

# Source details

## International Journal of Pharmaceutical Research

Scopus coverage years: **from 2010 to Present**

Publisher: Advanced Scientific Research

ISSN: 0975-2366

Subject area: Pharmacology, Toxicology and Pharmaceutics: General Pharmacology, Toxicology and Pharmaceutics

[View all documents >](#)

[Set document alert](#)

[Save to source list](#)

CiteScore 2019

0.8



SJR 2019

0.282



SNIP 2019

0.481



[CiteScore](#) [CiteScore rank & trend](#) [Scopus content coverage](#)

### Improved CiteScore methodology

CiteScore 2019 counts the citations received in 2016-2019 to articles, reviews, conference papers, book chapters and data papers published in 2016-2019, and divides this by the number of publications published in 2016-2019. [Learn more >](#)

### CiteScore 2019

$$0.8 = \frac{781 \text{ Citations 2016 - 2019}}{939 \text{ Documents 2016 - 2019}}$$

Calculated on 06 May, 2020

### CiteScoreTracker 2020

$$0.5 = \frac{1,690 \text{ Citations to date}}{3,482 \text{ Documents to date}}$$

Last updated on 10 January, 2021 • Updated monthly

### CiteScore rank 2019

| Category   | Rank   | Percentile |
|--|--------|------------|
| Pharmacology, Toxicology and Pharmaceutics         | #45/65 | 31st       |
| General Pharmacology, Toxicology and Pharmaceutics |        |            |

[View CiteScore methodology >](#) [CiteScore FAQ >](#) [Add CiteScore to your site &](#)

### About Scopus

- [What is Scopus](#)
- [Content coverage](#)
- [Scopus blog](#)
- [Scopus API](#)
- [Privacy matters](#)

### Language

- [日本語に切り替える](#)
- [切换到简体中文](#)
- [切换到繁體中文](#)
- [Русский язык](#)

### Customer Service

- [Help](#)
- [Contact us](#)






# International Journal of Pharmaceutical Research

# 13



H Index

|                                  |  |
|----------------------------------|--|
| <b>Country</b>                   | India -  SCIMAGO INSTITUTIONS RANKINGS            |
| <b>Subject Area and Category</b> | Pharmacology, Toxicology and Pharmaceutics<br>Pharmaceutical Science<br>Pharmacology, Toxicology and Pharmaceutics (miscellaneous) |
| <b>Publisher</b>                 | Advanced Scientific Research   |
| <b>Publication type</b>          | Journals   |

