

**Organizational development in higher education institutions
-Field study at Larbi tebessi University-**

التطوير التنظيمي في مؤسسات التعليم العالي - دراسة ميدانية بجامعة العربي التبسي -

**Haroun Menaceur, Laboratory of Humanities And Liturature Studies, Tébessa
University, Algeria.**

haroun.menaceur@univ-tebessa.dz

**Abdelghani Bouziane*, Laboratory of Humanities And Liturature Studies, Tébessa
University, Algeria.**

abdelghani.bouziane@univ-tebessa.dz

Date of receipt: (30/09/2020), Date of revision: (25/10/2020), Date of acceptance : (30/11/2020)

Abstract :

ملخص :

This study aimed at the field of organizational development at Larbi tebessi University - Tebessa.

The descriptive approach was used to study and use the questionnaire form tool to collect data from an intended sample of officials in the university administration.

The study concluded that Alarbi-Tebssi University is one of the institutions that organizational development requires it to be, and it does not follow a specific strategy and plan in advance, with a set of problems and obstacles that hinder the process of organizational development and hinder it.

Keywords : Organizational development, University institution, Organization Planification, Change strategies.

هدفت هذه الدراسة إلى البحث في مجال التطوير التنظيمي في جامعة العربي التبسي - تبسة. تم استخدام المنهج الوصفي للدراسة والاستعانة بأداة استمارة الاستبيان لجمع البيانات من عينة قسدية من المسؤولين في إدارة الجامعة. توصلت الدراسة إلى أن جامعة العربي التبسي من المؤسسات التي يفرض عليها التطوير التنظيمي كونه أمر حتمي عليها إتباعه ولا تعمل على إتباع إستراتيجية محددة والقيام بالتخطيط له مسبقاً، مع وجود مجموعة من المشاكل والمعوقات التي تعترض عملية التطوير التنظيمي وتعيقه. **الكلمات المفتاحية:** التطوير التنظيمي، المؤسسة الجامعية، التخطيط التنظيمي، استراتيجيات التغيير.

*Auteur correspondant: Abdelghani Bouziane, Email: abdelghani.bouziane@univ-tebessa.dz

INTRODUCTION:

The concept of organizational development has emerged as an effective means that enables the organization to play its role by developing procedures and using modern technologies, and working to develop performance through sound scientific planning and good diagnosis of problems in the organization in a way that reflects positively on them, as it represents a positive plan adopted by the University institution to improve its performance and move to a stage in which it is more successful and appropriate to potential changes and is able to face problems, by paying attention to the human, structural and technological element. Success is linked to providing conditions and means that contribute to improving conditions and which are the primary goal of development, and through organizational development the organization has the ability to take advantage of the available opportunities Ahead of it and allows it to use its strengths in its favor, address weaknesses, and enhance skill in dealing with a potential threat.

The University institution is like other institutions, so the time has come for those responsible for it to initiate development and follow its methods and strategies in it. From this standpoint, this research paper comes to study organizational development in higher education institutions through a field study at Larbi tebessi University –.

2. Research problematic:

Higher education institutions constitute an important source of qualified human resources capable of serving society efficiently and effectively, to ensure its progress and fulfill all its responsibilities in front of all contemporary requirements and challenges, as well as meet its scientific needs in all fields to take upon itself the responsibility for its stability by addressing its problems, supplying and disseminating knowledge, and this is all Depending on the effectiveness of management in this type of organization and the extent of its ability to control efforts to achieve its desired strategic goals, taking into account all the changes and developments taking place in the surrounding environment, thus becoming a necessity imposed by the needs of contemporary society, so it became imperative for it to adopt a development program to increase its ability to solve its problems and deal With its crises and adapting to new changes to get rid of the traditional organization.

Higher education institutions have worked to pay attention to human resources, provide appropriate technologies and means, and work to make the institution flexible by developing and modernizing its various functions, to improve its overall performance internally and externally through the OD program, despite the theoretical limitation of our urgent need for it and the extent of its importance and presence. Many are ignorant of him in universities, so few are the models or frameworks in which he works. This is due to some forces present in universities and not in the other sector, in addition to that there are challenges that are unique and related to development in universities and are shrouded in mystery. So far these problems have not been addressed by research. Our study is intended to gain a better understanding of how is the planned change in higher education using models and methods of organizational development. Through a field study at our University.

For more understanding, we put a group of sub-questions:

- How does communication contribute to the implementation of the Organizational Development Program of Larbi tebessi University?
- What are the development methods pursued by Larbi tebessi University in developing individuals?

- How to build a team work and mutual social relations within its development program?
- How does the University organizational structure affect organizational development? What are the problems facing the organizational development at Larbi tebessi University - Tebessa?

