

## ORGANIZATIONAL DEVELOPMENT IN THE FIELD OF POSTAL SERVICES

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**Abstract:** *In the current competitive context organizational development of enterprises determine radical changes in order to cope with an environment dominated by deep uncertainty and creates the ability to renew its own knowledge assets in order to gain competitive advantage in a market more and more complex and diverse. A detailed analysis has been made of the organizational development at the County Postal Office in Cluj according to Greiner's model in the five phases of development: creativity, leadership, delegation, coordination and collaboration, the five types of crisis being defined for each stage/phase, respectively: leadership crisis, autonomy crisis, control crisis, staff crisis and unknown crisis. By delegating responsibilities a special attention is required with regard to the way of acting, the availability of managers to give up power, the "reaction" of top managers, etc. With the new development phase, that is the phase of delegation, there are found some objectives with respect to use of delegation as a tool to facilitate organizational development, the creation of an organizational culture favorable to development, the improvement of the motivational system or the development of interpersonal relationships.*

*The evaluation of organizational development at the County Postal Office in Cluj was made by applying a questionnaire on organizational development that consists of 60 descriptive statements, answered by four of the organization's management and 56 employees with executive positions. Following the results obtained from the questionnaires there has been showed that the organization is in phase two of development that is leadership development. The applied management style starts to be on odds with reality and triggers the crisis of autonomy, which requires delegation of authority and responsibilities to as many employees as possible, involvement and encouragement of initiatives of the staff. After analyzing the questionnaire responses, it was revealed that the organization is in the second phase of development, respectively development through leadership, requiring an authorized leader to streamline the activity and to create major necessary budgeting systems of reward and communication.*

**Keywords:** organizational development, assessment, questionnaire

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### 1. Introduction

Organizational development promotes targeting goals by harmonizing them with the aims of people working in the organization, by changing the organizational culture and optimizing organizational communication on the basis of principles of openness, trust, information sharing, productivity, organization and work group dynamics, etc. For this reason "the development of organizations is a planned effort, depending on the size of the organization, managed from above, aimed to improve the health and

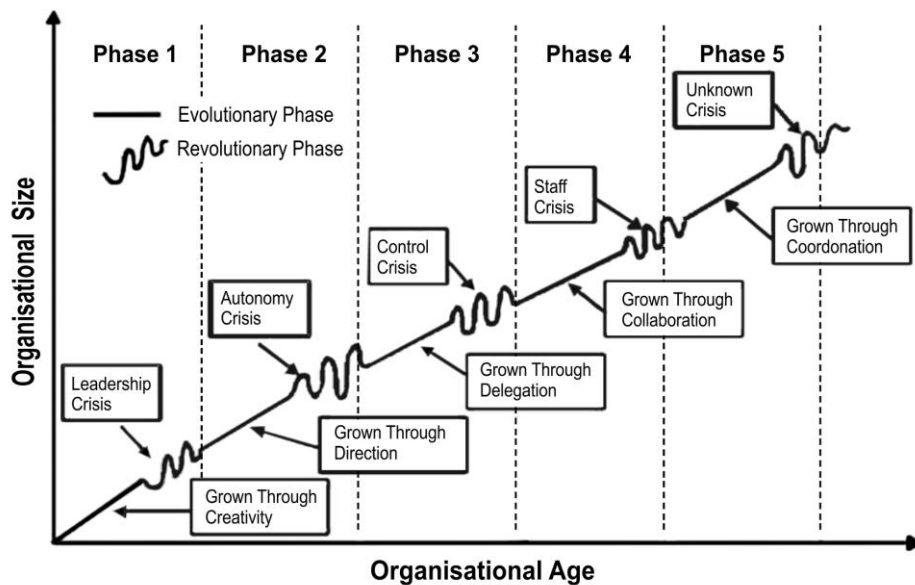
effectiveness of the organization through planned interventions on the organization's processes, using behavioral science knowledge in the field" (Burduș, Căprescu and Androniceanu, 2008). However, "organizational development is an intervention at the level of the human component of the organization, which aims to increase the overall organizational performance and employee efficiency" (Vlad, 2010:142).

