SELF-EVALUATION MODEL OF ORGANIZATIONAL BEHAVIOR

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SUMMARY

In the age of turbulent environments the key of organizational/institutional permanent success is more and more the ability to recognize new challenges in time and to react to them in a quick and flexible way. As a consequence of this, the changes of our environment force the organizations to reconsider and change their strategies and structures in shorter space. Very often the management does not dispose of reliable tools, methodological knowledge on complex and complicated organizational change, on structured and frequent mapping and logical structuring of the organization – especially of areas in critical situation. Therefore decisions are made based on intuition and personal conception very often. A critical element of successful accomplishment of organizational change is the effective fulfillment of the analyzing phase. In this paper a methodology is introduced, which supports the effective realization of this activity.

"EFFECTIVE" ORGANIZATION ANALYSIS

Which are the most important characteristics of analyzing process? As a first element it has to include the alignment of border-line of the situation analysis, namely the precise determination of the examination's object, then the delimitation of situation- and operation analysis. The actual structure of all organizations – as a result of either conscious or spontaneous organizing interventions- basically determines its mode of operation, its efficiency and at the same times its limits. Their recognition is a precondition of successful solution searching. These error factors can be revealed as a result of fitting to the effective organizational solutions recognizable on the given area. Considering their types they could be ranged as organizational reserves. Accordingly situation analysis concentrates on the collision of actual situation and the "ideal" position. Beside of this, the operation of all sub-systems is loaded with several perceivable segmental or persistent errors. In the first moment in facial form recognizable so called operational errors include frequent problems, occurring derangements deriving from the transgression of directions, rules, working methods determining the way of system operation in the everyday work. These operational errors belong to the category of losses. Their recognition happens with the comparison of planned and actual way of operation. Operation analysis evaluating the accordance and efficiency of objective-task-tool procedure can give us information to the determination of optimum of regulation tautness, to the change of motivation system, and to the elimination of temporal disorders, limits, while at the same time we can also analyze whether the objectives of system designers failed because of segmental or structural impedimental factors. The determination of objective(s) and direction(s) of organization analysis is followed by the choosing of method used for organization analysis, which potential criteria can be for example the task size, the formal appearance of qualification system, the determination of organization analysis directions, the forming method of

analyzing parameter, the way of evaluation, the conditions of application, the used accessory method, the contents of qualification system,…

Regarding the methodology of organization analysis – taking into consideration the above mentioned- the following statements can be defined:

– The methods meet the requirements made on them in a different way;
– They offer different approaches for the users, which help the adjustment to the decision situation, making effective the decision process, the alignment with interest and influencing approaches deriving from the users' roles, and the conformation to the users' thinking and communicational patterns;
– It can be stated for all methods, how effective t hey are in case of a given situation.

SELF-EVALUATION MODEL OF ORGANIZATIONAL BEHAVIOUR

In the following I deal with organizational self-evaluation as a method of organization analysis, namely with the self-evaluation model of organizational behaviour in details, introducing how a more widely applied method (organizational self-evaluation), and its narrowed version planned by me- organizational self-evaluation model of organizational behaviour can be implanted in an organizational change process.

Self-evaluation basically includes the complex, system approach and periodical examination of organizational activities and results, which makes it possible for the organization to recognize its strengths and those fields, which could be improved. During organizational self-evaluation a comparison takes place to the model of ideal organization, which is basically "looking into a mirror", and of which it can be stated that there is not "only one good solution". Therefore organizational self-evaluation offers a well structured, picturesque approach for the manager using it. Placing organizational behaviour into focus is a consequence of practical recognition, according to which a considerable part of organizations' success depends on the actions of organizational members. The best organizational structure and the strategy formed with the biggest professionalism itself cannot lead to success, if there is no one to accomplish it. It is evident that motivation, efforts, decisions, cooperation ability and notion of employees are main determinants of organizational performance, therefore it is useful to analyze in details the behavours and their influencing factors, for which, in my opinion, the self-evaluation model of organizational behaviour is appropriate.

The self-evaluation model of organizational behaviour can be formed through the narrowing of the further developed EFQM model. The interpreted, relevant fields from the perspective of organizational behaviour are the following: (Table 1.)