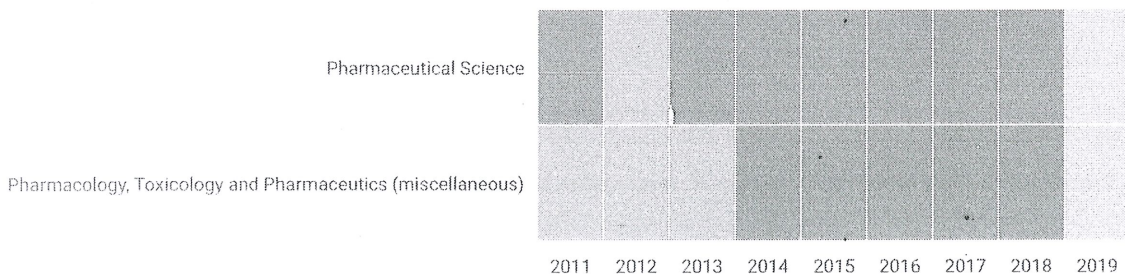
**ISSN** 09752366

**Coverage** 2010-2020

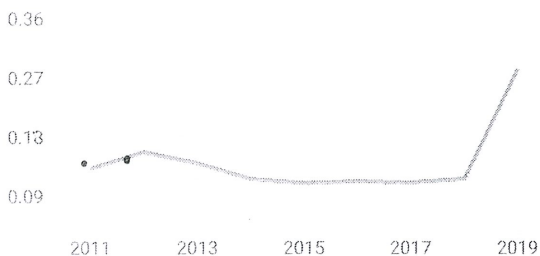
**Scope** International Journal of Pharmaceutical Research (IJPR) is an intentional Journal which is published quarterly in English. Journal publishes papers, review articles, and short communications dealing with drug controlled release systems, pharmacodynamics, pharmacokinetics, pharmacogenomics, biopharmaceutics, drug and prodrug design, pharmaceutical analysis, drug stability, quality control, pharmaceutical engineering and materials science. Pharmaceutical Chemistry, Pharmaceutical Technology, pharmacognosy, natural product research, pharmaceutics, novel drug delivery, pharmaceutical & medicinal chemistry, computational chemistry and molecular drug design, pharmacology, pharmaceutical analysis, pharmacy practice, clinical and hospital pharmacy etc. IJPR would take much care in making your article published without much delay with your kind cooperation. IJPR hopes that Researchers, Research scholars, Academician, Industrialists etc. would make use of this research publications for the development of pharmaceutical science and technology.

-  [Homepage](#)
- [How to publish in this journal](#)
- [Contact](#)
-  [Join the conversation about this journal](#)

## Quartiles



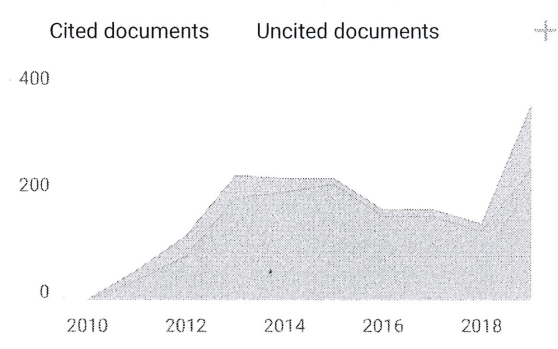
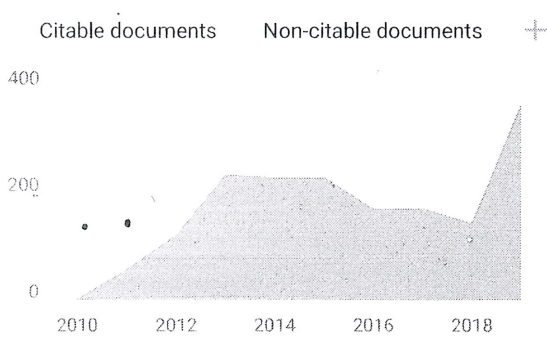
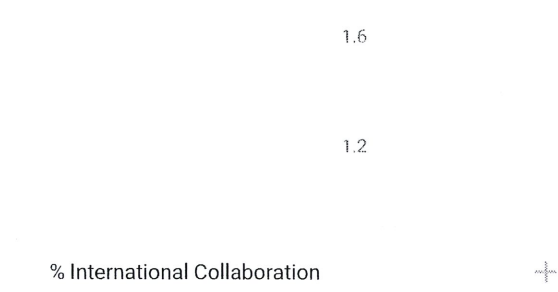
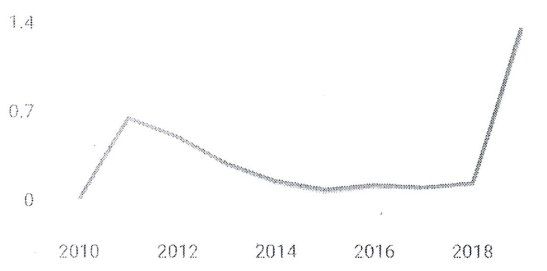
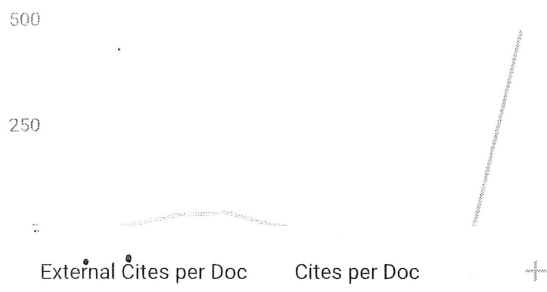
## SJR



## Citations per document

Total Cites Self-Cites





**Journal of International Pharmaceutical Research**

Pharmaceutical Science

best quartile

SJR 2019 0.28

powered by scimagojr.com

Show this widget in your own website

Just copy the code below and paste within your html code:

```
<a href="https://www.scimagojr.com" data-bbox="228 552 370 565">
```

Ads by Google

Stop seeing this ad Why this ad?