For these goals, an important role is played by the manager and, in particular, the managerial ethical behavior, "which manifests itself not only in accordance with the law, but also with a broad set of moral principles common to all societies. Managers that act ethically have a huge positive impact on social outcomes of the activity undertaken by the organizations they lead" (Abrudan, Deaconu and Lukacs, coordinators, 2010). In addition to appropriate ethical behavior, managers must have different roles: interpersonal roles, informational roles and decisional roles (after Henry Mintziberg and Rosemary Stewart in *The Nature of Managerial Work*, 1980). The combination or "mix of roles for each manager depends on the level that the manager occupies within the organization, the nature of the tasks and the stage in his career" (Pintea, 2011:120). Hence the management philosophy aimed at people that "does not only mean that people are representing the organization, but also the respect for people to compete with other people" (Purdea and Macra-Oșorhean, 2010: 255)

For each company to operate at the optimum parameters, we need effective communication and managerial communication that „is increasingly important at the interpersonal level for positive interaction among all levels of management. It is essential for managers to interact with internal employees and external stakeholders to accomplish managerial objectives and develop positive team relationship" (Pipaș and Jaradat, 2012: 82). Another important aspect is planning/forecasting of staff, besides an adequate and appropriate selection recruitment of potential employees, along with a process of on-boarding and training that "represents a necessity from the desire of the individual to plan his career, but also from the needs of the organization" (Gârbo, 2008:113).

## **2. The Greiner model and organizational development**

According to Greiner, all organizations follow the same predictable development stages: developing through creativity, development through leadership, development under delegation, development through coordination, collaborative development. Thus, it highlights some of the characteristics and problems of each stage of development and some of the matters that may be included in the transformation of an organization (Fig. 1).



**Figure 1:** The organizational development by Greiner  
 (Source: Clarke L., 2002, pg. 20 apud. E. L. Greiner, *Evolution and revolution as organization grow*, 1980)

"The Greiner model has proven true for many companies and has a logical organizational development" (Câmpeanu Sonea and Sonea, 2006). As the company matures and its size increases, it passes through the five stages of development representing cycles of evolution and revolution. Greiner proposes an analysis of the changes that the structure has to suffer, the strategy and behavior of an organization if it relates to transition to the next stage of development. His study shows that most businesses do not learn to adapt, at least not in time. In the best case, they seem trapped in a "time loop", being unable to exceed a certain size. The Greiner model highlights the characteristics of each stage of development and proposes a scheme useful for successfully passing a crisis.

The Greiner model is particularly useful for any management team facing change through the following:

- provides a common language, common terminology needed for discussion about change and sharing experiences related to the process of transformation;
- John Leppard questionnaire can be used to determine where the firm stands in the growth curve, allowing "finding" of problems that can be anticipated in the future;
- it demonstrates the need for change at different stages of development of the business (because what worked in the past will no longer be applicable in the future).

### **3. Predictable crises of development of postal services (on the example of County Postal Office in Cluj)**

Currently, mail services go through significant changes that bring with them challenges for organizations, members and partners. Globalization, market liberalization, increased competition and development of information and communication technology is changing the way postal administrations do business. The decreased volume of referrals, the emergence of electronic alternatives and changing in the consumer needs, require innovative measures, which will lead to the creation of new services, in order to maintain postal administrations competitive and generating revenue.

Following Greiner's model there was made a detailed analysis of the County Post Office in Cluj (it used to be the Regional Directorate of Postal Cluj) on the five stages of development (Table 1): Creativity, Leadership, Delegation, Coordination and Collaboration, being defined the five of crisis types for each stage / phase, respectively:

Stage 1: Leadership crisis

Stage 2: Autonomy crisis

Stage 3: Control crisis

Stage 4: Staff crisis

Stage 5: Unknown crisis

For each stage there were analyzed aspects referring to structures, systems, styles/people and advantages, at the weaknesses being presented items refereeing to above mentioned crises. Each stage of development has its specifics, with some advantages and some drawbacks, which actually would trigger those moments of crisis that would bring further improvements in the development of postal services.

Creativity - is characterizes by an informal structure with an immediate response to customer reaction and styles such individualistic, creative and initiative, and the benefits are attractiveness and responsiveness, triggering the crisis of management. For this reason there was developed the second stage - Leadership - which has a top-down structure and directive leadership, standards-based, cost centers, budget and wage with advantages of efficiency and effectiveness, favoring the triggering of the autonomy crisis.

The third stage is characterized by delegation, with a form of structure that is the opposite of the creativity structure, respectively bottom-up, with applied central systems on tax and management by exception. Full delegation is applied and autonomy with strong motivation from management, which subsequently triggered the crisis of control. The fourth stage, called coordination was characterized by strategic business units operating under product groups based on methods of planning and investment centers with severe spending controls and close supervision of the activities. Thus, the crisis of bureaucracy was triggered which determined the apparition of phase 5 - collaboration, based on a matrix structure with streamlined and integrated information systems with a focus on economics, expertise and innovation that created advantages with high spontaneity, flexible and behavioral approach. All these advantages can lead to a psychological saturation, that will trigger another crisis for new openings and opportunities.