These fields are appropriate to evaluate the operational and efficiency level of human factors within the organization. All similar self-evaluation systems use two different methods for the quantitative determination of qualification:

– tests (internal and external public opinion research materials)
– textual self-evaluation (teams comprising professionally competent persons of the organization.)

Table 1. Fields of self-evaluation model of organizational behaviour

ENABLERS	RESULTS
LEADERSHIP: It evaluates the behavoiur and activities of all managers and management groups without names. It investigates how the persons in management positions support, inspire and help to reach the organization's goals. Internal and external communication serves for the transmission of values, and for the presentation of expectations and orientations. Answers can be appropriate for the judgment of exact solutions and operational level. The connection of strategy-structure-culture, and the common existence and the ratio of usage of regulated structure and informal world of culture is an important area for the judgment of managerial activity. The participative kind of leadership and the connecting evaluation and motivation systems are a main pillar of quality, excellence and culture, which also needed to be taken under examination.	**EMPLOYEE'S SATISFACTION:** It investigates what kind of results the organization has reached considering the satisfaction and motivation of employees. Performance evaluation, carrier planning, the encouragement of professional development of employees, the way of remuneration give us information about the employees' satisfaction in an indirect way. Fluctuation refers to the absence of satisfaction.
HUMAN RESOURCE MANAGEMENT: How the organizations of the examined company/institution utilize the skills, knowledge and competencies of the personnel, human resources. Using the questions it can be reviewed how the organization treats, develops and releases its employees' knowledge and skills both on individual, group and organizational level, and how organizes this activities to support the fulfillment of short- and long-term objectives. It has to be revealed how the identification and development of employees' skills and competencies happen, and also the way of conversation between organization and employees. The examination of certain elements of performance management is also important.	**CUSTOMER SATISFACTION:** It investigates how the organization identifies, segment and measure its different groups of external customers. It evaluates the indicators and results, which mark the level of customer satisfaction and loyalty. Looks for the actual level of customer satisfaction.
HUMAN STRATEGY AND PARTNERSHIPS: It investigates what kind of human strategy the organization accomplishes, and how the organization's resources are managed in the favour of efficiency and effectiveness. What kind of actions assure that the organization uses and develops its key partnerships in order to make the organization's knowledge totally utilized.	**SOCIETY RESULTS:** It examines the organization's activity, which have influence on the community and the wider environment, on the society, which depends on the size and type of the organization.

Source: own editing

The normative character of the model derives from the evaluation scale and its extension. According to this, the maximum values of the fields of organizational behaviour are as seen in Picture 1.
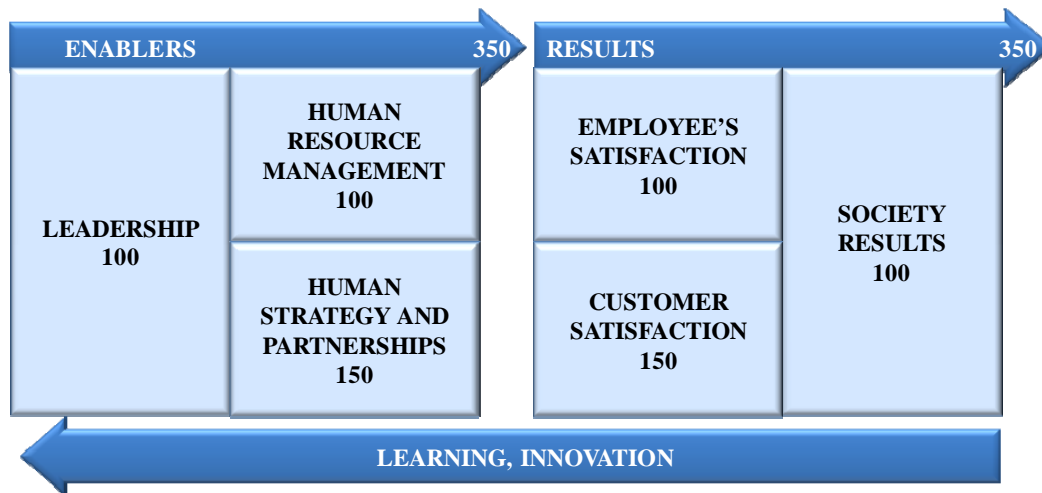
Picture 1. Self-evaluation model of organizational behavior

Considering the methodology of self-evaluation the qualification procedure of the six fields are not uniform The evaluation of Leadership, Human Resource Management, Human strategy and partnerships and the Employee's satisfaction fields base on the same logic: on one hand public opinion research in the form of tests build on an internal, representative sample of organizational employees on the other hand textual self-evaluation carried out by an internal professional team.

