

An Evaluation of Faculty Members Opinions toward Organizational Development Strategy (ODS) in Alignment with Saudi Arabia Vision 2030: An applied Study on Saudi Private Universities

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Abstract

- Vision 2030 is the starting point in all sectors in the Kingdom of Saudi Arabia. Vision 2030 aims to have at least five Saudi universities among the top 200 universities in international rankings which required Organizational Development in education sector and all other sectors. Organizational Development (OD) is a practice to help organizations build the capacity to change and achieve greater effectiveness that will contribute for achieving Vision 2030.
- The purpose of this study is to evaluate faculty members' opinions toward organizational development strategy at their universities in alignment with Saudi Arabia Vision 2030 applied study on Saudi Private Universities.
- The target population of this research is all faculty members at colleges of business and colleges of law at Saudi private universities within the academic year (2017- 2018) in order to investigate their opinions toward organizational development strategy at their universities in alignment with Saudi Arabia Vision 2030. The study tool is a Two-part questionnaire designed by (Nidal Jamil Ahmad 2016), The first part consists of Five questions containing demographic information, The Second part consist of 20 questions related to OD strategy categorized into five dimension (Diagnosis – Design – Deployment – Evaluation – Enhancement). All the items were measured using five-point Likert scale, five points for “Strongly agree”, four points for “Agree”, three points for “Neutral”, two points for “Disagree”, and one point for “Strongly disagree”.
- The researcher designed and distributed 200 questionnaire forms and excluded 14 forms due to the lack of information which means overall sample is 186 faculty members. The data for the study was collected during (2017-2018). The data collected were edited, coded and processed with the Statistical Package for Science Solutions (SPSS), and discussed in narrative style for clarity and better understanding.
- Based on SPSS result shown in table (7), Pearson correlation is significant at the (0.05) for OD strategy (Diagnosis – Design – Deployment – Evaluation – Enhancement).
- **Based on SPSS** result shown in table (8), Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability, table (8) alpha coefficient greater than the minimum acceptable 60%.
- The finding indicated that (Q1& Q2) scored (4.52) and (4.49) which reflect that faculty members at Saudi Private Universities strongly agree about Dean of college has fully awareness of OD strategy and the organizational development strategy relies on realistic data.
- The finding indicated that (Q4) scored (2.34) faculty members at Saudi Private Universities did not agree on organizational development strategy identifies the priorities for critical problem.
- The results also indicated that total mean of question number (Q3& Q5) scored (2.83) and (3.37) which reflect neutral answer of (The OD strategy analyses previous failures - The OD strategy analyses strengths and weaknesses).
- The finding indicated that (Q6& Q8) scored (4.27) and (4.24) which reflect that faculty members at Saudi Private Universities strongly agree about the organizational development strategy uses internal structural interventions (job design, division of labor and hierarchy, arrangements of equipment and people etc) and the organizational development strategy aims to change faculty members behavior. The finding also indicated that (Q9) scored (3.91) faculty members at Saudi Private Universities agree on organizational development OD is guided by specific organizational policies.
- The results also indicated that total mean of question number (Q7) scored (2.67) which reflect neutral answer of (The organizational development strategy is implemented according to specific timetables).

- The finding indicated that (Q10& Q13) scored (3.74) and (3.67) which reflect that faculty members at Saudi Private Universities agree about the Organizational development strategy is disseminated throughout the university and it working through self-managed teams.
- The finding indicated that (Q11& Q12) scored (2.94) and (2.83) which reflect which reflect neutral answer of (The organizational development strategy is discussed by all stakeholder inside the university & The OD strategy is implemented through Empowerment).
- The finding indicated that (Q14& Q16) scored (2.20) and (2.25) which reflect that faculty members at Saudi Private Universities did not agree about the effectiveness of an organizational development strategy is measured by specific criteria and the OD strategy considered the feedback from faculty members. The finding indicated that (Q15) scored (2.80) which neutral answer of (The OD performance gap is determined by comparing the actual results with the standards).
- The finding indicated that (Q17& Q18) scored (2.15) and (2.14) which reflect that faculty members at Saudi Private Universities did not agree about the OD strategy reinforce creative behaviors and the OD strategy activates depend on brainstorming sessions. The finding indicated that (Q19& Q20) scored (4.17) and (4.04) which reflect that faculty members at Saudi Private Universities agree about the organizational development strategy contributes to build university culture and the OD strategy enable to overcome deficiencies in the overall performance.

Finally: The overall performance at Saudi Private Universities toward organizational development strategy dimensions is good however there are still area form continuous improvement in order to achieve Saudi Vision 2030.

Keywords: Saudi Arabia Vision 2030 - Organizational Development strategy (Diagnosis – Design – Deployment – Evaluation – Enhancement).

1- Introduction

Roslyn Frenz (2017) Organizational Development (OD) is an evolving set of techniques centered on changing or creating an organization. Organizational Development (OD) is a field of research, theory, and practice dedicated to expanding the knowledge and effectiveness of people to accomplish more successful organizational change and performance. Egan, (2002), Organizational development (OD) can also be defined as a process or effort to enhance effectiveness of an organization and the wellbeing of its members through planned interventions driven by applications of social and behavioral science. The present research will focus evaluate faculty members opinions toward organizational development strategy at their universities in alignment with Saudi Arabia Vision 2030 applied study on Saudi Private Universities.

2- Research Problem

Organizational development is one of the important topics which been mentioned on Saudi Arabia Vision 2030 especially in the objectives number 4 & 5 & 6 & 7 & 8) which motive the researcher to conduct research for evaluating faculty members opinions toward organizational development strategy in alignment with Saudi Arabia Vision 2030 applied study on Saudi Private Universities.

3- Research Questions

Based on research problem, the researcher formulates the research questions as below:

- A- RQ1: What are the faculty members' opinions toward diagnosis strategy?
- B- RQ 2: What are the faculty members' opinions toward design strategy?
- C- RQ3: What are the faculty members' opinions toward deployment strategy?
- D- RQ4: What are the faculty members' opinions toward evaluation strategy?
- E- RQ 5: What are the faculty members' opinions toward enhancement strategy?

4- Research limitation

- 1- This research applied between in the academic year 2017-2018.
- 2- This research focus of Saudi Private Universities.
- 3- This research conducting on faculty members.
- 4- This research conducting on colleges of business and colleges of law.

5- Research Objectives

By reviewing studies, reports, periodicals and books related to the topic of study, the researcher identify the main objectives of this research at the following objectives:

- A- Definition of Organizational Development (OD).
- B- History of organizational development.
- C- Characteristics of Organizational Development.
- D- Classical and New OD practices.

- E- Objectives of Organization Development.
- F- The Difference between Organization Development and Organizational Behavior.
- G- The Difference between Organization Development (OD) and Change Management (CM).
- H- Evaluation Model of Organization Development.
- I- The Organizational strategy and study variables.
- J- Saudi Arabia's Vision 2030 and Universities' Developments.
- K- Ministry of Education and Organizational Development.
- L- Identify the faculty members' opinions toward organizational development strategy at their universities in alignment with Saudi Arabia Vision 2030 an applied study on Saudi Private Universities by using statistical analysis (SPSS).

