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MAIN CHARACTERISTICS OF THE ORGANISATIONAL DEVELOPMENT PROCESS IN SANATORIUM-RESORT ENTERPRISES

Organizational development process in Ukrainian sanatorium-resort enterprises is particularly relevant because of the significant contribution of the sanatorium-resort complex in the implementation of the social function of the state, in order to protect and restore public health, building health capital, as well as its lack of competitiveness [1-2].

Most domestic studies devoted to organizational development process have discrepancies in understanding its essence and do not take into account many achievements of foreign specialists in this field (for more than 50 years of its existence). The purpose of this study is to identify the specifics of organizational development as a process of functioning of sanatorium-resort enterprises in Ukraine.

The most important characteristics of organizational development process identified in the study, including those that distinguish it from other forms of management consultancy, human resource management, and other approaches to change, are as follows:

First, organisational development affects the strategy, structure and processes of the system as a whole, i.e. the organisation, the individual unit and the work group [3]. A change programme involving a change in organisational strategy, for example, may focus on how the organisation interacts with its external environment and how this relationship can be improved. It may take the form of changes in structure, in the way communications are handled, in the way issues of strategy are dealt with. Similarly, an organisational development programme aimed at solving management problems becomes more effective by focusing on the interaction of work groups and staff within them.

Second, organisational development processes are based on behavioural theory, i.e. personal behavioural theory, including the concepts of leadership, group dynamics, and work position design. Because of this, organisational development differs significantly from consultancy, technological innovation, and operational management, which emphasise the economic, financial and technical aspects of a company [4]. These approaches neglect the personal and social characteristics of the organisation as a system.

Third, the process of organisational development is concerned with the management of planned change, which aims to make change more deliberate and predictable. Moreover, the organisational development process is more adapted to the planning and implementation of change than programmes of concrete action.

Fourthly, the process of organisational development is concerned with both the implementation and subsequent consolidation of the changes that have taken place. It goes beyond the initial actions of implementing a change programme over the long term to stabilise and institutionalise new activities within the organisation. For example, performing management functions may force attention to delegating some authority from the manager, particularly over the way work is done [5]. However, this requires the development and acquisition of new skills and behaviours, which involves additional time and material costs.

Finally, organisational development is oriented towards organisational effectiveness [6]. This statement makes several important assumptions. First, organisational effectiveness is the ability to solve its own problems and to focus its attention and resources on achieving the organisation's overall purpose. Organisational development helps members of an organisation to gain the skills and knowledge they need to carry out their work by involving them in the process. Secondly, organisational effectiveness is expressed by high performance, including financial performance, product and service quality, high productivity, stable growth, high quality of work life, etc. Thirdly, organisational performance meets the needs of stakeholders – shareholders, customers, suppliers, government representatives – who provide the organisation with all the inputs. And finally, organisational effectiveness

is the ability to attract and motivate effective employees who then deliver high performance. The individual types of change are clearly distinguished from the organisational development process by areas of effort.

This definition helps to distinguish between the organisational development process and the two related concepts of change management and organisational change. Organisational development process and change management both aim to ensure the effectiveness of planned change. They involve a sequence of specific activities, processes and management steps that contribute to organisational improvement. Change management does not always require the transfer and acquisition of these skills. In other words, the organisational development process includes change management, but the change management process cannot cover the organisational development process.

Similarly, the concept of organisational change is broader than the process of organisational development. Organisational change has a broader context and can refer to absolutely any change, including technical and organisational innovations, organisational business improvement, or the evolution of an organisation as a system over time. These changes may or may not be about improving the organisation in the sense implied by organisational development theory.

The concept of 'organisational development' becomes, in this case, less controversial as it does not set rigid constraints in defining the object of management. The process of organisational development and change management aims to ensure the effectiveness of planned change. They involve a sequence of specific actions, processes that contribute to organizational improvement. They differ, however, in their subject matter. The organisational development process, viewed from a behavioural perspective, assesses human potential, direct participation and staff development, whereas the change management process focuses on assessing economic potential and creating competitive advantage.

Thus, the process of organisational development is essentially different from individual planned changes in the company, such as technological innovation, training and development of personnel, or new product development, because the

focus of research is to create the organisation's ability to assess everything that happens in it (all the flows of functioning) and to achieve its goals. Moreover, the process of organisational development aims to improve the performance of the whole system – both the organisation and its individual units – in the context of the environment that affects them.

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