**Table 1:** Predictable crises of development of postal services

<b>Specificati on</b>	<b>Phase 1 Creativity</b>	<b>Phase 2 Leadersh ip</b>	<b>Phase 3 Delegatio n</b>	<b>Phase 4 Coordinati on</b>	<b>Phase 5 Collaborati on</b>
Structure	Casual	Functional Central Hierarchica l From top to bottom	Decentraliz ed From bottom to top	Staff functions Strategic business units Units operating according to product groups	Matrix structure
Systems	Immediate response to customer reaction	Standards Cost centers Budget Wage systems	Profit centers Pay bonus Manageme nt by exceptions	Formal planning methods Investment centers Severe controls of spending	Streamlined and integrated information systems
Styles / People	Individualistic Creative Leadership spirit	Impairment leadership (ordering)	Full delegation and autonomy	Supervision	Focus on economy Importance given to relational skills Innovation
Advantage s	Attractivenes s Responsiven ess to market demands	Efficiency	Strong motivation of the manageme nt	More efficient allocation of corporate and local resources	High degree of spontaneity Flexible and behavioral approach
<b>Crisis point</b>	<b>Leadership crisis</b>	<b>Autonom y crisis</b>	<b>Control crisis</b>	<b>Staff crisis</b>	<b>Unknown crisis</b>
Weaknesse s	The founder has often a temperament inadequate to management activity	Inadequate to diversificati on Hierarchica l Do not form their people	Senior managers lose control as freedom cultivate liberal attitudes	Bureaucratic divisions between hierarchical / functional structures, headquarter s, field	Psychologica l saturation

#### 4. Evaluation of organizational development at the County Postal Office in Cluj

To outline directions for organizational development is useful to evaluate on what level of development is the County Postal Office in Cluj. For this purpose we used a questionnaire on organizational development that consists of 60 descriptive statements (Appendix 1). The questionnaire was completed by 4 decision makers and 56 employees. From the list

there were chosen the allegations that the firm is deemed fit. Whenever a statement that fits the company is encountered it is ticked. Once all 60 statements were completed, we transfer the check marks on the score sheet (Table 2) and are ticked in the box with the same number. At the end of the questionnaire the check marks are added up. Depending on the column that score approaches, the diagnosis of stage development of the company can be established. Through this list are selected the statements which are deemed fit to the postal organization.

**Table 2:** Questionnaire scoring sheet on the organizational development

Phase 1	1. Crisis	Phase 2	2. Crisis	Phase 3	3. Crisis	Phase 4	4. Crisis	Phase 5	5. Crisis
1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60

Where:

Phase 1 Development through creativity: 1 Leadership crisis

Phase 2 Development through leadership: 2 Autonomy crisis

Phase 3 Development through delegation: 3 Control crisis

Phase 4 Development through coordination: 4 Staff crisis

Phase 5 Development through collaboration: 5 Unknown Crisis

From the data analysis there is shown that the organization is in phase 2 of development through leadership. At this stage there is the need of an authorized leader to guide the activities and establish the main budgeting system of reward and communication necessary for the firm to be effective.

The directive management style "from top to bottom" begins to be inconsistent with professional managers that lead activities in which they are specialized. Generally these managers are involved in conflicts of interest in order to be heard or will lose motivation and leave. Thus, autonomy crisis is triggered. The solution to solve the autonomy crisis is to admit that the authority must be delegated to a greater number of company's employees.

The next stage of development of the County Postal Office in Cluj is development through delegation. The organization needs a team and it must assign authority to more people. Devolution of decision in order to create a strong sense of employee involvement, inevitably involves control issues, senior managers are panic-stricken and attempt to seize power. Everywhere managers encourage their employees to

take initiative. In fact, once we begin to understand what delegating responsibility really means, it becomes obvious that there are many issues that require attention, such as:

- What is the "action space"?
- To what extent managers are willing to give up power?
- When the context is unfavorable, senior managers panic and take back the power?

In the stages of development through delegation, the structure is decentralized, centers of profit are created, salary and bonus system is rethought, management by exception develops and the leadership team is highly motivated. Knowing the new development stage that the organization must follow, we can establish several strategic development objectives:

- the use delegation as a tool for facilitating organizational development;
- creating an organizational culture conducive to development;
- improving the motivation system;
- development of interpersonal relationships.

## **5. Conclusions**

Organizational development is necessary to change attitudes of managers and employees within organizations, covering the entire organization and aims to improve organizations' capacity to solve problems, to improve organizational climate through direct involvement of people in order to increase flexibility, capacity of adaptation to environmental changes and more effective use of resources. Organizational development uses methods and knowledge of behavioral sciences in order to improve human performance, focusing on the full exploitation of human potential in the field of organizational change.

