Principal Value and Quality Standard Factors for Organization Development

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Abstract: *Development is a continual process. Organizational development is an aspect of over all development. Change must be anticipated by the organization's site. Organizational development accommodates and embraces a variety of planned changes based on humanistic democratic values and technology in order to increase the organization's effectiveness and employee well-being. Because an organisation is an open system, it must evolve by embracing numerous adjustments in order to face the difficulties posed by a continually changing environment. In this case, principle value and adaptive standard factors play the vital roles for major development of organization's structure. Organization goal usually dynamic and achievable that make sense for the new actions to emerge that help the company overall moving forwarding and achieving better goals. This study defined that how organization development about to change by company professionalism, people, technocrats within factors and principal values. Some identifying problem and research also depicted from this study from the various point of view.*

Key Words: *Principle Value, Quantity Standard Factors, Organization Development.*

1. INTRODUCTION:

Organisational development is a goal-oriented strategy for starting a system change in a company. Organisational development necessitates a change in communication strategies or their supporting structure. It is commonly accepted that in order to remain competitive in the global market, a company's staff must possess world-class abilities. Organizations need these talents to satisfy the efficiency, creativity, and quality requirements that their customers expect. Organisational development is the process of using organisational resources to improve workplace efficiency and productivity. An effective organisation may increase employee morale by making people feel more empowered. The utilisation of organisational resources to increase workplace efficiency and productivity is referred to as organisational development. Employee morale may also be boosted by a well-structured business since employees will feel more empowered and appreciated. The significance of organisational development extends to how problem could be addressed inside the firm as well as how examine process to discover a more effective method to accomplish it. Organizational growth necessitates with the financial and time commitment. However, if it is realised the value of organisational development and the role it plays in assisting in charting a successful course for any company, the expenditures will be more than justified.

2. LITERATURE REVIEW:

One of the responsibilities of organisational development is to identify areas in your company's operations that require improvement. Organization management must assess the company in order to identify areas that need to be changed. Regularly assessing the firm to find opportunities for development can assist the organisation in maintaining a competitive advantage. For example, the firm may produce that it is still utilising obsolete production processes. Updating the manufacturing process, researching new technology, and educating staff in new production procedures are all examples of change processes. Few important points elaborate in this literature review that able to identify the principal value and quantity standard for organizational development.
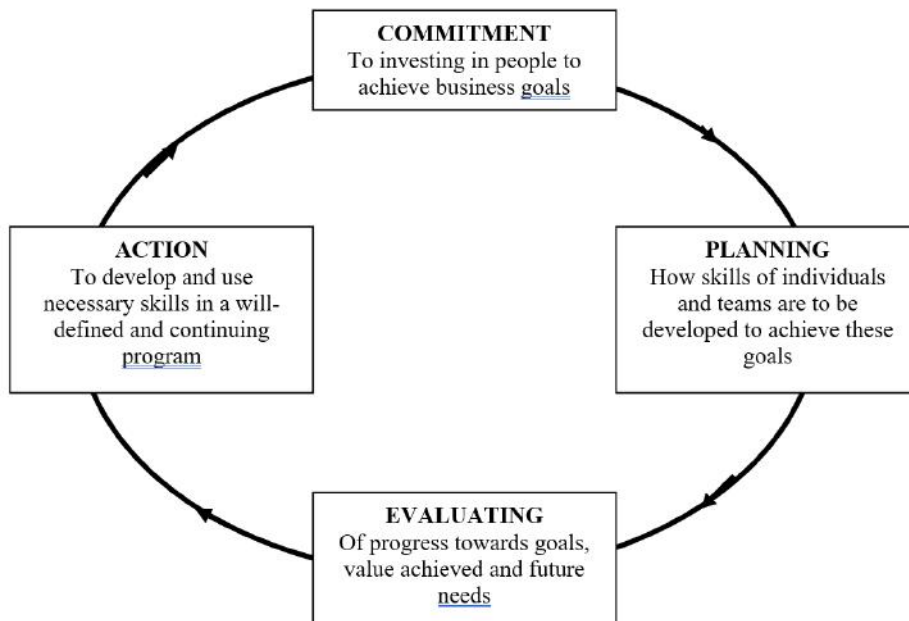
A. Implementation of Planning

The business should have a strategy for implementing organizational transformation. Companies should figure out how much it will cost to execute a change and plan accordingly. Retraining staff, acquiring sophisticated equipment, and engaging consultants are all examples of costs associated with making a change. A project manager may help lead the transformation process and provide tasks to important personnel.