3. The importance of the study:

- This study derives its importance from its topic, which is organizational development, a relatively new topic.
- Its importance lies in the fact that it deals with a sensitive and highly important sector, which is the University institution.
- Enriching the scientific balance with new research and reference in the field of organizational development.
- Highlighting the imperative of development in the organization to maintain its continuity, especially in light of the acceleration and surrounding changes.
- Clarifying the importance of organizational development in developing the organization, improving its capabilities, and its contribution to solving problems and dealing with crises.
- Entering University institutions in the field of competition, which obliges them to follow a developmental approach to face the changes and all surrounding confrontations.

4. Objectives of the study :

- . Knowing the reality of organizational development in the University institutions.
- . Study the contribution of communication to the implementation of organizational development programs.
- . Learn about the various methods and techniques used by the University institution in developing both working groups and individuals.
- . Identify the most prominent problems and obstacles that prevent the application of organizational development in the University institution.

5. Study Approach :

The methodis considered a major step in arranging and organizing the researcher's ideas to reach logical results. The methodis defined as "the path leading to correct scientific knowledge."

Since we are trying to study the reality of organizational development in the University institution, and to know the various methods of higher management in applying the organizational development program, we have used the "descriptive" approach, which ensures that we collect the largest amount of data, analyze and interpret it to reach results to describe the reality.

6. Data collection tools:

Data collection tools are means and methods for collecting data on phenomena and its characteristics, as in psychological and social research in particular, and since these phenomena take different values and estimates from one angle to another, they are classified as variables, hence the concept of the tool for collecting data on research variables.

In this study, we relied mainly on the questionnaire tool to collect data about organizational development in the organization. As the questionnaire is considered in scientific research, as a list of questions that the researcher carefully prepares in expressing the topic researched within the framework of the established plan, to be submitted to the respondent, in order to obtain answers that include the required

information and data, to clarify the phenomenon studied, and define it from its various aspects.

In our research, we developed a preliminary research form in order to be judged by the professors of the specialty. The aim of this form was to collect data regarding the research topic, which is organizational development in institutions of higher education, a field study at Larbi tebessi University. As the content of the questionnaire included the study variables as it contained 32 questions distributed on six axes, as follows:

- The first axis (devoted to personal data "gender, age", to identify the characteristics of the research community).
- The second axis (included 9 questions about the role of communication in organizational development).
- The third axis (included 5 questions about developing individuals in the organizational development program).
- The fourth axis (included 6 questions about developing social relations in the organizational development program).
- The fifth axis (included 4 questions about developing the organizational structure of the institution).
- Sixth Axis (and it includes 3 questions revolving around the challenges and problems facing the development program).

7. Research community and study sample:

The research community is represented by the group of administrators and officials at the Larbi tebessi University administration, as they are considered as those in charge of organizational development in the first place, and due to the expansion of the research community and its divergence, we resorted to the method of the sample, so we concluded it as follows:

The study sample included the number of officials represented by (the University director and his deputies, the University general secretary, Deans and their deputies, the general secretaries of the colleges, department heads and their deputies) and they are 90 individuals, and therefore the study sample is the intentional sample because we have targeted the individuals of the sample since the beginning of the study and excluded the rest of the employees, The questionnaires were distributed on the research items, but the number of questionnaires that were retrieved was 80 questionnaires, an estimated 84.33%.

8. Main concepts of the study:

The ambiguity of concepts or lack of agreement on specific definitions of them is one of the most prominent problems that affect the methods of studying scientific phenomena, treating them and developing scientific research in various fields, and therefore the definition is considered a necessary matter inherent in the concept, and through which agreement is made on the determinants of each concept and through these Concepts information, ideas and opinions are addressed. Concepts are a communication tool in the one scientific environment. The concept, from the theorists' point of view: "It is a purely theoretical mental conception through which the human mind aims to control the idea of what means something.

In our study, we will define the basic concepts that were employed in the research, namely: organizational development, the University institution.

- **Organizational development:** Before defining the concept of organizational development, we will first define the concept of development:

- **Development:** The rejuvenation of management, which is the gradual change that takes place in the structure of systems or relationships ...
Development is a change for someone, an improvement for some, a renewal for some, and an update for others.

So organizational development is:

"It is an attempt to raise the activities of organizations by achieving integration between the desires and personal goals of individuals with the goals of the organization, using methods and knowledge derived from behavioral sciences. Organizational development includes planned change efforts that include each system for a specific period, taking into account that these efforts are linked to the goals of the organization . "

- It is defined as: "The efforts specifically designed to achieve fundamental changes in the public administration system during comprehensive development processes or at least during procedures to improve one or more of its main components such as administrative structures, people and procedures."

Organizational development is defined as the process by which an organization develops its internal capacity to be more effective in implementing its mission and continue in the long term .(2011: 2 More, C.,)

- Pence defines it as: "Responding to change and it is a complex strategy to bring about change in beliefs, attitudes, values and in the structural composition of organizations so that they can better cope with new technological developments, market conditions and surrounding challenges."