Using the evaluation questionnaire and adopting Greiner's model on predictable stages of development of the organization, it was established that the County Postal Office in Cluj is at the level of development through leadership, after which the autonomy crisis will follow and the next level of development will be development through delegation. For this reason we can define several strategic development objectives with respect to:

- use of delegation;
- development of management by exception;
- creating an organizational culture favorable to development;
- development of interpersonal relationships;
- improving the motivational system.

Also there can be used successfully some of the methods of organizational development, including: formation of team spirit, surveys feedback, total quality management and reengineering. By the training of team spirit is sought the increase of work efficiency by focusing on interpersonal processes, clarifying objectives and wages. Feedback of survey requires organization members to suggest data that are then administered as a basis for change. Total quality management aims to achieve a continuous improvement in the quality of products or services. Reengineering means a radical redesign of organizational processes to achieve major improvements in time, cost, quality of products or customer service.

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## Appendix 1

### Evaluation questionnaire on organizational development

1. The organizational structure is informal.
2. Senior management is burdened by numerous unwanted management responsibilities.
3. Management focuses mainly on activity efficiency.
4. Staff at lower levels of the organization knows the markets, products, trends and so on better than senior management.
5. The main concern of management is to expand markets.
6. Senior managers feel they are losing control of the company.
7. Management focuses primarily on coordination and consolidation.
8. The trust is missing between staff in administrative roles and specialist staff, between headquarters and subsidiaries.
9. Management focuses mainly on problem solving and innovation.
10. Teamwork has a huge importance.
11. Top management adopts an individualistic and personal initiative oriented style.
12. Top management needs too much time to answer questions and requests.
13. The organizational structure is centralized and functional, based on specialization.
14. There is not given sufficient scope to those able to do so.
15. The organizational structure is decentralized and affiliates and different departments enjoy a high degree of autonomy.
16. Many employees at lower levels have too much freedom to act on their own.
17. Decentralized units were grouped into categories of products.



18. Managers at middle and lower levels think that the senior management authority is exaggerated.
19. The organization is a matrix of tasks or project teams.
20. Dependence on the decisions in groups is so large that some managers lose confidence on individual decisions.
21. The main control system is to determine whether or not the sales goals were met.
22. Senior management does not provide sufficient guidance.
23. Senior management tends authoritatively exert their duties and could easily delegate authority.
24. Senior management resorts to delegation of authority.
25. It may be possible that the organization is too decentralized, cultivating liberal attitudes.
26. Senior management resorts to delegation of authority.
27. Top management prefers to supervise rather than to direct.
28. It seems that we have lost the ability to react to new situations or to solve problems quickly.
29. Senior management adopts an advisory style, often organizing meetings to debate issues.
30. We spend too much energy on internal teams and we tend to neglect what is happening in the external environment.
31. Long hours of work are rewarded by modest salaries, but there is the promise of future benefits.
32. Senior management is not involved as it should.
33. The main control systems aim standards and costs.
34. Flexibility is impaired as a result that those who could make decisions must await management approval.
35. Control is exercised mainly through profit centers.
36. Senior management seems to not have the authority.
37. Each product category is an investment center subject to detailed scrutiny.
38. Everyone criticizes the bureaucratic system created.
39. The main control system is in the evaluation of the work teams of their own performance with help of real-time information systems, integrated in daily work.
40. There is already a very strong individual feedback on behavior in meetings.
41. Management focuses mainly on production and sale.
42. Senior management is very tense, conflicts between its members being intense.
43. The main way to reward managers is the salary, plus bonuses.
44. Employees lost their motivation, even quit, because of the lack of sufficient personal autonomy in the functions they perform.
45. The way managers are compensated is the individual premiums.
46. We need a better coordination of activities.
47. The way managers are compensated is the share of profit and granting shares.
48. Good humor and enthusiasm seem to be missing from the company.
49. Especially team performance is rewarded and in a lesser extent the individual success.

50. Permanent creative requirements create tension.
51. Senior management maintains close relationships with clients and is informed regarding to market requirements.
52. Senior management does not seem to be able to introduce new business techniques required.
53. To be appreciated in the company, managers at lower management levels do not question the decisions of their superiors.
54. The performances are evaluated by managers who have little knowledge about their subordinate's work and working problems.
55. The personnel is communicated what is expected of them and then allowed to perform their work as they see fit. It is management by exception.
56. Experienced managers make regular checks to ensure that the work was done - they tend to exaggerate in this regard.
57. Many employees at headquarters develop work programs to verify the work of local managers.
58. Too many employees work "by norms".
59. Conflicts between employees are manifested openly and are usually solved in a constructive way.
60. The constant struggle to be spontaneous and open in business relationships proves to be tiring.