Metrics based on Scopus® data as of April 2020



## Organizational development: Problems, Challenges, and Characteristics of Success

THONGPHON PROMSAKA NA SAKOLNAKORN<sup>1</sup>, WANCHAIHAMMASACCAKARN<sup>2</sup>SUTTIPONG HOXSUWAN<sup>3</sup>PONGSATEAN LUENGALONGKOT<sup>4</sup> CHULA CHARERNVONG<sup>5</sup> SUCHIN CHANSUNGNERN<sup>6</sup>CHUMPOL SUWICHIAN<sup>7</sup> DENNARONG THAMMA<sup>8</sup> KORAKOD TONGKACHOK<sup>9</sup>

<sup>1</sup>Faculty of Management Science, Silpakorn University, Thailand

<sup>2</sup>Faculty of Liberal Arts, Prince of Songkla University, Thailand

<sup>3</sup>Faculty of Education, Mahasarakham University, Thailand

<sup>4</sup>Faculty of Political Science and Law, Burapha University, Thailand

<sup>5</sup>Faculty of Humanities and Social Science, Phetchabun Rajabhat University, Thailand

<sup>6</sup>The Secondary Education Service Area office 40, Ministry of Education, Thailand

<sup>7</sup>The Secondary Education Service Area Office 41, Ministry of Education, Thailand

<sup>8</sup>The University of Central Thailand, Thailand

<sup>9</sup>Faculty of Law, Thaksin University, Thailand

\*Corresponding Author:

Email: thongphon.p@gmail.com

Received: 14.10.20, Revised: 07.11.20, Accepted: 23.12.20

### ABSTRACT

This paper presents problems, challenges, and characteristics of successful organization and uses data for setting up guidelines for organizational development. The first phase of the paper presents the problems of organizations, such as conflict among Board members and poor decision-making. In addition, it presents the benefits of organizational development, such as optimization of operations, cost reduction, improved efficiency, exploration of market opportunities, improved operational quality, and creation of business relationships. Finally, this paper presents the characteristics of successful organizations, including change agent leadership, a more serious emphasis on working operations than on working papers, concern for customer satisfaction, management with team building and readiness to change, an emphasis on human capital and management with participation, obvious organization values and use of them to drive an organization, operation of an organization with a kind of expertise, good organization structure, flexibilities of management, and use of an outsourcing strategy for noncore business and of smart technology and communication.

**Keywords:** Organization; Development; Problems; Characteristics; Success

### INTRODUCTION

Organizational development (OD) is the way to improve an organization so that it has more efficiency. In recent decades, organizational development has used tools for management and driven organizations to progress, keep pace with change, and strengthen systematically. Organizational development is a planned, organization-wide effort to increase an organization's effectiveness and viability, working by the application of knowledge on behavioral science to organizational improvement for readiness to face challenges in an organization and external environment (Schermerhorn, Hunt & Osborn, 1991). Organizational development is a response to change and a complex educational strategy intended to change the beliefs, attitudes,

values, and structure of an organization so that it can better adapt to new technologies, marketing, challenges, and the dizzying rate of change itself (Harvey & Brown, 1992, p.6).

In recent years, organization management has had many issues for resolving problems and administration; organizational development is a necessary tool for management in an organization to keep pace with change in the business environment, including internal and external organizational challenges such as social, economic, and political factors, the rule of law, and international relations (Griffin, 1999 p.75-76). The value of organizational development lies in being a technique for organizational improvement, including by respecting people, trust and support, power equalization,



confrontation, and participation. In addition, many organizations have believed that an organizational development technique can improve their efficiency, making solutions to problems of an organization's capabilities and improving life at the organization (Rothwell & Sullivan, 2005 p.18)

Organizational development is important for business success because it affects every aspect of decision-making (Quain, 2018). Organizational development is focused on developing organizational capability through alignment of strategy, structure, management processes, people, and rewards and metrics. In addition to development of an organization, administrators and management must set up tools and key performance indicators (KPIs) as guidelines for enhancing the organization and to improve efficiency and productivity in the workplace. This article provides an overview of organizational development, problems, benefits, and characteristics of organization success. What this paper presents can be used as guidelines for

organizations seeking the way for survival amid the risk of a disruptive world.

