



Review of Literature

ORGANIZATIONAL: INDIVIDUALS, COMMUNITIES, DEVELOPMENT



Dr. Somprasad R. Kenjale

Principal, M. S. Kakade College, Someshwarnagar.



ABSTRACT

The term, 'Organization', is now well-established in social, psychological and economic disciplines. Management has a discipline also. As adopted, this concept and various facets of management are closely associated with this concept. The importance of organization as a concept is well-established and acknowledged in different fields. The development of human civilization is the result of emergence of concept of organization. One cannot emerge a well-established society, organization or structure, without having a sound organizational backing. Organization as a body structure is considered as a live, physical entity. The word 'organization' itself is originated from the word 'organ', which means a live part of

the body.

Today, the concept of organization has taken informal and scientific form. Institution, whatever may it be. Its type, nature or purpose is the result, while defining organizational structure. The requirements of institutional development are related with organization and organizational structure and, therefore, understanding the concept of organization, its implications and importance has become very important in the present context.

KEYWORDS : Management, society and civilization, Individuals.

INTRODUCTION

1 Need for Organization:

Significance of Organization

Today, one cannot imagine modern society and civilization without organization. Every societal function is performed through some or other organizational entity. Organizations have a great role to

play in modern societal setting. The functions and purposes of individuals or groups or even for that matter the society at large cannot be rightly performed without organization efforts. The common cause of pooling of resources and joint efforts opens and re-structures clarity of communication. Unity of common and healthy group work makes an organization a success. From this point of view, significance of the organization in modern living becomes indispensable.

Table No.3.5: Significance of Organization:

| Significance of Organization: |
|---|
| <ul style="list-style-type: none"> • Facilitates Administration • Facilitates Growth and Diversification • Permits Optimum Use of Resources • Stimulates Creativity |

According to L. A. Allen sound organization can contribute greatly to the continuity and success of the enterprise in the following ways:

Facilitates Administration

If the organization plan is ill-designed, if it is merely a makeshift arrangement, then management is rendered difficult and ineffective. Poor organization leads to waste motion and expensive overlap in work. Important work may be subordinated or may be overlooked totally.

- Institutions in Pune Region
- Facilitates Growth and Diversification

Sound organization permits organizational elaboration. Under the traditional functional organizations growth and diversification of activities is facilitated by clear division of work, proper delegation of authority etc.

Permits Optimum Use of Resources

Sound organization structure permits optimum use of technical and human resources. The organization can take note of the latest technological improvements and incorporate for example computers, electronic data processing machines wherever necessary. Similarly, sound organization structure permits optimum use of human efforts through specialisation. Right persons are placed in the right positions on the basis of their knowledge and experience.

Stimulates Creativity

Specialisation provides individuals with well-defined duties, clear lines of authority and responsibility. Where there is no sound organization, work is divided by force and aggressiveness affecting the morale of the employees seriously.

2. Organizations and Individuals:

The relation between individual and organization is formal as well as informal in nature. One cannot imagine organization, without activity and responsive role of individuals.

Similarly, every individual is directly or indirectly monitored or controlled, helped and governed by some or other organizational structure. Organization influences everyday life of every individual. The concept of work in modern society is directly associated with the concept of organization. The relation between individual and organization has been | studied by different experts (Aronowitz, 1973;

Hall, 1994; Rosow, 1974; Terkel. 1974; |Work in America, 1973). The important facets of an individual and organization are stated as follows:

- Organizations have a formal structure and individual become a part of this formal structure.
- Individual plays the role of building block of the organization.
- Organizations cannot come into existence, without clear and defined role for every individual.
- There has to be a proper harmonization and cohesiveness of goals of individuals with goals of the organization.
- Organizations provide opportunities for the benefits and potentialities for advancement of the individual.
- The creative talent, ability and competitiveness of an individual cannot be utilized effectively, but through an organization.
- There is every possibility of conflict between the objectives and goals of the individuals and organizations.
- The extent of goal consistency of individual with that of organization, determines the kind of harmony, unity and healthy association between individual and organization.
- Conflicts between individuals and organizations' goals are obvious and natural.
- Organizations grow because of development of individuals.
- The staticness in the functioning of organization has a result of inertia on the part of individuals.
- The individual's sense of engagement and satisfaction depends upon, how he participates and associates himself with the organization.

The following diagram interrelates between the individual and organization, as it influences the role, goal, objective and status of each other:

3. Organizations and Communities:

Truly speaking, as an organization affects the life of individual; similarly, it also influences different communities and groups in the society. The communities and groups are nothing, but a kind of organization. However, they may become subset of the total social organization. Different communities and groups are formed within society and considering the nature of specific objectives and goals to be achieved. Similarly, different communities play and perform different roles, to achieve social and societal and organizational goals. Communities are often interdependent and decide overall purpose of the organization. Organizations also influence roles, functions of the communities in simple works. Communities and organizations are interdependent for their functions, goals, practices and resources. Few important points of similarities and differences in the communities and organizations can be highlighted here:

- Communities and organizations both have a common feature i.e. they have group of people.
- Community like organization is an assembly of individuals for a common cause and to achieve specified set of goals.
- Communities and organizations often have a formal or informal structure, which becomes basis for their functioning, roles, responsibilities and duties.
- All members of communities and organizations often are well defined, to avoid conflict, clash and to maintain overall smooth functioning of the entity.
- Communities may have short, limited objectives or purposes; whereas organizations may have a broad, longer and perpetual set of objectives.
- The existence of communities may come to an end with achievement of their objectives or due to their irrelevance in the changing social set-up.