There are some commonalities between most of these definitions, as one definition may include one or more of these terms (planning, improving the ability of the organization to change, the applied behavioral sciences in the organization), however the mentioned definition may neglect one of these elements: (change Values ("humanistic, participatory, cooperative,")).

Based on the previous definitions, we provide a procedural definition for Organizational Development:

"It is a set of planned procedures that seek to improve the performance of the institution, so that it becomes more capable of achieving its goals and solving its problems." (2008: 14 Thomas G.Cummings,,)

- **University Institution:** The University is a group of scientific institutes, called colleges, in which literature, arts and sciences are taught.
The term University is derived from the Latin word Universities, which means a group, union, or association that includes the operators of one work or one craft, but in the early thirteenth century the term came to be called a scientific union or a union that includes a number of men of science, whether they are professors or Students, and at a later stage the word came to mean a union or association of students and teachers together, then it was later used to mean the scientific institute.. (1956: Jeffrey, Richard C, 23(3): 237–246)
The definitions of scholars and thinkers for the University have varied, some of them said "it is a productive institution that works to enrich knowledge, develop technologies and create competencies benefiting from human scientific accumulation in various scientific, administrative and technical fields."
- The University institution is also known as: "a cognitive space in which scientific ideas are presented in their various directions, as it represents the place in which

scientific relations and cognitive abilities are built, which reflect the level reached by their energies with the gains they have achieved." (**Bird, Alexander 2010: 24: 23–56**) - It is also known as: "It is an educational institution that provides students with theoretical, cognitive and cultural grounds by adopting ideological and humanitarian foundations accompanied by vocational training, with the aim of bringing them out into public life as productive individuals as well as its contribution to addressing the vital issues that appear at different times in society and affect the different interactions of these students".

- It is defined as: "a social institution developed by society for a basic purpose, which is its service that includes every aspect of the University's activities, and that it represents a scientific community interested in searching for the truth, whose primary functions are education, scientific research and community service."

- It can be defined as: "a mini-society, whose members together discuss, develop and explore ideas characterized by complexity, difficulty and originality. These ideas and studies that result from them are considered a legacy of humanity that the University must preserve and deliver to future generations and update it on an ongoing basis." (**1983: 2 Collins, Harry, pp. 115–140..**)

Based on the previous definitions, we present a procedural definition of the University institution:

It is a productive scientific institution with a specific organizational structure that is subject to specific laws. It works to enrich knowledge, develop technologies and create competencies, benefiting from various scientific, administrative and technical fields.

9. Previous studies:

1 : The study by Richard J. Torraco Richard E. Hoover Sheri A. Knippelmeyer University of Nebraska entitled -Organization Development and Change in Universities-

The problem of the study stemmed from the fact that relatively little is known about organizational development in Universities and there are few models or frameworks for organizational development in Universities. Because there are forces in Universities that are not in the private sector and other non-University settings, there are unique challenges associated with organizational development in universities that are not well understood. The study raised the following questions: What is the motive or motive for adopting change based on organizational development at the University? Who initiates organizational development (administrators, faculty, external consultants, and others)? Once initiated, how is OD being maintained in the University settings? What are the strategies associated with developing and expanding change based organizational development? Why do some OD initiatives succeed while others fail? So far these problems have not been addressed by research. The purpose of this article is to gain a better understanding of how to initiate planned change in higher education using organizational development models and methods. Five case studies of universities undergoing major change are examined to gain a better understanding of the issues raised by the questions above.

2 : A study titled "Workers' Resistance to Organizational Development in University Institutions", the study started from the following main question: To what extent does the organizational development of Algerian institutions in the public sector face resistance from workers ?, The study aimed to determine the dimensions of organizational development applied in Algerian institutions and the extent of Facing

the latter by workers, and exploring the forms of resistance that workers take in order to stop them from these changes and explain their causes.

The exploratory and confirmatory approach was relied upon, using the questionnaire form to collect information and distribute it to the non-random study sample, the quota sample, which is a group of institutions in which the study was applied. (1987: Goldman, Alvin, 73(1): 109–144).

The study concluded for many results, including: - That the institutions, private or public, were undergoing continuous changes, which necessitated change in response to the surrounding economic, social, political and cultural changes .. They are also witnessing changes due to internal factors and the degree of change varies from one organization to another and its ability to respond to this change .

3: A study entitled "Change Management in Higher Education Institutions". The study started from the following main question: What is the appropriate change management model to implement University reforms in light of the application of the LMD system in Algerian universities? This study aims mainly at knowing and analyzing the reality of the updated change in Algerian universities within the framework of the LMD reform, designing a model for managing change in higher education institutions according to this information, and knowing the degree of realization of LMD reform for the most important goals underlined for it.