### Common Organizational Problems

The five most common problems of organization are absence of clear direction, difficulty blending multiple personalities into a cohesive and unified team, failure to develop key competencies and behaviors, poor communication and feedback, and lack of awareness (Stowell, 2020). Board operations are also an obstacle to organization, such as by low participation in meetings, conflict among Board members, and poor decision-making. Poor financial management is another issue of many organizations, manifesting in lack of understanding of the costs of various resources, problems reported by annual financial audits, shortage of resources for products and services, and unclear financial goals. The twelve common management challenges of organization presented by Indeed (2020), as shown in Table 1, are an interesting topic.

**Table 1: common management challenges of organization**

| Common management challenges | Issue  |
|------------------------------|--|
| Decreased performance levels | <ul style="list-style-type: none"> <li>Employees may experience periods of time where they are not as productive as usual. A decrease in productivity can sometimes affect other team members and overall goals, making it important to help employees feel motivated.</li> </ul>  |
| Being understaffed           | <ul style="list-style-type: none"> <li>Managers must recognize when it's time to hire another team member to help fulfill responsibilities within their department. Because the hiring process is time-consuming, it's helpful to get assistance from other managers and human resources professionals when pursuing a new candidate.</li> </ul>   |
| Lack of communication        | <ul style="list-style-type: none"> <li>Another challenge managers face when overseeing teams is ensuring effective communication. Because every team member has a different personality, there is a chance for miscommunication from time to time.</li> </ul>  |
| Poor teamwork                | <ul style="list-style-type: none"> <li>Sometimes, employees may lose focus on collaboration when they spend a lot of time completing individual tasks. To reestablish teamwork, managers should revisit the purpose of a project. Managers who take the time to acknowledge their team's efforts and clarify the purpose of their work commonly see increased levels of motivation.</li> </ul>   |
| Pressure to perform          | <ul style="list-style-type: none"> <li>Some managers, especially new ones, feel as though they are under pressure to achieve greatness from the very start of their role. If you frequently feel stressed about your leadership position, take time to revisit the reasons why you were hired for the job. Recognize that leaders learn from experience and mistakes. While planning helps, you will likely face unexpected situations. The way that you choose to resolve conflicts and react to challenges reflects your ability to lead.</li> </ul> |
| Absence of structure         | <ul style="list-style-type: none"> <li>A common challenge that managers face in the workplace is the absence of structure, especially when overseeing a new team. Depending on the work environment, some teams may</li> </ul>   |



| <b>Table 1: common management challenges of organization</b> |  |
|--|--|
| Common management challenges                                 | Issue  |
|  | need to be supervised more closely than others in order to maintain productivity levels.   |
| Time management  | <ul style="list-style-type: none"> <li>Managers are responsible for overseeing the members of their team and communicating with other department heads. They typically struggle with balancing their own tasks. One way to prioritize your own work responsibilities is by scheduling time throughout the day to do specific work. Let your team know the times you'll be available to them and the times you plan to focus on your work. Regularly update your calendar and share it with team members so that they may know when they can reach you.</li> </ul>  |
| Inadequate support   | <ul style="list-style-type: none"> <li>Managers sometimes need approval from the executive team of a company or a business owner before moving ahead with a project. When the decision-making process takes longer than expected, it may slow down their team's progress overall. The most important thing to do in such a situation is to be honest with your team members. Let them know that you are waiting for information from the executive team and, if possible, allow them to work on other projects. Try to arrange for a one-on-one with the decision maker to expedite progress.</li> </ul> |
| Skepticism   | <ul style="list-style-type: none"> <li>Teams often question the transparency of management when they feel distanced from their supervisors, especially if certain employees feel as if they are doing more work than others. When people feel they are not part of the plan, their level of trust becomes compromised. Clear communication and honest interactions help resolve skepticism in most instances because it builds trust between an employee and a manager. When you delegate tasks, explain why you assigned them and how they contribute to the overall goal.</li> </ul>                   |
| Difficult employees  | <ul style="list-style-type: none"> <li>Sometimes, managers oversee employees who cause tension in the workplace. Knowing how to properly address any issues before they become major problems is one common challenge managers face. To address specific concerns, request feedback from your team members to learn about any issues they may have with completing work or communicating with team members.</li> </ul>   |
| Transition from coworker to manager                          | <ul style="list-style-type: none"> <li>People who get promoted at work often find themselves managing old coworkers. This situation may feel awkward at first, but with time and the right leadership, it may become less of an issue. Assure team members that you're there to support their efforts and ensure they have everything they need to accomplish their goals. It may help to have a meeting shortly after the transition where you address the change in roles and allow your team members to ask any questions.</li> </ul>   |
| Weak workplace culture                                       | <ul style="list-style-type: none"> <li>When teams feel as if they're not connected with the rest of the workplace, they can experience a decrease in motivation. Teams that feel they are part of a larger group experience more confidence and trust. One way to promote a strong work culture is by planning lunch outings and rewarding employees who exceed expectations.</li> </ul>   |