B. Communication Procedure

Workers' concern can be reduced if the change plan is communicated among them. Changes to processes and corporate regulations might lead employees to be fearful. Allowing employees to raise questions and express concerns about a company change might aid in explaining how the process will affect them. Employees are afraid of how a change may influence their day-to-day operations, which is known as worker dread. Communication of an organizational change can be accomplished through group meetings, presentations, and training sessions.

C. Involvement of Employee

Employee involvement in the transformation process is also a good management strategy. Employee engagement gives them a sense of control over the process, which can help them relax. Employees would feel less dread and more committed to the process if they are involved in business decision-making and the process, according to Reference for Business.

Organizational development related to any type of business success because decision making affects on it. The utilisation of organisational resources to increase workplace efficiency and productivity that also referred to as organisational development. Employee morale may also be boosted by a well-structured business since employees will feel more empowered and appreciated. The significance of organisational development extends to how people address or identify all problems inside the firm as well as how examine a process to discover a more effective method to accomplish it. Organizational growth necessitates a financial and time commitment. It's development also used to equip with right tools so that able to adapt and respond positively for changes of market. The benefit of organizational development depends on few elements. E.g., Continuous development, employee growth and communication, enhance produce and services as well as increased profit margins. Organizational development necessitates a financial and time commitment. However, if someone realise the value of organisational development and the role it plays in assisting you in charting a strong course for your company, the costs will be more than justified.

3. METHODOLOGICAL APPROACH:

Using a well-thought-out organisational development framework is one of the greatest methods to support positive results in these measures. An objective-based technique used to begin a change of systems in an entity is characterised as organisational development. The process of organisational growth is complex, and implementation methods are an important part of the model. If training courses are chosen over alternative techniques, for example, test results will be used to evaluate the training process. In some case, an objective-based technique used to begin a change of systems in an entity is characterised as organisational development.
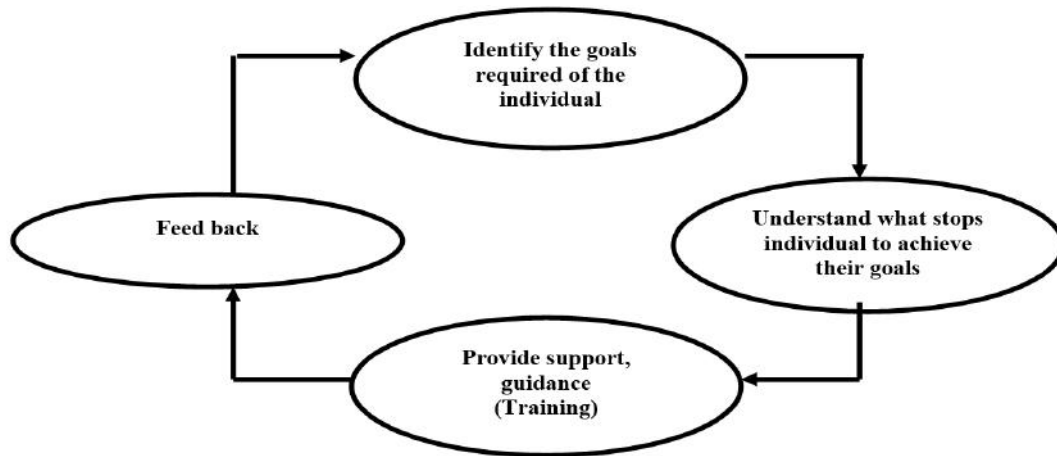
Figure 1: The IIP standard integrated process (Don, 1995)

This model provides continuous cycle of achievement through caching and forms a fundamental part of the development role of team and supervisors. Product innovation is one of the supplementary functions of organizational growth, and it necessitates the study of various types of data to be successful. Product innovation requires organizational development since it may aid in the analysis of each component of product development and the creation of a technique help to implementing it successfully. Competitive analysis, technological development, customer preferences, target market research, manufacturing capabilities analysis, and patents and trademarks are some of the processes that come together in organizational development to aid in product creation. So, as it's found that organizational development aid to supportive throughout this method with few discussion points as found this study.

