METHODS OF RESEARCH AND ORGANIZATIONAL DEVELOPMENT OF MILITARY STRUCTURES

Adrian Valentin CÎȚĂ

„Nicolae Bălcescu" Land Forces Academy, Sibiu (adivalentin_steaua28@yahoo.com)

Abstract: The purpose of this research topic is to establish the main organizational research and development methods used by military organizations, their effectiveness and the way in which members of the organization accept or oppose organizational development.

The main objectives of the theme are represented by:
• identifying the main methods of organizational research and development;
• integrating them into military organizations.

The achievement of the objective will be achieved through the two chapters "GENERAL PRINCIPLES AND OBJECTIVES OF ORGANIZATIONAL RESEARCH", in which are presented the directions of development of the organizational research and its underlying principles and "ORGANIZATIONAL DEVELOPMENT", in which are presented the most used the definitions of the development organization and its characteristics.

The conclusion will take the form of conciliations formulated on the basis of the contents of the paper and proposals to solve and improve some of the R & D issues in military organizations.

Keywords: methods, research, development.

1. GENERAL PRINCIPLES AND OBJECTIVES OF ORGANIZATIONAL RESEARCH

Research involves scientific and inductive thinking, promoting the development of logical thinking habits and organizing it. The role of research has grown considerably in modern times, so we can say that today we have a leading role in most areas of social life, such as the economic, political, medical, academic and military.

Organizational research aims at identifying and quantifying key factors that describe the climate and culture of any organization. This is done on a closed and limited environment as the number of respondents, and the impact of the research on the organization is direct and very strong.

We can define organizational research as a systematic, controlled, empirical and critical investigation into assumptions about alleged relationships between certain phenomena, the effort to acquire new knowledge and to find answers to questions.

The objectives of organizational research are the way to distinguish the culture of an organization, to determine the possibilities for further development of this culture, to identify the possible changes that need and can be achieved at the managerial level within the investigated organizations. The determination of the objectives must be very specific and it is necessary to outline all the activities that will be carried out as a result of this research.

Organizational research appears as a kind of interface between theory and practice.

It is based on good theory, inspiring, borrowing and using concepts, rules, procedures or tools to better know reality, to find and find solutions, answers or explanations on theoretical or applied problems. The results obtained in the research use for the improvement, construction or reconstruction of the theory, the enrichment of the knowledge of the realm and the reality. Theory is the support and beneficiary of the research, and the practice plays the role of beneficiary of the research results, but also a provider of many of the problems that it is called upon to solve.

Since organizations have different needs, over time research has undergone numerous changes, which has led to its development in three main directions, namely:

- Fundamental (theoretical) and experimental research represents the search, processing and promotion of scientific knowledge and fundamental scientific knowledge.

- It is also known as "pure" research, as it develops theoretical concepts through the formulation of abstract ideas and explanatory models.

- applied scientific research is the incorporation of fundamental scientific knowledge and a empirical knowledge in a finished priode, process or service that can in principle have value market;

- technological development is the bringing of the finished product, the process, the service obtained by applied research, either directly or through technology transfer, at entry level into production, to become a product, process or market value service, respectively.

Regardless of the object and typology of research studies, in order to be effective, they must follow the following principles:

- the purpose of the research is clearly defined;
- use common concepts;
- the research procedure is described in detail;
- achieve the most objective results, the research project must be carefully planned;
- conscientiously report the shortcomings in the project and correctly estimate their effects on the results;
- the data analysis must be sufficiently appropriate for its significance to be highlighted;
- the methods of analysis used should be those suitable for research;
- the validity / reliability of the data is carefully checked;
- conclusions should be limited to what is justified by research data;
- conclusions should be limited to data that provide an adequate basis;
- the researcher should have experience, be reputable in the field of scientific research and be an integral person.

2. ORGANIZATIONAL DEVELOPMENT

One of the basic concepts for organizational change is "organizational development". This notion has appeared relatively recently in the field of organizational terminology (the '70s) and, as any term of social science, has known and knows a whole series of definitions.