The deductive approach was used in order to test the hypotheses of the study, by relying on a questionnaire as a study tool distributed over a multi-stage cluster random sample of 150 administrators.

The study concluded with the most important results of the following: - The LMD system did not meet with resistance from the teaching staff and according to their point of view, it was not suitable for the Algerian University and did not achieve the established goals. - There are many obstacles that prevent its implementation, such as the lack of material and human resources, the weak level of students and their unwillingness to make an effort, the high number of students and the failure to prepare the University to receive this system.

4: A study entitled "The Effect of Organizational Power on Enhancing Organizational Development in Palestinian Universities in the Gaza Strip". The study started from the following main question: What is the effect of organizational strength on enhancing organizational development.

From the point of view of the administrative staff in the Palestinian universities in the Gaza Strip ?, it mainly aims to know the effect of organizational strength on organizational development from the employees' point of view.

The researcher used the descriptive and analytical approach, using the questionnaire form to collect information from a stratified random sample of 174 individuals from administrative leaderships in the three Palestinian universities.

The study revealed results, the most important of which are: - There is a strong positive relationship between organizational strength and the promotion of organizational development in Palestinian universities, and that organizational power affects all its dimensions (formal power, information power, link strength, experience strength, reference power) in promoting organizational development.

The study recommended strengthening the processes of organizational development within universities by allocating the necessary budgets, and paying attention to organizational strength as an influential factor in promoting organizational

development in Palestinian universities in the Gaza Strip by strengthening sources of strength in a way that supports development areas.

10. General results of the study:

Through the field study and analysis of the incoming data, a number of results were reached that can be reviewed as follows:

- 1:** Most of the members of the sample are males, and most of them possess a doctoral degree, and they possess seniority and experience in the general position and the institution in particular.
- 2:** Communication within the institution between departments and divisions is characterized by ease and flow, as through our observations during data collection and through the results of the observation form, the control of informal communication in the institution became evident. Although Larbi tebessi University seeks to use official communication that enables controlling tasks and preventing their interference.
- 3:** The information transmitted through communication lines is characterized by credibility, which indicates a lack of rumors and distorted news, except rarely, as the matter is often characterized by clarity of instructions, orders and directives.
- 4:** The University uses various communication means (writing, verbal, and electronic) to achieve speed and effectiveness of performance.
- 5:** Officials in the University institution work to provide various information in order to make the correct and necessary administrative decision.
- 6:** University institution workers can participate in the decision-making process through various methods of participation (freely expressing opinion, finding solutions ...) as participation within the institution is positive.
- 7:** The development program at Larbi tebessi University - Tebessa includes a system for developing human resource and increasing its capabilities.
- 8:** The development strategies followed take into consideration the values and beliefs of individuals.
- 9:** The development process is a process imposed as a result of the changes taking place and not previously planned by the institution.
- 10 :** There is a clear interest in the moral and material incentives of the various workers, since motivation is one of the activities that help to increase the effectiveness of performance.
- 11:** The management of the University institution is concerned with and keen to increase the relations between the parties to work and its groups, as these relationships are often characterized by understanding and the lack of conflicts within the organization.
- 12:** There is a relative cooperation between the employees in solving and dealing with problems.
- 13:** An atmosphere of competition prevails over relationships in achieving career advancement and development through hard work and eagerness to advance.
- 14:** Most of the sample members prefer teamwork, that is, evidence of interest in human relations and working in a team to discuss and confront challenges and find solutions to them.
- 15:** Through the answers, it was found that Larbi tebessi University is working to develop and change the organizational structure, as they see that this is achieved through the creation of new departments in their institution that were not in the past and the introduction of amendments in some administrative departments by canceling

or merging them in line with the interest of the institution, as well as reducing levels Administrative.

16:Larbi tebessi University does not work to modernize technologies due to the lack of financial capabilities, although these technologies may add many advantages to work and workers.

17: The progress of the University institution faces many obstacles, the most important of which are the lack of capabilities, the lack of commitment of employees and the excessive tendency of union activity, as well as the difficulty in placing the right man in the right place.

18:Larbi tebessi University follows the method of threat and coercion, along with the method of training and training courses to develop the human competencies in the institution.

Conclusion :

In light of these results, it can be said that the University of Al-Arabi Al-Tebssi-Tebessa does not have a clear development strategy and plan for the actual development of the organization, but the development is imposed on it due to changes in the surrounding environment while following some of its methods, and the multiplicity of its attempts to advance, but it lacks a solid planning and a specific strategy Therefore, it can be said that organizational development remains a theoretical concept that Larbi tebessi University is trying to implement despite the many obstacles and problems it faces and faces, lack of planning, and according to its weak capabilities.

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