- **What are these standards:**

As it had mention before the standard based on four major area of activity (principles) that shown in Figure 2**.**
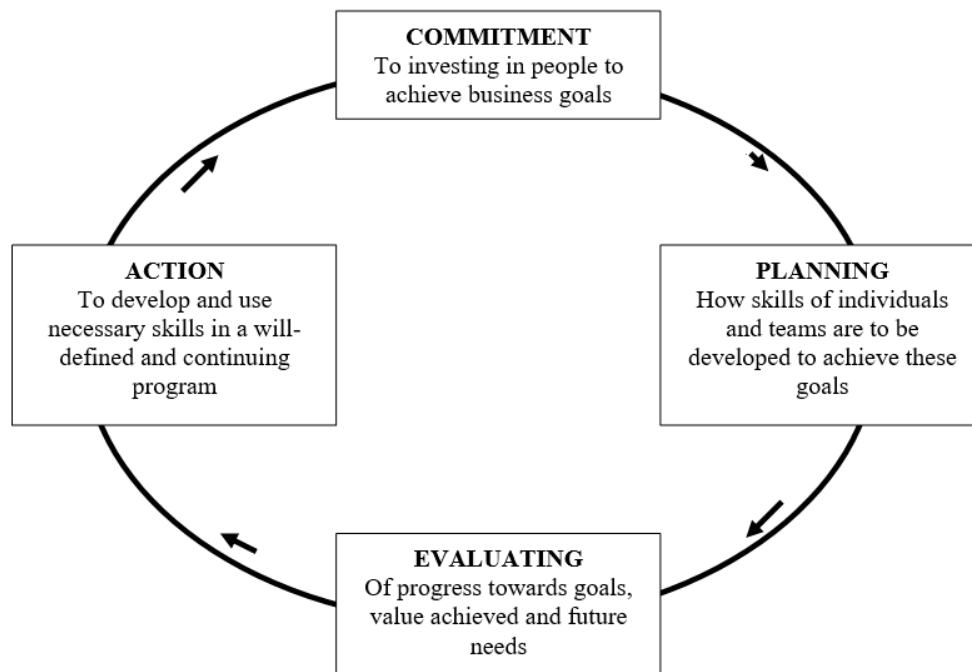
Figure 2: Standard principles (IIP80A, 1996)

- **Commitment:**

The first step in working to be IIP is the commitment to use IIP as benchmark of good practice (Don, 1995). This must come from the top management as a plan for the future explaining the goals had to be achieved (for training and development) and had to reach and be clear to all employee. That's made them understand what kind of contribution they had to make and who they must perform to reach these goals (IIP82B, 1997). IIP increase staff awareness of their role and in particular seeing themselves as the boundary of their organization (David, 1998).

- **Planning**

The second step is the manager responsibility, because its involve in the training needs and development. They should explain the training needs and development for their team. The training plan had to implicate how the training and development directed by the organization goals (IIP80A, 1996). This step also include plan reviewing from time to time to identify the strong and weakens point in the plan, and direct it upon environmental or objective changes (Don, 1995).

- **Action**

A management should involve before, during and after the activity to support employees to comply their training and development needs (IIP82B,1997). The action had to involve in initial training and development for the new and old staff (IIP106, 1996) continuing training and development to over come any new job roles or environmental changes (Don, 1995).