In the case of Customer satisfaction and Society results we can only build on the data of external public opinion researches, based on a test containing fixed aspects and questions.

The main qualification subgroups in case of the 6 fields can be structured in the following way, presented in Table 2.,3.

Table 2. Subgroups of Enablers in the self-evaluation model of organizational behaviour

| ENABLERS		
LEADERSHIP	**HUMAN RESOURCE MANAGEMENT**	**HUMAN STRATEGY AND PARTNERSHIPS**
• Management's scale of values • calling and validation of mission and values • internal communication • Role modeling • Conflict management • Participation • organizational structure	• Competence requirements • Performance requirements. • Motivation • Performance evaluation • Personal development • Carrier planning • Organizational culture • Measuring intellectual capital	• Relation of strategy and human strategy • Personal development • Process of human strategy development • Knowing of strategy • Supporting of accomplishment • Monitoring and corrections of strategy • National professional partnerships and development • International professional partnerships and development • Labour market partnerships • Influencing sectors

Table 3. Subgroups of Results in the self-evaluation model of organizational behaviour

RESULTS		
EMPLOYEE'S SATISFACTION	**CUSTOMER SATISFACTION**	**SOCIETY RESULTS**
• Participation • Internal communication • Satisfaction with the work • Satisfaction with appreciation • Organizational adhering • Interest claiming • Supporting	• Judgment of products and services • Image of the organization • Behaviour of organizational employees • Customer service activities • External communication	• Environmental culture • Relationship with social organizations • Opinion of civil organizations • Judgment of underprivileged • Support, cooperation with external partners

Source: own editing

The criteria of textual self-evaluation in case of the first four fields can be done by further detailing and grouping of the above mentioned as described in the EFQM model.

The process of self-evaluation is presented in Picture 2.
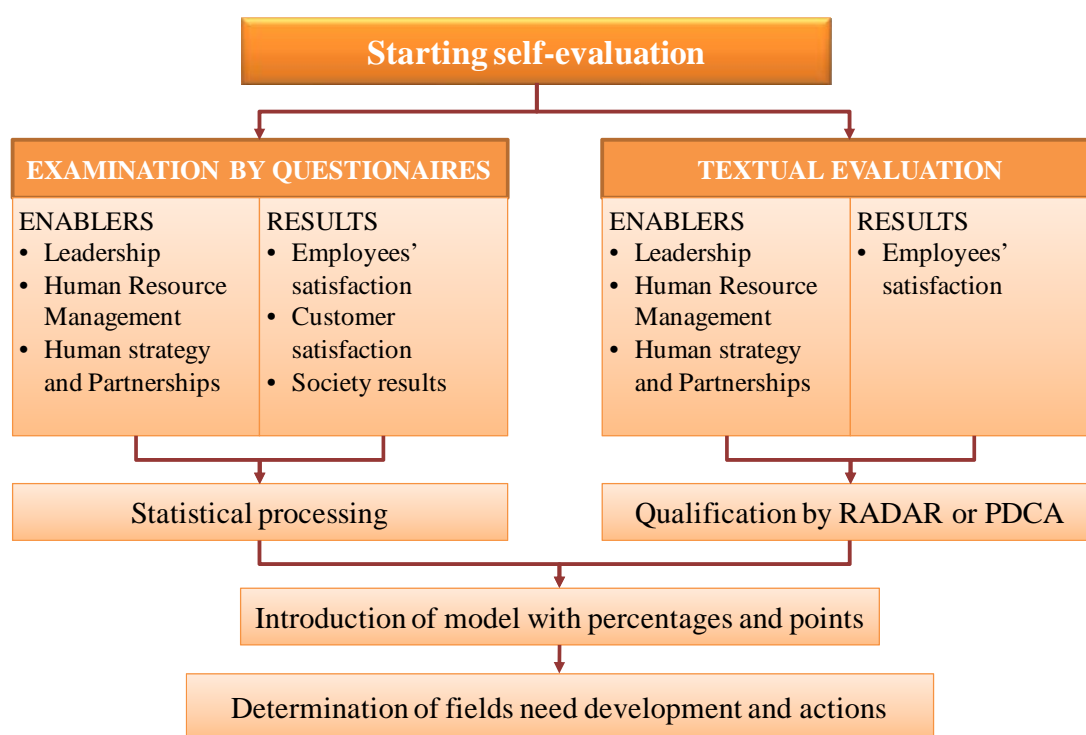
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Picture 2. Process of organizational self-evaluation