- Organizations, on the other hand, keep on changing their nature, maintain dynamism and prefer to have a perpetual existence.

4. Importance of Organizational Development:

The concept of organizational development is evolved, as a growing importance of organization in modern life. Organizations being representatives of people, individuals or group of individuals; they are expected to perform some specific functions to achieve the set goals or objectives. However, mere possession of authorities and resources will not help organizations to achieve their goals. It is equally important that organizations must work with due efficiency, efficacy and diligence for achievement of the said goals. Therefore, efforts for organizational development become very important.

Idea of organizational development has gained prominence, due to growing importance of this concept, for a variety of reasons. Organization becomes a major component of every society. Failure of organization results into failure of social structure. Organizational decay is a major problem today. Perpetual, efficient and goal directed growth of organization is the key to social development and, therefore, organizational development becomes a very important issue. Justification and importance for organizational development is presented here.

Table No 3.6; Organizational Development:

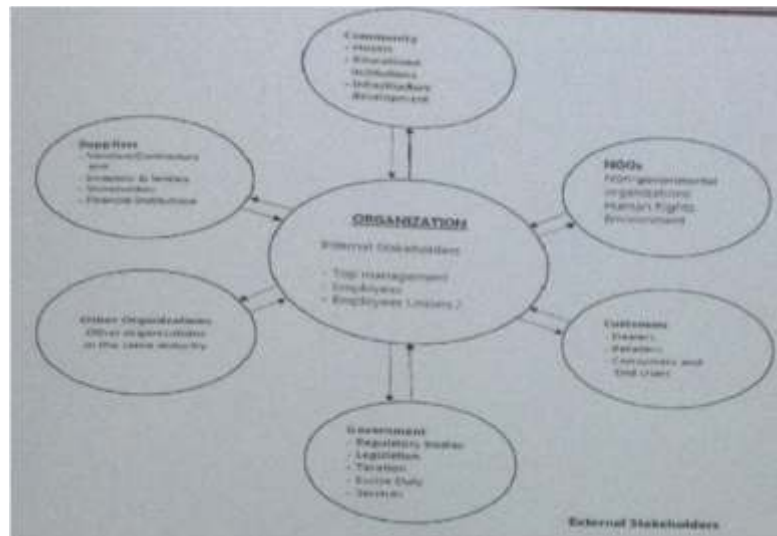
| Organizational Development:"] | |
|-------------------------------|---------------|
| 3.10.8 | Change |
| 3.10.9 | Collaborative |
| 3.10.10 | Performance |
| 3.10.11 | Humanistic |
| 3.10.12 | Systems |
| 3.10.13 | Scientific |

- **Change:** Organizational Development is a planned strategy to bring about organizational change. The change effort aims at specific objectives and is based on a diagnosis of problem areas.
- **Collaborative:** Organizational Development typically involves a collaborative approach to change that includes the involvement and participation of the organization members most affected by the changes.
- **Performance:** Organizational Development programs include an emphasis on ways to improve and enhance performance and quality.
- **Humanistic:** Organizational Development relies on a set of humanistic values about people and organizations that aims at making organizations more effective by opening up new opportunities for increased use of human potential.
- **concerned with the interrelationship of divisions, departments, groups, and individuals as interdependent subsystems of the total organization.**
- **Scientific:** Organizational Development is based upon scientific approaches to increase organization effectiveness.

5. Implications of Organizational Development:

Organizational development as a phenomenon, helps not only the organization in particular, but it also helps the society at large. When an organization grows, it benefits its internal members as well as society in many ways. The development of organization helps stakeholders, to achieve their goals

directly or indirectly. Every developing organization adds to its reputation, credibility, image and even resources. The performance, achievement and success of the organization depends on how the organization is developed. Development of organization has its own effect on the society, internal stakeholders, external stakeholders and even the socio-economic environment of the society, in which the organization works. A diagram, explaining the implications of organizational development, is presented here.



CONCLUSION:-

From the above diagram, it is very clear that the net result of organizational development is not narrow and short vision. It has a broader and long term implications. Every organization contributes to the society directly or indirectly viz. tangibly or intangibly, whenever it achieves success or gains resources, profits or surplus. Organizational development enhances the morale of the employees, improves functioning of the organization, establishes credibility amongst the owners and shareholders, justifying ability of the management, help government to get revenue and also help society through effective utilization of resources and, therefore, consistent, continuous and credible development of organization becomes very important.

REFERENCE:

1. Bhanushali S. G., 'Managing 21st Century Organizations' Himalaya Publication, Mumbai, 2006
2. Brown and Harvey, 'An Experimental Approach to Organization Development', New Delhi, 2006.
3. French & Others, 'Organization Development'. Practice hall. New Delhi. 2000
4. Cichocki Christine Irwin, 'Organization Design', Kegan Page Ltd, New Delhi, 2011.
5. Daft Richard, 'Organizational Theory and Design, Thomson Publication, Singapore, 2002.
6. Galbraith and Kates, 'Designing Dynamic Organizations' Jaico Books. Mumbai. 2007
7. Gagandeep Singh & Raghu Ananthanarayana Organizational Development & Alignment , Sales Publication LTD, New Delhi -2013
8. Gupta and Mirza, 'Organizational Structure & Design*', Macmillan Publication, New Delhi, 2009