- **Evaluation**

Evaluation measures the revenue on the investment in people - in financial terms as well as the add value gained-through identifying both cost and benefits of all training and development activity. It should also show did or did not the organization provide their employee the opportunities to develop their skills, which makes the business performance more effective (IIP63,1996). The employee also must know how their performance effects the organization measurement. (IIP82B, 1997).
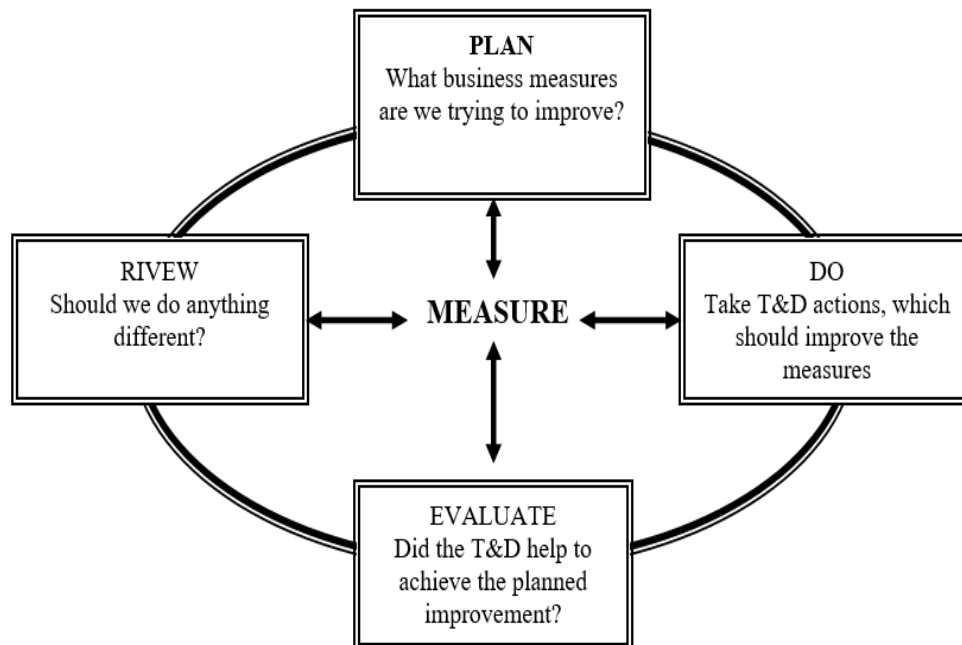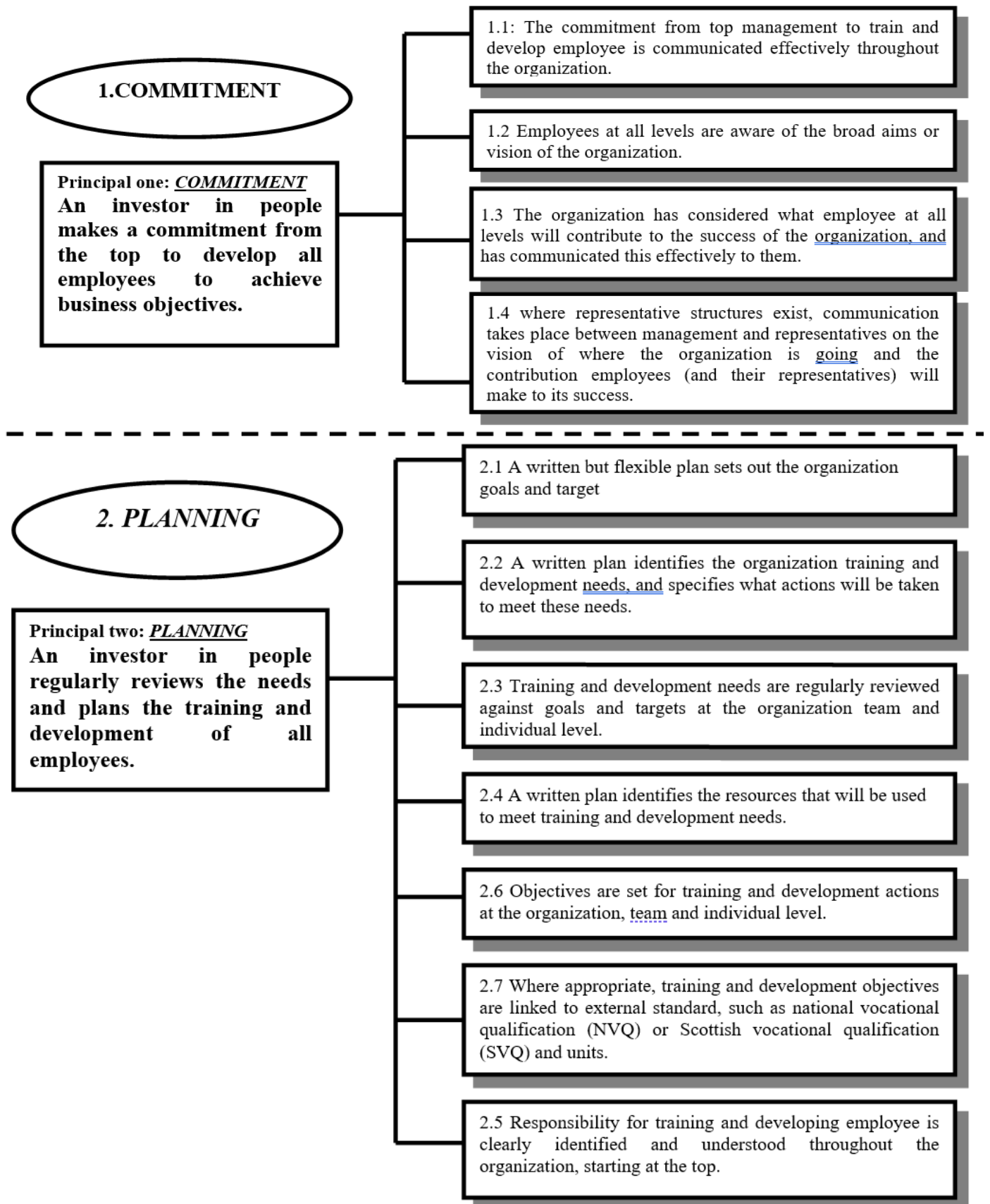
Figure 3: A total quality training and development cycle (Paul & Tony, 1996)