6- **Research Methodology**

The descriptive survey research method was adopted. This design was adopted because it is most appropriate and helpful in determining and describing the perception of respondents on the variables studied (Gay, 1992; Newman, 2003). The target population of this research is all the faculty members during the academic year 2017- 2018

The researcher designed and distributed 200 questionnaire forms and excluded 14 forms due to the lack of information which means overall sample is 186 faculty members. The data for the study was collected during (2017-2018). The data collected were edited, coded and processed with the Statistical Package for Science Solutions (SPSS), and discussed in narrative style for clarity and better understanding.

7- **Samples design & Data Collection Method**

The study tool is a Two-part questionnaire designed by (Nidal Jamil Ahmad 2016) .The first part consists of Five questions containing demographic information, The Second part consist of 20 questions related to OD strategy categorized into five dimension (Diagnosis – Design – Deployment – Evaluation – Enhancement).All the items were measured using five-point Likert scale ,five points for “Strongly agree”, four points for “Agree”, three points for “Neutral ”, two points for “Disagree”, and one point for “Strongly disagree”.

Likert scale analysis has been used as below:

1. Strongly disagree
2. disagree
3. Neutral
4. agree
5. Strongly agree

8- **Data Analysis Methods:**

Statistical methods involved in carrying out a study include planning, designing, collecting data, analyzing, drawing meaningful interpretation and reporting of the research findings. Descriptive statistical techniques has been used to describe the characteristics of the study sample as below:

- Percentages, frequencies, Mean and standard deviation
- "Five - Point-Likert Scale”.
- The statistical package (SPSS) is used for analyzing data and general information.

Correlation coefficient (Cronbach's alpha- Pearson correlation coefficient) and interpretation of results.

9- **Literature review**

9.1 Definition of Organizational Development (OD)

There are many definitions for Organization Development. Roslyn Frenz (2017) Organizational Development (OD) is an evolving set of techniques centered on changing or creating an organization. Organizational Development (OD) is a field of research, theory, and practice dedicated to expanding the knowledge and effectiveness of people to accomplish more successful organizational change and performance. Ogundele (2012), states that expansion and growth of organization can be used interchangeably because growth cannot be achieved without expansion. Development has a direct link with expansion. OD is an ongoing process of continuous diagnosis, action planning, implementation and evaluation, with the goal of transferring knowledge and skills to organizations to improve their capacity for solving problems and managing future change.

Mee-Yan Cheung-Judge & Linda Holbeche (2011) summarize OD as below

What	A field of knowledge to guide the development of organization effectiveness, especially during change.
How	Using group and human dynamic processes from applied behavioural science methods, research and theories to facilitate movement of groups and organizations.
Outcome	To improve the health and effectiveness of organizations and the people that work within them in a sustainable way.
Values	Respect for human differences, commitment to all forms of social justice. Belief in lifelong learning – emphasis on 'self-renewal ability' of the individual and organization.

Source: Mee-Yan Cheung-Judge & Linda Holbeche (2011) Organization Development: A Practitioner's Guide for OD and HR.

9.2 History of organizational development

Researcher Sanjana Parumasur (2012) had summarized organizational development (OD) history as follows:

History of organizational development in the last 40 years, OD has progressed from a limited conceptual and practice base into a comprehensive, global approach to organizational improvement (Glassman & Cummings, 1991). One can ascribe its introduction, methodologies and subsequent international burgeoning to several factors:

- The increase in the number of businesses that reach global markets (Lau, McMahan & Woodman, 2005; Peterson, 1997)
- The rapid growth and transformation of organizations have demanded the use of OD interventions to manage changes (Pettigrew, Woodman & Cameron, 2001)
- The increasing number, size and sophistication of industrializing economies (Golembiewski & Luo, 1994)
- Technological advancements and knowledge management have enabled organizations to engage in planned change (Cummings & Worley, 2001).

According to Blair, Sorensen and Yaeger (2002), OD interventions play important roles in dealing with a dramatically changing world that turbulence and trauma characterize. American and Western European consultants developed OD. Therefore, the values and assumptions of western, industrialized cultures influence its practices and techniques. However, they might conflict with the values and assumptions of other societies. Therefore, the applicability and effectiveness of OD outside the United States of America (USA) and the relationship of theory and practice to different cultures are major concerns to academics and practitioners.

9.3 Characteristics of Organizational Development

OD is aimed not only at improving the organization effectiveness but also at enhancing the development of organizational members. Mee-Yan Cheung-Judge & Linda Holbeche (2011) summarize OD as below

Source of knowledge	Behavioural science disciplines such as psychology, social psychology, sociology, anthropology, systems theory, organization behaviour, management literature, and many more.
Goal	Organization effectiveness and improvement.
Focus	Total system (alignment and interface between parts).
Core knowledge base	Group processes. Human dynamic processes.
Orientation	Planned intervention after diagnosis.
Target	Primarily human system within the social system.
Application	Provide theory and methodology insights for OD practitioners.
Values	Shamelessly humanistic – affirm respect for all and lifelong learning.

Source: Mee-Yan Cheung-Judge & Linda Holbeche (2011) Organization Development: A Practitioner's Guide for OD and HR.

Rajeswaribalu (2013) summarized Organizational Development Characteristics as below:

1. Organizational Development is an educational strategy that attempts to bring about a planned change.
2. Organizational Development relates to real organizational problems instead of hypothetical cases.
3. Organizational Development uses sensitivity training methods and lay emphasis on the significance of experiment based training.
4. Its change agents are almost external consultants outside of the organization.
5. The external change agents and internal organization executives establish a collaborative relationship that involves mutual trust, influence and jointly determined goals.

9.4 Classical and New OD practices

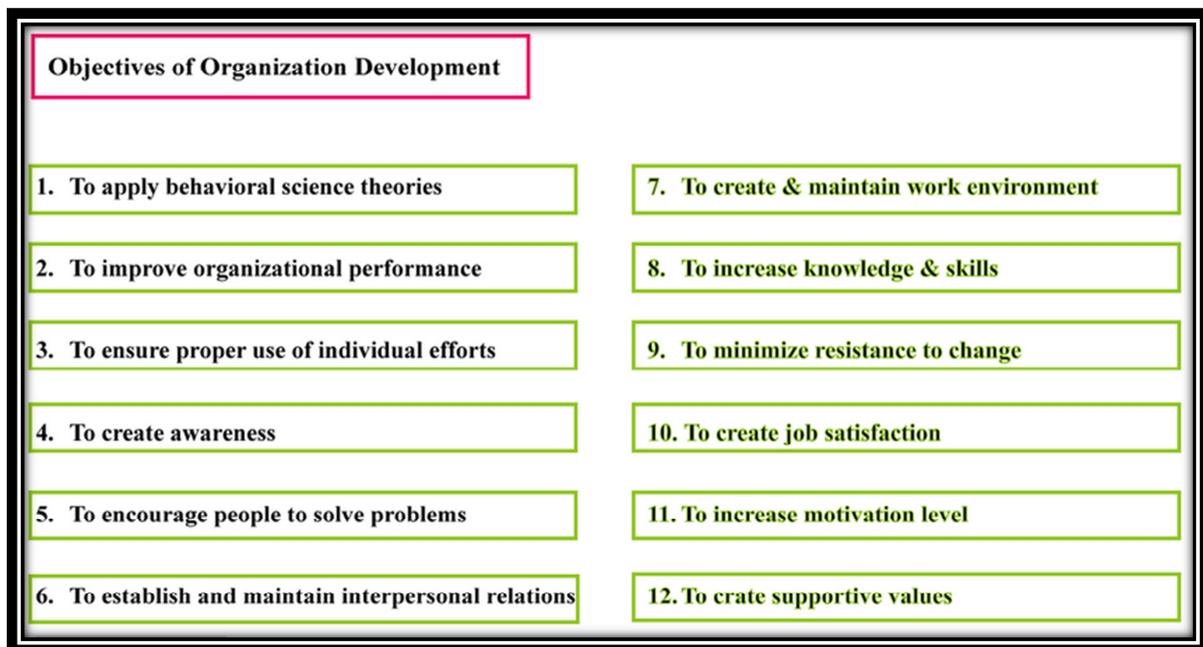
The future of OD, its present relevance and continued viability, have been the subject of considerable debate in recent years (Bradford and Burke, 2005). Much of this debate has focused on whether or not the more traditional humanistic values espoused by the founders of the field are still relevant or should be challenged by a set of more pragmatic business considerations (e.g. Worley and Feyerherm, 2003). There are also concerns that OD has become overly tool and technique oriented versus theory based (e.g. Bunker, Alban and Lewicki, 2004).