As seen in the process flow, a separate phase of implementation is the qualification of the gained information and their transformation into evaluating points. The evaluation of tests is based on a 5-grade scale. If the total number of points given by the respondents is divided by the number of the maximum givable points, the percentage we get is already appropriate to calculate the point value representing the

exact ratio from the maximum point givable based on the field test. In order to carry out the entire above mentioned, first a decision has to be made considering the ration of test and textual points, for which I propose the ration of 66/34. For the quantification of the textual evaluation I suggest the RADAR or PDCA cycle. In the first case, the qualification of Enablers and Results elements are different, in the second case there is no relevant difference in the same sense.

THE EVALUATION METHODOLOGY OF THE SELF-EVALUATION MODEL OF ORGANIZATIONAL BEHAVIOUR

The methodological criteria-system of evaluation based on the self-evaluation model of organization behaviour can be divided into a primer and a secondary part. Both of them build on the results of test-based, as well as on the textual evaluation. The primer evaluation contains the overall values of the whole model and the enablers and results elements within it, and at the same time it analyses the extremities within each elements. The secondary processing investigates groups within the elements, and the interrelations within and between the elements. The primer evaluation covers the evaluation of the following fields:
Criteria of evaluation
- Total number of points
- RADAR %
- Incidence rate of givable maximum-minimum points
- Range analysis considering customer and society judgment
- Highest and lowest average pointing considering Enablers and employee's satisfaction.

In case of all criteria except RADAR %, data deriving from the filled in tests mean the resources. During the processing first the total number of points can be determined through the processing of tests filled in by employees, considering Leadership, Human resource management, Human strategy and partnerships, and Employees' satisfaction connected to the element related to the 66% of the totally available number of points, then regarding Customer satisfaction and Society results connected to the element related to the 100% of the totally available points (namely there is not any textual evaluation in this case.

Textual evaluation is based on the RADAR technique, according to which firmly validated methods and approaches have to be planned and established, through which the defined objectives can be reached, and the approaches have to be systematically further detailed. The applied methods have to be analyzed and evaluated through the analysis of the reached results, and results have to be defined, which regard to organizational performance and the satisfaction of the expectations of interested parties

Following this, as a result of RADAR qualification prepared by managerial teams, the number of points got for the textual evaluation can be defined. According to the RADAR logic, for all organizations need:
- precise determination of results wished to be reached,
- planning and establishing of the applied approaches,
- systematic application of approaches,
- evaluation and refinement of approaches,

–   determination and further development of priorities, and finally implementation.

During the analysis the professional team carrying out the evaluation takes into consideration whether the organization have clearly defined objectives and directions, whether measure the needs of the interested parties, the integration and support of organizational strategy and the expected results.   The evaluation of application examines the implementation of approaches into practice, actually. The evaluation and refinement is regarding to the measurement and interpretation of the approach. The effectiveness and efficiency of the approach and application also have to be examined, as well as the learning performance of the organization, the analysis and usage of actions and information, and the accomplished developments. All of this is briefly formulated in the RADAR acronym (Results, Approach, Deployment, Assessment, and Refinement). Following the above mentioned logic 33% of points can be gained for all elements of enablers, and 33% of points for Employees' satisfaction.

Based on the tests, in case of all elements examined by tests the incidence rate of maximum (5)-minimum (0 or 1) points can be quantified, through which the dominance of extremism of evaluation can be investigated.