One of the most representative definitions of organizational development is that which considers organizational "development a response to change, a complex educational strategy that intends to modify the organization's norms, values, attitudes and structure so that it can better adapt to new technologies"[1], the new challenges of the market and the dizzying rate of contemporary change.

Another important definition is that organizational development is a set of theories, values, strategies and techniques based on social sciences and behavior that want to implement a planned change in the organizational activity framework in order to improve individual development and increase organizational performance by altering the behavior of the organization's members at work.

In short, organizational development can be defined as a planned and sustained effort to apply behavioral sciences to improve the system, using reflexive self-analytical methods.

The defining characteristics of organizational development are as follows:

- Organizational development focuses on culture and organizational processes;
- Organizational development encourages collaboration between leaders and members of the organization in the process of structuring the culture and processes;
- Groups (teams) of any kind are particularly important for the performance of tasks and are targets of organizational development;
- „Organizational development focuses on the social and human side of the organization and, throughout this process, also intervenes in the social and structural dimensions";[2]
- Participating and involving all organizational levels in problem solving and decision-making is specific and characteristic for organizational development;
- Organizational development focuses on the total change of the system and perceives the organization as a complex social system;
- Those who implement organizational development are facilitators, mediators, collaborators, and colleagues in the learning process with the client system;
- The ultimate goal of organizational development is to empower the client system to be able to solve problems by itself by transmitting the skills and knowledge necessary for the learning process. Organizational development views the organization's progress as a continuous process in the context of an ever-changing environment;
- Organizational development adopts a position on the progress of the organization that emphasizes both individual development and the organization as a whole. Organizational development programs always try to create "win-win" situation.

For employees, leaders and managers, organizational development involves, in the first instance, the choice of tools followed by measurements and finally feedback. It facilitates the processes of awareness, acceptance and action to identify practical strategies and actions that will help the person to improve their personal effectiveness in implementing actions that can lead to changes in personal styles of behavior, management approach and leadership strategies. After a period of time, the evaluation is repeated to check the evolution and identify improvements to development strategies and actions.

For organizations, organizational development means collaborating members of the organization to identify group, interpersonal, or both issues in order to eliminate them in order to meet the objectives and improve the group's performance.

At organizational level, the idea of organizational development is based on establishing a plan for evaluating the entire organization. This plan includes choice of questionnaire, methodology, feedback, strategy / action development, and post-test. It is important from the beginning to understand that in organizational development, a study is an action-research approach. Simply making the study and communicating results to senior management that will then decide what to do, will only increase the gap between management and other members of the organization.

Action-research studies use the data collected to involve everyone in the organization in understanding their meaning and then building practical actions through awareness, acceptance and action processes.

Participants determine what they can implement at department level and what strategies / actions of change they want to recommend to senior management.

The study is then re-administered after a period of time to assess the progress and results of implementing change strategies.

CONCLUSIONS AND SUGGESTIONS

Concluding the aforementioned, we can state that organizational research is about identifying and quantitating key factors that describe the climate and culture of any organization that is applicable to a closed and limited environment as the number of respondents, and the „impact of research on the organization is direct and very strong.

The objectives of organizational research are the way to distinguish the culture of an organization, to determine the possibilities for further development of this culture, to identify the possible changes that need and can be achieved at the managerial level within the investigated organizations."[3] The determination of objectives must be very specific, and it is necessary to outline all the activities that will be carried out as a result of this research.

"Organizational development consists in improving individual, group and organizational performance to advance the organization's ability to respond effectively to changes in the external environment"[4] on the one hand and helps increase internal capabilities by ensuring that organization structures, human resources, posts, communication systems, and leadership / management processes make full use of people's motivation and help them work to their full potential. Properly, this improvement can cause changes in how people, groups, or even the organization work.

A critical aspect in organizational research is the realization from the beginning of the management's promise to correct the problems identified in this research, whatever they may be. The absence of systematic and rapid activities following research will lead to employee dissatisfaction. As long as management is not ready to make improvements in the organization, it is not advisable to start the organizational research project.

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