Classical OD (1950s onward)	New OD (1980s onward)
Based in classical science and modern thought and philosophy	Influenced by the new sciences and postmodern thought and philosophy
Truth is transcendent and discoverable; there is a single, objective reality	Truth is immanent and emerges from the situation; there are multiple, socially constructed realities
Reality can be discovered using rational and analytic processes	Reality is socially negotiated and may involve power and political processes
Collecting and applying valid data using objective problem-solving methods leads to change	Creating new mindsets or social agreements, sometimes through explicit or implicit negotiation, leads to change
Change is episodic and can be created, planned and managed	Change is continuous and can be self-organizing
Emphasis on changing behaviour and what one does	Emphasis on changing mindsets and how one thinks

Source: Marshak, R. & Grant, D. (2008), Organizational Discourse and New Organization Development Practices, British Journal of Management.

9.5 Objectives of Organization Development

The goals of organizational development are formulated on the basis of particular situations. These goals or objectives vary from place to place and situation to situation. Rasel (2014) summarize the Objectives of organization development OD as below figure :



- **Source:** Rasel (2014), 12 Most Important Objectives of Organization Development, <http://bankofinfo.com/objectives-of-organization-development/>

9.6 The Difference between Organization Development and Organizational Behavior

- Robbins and Judge (2013), Organizational behavior is a field of study that includes effects at all levels in the organization. An organization is comprised of sub-organizations and downward, depending on the size of the firm, to the individual level. When the concept and practices of OB are internalized and applied, they contribute to the manager's accomplishing worthwhile outcomes for the benefit of the organization and those who work for it.

Greg Waddell Organizational Behavior (OB) is research that seeks to understand the relationship between people and organizations: how do people affect the organization, how does the organization affect people? It looks at human motivation, interpersonal relations, the effects of stress on people and

their performance, and so on. Organization Development (OD), on the other hand, is a deliberately planned and organization-wide effort to increase the organization's effectiveness or efficiency. The focus of OD is the development of the organization as a whole (not just to train or develop the staff). So, it looks at the organization's strategy, structure, processes, reward systems, and human resource policies. It also studies the external environment to make sure that its strategies and products match the market.

9.7 The Difference between Organization Development (OD) and Change Management (CM)

Roslyn Frenz (2017) Organizational Development (OD) is an evolving set of techniques centered on changing or creating an organization. Change management (sometimes abbreviated as CM) .According to Moran and Brightman (2001), change management is the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of its external and internal customers⁴. Consequently, organizational change cannot be separated from organizational strategy, or vice versa

John Wiley & Sons. (2015), three primary dimensions of difference are identified: scope of application, focus of effort, and level of engagement.

- **Scope of Application**

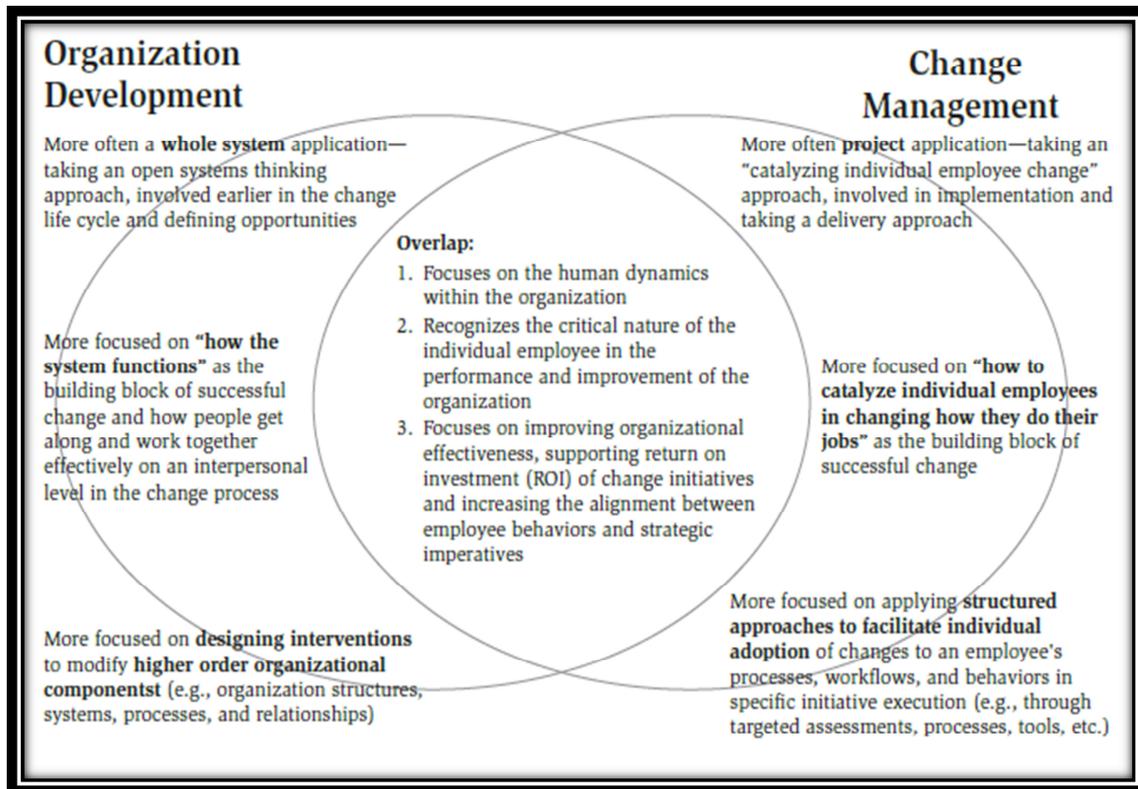
At a high level, the scope of application provides insight into which situations within an organization might lean more heavily on OD and which might lean more heavily on CM. For OD, application is often a whole system application while remaining sensitive to interpersonal relationships and group dynamics. For CM, application is more often a specific project or initiative with specified results and outcomes that require changes in individual behaviors.