The investor in people also tries to reach new criteria of measurement the revenue on the investment in people - in non-financial terms. These new criteria will give more accurate picture of the organization on long term, because it will include evidence of the organization investment in its people and customer satisfaction. These new criteria will be benefits to the investor, customers and current and future employee (Anonymous, 1997). Previous figure (2) show the standard as a cycle start with commitment and end with action. The evaluation comes in between. This cycle is an imitation to the total quality cycle with a major different. The total quality cycle starts with the plan to develop the business, then the action, evaluate and review as it shown on the above figure (3).

The measurement comes with each step and links them together. The measurement act in a very important way, it gives a feedback through each step to see is it making the desired effect. The output of the measurement will show us if performance goes in the right direction or the wrong one, and then people can act in either to continuo or to stop and revised the plan. But in the IIP cycle the evaluation comes latter, and the feedback will be very late. In this way its not easy to know if we are doing the desired training or not, and that will cause the collapse of the whole structure. But from the other hand the standard will be more effective if it used as a mechanism for training and development (Trixy, 1997).

4. FINDINGS STUDY :

As this study finding the major components as stated below in the chart of figure 4.

4. EVALUATION

Principal four: *EVALUATION*
An investor in people evaluates the investment in training to assess achievement and improve future effectiveness.

4.1 The organization evaluates impact of training and development action on knowledge, skills and attitude.

4.2 The organization evaluates impact of training and development action on performance.

4.3 The organization evaluates the contribution of training and development to the achievement of its goals and targets.

4.4 Top management understands the broad cost and benefits of training and developing employees.

4.5 Action takes place to implement improvements to training and development identified as a result of evaluation.

4.6 Top management's continuing commitment to training and developing employees is demonstrated to all employees.

3. ACTION

Principal three: *ACTION*
An investor in people takes action to train and develop individuals on recruitment and throughout their employment.

3.1 all new employee are introduced effectively to the organization and all employee new to a job are given the training and development they need to do that job.

3.2 Managers are effective in carrying out their responsibilities for training and developing employee.

3.3 Managers are actively involved in supporting employee to meet their training and development needs.

3.4 all employees are made aware of the training and development opportunities open to them.