Source: <https://www.indeed.com/career-advice/career-development/management-challenges>

**Process of organizational development**

The process of organizational development comprises seven significant steps: initial diagnosis, data collection, data feedback, evaluation (appraisal and follow-up), team building (team formation), intergroup development, and

planning strategy (action plan), team building (team formation), intergroup development, and evaluation (appraisal and follow-up), as shown in Figure 1.



**Fig.1: The process of organizational development**

Source: <https://pingboard.com/blog/organizational-development-process-guide-to-help-template/>

An organizational development process can help create positive changes in an organization. An explanation of the seven steps of an effective organizational development process are shown in Table 2.

| Table 2: Seven steps of the organizational development process |  |
|--|--|
| Step   | Explanation  |
| Initial Consultation   | <ul style="list-style-type: none"> <li>Meet with an organizational development consultant (or an expert in your company) to discuss organization goals for the process. The consultant will then determine the most effective way to proceed.</li> </ul>   |
| Data Collection  | <ul style="list-style-type: none"> <li>Data collection is the systematic process of gathering observations or measurements in research. The organizational development consultant will use surveys, interviews, and other feedback collection techniques to collect data about the problem.</li> </ul> |
| Data Feedback and Discussion                                   | <ul style="list-style-type: none"> <li>The data is now made available to the groups involved in the organizational development process. These groups have time to review the data and provide any feedback.</li> </ul>   |
| Action Planning and Problem Solving                            | <ul style="list-style-type: none"> <li>The groups involved use the data and feedback to create an action plan. In addition, this step of the process entails identifying a problem, understanding the root causes and coming to an agreement on steps for a solution</li> </ul>                        |
| Team Building or Team Formation                                | <ul style="list-style-type: none"> <li>Conduct team meetings and team-building activities throughout the entire organizational development process to help foster a healthy company culture.</li> </ul>  |
| Intergroup Development   | <ul style="list-style-type: none"> <li>Create larger inter-team groups (teams made up of members from different departments). This is a great way to increase communication and collaboration throughout an organization.</li> </ul>   |
| Appraisal and Follow-Up  | <ul style="list-style-type: none"> <li>The organizational development consultant reviews the process and determines if follow-up is needed.</li> </ul>   |