- **Focus of Effort**

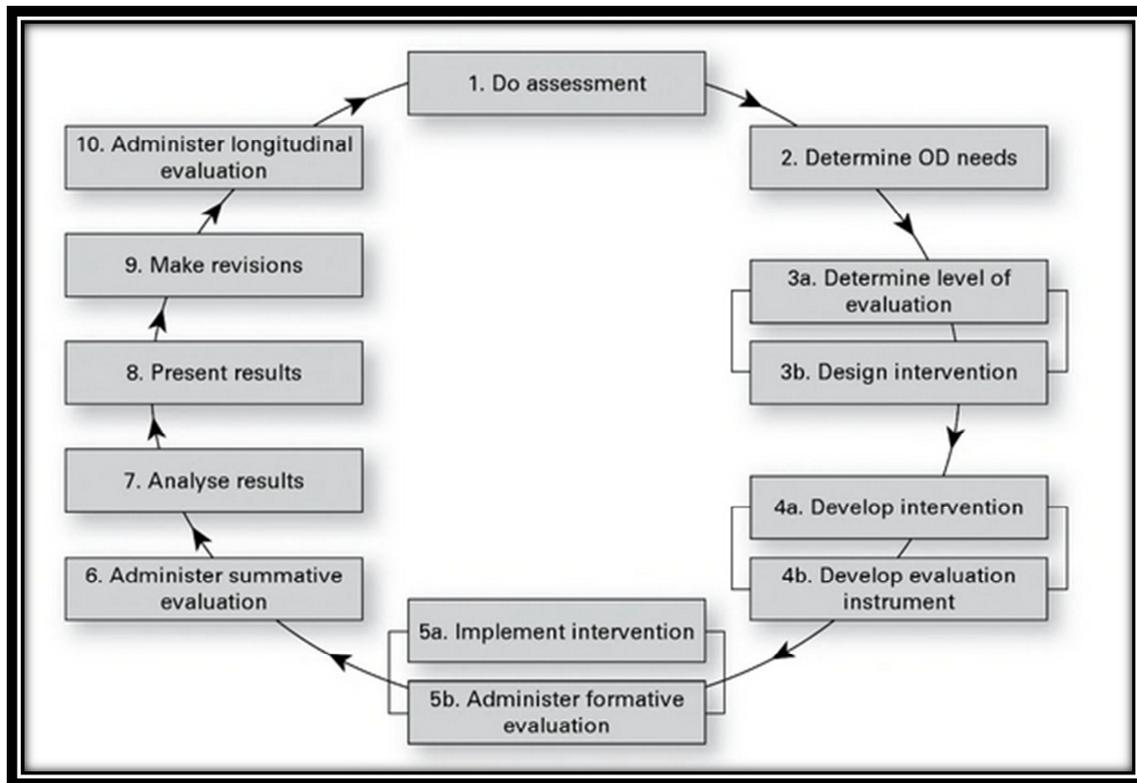
The focus of effort dimension reflects the fundamental building blocks the discipline hopes to impact in application. For OD, the focus of the effort is "how the system functions" while the focus of effort in CM is "how to catalyze individual employees in changing how they do their jobs." These are not mutually exclusive—how the system functions impacts how employees react in times of change, and how employees adopt the new way of doing their jobs impacts the system.

- **Level of Engagement**

The level of engagement dimension identifies the targeted approach taken by Practitioners in the discipline. For OD, the focus is on designing interventions to modify higher-order organizational components, those that inform the functioning of the system. CM focuses on structured and repeatable approaches to facilitate individual adoption and usage, leveraging assessments, processes, and tools that can aid an employee in making a successful personal transition required by an organizational change.



- Source:** John Wiley & Sons. (2015), Practicing Organization Development: 4E, Rothwell, et al., published by Wiley.
- **8.8 Evaluation Model of Organization Development**
William J. Rothwell Roland L. Sullivan (2005) had summarized evaluation model of Organization Development as below steps:



Source: William J. Rothwell Roland L. Sullivan (2005), *Practicing Organization Development A Guide for Consultants Second Edition*

9.9 The Organizational strategy and study variable

Samiah Alrumaih (2017), the organizational development strategy represents a set of activities, decisions and events that help organizations to reform their public performance in a timely manner and whenever necessary and therefore effective in achieving the objectives of organizational development. It is a comprehensive plan based on the needs and objectives of the organization and is designed to help achieve the organization's goals by ensuring that the steps to be implemented are accurate (Cummings, T., & Worley, C., 2001).

Samiah Alrumaih (2017), the processes on which the OD strategy is based can be categorized into five processes: diagnosis, design, deployment, evaluation, and enhancement (Merrill, 2005; Armstrong, 2008).

9.9.1 Diagnoses

Organizational diagnosis is a very important issue in the field of Organizational Development and Change. Diagnosis is one of the most important steps to help the success of the organizational development plan as subsequent steps depend on the results of the diagnosis. (N. Janićijević, 2010), Organizational diagnosis is a method used for analyzing the organization in order to identify organizational shortcomings, so they would be neutralized through organizational change. (Thomas, 2009) defined diagnosis as the knowledge of the mechanisms through which the organization works in the three basic levels: the organization as a unit, the function of each circle, and the function of each individual and the strengths and weaknesses of each level. The diagnosis process aims to know how the organization works and to identify the problems it faces and identify these problems and challenges, including the positives, and to find suitable solutions that enable the organization to reduce and overcome these problems, or at least to reduce their negative impact on the performance of the organization as a whole. Thus, the process of diagnosis requires full coordination between the members of the organization and the consultants working on the implementation of the organizational development process at all stages, from the stage of data collection and analysis through the stages of implementation and implementation and the process of evaluation of the process of organizational development and its impact on improving the performance of the organization (Carrie, 2013).

9.9.2 Designing

Organizational Design is the process of constructing and adjusting an organization's structure to achieve its goals. The design comes in the OD strategy immediately after diagnosis. The design process

is a process of restructuring the organization in a way that achieves its objectives through the organization's strategy and organizational structure. The design is defined as a set of intervention programs that may include the organizational structure or behaviors of individuals or techniques used and procedures adopted and other results and outputs achieved through the process of diagnosis. Due to interactive relationship between both, the diagnostic outputs, which may indicate weakness in the structure of the organizational structure, information systems or human resources, represent inputs to the design process. This indicates an important conclusion that the correct diagnostic process leads to an appropriate design process (Sargent, McConnel, 2008).

9.9.3 Deployment

Information Deployment is the quality of the business processes and their associated information interactions that are delivered over the technology.

Information is an important and essential factor in improving the quality of the services provided by the organization as it deals with all elements that lead to improving the effectiveness of the organization, analysis of the factors of strength and weakness, the exchange and use of information to enhance the management ability to optimize the use of its resources (Khan, 2012).

9.9.4 Evaluation

The evaluation process requires different departments and at all levels to identify in advance the required interventions in the framework of organizational development, and the level expected of the results of these actions, identify deviations and shortcomings in order to intervene in a timely manner through appropriate adjustments that enable the OD process to correct its course towards achieving the goals (Carrie, 2013).

9.9.5 Reinforcement

Provide something specific to someone in order to repeat desired behavior (Alperto & Troutman, 2009). The performance of each employee in the organization is important and contributes in one way or another to achieve the objectives of the organization, albeit at different rates from person to person according to his job position and the functional tasks required of him.

9.10 Saudi Arabia's Vision 2030 and Universities' Developments

Saudi Arabia's Vision 2030 was adopted as a methodology and roadmap for economic and developmental action in the Kingdom of Saudi Arabia. In its aim to grant the Kingdom a leading position in all fields, Saudi Arabia's Vision 2030 sought to identify the general directions, policies, goals, and objectives of the Kingdom.

Accordingly, some ministries, institutions, and government entities underwent a restructuring process to align them to the requirements of this phase. This would enable them to perform their tasks, and expand their competencies. Ultimately, this will enhance the level and quality of services provided to beneficiaries; and achieve a prosperous future and sustainable development.