In case of Customer satisfaction and Society results it is practical to make a range analysis, which gives us information about the location of the gained points within the interval (0,5), if we connect to this deviation calculation as well, we also get a picture of the homogeneity of judgment.

Regarding the 4 elements qualified by employees (3 enablers and Employees' satisfaction) the highest and lowest average points are examined in order to eliminate extremities, mainly focusing on the lowest average points as the definition of potential fields of improvement. Secondary processing covers the evaluation of the following fields:

Evaluation criteria
–   evaluation of statistical groups by elements (expressed in %)
–   evaluation of consistence of qualification among the elements different from the average of the textual and test evaluation
–   verification of consistent opining (checking questions))
–   evaluation based on elements characteristics in the ration of gained and gainable number of points (expressed in %)
–   analysis of attaching of members of chains formulated from enabler and result elements
–   range analysis and average-point calculation of main groups (training, communication, cooperation, management system, culture)
–   correlation analysis of evaluation criteria by elements.

During the % evaluation of statistical groups by elements it can be investigated whether there is a relevant difference in opinions between managers and employees, or in men and women relation, which –if necessary- a clausal analysis may follow.

The evaluation of consistence of qualification among the elements different from the average of the textual and test evaluation is appropriate to reveal the relevant difference of opinions in the dual evaluation, also to reveal "convergence" between the two types of evaluation. In case of all firms it is practical to analyze consistency of opining using checking questions.

The next is the evaluation by element characteristics based on tests, where groups can be formed within each element in order to perform even a more differentiated evaluation. It could serve as a base for the determination of tight cross-sections within elements, and for the concretization of improvable fields. As examples let us see some of them:

- strategic approach,
- participation,
- managerial role modeling,
- team-work.

Table 4. contains the detailed introduction of them.

Table 4. Introduction of characteristics by elements

E N A B L E R S	LEADERSHIP – strategic approach, – role modeling of management, – participation, team-work orientation, – professional competence	HUMAN STRATEGY AND PARTNERSHIPS – strategic approach, – feedback of the strategy, – participation, – integrated management, – partnerships	HUMAN RESOURCE MANAGEMENT – determination of requirements, – personal advancement, – assuring conditions, – evaluation, – development
R E S U L T S	EMPLOYEES' SATISFACTION - management, - leadership, - motivation, - participation and team-work, - culture, - assuring conditions.	CUSTOMER SATISFACTION – customer loyalty, – customer registration system, – comparison analysis, – analysis of customer groups, – routine methods, – external communication.	SOCIETY RESULTS – protection of direct and wider environment, – supporting community, – firm reputation.

Source: own editing

Besides the isolated examination of elements it is practical to analyze the attachment of members of chains formulated from enabler and result elements, which show the weaknesses and unbalancing of contexture regarding each element. It could be also useful to point out the fields of projecting through the multilateral approach.
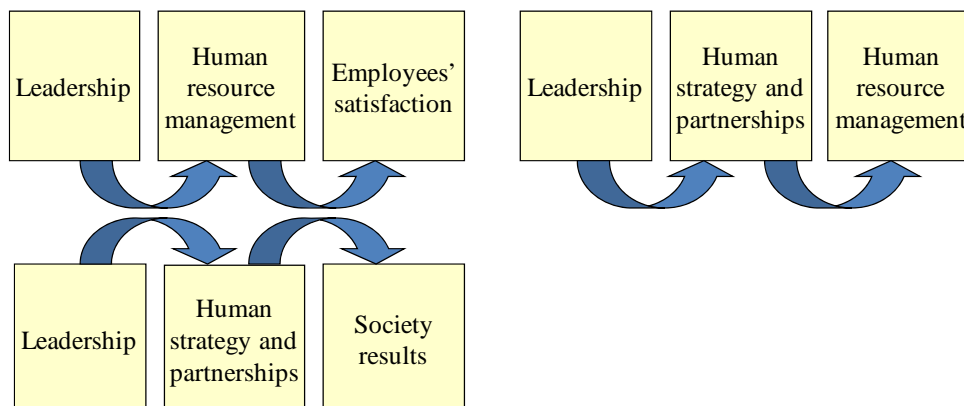
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Picture 3. Strong connections (chains) in the model

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