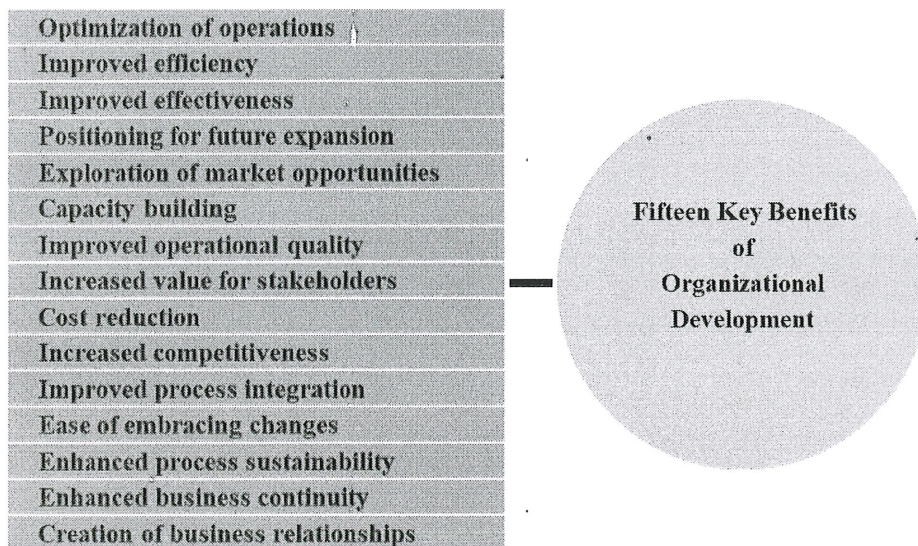


Source: Revised from <https://pingboard.com/blog/organizational-development-process-guide-to-help-template/>

**The Benefits of Organizational Development**

Inamdar (2019) explained the benefits of organizational development as 1) optimization of operations, a process that helps the decision makers come up with a management plan; 2) improved efficiency by helping make strategic choices in all activities that the organization engages in; 3) improved effectiveness; 4) positioning for future expansion of an entity, which requires its leaders to have a vision of the nature of future operations; 5) exploration of

market opportunities; 6) capacity building, as one of the goals of organizational development is to balance an entity's strengths and weaknesses; 7) improved operational quality; 8) increased value for stakeholders; 9) cost reduction; 10) increased competitiveness; 11) improved process integration; 12) ease of embracing changes, for organizational development stands as a proactive approach that helps an entity embrace change, which can be internal or external, and leverage it for renewal; 13) enhanced process sustainability; 14) enhanced business continuity; and 15) creation of business relationships (Inamdar, 2019), as shown in Figure 2.



**Fig.2:Fifteen key benefits of organizational development**

Source: Revised from Inamdar (2019)

**The Characteristics of Successful Organization**

Change agent leadership is important for organization because it awakens new ideas, new values, and new consciousness for motivating people in an organization toward development and improvement (Boonleang et al., 2010). In addition to possessing the characteristics of successful organization—such as 1) a more serious emphasis on working operations than on working papers, 2) concern for customer satisfaction, 3) management with team building and readiness to change, 4) an emphasis on human capital and management with participation, 5) obvious organization values and use of such values to drive the organization, 6) operation of the organization with a kind of expertise, 7) good organization structure, and 8) flexibilities (Draft, 1994, p. 65-67)—an organization should carry out only its core business competencies, using an outsourcing

strategy for employing external organizations to conduct its noncore business (Promsaka Na Sakolnakorn, 2011) an organization should establish more training programs appropriate to the current business environment (Promsaka. Na Sakolnakorn et al., 2020) using smart technology and communication development for future management and administration (Ruenpakpoj et. al, 2020) and apply information technology into all management functions (Munlue & Promsaka Na Sakolnakorn, 2020).

As mentioned above, many organizations have long used a process of organizational development to adapt to changes, increasing their effectiveness and making the most of their resources for quickly responding to environmental challenges, whether from competing companies or economic disruptions, as world business is



changing constantly. Thus, the characteristics of successful organization are shown in Table 3.

| Table 3. The characteristics of successful organization |  |
|---|--|
| The Characteristics of Successful Organization          | Characteristics of Organization  |
|   | Change agent leadership  |
|   | a more serious emphasis on working operations than on working papers             |
|   | Concern for customer satisfaction  |
|   | Management with team building and readiness to change                            |
|   | Emphasis on human capital and management with participation                      |
|   | Obvious organization values and use of such values to drive the organization     |
|   | Operation of the organization with a kind of expertise                           |
|   | Good organization structure  |
|   | Flexibilities  |
|   | Outsourcing for noncore business   |
|   | Establish more training programs appropriate to the current business environment |
|   | Use of smart technology and communication  |
|   | Apply information technology into all management functions                       |