Saudi Vision 2030 mentioned that "We will close the gap between the outputs of higher education and the requirements of the job market. We will also help our students make careful career decisions, while at the same time training them and facilitating their transition between different educational pathways. In the year 2030, we aim to have at least five Saudi universities among the top 200 universities in international rankings. We shall help our students achieve results above international averages in global education indicators.

To this end, we will prepare a modern curriculum focused on rigorous standards in literacy, numeracy, skills and character development. We will track progress and publish a sophisticated range of education outcomes, showing year-on-year improvements. We will work closely with the private sector to ensure higher education outcomes are in line with the requirements of the job market. We will invest in strategic partnerships with apprenticeship providers, new skills councils from industry, and large private companies. We will also work towards developing the job specifications of every education field. Furthermore, we will build a centralized student database tracking students from early childhood through to K-12 and beyond into tertiary education (higher and vocational) in order to improve education planning, monitoring, evaluation, and outcomes.

"Saudi Arabia's Vision 2030" encompasses—in a number of domains—strategic objectives, targets, outcome-oriented indicators, and commitments that are to be achieved by the public, private, and nonprofit sectors.

- **The main objectives of OD is to enhance universities capabilities for better services to students in order to achieve Saudi vision 2030 objectives number 4 & 5 & 6 & 7 & 8)**
- **Based on Saudi Arabia Vision 2030 for universities development, the researcher will investigate faculty members' opinions toward organizational development process (processes: diagnosis, design, deployment, evaluation, and enhancement)**

Strategic Objective (4)		Improve curricula and teaching methods			
Relevant Vision 2030 Objectives		Establish positive values and build an independent personality for citizens Provide citizens with knowledge and skills to meet the future needs of the labor market			
Key Performance Indicators	Baseline	2020 Target	Unit	Regional Benchmark	International Benchmark
Average student results in international TIMSS tests (eighth grade: Math and Science)	394 (Math), 436 (Science)	450 (Math), 480 (Science)	Number	452, 483	611, 590
Average student results in international TIMSS tests (fourth grade: Math and Science)	410 (Math), 429 (Science)	460 (Math), 470 (Science)	Number	469, 463	606, 583
Average student results in international reading tests (PISA)	Not Applicable	460	Number	475	542
Average student results in international reading tests (fourth grade – PIRLS)	430	460	Number	439	567

Strategic Objective (5)		Improve students' values and core skills			
Relevant Vision 2030 Objectives		Establish positive values and build an independent personality for citizens Provide citizens with knowledge and skills to meet the future needs of the labor market			
Key Performance Indicators	Baseline	2020 Target	Unit	Regional Benchmark	International Benchmark
Percentage of students involved in extra-curricular activities outside the school program	15	55	Percentage	60	57
Percentage of students utilizing the Community Clubs Services	5	25	Percentage	Under Study	25

Strategic Objective (6)		Enhance the educational system's capability to address national development requirements and to meet labor market demands			
Relevant Vision 2030 Objectives		Provide citizens with knowledge and skills to meet the future needs of the labor market			
Key Performance Indicators	Baseline	2020 Target	Unit	Regional Benchmark	International Benchmark
Percentage of graduates who secured employment within (6) months of graduation		Under Study	Percentage	Under Study	90

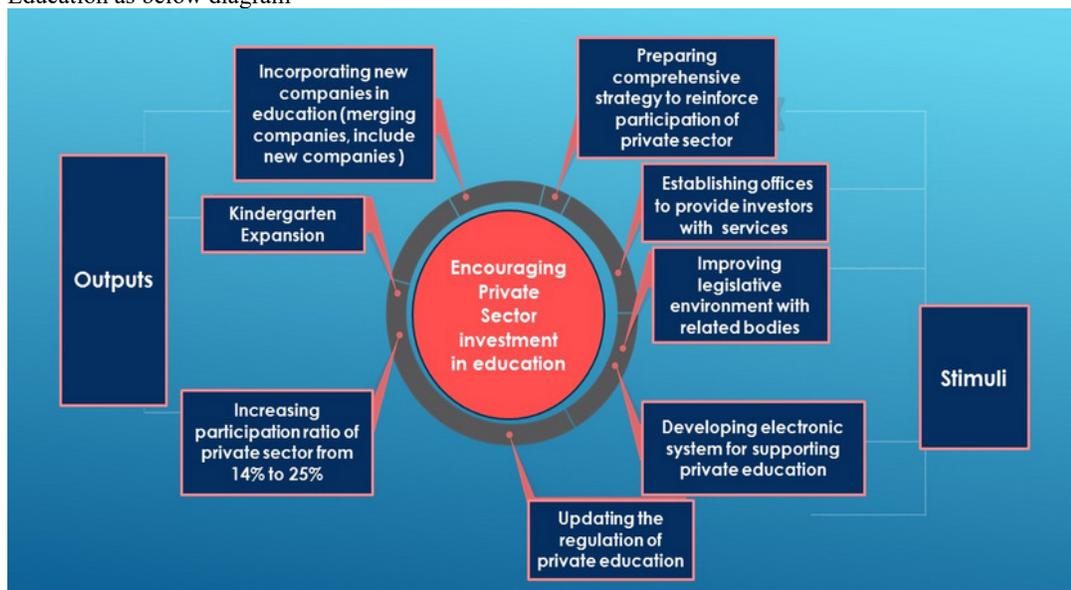
Strategic Objective (7)		Develop creative financing methods and improve the educational system's financial efficiency			
Relevant Vision 2030 Objectives		Achieve budgetary balance			
Key Performance Indicators	Baseline	2020 Target	Unit	Regional Benchmark	International Benchmark
Students to teacher ratio	1:09	1:17	Ratio	1:15	1:25

Strategic Objective (8)		Increase Private Sector Participation In the Education Sector			
Relevant Vision 2030 Objectives		Provide citizens with knowledge and skills to meet the future needs of the labor market Expand privatization of governmental services Create an attractive environment for both local and international investors and enhance their confidence in our economy			
Key Performance Indicators	Baseline	2020 Target	Unit	Regional Benchmark	International Benchmark
Percentage of students in non-government higher education	6	15	Percentage (%)	40	26

Source: <http://vision2030.gov.sa/en>

9.11 Ministry of Education and Organizational Development

1. Education sector is considered as one of the vital sectors that has close connection with society and has strong connection in developing national economy.
 2. Education is contributing in transition of the economy from dependence on one source of income to economy depending on mind-sets with high skills, creative, and productive human energies.
 3. Education system encourages dependence on reliability and safety resources, programs and projects, opening up investment opportunities, and eventually generate professional opportunities.
 4. Education is contributing in developing human capital, and also contributing in acquiring the requirements and needs of labour market.
 5. Encouraging Private Sector Investment in Education
- Ministry of Education at kingdom of Saudi Arabia encouraging Private Sector Investment in Education as below diagram



Source: Ministry Of Education Saudi Arabia, <https://www.moe.gov.sa/en/Pages/vision2030.aspx>

10- Data analysis for demographic variable

In this part the researcher demonstrate the demographic variable based on Frequency as below:

Table 1 : All demographic variable - SPSS results

		Gender	Age	Education	position	Experience
N	Valid	186	186	186	186	186
	Missing	0	0	0	0	0
	Mean	1.30	2.54	2.83	2.69	2.62
	Std. Deviation	.458	1.231	.415	1.074	1.120

Table 2: demographic variable- Gender –SPSS results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	131	70.4	70.4	70.4
	Female	55	29.6	29.6	100.0
	Total	186	100.0	100.0	



Table no (2) refer to the majority of faculty members (131) male and (55) female working at Saudi Private Universities.