3.5 All employees are encouraged to help identify and meet their job-related training and development needs.

3.6 Action takes place to meet the training and development needs individuals, teams and the organization.
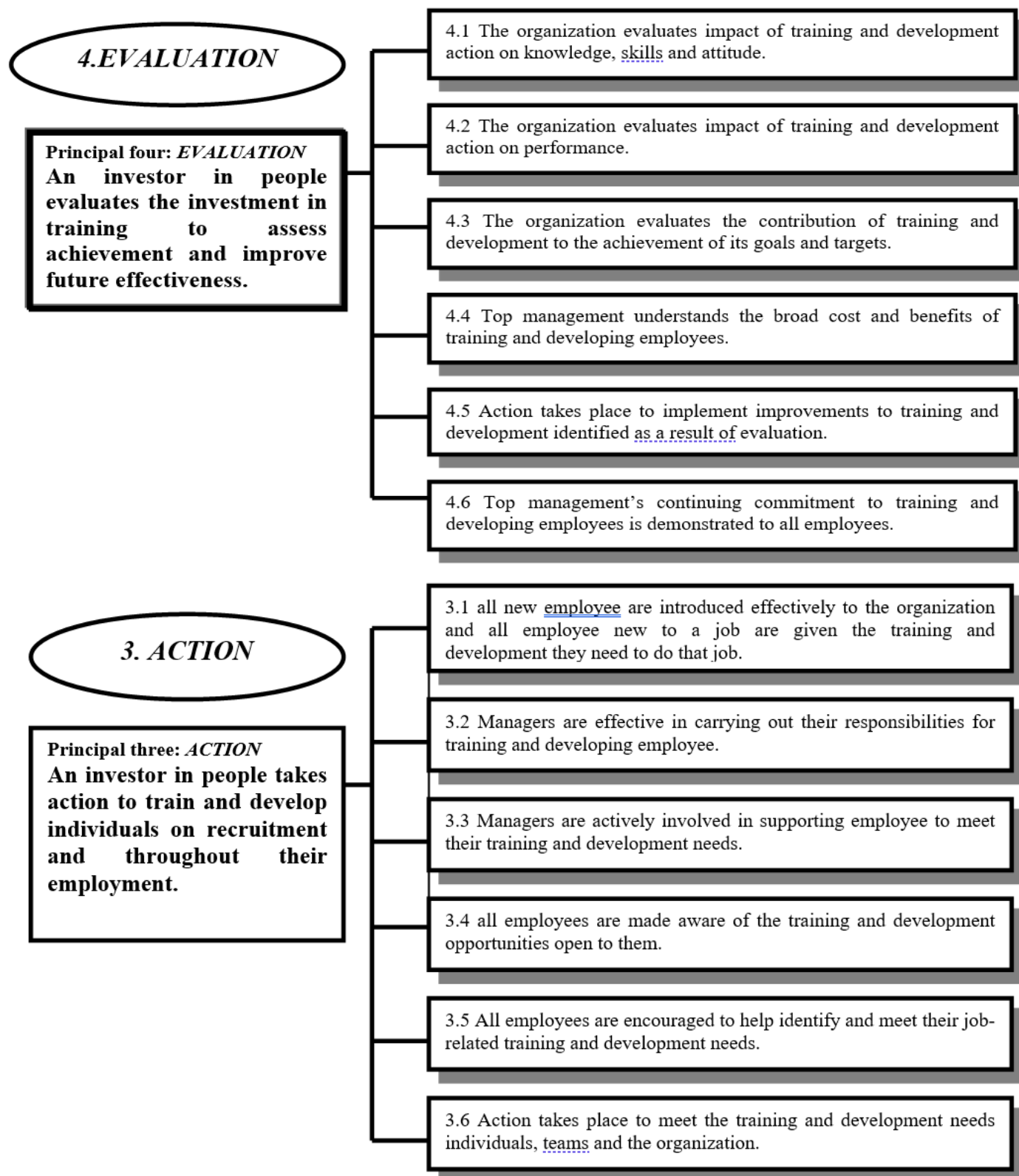
Figure 4: Principal value of organization development of analytical diagram

These principle values and organization development define the responsibility of roles as found with workforce planning throughout target goal. Major four principle value paly vital role in development.

