organization operates in terms of the use of appropriate administrative systems and organizational structures that streamline information at the right time and in the appropriate circumstances (Armstrong, 2008).

3. Organizational Development Strategy

The organizational development strategy represents a set of activities, decisions and events that help organizations to reform their public performance in a timely manner and whenever necessary and therefore effective in achieving the objectives of organizational development. It is a comprehensive plan based on the needs and objectives of the organization and is designed to help achieve the organization's goals by ensuring that the steps to be implemented are accurate (Cummings, T., & Worley, C., 2001).

OD strategy includes the following steps: (Cummings, T., & Worley, C., 2001)

- Identify the problems which can be treated by OD
- Define the objectives of the organizational development, the mechanisms of work, and the methods that will be followed to bring about change
- Identify and limit available resources
- Test the appropriate approach to work and develop plans to achieve goals

The organizational development strategy is also essential to the success of interventions through organizational development, especially if the period during which the organizational development takes a long period of time (Gregory A, Aranos ,2015).

Since organizational development often takes a long time, this involves introducing the concept of strategy to organizational development, which helps the organization to deal with unseen and unplanned change. Organizations in the 21st century found themselves operating at very rapid technological, political and social variables; they have to introduce strategic thinking to promote the adopted organizational development methodology. To address unexpected changes, the OD strategy adopted by the University of London South Bank University takes into account a range of points, including encouraging employees and attracting new staff with the skills and expertise to ensure the success of the University's organizational development initiatives (Martin, 2014).

It is necessary to involve administrators at all levels of management in the formulation of the organizational development strategy and that cooperation between administrative levels in the formulation and implementation of the organizational development strategy items, will improve the performance of the organization as a whole (Randee,2011).

The organizational development strategy assists the organization in the success of the reform initiatives and the achievement of its objectives by pre-defining the long-term challenges facing the organization and thus preparing to deal with these challenges by mobilizing the necessary resources (Necmettin, 2015).

Most of Organizational OD processes need a long time of implementation, which means that new changes have

not been taken into account, and adjustments to the organization plan are necessary. In order for the administration to respond to the organizational development plan, it is necessary to monitor and evaluate the plan from time to time to assess the impact of this change on the plan and to identify the necessary reforms and modifications that must be made to the organizational development plan. Rather than becoming an obstacle to achieving the organizational development of the goals for which it was set. Hence the importance of the organizational development strategy in that it enables the organizational development staff to continue to follow the steps of the organizational development plan, evaluate and intervene where it is necessary to ensure the success of the organizational development plan (Necmettin, 2015).

4. Organizational strategy process

A functional structure made up of holons is called holarchy. The holons, in coordination with the local environment, function as autonomous wholes in supra-ordination to their parts, while as dependent parts in subordination to their higher level controllers. When setting up the WOZIP, holonic attributes such as autonomy and cooperation must have been integrated into its relevant components. The computational scheme for WOZIP is novel as it makes use of several manufacturing parameters: utilisation, disturbance, and idleness. These variables were at first separately forecasted by means of exponential smoothing, and then conjointly formulated with two constant parameters, namely the number of machines and their maximum utilisation. As validated through mock-up data analysis, the practicability of WOZIP is encouraging and promising.

The processes on which the OD strategy is based can be categorized into five processes: diagnosis, design, deployment, evaluation, and enhancement (Merrill, 2005; Armstrong, 2008).

4.1 Diagnoses

Diagnosis is one of the most important steps to help the success of the organizational development plan as subsequent steps depend on the results of the diagnosis. (Thomas, 2009) defined diagnosis as the knowledge of the mechanisms through which the organization works in the three basic levels: the organization as a unit, the function of each circle, and the function of each individual and the strengths and weaknesses of each level.

The diagnosis process aims to know how the organization works and to identify the problems it faces and identify these problems and challenges, including the positives, and to find suitable solutions that enable the organization to reduce and overcome these problems, or at least to reduce their negative impact on the performance of the organization as a whole. Thus, the process of diagnosis requires full coordination between the members of the organization and the consultants working on the implementation of the organizational development process at all stages, from the stage of data collection and analysis through the stages of implementation and implementation and the process of evaluation of the process of organizational development and its impact on improving the performance of the organization (Carrie, 2013).

4.2 Designing

The design comes in the OD strategy immediately after diagnosis. The design process is a process of restructuring the organization in a way that achieves its objectives through the organization's strategy and organizational structure. The design is defined as a set of intervention programs that may include the organizational structure or behaviors of individuals or techniques used and procedures adopted and other results and outputs achieved through the process of diagnosis. Due to interactive relationship between both, the diagnostic outputs, which may indicate weakness in the structure of the organizational structure, information systems or human resources, represent inputs to the design process. This indicates an important conclusion that the correct diagnostic process leads to an appropriate design process (Sargent, McConnel, 2008).

4.3 Deployment

Information is an important and essential factor in improving the quality of the services provided by the organization as it deals with all elements that lead to improving the effectiveness of the organization, analysis of the factors of strength and weakness, the exchange and use of information to enhance the management ability to optimize the use of its resources (Khan, 2012).

Hence, it is important to publish information and provide it in a timely, accurate, easy and continuous manner to

all employees who are considered the most important part of the success of the process of organizational development. As the process of organizational development necessarily means the introduction of new methods of work must be communicated to the employees and to know the ways and mechanisms through it, and thus the deployment is an integral part of the process of organizational development in the pursuit of the goals of the organization's strategy (Chuck, 2012).

4.4 Evaluation

A process aims to review and evaluate the performance of OD in the context of achieving the desired objectives and determining whether necessary adjustments are needed (Carrie, 2013).

The evaluation process requires different departments and at all levels to identify in advance the required interventions in the framework of organizational development, and the level expected of the results of these actions, identify deviations and shortcomings in order to intervene in a timely manner through appropriate adjustments that enable the OD process to correct its course towards achieving the goals (Carrie, 2013).

4.5 Reinforcement

Provide something specific to someone in order to repeat desired behavior (Alperto & Troutman, 2009).

The performance of each employee in the organization is important and contributes in one way or another to achieve the objectives of the organization, albeit at different rates from person to person according to his job position and the functional tasks required of him.

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