Table 3: demographic variable- AGE –SPSS results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25	27	14.5	14.5	14.5
	26-35	26	14.0	14.0	28.5
	36-45	76	40.9	40.9	69.4
	More than 45	57	30.6	30.6	100.0
	Total	186	100.0	100.0	

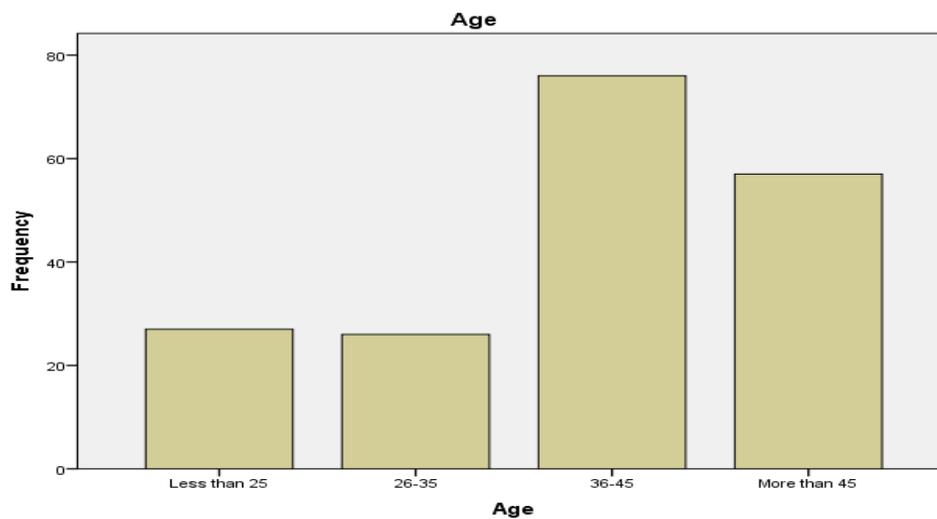


Table no (3) refer to the majority of faculty members between 36-45 years (40.9%) while 26 responds between 26-35 years (14.00%) however, 57 respondents more than 45 years and their percentage (30.6 %) while 27 respondents less than 25 years.

Table 4: demographic variable- Education –SPSS results

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Master	34	18.3	18.3	18.3
Valid Doctorate Degree	149	80.1	80.1	98.4
Valid Other	3	1.6	1.6	100.0
Total	186	100.0	100.0	

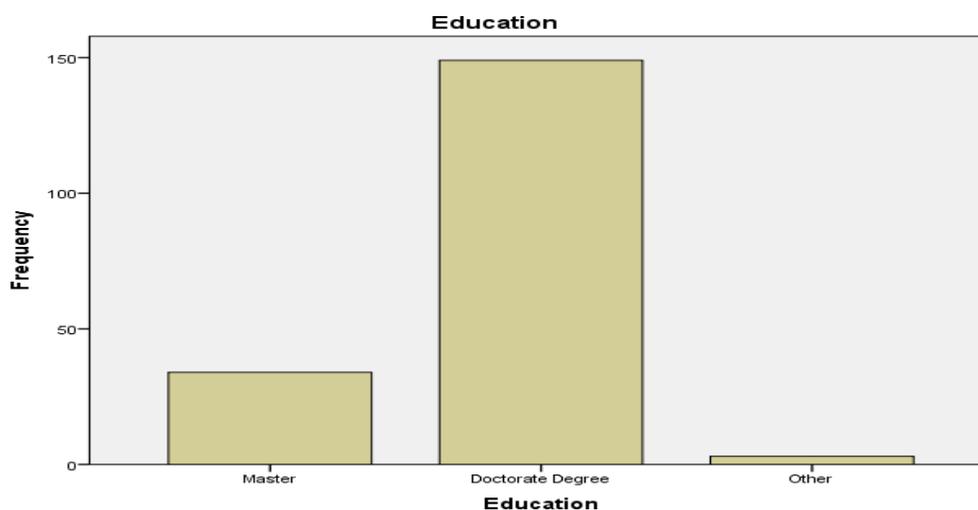


Table no (4) refer to (149) faculty members working at Saudi Private Universities hold Doctorate degree (80.1%), while (34) faculty members hold Master degree (18.3%).

Table 5: demographic variable- job position –SPSS results

	Frequency	Percent	Valid Percent	Cumulative Percent
Lecturer	34	18.3	18.3	18.3
Assistant professor	42	22.6	22.6	40.9
Associate professor	57	30.6	30.6	71.5
Professor	53	28.5	28.5	100.0
Total	186	100.0	100.0	

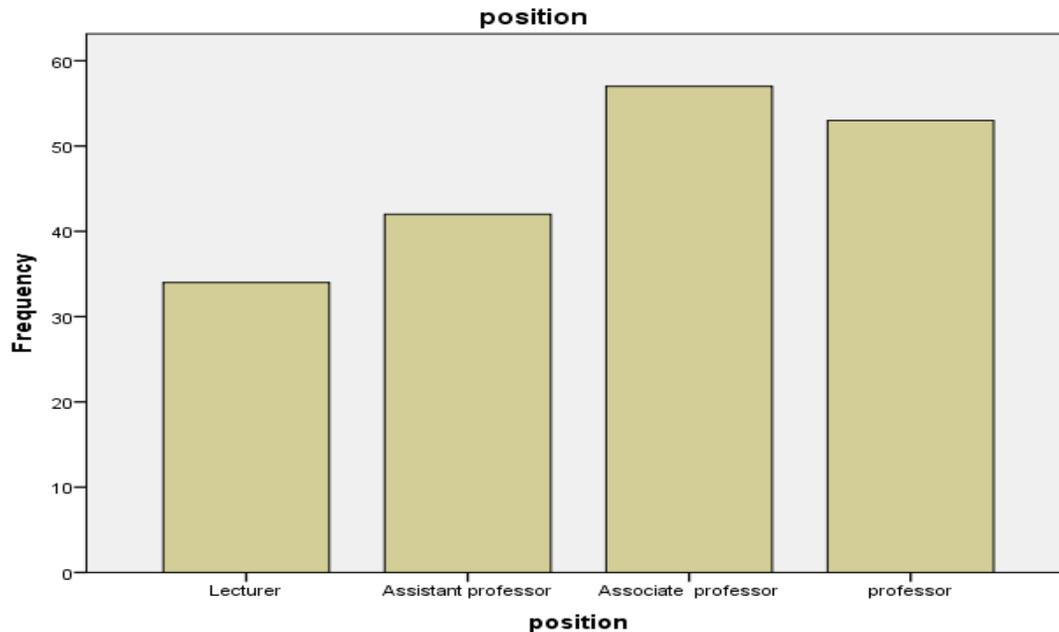
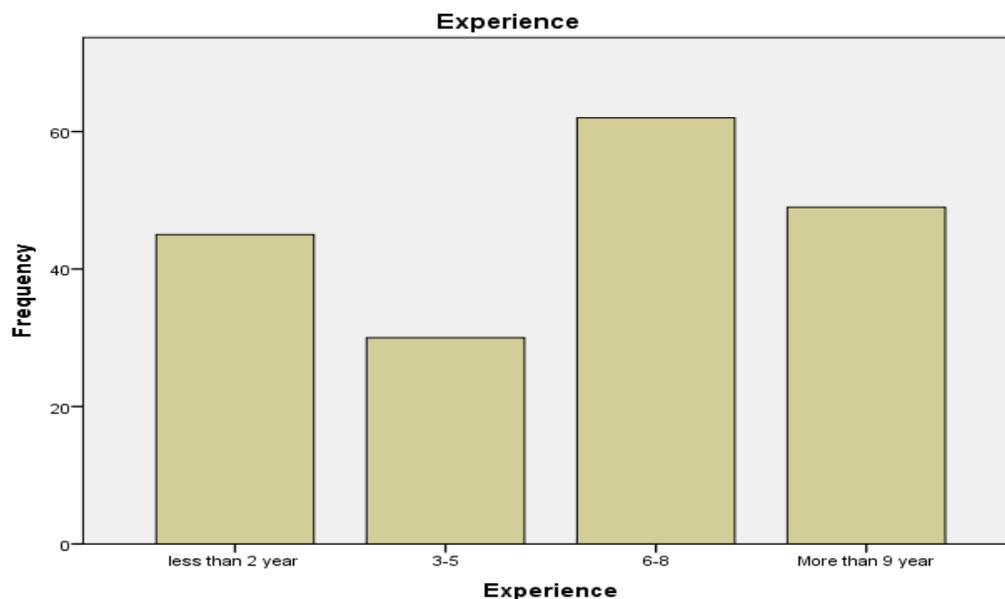