Source: Authors

### CONCLUSION

Organizational development is the process of changes in an organization's culture through the utilization of behavioral science technology, research, and theory. Burke emphasized culture in an organization to develop the process of change within it (Burke, 1982). World challenges also impact organization, and new organizational development approaches are emerging, such as moving away from change management, top-down processes toward employee engagement initiatives where change may be instigated sideways, and making bottom-up opportunities for improvement (Antell, 2016). This paper presented the problem as things that can endanger an organization's goal, such as conflict among Board members and poor decision-making, poor teamwork, and lack of strategic or financial management. In addition, it presented the benefits of organizational development, such as optimization of operations, cost reduction, improved efficiency, improved effectiveness, positioning for future expansion, exploration of market opportunities, improved operational quality, enhanced business continuity, and creation of business relationships. The characteristics of successful organization include change agent leadership, a more serious emphasis on working operations than on working papers, concern for customer satisfaction, management with team building and readiness to change, an emphasis on human capital and management with participation, obvious organization values and use of such values to drive the organization, operation of the

organization with a kind of expertise, good organization structure, flexibilities of management, an outsourcing strategy for noncore business, and use of smart technology and communication.

### REFERENCES

1. Antell, S. (2016). New world challenges facing organisational development. Retrieved September 20, 2020, from <https://www.actionlearningassociates.co.uk/new-world-challenges-facing-organisational-development/>
2. Boonleang, S., Ngamsanit, S., Bunjetrit, S., Muldet, K., Kroeksakul, P., & Promsaka Na Sakolnakorn, T. (2010). The leadership characteristics and efficiency of local administrative organizations: A case study of local administrative organizations in the lower north region of Thailand. *International Business & Economics Research Journal*, 9(12), 119-122.
3. Burke, W. W. (1982). *Organization development: Principles and practices*. London: Scott, Foresman and Co.
4. Draft, R. L. (1994). *Management*. New York: The Dryden Press.
5. Harvey, D. F., & Brown D. R. (1992). *An experiential approach to organization development*. 4<sup>th</sup> edition. Englewood Cliffs, New Jersey: Princtice-Hall.
6. Inamdar, A. (2019). 15 Key benefits of organizational development. Retrieved September 20, 2020, from <https://upraise.io/blog/organizational-development-benefits/>



7. Indeed. (2020). 12 Common management challenges and how to overcome them. Retrieved November 29, 2020, from <https://www.indeed.com/career-advice/career-development/management-challenges>
8. Griffin, R. W. (1999). *Management*. Boston, MA: Houghton Mifflin Company.
9. Munlae, W., & Promsaka Na Sakolnakorn, T. (2020). The development of a university library into a smart library. *Narkbhut Paritat Journal*, 12(1), 212-219.
10. Promsaka Na Sakolnakorn, T. (2011). The good aspects of managing an organization with an outsourcing and subcontracting strategy. *International Journal of Management & Information Systems*, 15(3), 11-17.
11. Promsaka Na Sakolnakorn, T., Naipinit, A., Naipinit, T., Charernvong, C. Sonchai, A., Kitjarak, T., Tritose, S., Dhammasaccakarn, W., & Luengalongkot, P. (2020). Strategic management of community enterprises using recycled raw materials. *International Journal of Modern Agriculture*, 9(4), 253-259.
12. Quain, S. (2018). The importance of organizational development. Retrieved May 18, 2020, from <https://smallbusiness.chron.com/importance-organizational-development-11904.html>
13. Ruenpakpoj A., Aim-Im-Them, S., & Promsaka Na Sakolnakorn, T. (2020). Smart city management for smart, healthy city: A case study on Khon Kaen city, Thailand. *International Journal of Modern Agriculture*, 9(4), 245-252.
14. Rothwell, W. J., & Sullivan, R. (2005). *Organization development*. California: John Wiley & Sons.
15. Schermerhorn, J. R, Hunt, R., & Osborn, R. (1991). *Organizational behavior*, 4th edition. New Jersey: John Wiley & Sons Inc
16. Stowell, S. (2020). The 5 most common problems of organizations. Retrieved May 10, 2020, from <https://cmoe.com/blog/organizational-problem/>