5. ANALYSIS AND DISCUSSION:

In year 2000, the IIP changed its standard to include four instead of five steps. These are Commitment, Planning, Action, and Evaluation. The explanation of each step as is given in Figure 5.

Table 1: Investors In People National Standard

Principles	Indicators	Evidence
Commitment An Investor in People is fully committed to developing its people in order to achieve its aims and objectives.	**1. The organization is committed to supporting the development of its people.**	Top management can describe strategies that they have put in place to support the development of people in order to improve the organization's performance. Managers can describe specific actions that they have taken and are currently taking to support the development of people. People can confirm that the specific strategies and actions described by top management and managers take place. People believe the organization is genuinely committed to supporting their development.
	2. People are encouraged to improve their own and other people's performance.	People can give examples of how they have been encouraged to improve their own performance. People can give examples of how they have been encouraged to improve other people's performance.
	3. People believe their contribution to the organization is recognized.	People can describe how their contribution to the organization is recognized. People believe that their contribution to the organization is recognized. People receive appropriate and constructive feedback on a timely and regular basis.
	4. The organization is committed to ensuring equality of opportunity in the development of its people.	Top management can describe strategies that they have put in place to ensure equality of opportunity in the development of people. Managers can describe specific actions that they have taken and are currently taking to ensure equality of opportunity in the development of people. People confirm that the specific strategies and actions described by top management and managers take place and recognize the needs of different groups. People believe the organization is genuinely committed to ensuring equality of opportunity in the development of people.
Planning An Investor in People is clear about its aims and its objectives and what its people need to do to achieve them.	**5. The organization has a plan with clear aims and objectives which are understood by everyone.**	The organization has a plan with clear aims and objectives. People can consistently explain the aims and objectives of the organization at a level appropriate to their role. Representative groups are consulted about the organization's aims and objectives.
	6. The development of people is in line with the organization's aims and objectives.	The organization has clear priorities which link the development of people to its aims and objectives at organization, team and individual level. People clearly understand what their development activities should achieve, both for them and the organization.
	7. People understand how they contribute to achieving the organization's aims and objectives.	People can explain how they contribute to achieving the organization's aims and objectives.
Action An Investor in People develops its	**8. Managers are effective in supporting the development of people.**	The organization makes sure that managers have the knowledge and skills they need to develop their people. Managers at all levels understand what they need to do to

people effectively in order to improve its performance.		support the development of people. People understand what their manager should be doing to support their development. Managers at all levels can give examples of actions that they have taken and are currently taking to support the development of people. People can describe how their managers are effective in supporting their development.
	9. People learn and develop effectively.	People who are new to the organization, and those new to a job, can confirm that they have received an effective induction. The organization can show that people learn and develop effectively. People understand why they have undertaken development activities and what they are expected to do as a result. People can give examples of what they have learnt (knowledge, skills and attitude) from development activities. Development is linked to relevant external qualifications or standards (or both), where appropriate.
Evaluation An Investor in People understands the impact of its investment in people on its performance.	**10. The development of people improves the performance of the organization, teams and individuals.**	The organization can show that the development of people has improved the performance of the organization, teams and individuals.
	11. People understand the impact of the development of people on the performance of the organization, teams and individuals.	Top management understands the overall costs and benefits of the development of people and its impact on performance. People can explain the impact of their development on their performance, and the performance of their team and the organization as a whole.
	12. The organization gets better at developing its people.	People can give examples of relevant and timely improvements that have been made to development activities.

Source: Investor in People www.IIPUK.CO.UK\ **,** (2000)

Above table -1 elaborate the details of organization development and its details scrutiny information based on principle value how influence overall.

6. CONCLUSION:
The above disccision also depicts a company as a social and technological entity. The technical elements include tasks, objectives, and organisational structure, whereas the social elements are people and organisational culture. Overall development of any organization with those principle value influence the bottom line in many different ways that bring the productivity, profits, innovation and efficiency to increase. Indeed, any successful engagement of employees leads to increased productivity and innovation. As concluded that principal value and quality standard factors mostly influence to the organization development beside the other factors. For this reason, the field of organizational development is dynamic and never stops moving towards further change.

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