Table no (5) refer to (57) faculty members working as an Associate professor and their percentage were (30.6%) while (53) faculty members working as professor and their percentage were (28.5%) while (42) faculty members working as an Assistant professor with (22.6 %), however (34) faculty members working as Lecturers with (18.3 %).

Table 6: demographic variable- Year of Experience –SPSS results

	Frequency	Percent	Valid Percent	Cumulative Percent
less than 2 year	45	24.2	24.2	24.2
3-5	30	16.1	16.1	40.3
6-8	62	33.3	33.3	73.7
More than 9 year	49	26.3	26.3	100.0
Total	186	100.0	100.0	



- Table no (6) refer to (45) faculty members had experience less than 2 years (24.2 %) while (62) faculty members had experience between 6 -8 years (33.3 %) and (30) faculty members had experience between 3 -5 years (16.1 %) however (49) faculty members had experience more than 9 years (26.3 %).

11. Pearson correlation for validity

Table 7: Pearson correlation

(OD strategy- Diagnosis)	** Correlation is significant
(OD strategy- Design)	** Correlation is significant
(OD strategy- Deployment)	** Correlation is significant
(OD strategy- Evaluation)	** Correlation is significant
(OD strategy-Enhancement)	** Correlation is significant

Source: "Made by author"

Pearson's correlation coefficient is the test statistics that measures the statistical relationship, or association, between two continuous variables. It is known as the best method of measuring the association between variables of interest because it is based on the method of covariance. It gives information about the magnitude of the association, or correlation, as well as the direction of the relationship.

Based on SPSS result shown in table (7), correlation is significant at the (0.05) for OD strategy (Diagnosis – Design – Deployment – Evaluation – Enhancement).

12- Cronbach's alpha for Reliability (Q1-Q20)

Table 8: Reliability Statistics

Cronbach's Alpha	N of Items
.79	20

Based on SPSS result shown in table (8), Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability, table (8) alpha coefficient greater than the minimum acceptable 60%.

13. Analyzing research questions

13.1 Research question one

RQ1: What are the faculty members' opinions toward diagnosis strategy?

In order to answer above question, mean, standard deviations has been calculated for each statements in reasons of conflict in order to extract statistical information

Based on likert scale classification as below:

- 1.00-1.80 Strongly Disagree
- 1.81-2.60 Disagree
- 2.61-3.40 Neutral
- 3.41-4.20 Agree
- 4.21-5.00 Strongly Agree

Table 9 :Descriptive Statistics

Descriptive Statistics (OD strategy- Diagnosis)					
	N	Minimum	Maximum	Mean	Std. Deviation
Q1	186	1	5	4.52	.675
Q2	186	1	5	4.49	.692
Q3	186	1	5	2.83	1.474
Q4	186	1	5	2.34	1.286
Q5	186	1	5	3.37	1.502
Valid N (listwise)	186				

Sources: SPSS results

The finding indicated that (Q1& Q2) scored (4.52) and (4.49) which reflect that faculty members at Saudi Private Universities strongly agree about Dean of college has fully awareness of OD strategy and the organizational development OD strategy relies on realistic data.

The finding indicated that (Q4) scored (2.34) faculty members at Saudi Private Universities did not agree on organizational development OD strategy identifies the priorities for critical problem. The results also indicated that total mean of question number (Q3& Q5) scored (2.83) and (3.37) which reflect neutral answer of (The OD strategy analyses previous failures - The OD strategy analyses strengths and weaknesses).

13.2 Research question two

RQ 2: What are the faculty members' opinions toward design strategy?

Table 10 :Descriptive Statistics
Descriptive Statistics (OD strategy- Design)

	N	Minimum	Maximum	Mean	Std. Deviation
Q6	186	1	5	4.27	.950
Q7	186	1	5	2.67	1.420
Q8	186	1	5	4.24	.736
Q9	186	1	5	3.91	.878
Valid N (listwise)	186				

Sources: SPSS results

In order to answer above question, mean, standard deviations has been calculated for each statements in effect of conflict in order to extract statistical information

Based on likert scale classification as below

- 1.00-1.80 Strongly Disagree
- 1.81-2.60 Disagree
- 2.61-3.40 Neutral
- 3.41-4.20 Agree
- 4.21-5.00 Strongly Agree

The finding indicated that (Q6& Q8) scored (4.27) and (4.24) which reflect that faculty members at Saudi Private Universities strongly agree about the organizational development strategy uses internal structural interventions (job design, division of labor and hierarchy, arrangements of equipment and people etc) and the organizational development strategy aims to change faculty members behavior. The finding also indicated that (Q9) scored (3.91) faculty members at Saudi Private Universities agree on organizational development OD is guided by specific organizational policies.

- The results also indicated that total mean of question number (Q7) scored (2.67) which reflect neutral answer of (The organizational development strategy is implemented according to specific timetables).

13.3 Research question three

RQ3: What are the faculty members' opinions toward deployment strategy?

Table 11 : Descriptive Statistics (OD strategy- deployment)

	N	Minimum	Maximum	Mean	Std. Deviation
Q10	186	1	5	3.74	1.129
Q11	186	1	5	2.94	1.106
Q12	186	1	5	2.83	1.171
Q13	186	1	5	3.67	1.103
Valid N (listwise)	186				

Sources: SPSS results

In order to answer above question, mean, standard deviations has been calculated for each statements in effect of conflict in order to extract statistical information

Based on likert scale classification as below

- 1.00-1.80 Strongly Disagree
 - 1.81-2.60 Disagree
 - 2.61-3.40 Neutral
 - 3.41-4.20 Agree
 - 4.21-5.00 Strongly Agree
- The finding indicated that (Q10& Q13) scored (3.74) and (3.67) which reflect that faculty members at Saudi Private Universities agree about the Organizational development strategy is disseminated throughout the university and it working through self-managed teams.
 The finding indicated that (Q11& Q12) scored (2.94) and (2.83) which reflect which reflect neutral answer of (The organizational development strategy is discussed by all stakeholder inside the university & The OD strategy is implemented through Empowerment).

13.4 Research question four

RQ4: What are the faculty members' opinions toward evaluation strategy?

**Table 12
 Descriptive Statistics (OD strategy- evaluation)**

	N	Minimum	Maximum	Mean	Std. Deviation
Q14	186	1	5	2.20	.901
Q15	186	1	5	2.80	.726
Q16	186	1	5	2.25	.739
Valid N (listwise)	186				

Sources: SPSS results

In order to answer above question, mean, standard deviations has been calculated for each statements in effect of conflict in order to extract statistical information

Based on likert scale classification as below

- 1.00-1.80 Strongly Disagree
 - 1.81-2.60 Disagree
 - 2.61-3.40 Neutral
 - 3.41-4.20 Agree
 - 4.21-5.00 Strongly Agree
- The finding indicated that (Q14& Q16) scored (2.20) and (2.25) which reflect that faculty members at Saudi Private Universities did not agree about the effectiveness of an organizational development strategy is measured by specific criteria and the OD strategy considered the feedback from faculty members .The finding indicated that (Q15) scored (2.80) which neutral answer of (The OD performance gap is determined by comparing the actual results with the standards).

13.5 Research question five

RQ 5: What are the faculty members' opinions toward enhancement strategy?

Table 13
Descriptive Statistics (OD strategy- enhancement)

	N	Minimum	Maximum	Mean	Std. Deviation
Q17	186	1	5	2.15	.717
Q18	186	1	5	2.14	.839
Q19	186	3	5	4.17	.402
Q20	186	3	5	4.04	.573
Valid N (listwise)	186				

In order to answer above question, mean, standard deviations has been calculated for each statements in effect of conflict in order to extract statistical information

Based on likert scale classification as below

- 1.00-1.80 Strongly Disagree
 - 1.81-2.60 Disagree
 - 2.61-3.40 Neutral
 - 3.41-4.20 Agree
 - 4.21-5.00 Strongly Agree
- The finding indicated that (Q17& Q18) scored (2.15) and (2.14) which reflect that faculty members at Saudi Private Universities did not agree about the OD strategy reinforce creative behaviors and the OD strategy activates depend on brainstorming sessions. The finding indicated that (Q19& Q20) scored (4.17) and (4.04) which reflect that faculty members at Saudi Private Universities agree about the organizational development strategy contributes to build university culture and the OD strategy enable to overcome deficiencies in the overall performance.

Conclusion:

(James & Jennilyn 2015) Organizations face multiple challenges and threats today. They could be threats to effectiveness, efficiency and profitability; challenges from turbulent environments, increased competition and changing customer demands; and the constant challenge to maintain congruence between organizational dimensions such as strategy, culture and processes. Individuals in organizations likewise face multiple challenges such as finding satisfaction in and through work and fighting obsolescence of one's knowledge and skills, such challenges and threats can be solved through implementation of ODI.

Vision 2030 constitutes roadmap for kingdoms development, economy objectives for next 15 years. Vision 2030 aim to have at least five Saudi universities among the top 200 universities in international rankings which will be achieved through development in all sectors.

Organizational Development (OD) is a practice to help organizations build the capacity to change and achieve greater effectiveness which will contribute for achieving Vision 2030.

The purpose of this study is to evaluate faculty members' opinions toward organizational development strategy at their universities in alignment with Saudi Arabia Vision 2030 applied study on Saudi Private Universities.

The target population of this research is all faculty members at colleges of business and colleges of law at Saudi private universities within the academic year (2017- 2018) in order to investigate their opinions toward organizational development strategy at their universities in alignment with Saudi Arabia Vision 2030. The study tool is a Two-part questionnaire designed by the researcher, The first part consists of Five questions containing demographic information, The Second part consist of 20 questions related to OD strategy categorized into five dimension (Diagnosis – Design – Deployment – Evaluation – Enhancement). All the items were measured using five-point Likert scale ,five points for “Strongly agree”, four points for “Agree”, three points for “Neutral ”, two points for “Disagree”, and one point for “Strongly disagree”.

Based on SPSS result shown in table (7), correlation is significant at the (0.05) for OD strategy (Diagnosis – Design – Deployment – Evaluation – Enhancement).

Based on SPSS result shown in table (8), Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability, table (8) alpha coefficient greater than the minimum acceptable 60%.

The finding indicated that (Q1& Q2) scored (4.52) and (4.49) which reflect that faculty members at Saudi Private Universities strongly agree about Dean of college has fully awareness of OD strategy and

the organizational development OD strategy relies on realistic data.

The finding indicated that (Q4) scored (2.34) faculty members at Saudi Private Universities did not agree on organizational development strategy identifies the priorities for critical problem. The results also indicated that total mean of question number (Q3& Q5) scored (2.83) and (3.37) which reflect neutral answer of (The OD strategy analyses previous failures - The OD strategy analyses strengths and weaknesses).

- The finding indicated that (Q6& Q8) scored (4.27) and (4.24) which reflect that faculty members at Saudi Private Universities strongly agree about the organizational development strategy uses internal structural interventions (job design, division of labor and hierarchy, arrangements of equipment and people etc) and the organizational development strategy aims to change faculty members behavior. The finding also indicated that (Q9) scored (3.91) faculty members at Saudi Private Universities agree on organizational development OD is guided by specific organizational policies.

- The results also indicated that total mean of question number (Q7) scored (2.67) which reflect neutral answer of (The organizational development strategy is implemented according to specific timetables).

The finding indicated that (Q10& Q13) scored (3.74) and (3.67) which reflect that faculty members at Saudi Private Universities agree about the Organizational development strategy is disseminated throughout the university and it working through self-managed teams.

- The finding indicated that (Q11& Q12) scored (2.94) and (2.83) which reflect which reflect neutral answer of (The organizational development strategy is discussed by all stakeholder inside the university & The OD strategy is implemented through Empowerment).

- The finding indicated that (Q14& Q16) scored (3.74) and (3.67) which reflect that faculty members at Saudi Private Universities did not agree about the effectiveness of an organizational development strategy is measured by specific criteria and the OD strategy considered the feedback from faculty members .The finding indicated that (Q15) scored (2.80) which neutral answer of (The OD performance gap is determined by comparing the actual results with the standards).

- The finding indicated that (Q17& Q18) scored (2.15) and (2.14) which reflect that faculty members at Saudi Private Universities did not agree about the OD strategy reinforce creative behaviors and the OD strategy activates depend on brainstorming sessions. The finding indicated that (Q19& Q20) scored (4.17) and (4.04) which reflect that faculty members at Saudi Private Universities agree about the organizational development strategy contributes to build university culture and the OD strategy enable to overcome deficiencies in the overall performance.

Recommendation

Vision, objectives and performance indicators for Kingdom 2030 are the cornerstone of development in all sectors. In order to activate development at Saudi private universities through the research results, I recommend the following points:

- 1- Board of trustees should identify the priorities for critical problem when the university and try to implement complete program for development with timetable especially faculty members at Saudi Private Universities did not find good identification of critical problem.
- 2- Board of trustees should identify the effectiveness of an organizational development strategy is measured by specific criteria.
- 3- Board of trustees should reinforce creative behaviors and activate brainstorming sessions.
- 4- Evaluating organizational development strategy should be applied on public universities by other researchers' in order to determine strength and weakness points.
- 5- Evaluating organizational development strategy should be include all colleges in order to determine strength and weakness points.

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