

Analysing Organizational Development Tenets for Improving Performance of Local Contracting Firms in Tanzania: A Conceptual Model

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Abstract: Construction industry in Tanzania is affected with poor project performance. The poor project performance of the industry is attributed to by three key players, clients, consultants and contractors who are been characterised by: inadequate planning, *ad hoc* process, weak adoption of IT in their processes, inadequate procurement and project delivery processes, weak capital and cash flow management skills, lack of innovation and entrepreneurship skills, lack of formal organizational structures and lack of work commitment culture. While these key project players record inadequate performance, facets of ‘organizational development’ are found to exist in literature for decades; but are not yet well evaluated with a view of marrying the local firms’ performance characteristics. This paper reviews and evaluates relevant literatures on the local contracting firms’ performance and on the organizational development models in general. Such reviewed works helped to formulate organizational development conceptual model for improving local firms’ performance. The model has eight dimensions: change initiatives, strategies of improvement, organizational wide elements, organizational-wide elements weaknesses, organizational wide efficiencies and effectiveness, interdisciplinary deployment, emerged field issues and real change results. The model contributes in the body of knowledge through providing a comprehensive and yet rigorous list of organizational development elements with the procedural approach to help local firms to assess and improve own performance. Such a model benefits own local firms as well as others in the developing countries. The model opens avenues for further researches by creating a room to conduct model validation.

Keywords: Organizational Development, Local Firms, Organizational Wide Elements, Organizational Elements Weaknesses, Organizational Efficiencies & Effectiveness

1. Introduction

Construction industry in Tanzania is plagued with poor project performance. The projects record both time and cost overrun as well as poor quality of the works. The poor project performance is attributed to by the three key players, clients, consultants and contractors who are involved directly in the project pursuits. Such firms are characterised by: inadequate planning, *ad hoc* process, weak adoption of IT in their processes, inadequate procurement and project delivery processes, weak capital and cash flow management skills, lack of innovation and entrepreneurship skills, lack of formal organizational structures and lack of work commitment culture [1, 2] The poor performance of the construction

industry had caused contracting firms fail to compete in the construction market. By recalling, the goal set by the Ministry of Infrastructure Development, that, ‘local firms should pick-up construction project shares in value by 100% in 2012 from a range of 10 – 20% recorded in 1998’ [1, 13]. However, this target is not yet achieved despite a number of efforts tried. The construction industry regulators enhanced conducting of: workshops and seminars on selected themes e.g. tendering processes, financial management, partnering, etc.; Contractors’ Assistant Fund (CAF) was established by Contractors Registration Board (CRB) to assist small and medium contractors to obtain bid bonds and Bank guarantees for advancing project payments; law was amended such that projects are divided into small lots and sizes for national

businesses [3-6]. Moreover, emerged management techniques such as Total Quality Management and Business Process Reengineering were studied with a view to improve construction industry performance [7, 8]. All such efforts helped to improve project performance shares (in value) for local firms to an average of 35% in 2011 [9], and, to an average of 36.6% in 2018 [10].

Critical look at the performance problem of the contracting parties, three issues were observed (i) all relevant elements and their attributes for measuring a firm [11, 12] are not yet well identified, evaluated, weak attributes assessed, needful improvement deployed. (ii) due to a complex nature of firm's operational performance the interdisciplines and emerged firm's issues are also not yet well evaluated for their efficiencies and effectiveness and (iii) a model with organizational development (OD) facets to marry local firms characteristics does not exist.

This study therefore formulates an OD conceptual model that address firm's change initiatives, set improvement strategies, identify organizational wide elements, address organizational element's weaknesses, address performance efficiencies and effectiveness, address interdisciplined and emerged field issues and define real changes of the processes.

2. Methodology of the Study

The method adopted is mainly a literature review. Reviewed work was conducted on local firms' performance and on organizational development models. It helped in evaluation of local firms' performance weaknesses; and evaluates definitions of the OD where such definitions were organized in three criteria: a focused meaning, organizational elements-wide and procedures for OD deployment. This helped to formulate a model that gives step-by-step procedures for drawing relevant improvement needed on the local firms' performance.

3. Literature Review

3.1. Characteristics of the Local Construction Industry

In any construction industry, each contracting party has own roles to play for project's accomplishment. At the early project's stage, clients fail to adequately define needs of the intended facilities thus resulting into poor scope definition. During construction stage, clients fail to honour their primary obligation of prompt payments to contractors. This result had caused delayed payments to contractors [13]. This problem

was partly due to the tendency of some clients to award contracts before ensuring the availability of funds contrary to the requirements of the public procurement legislation [14]. In consultant's side, there are many complaints that they fail to prepare adequate drawings on time thus resulting in delayed projects and sometimes disputes [15, 34]. As for this, engineering details are missing to guide proper construction. Clients and consultants also fail to properly evaluate tenders, hence leading to selection of incompetent contractors [9]. Contractors are (on their side) faced with inadequate resources, particularly, skilled personnel, finance and equipment. In many of these firms, it is rare to find a construction programme outlining schedules for resources, (materials, equipment and labour). They can be summarized as' failure to mobilize necessary resources [1, 15].

In evaluating a reviewed work, it is apparent that the firms have inadequacies relating to: manpower competencies, culture, organization structure, strategy, amongst others. The deficiencies occur on each firm at its different levels of resources' base and commitments. Such deficient attribute to poor project performance as measured on: time, budget, quality and safety [16, 15].

Some efforts were tried to improve performance that relate with: coaching and training local firms, dividing large projects into small lots to allow small and medium local firms participate in the project shares amongst others [5, 9]. While these efforts concentrated to prepare and organize resources on the activities of the construction industry at predetermined levels, they have not related to evaluate organizational development to improve organizational-wide performance of the firms.

3.2. Organization Development Definitions and Procedural Models

Organization development has many definitions; some with related terms, and other definitions with different views. For this matter, [17] observed the existence of confusion to the practitioners and academics if a framework for a specific sector of the economy is not formulated. In this work, definitions from the pioneers of the OD field were picked-up, evaluated and put into three criteria: real focused meaning, overall processes/elements of the firm and procedure of deployment to help make the OD contents more clear and useful (see Table 1). They guide the user to understand the: OD meaning, elements to be altered and the improvement procedures [18].

Table 1. Definitions, of OD, Elements and Deployment Procedures.

OD's Definitions from existing literature	Definition view/criteria		
	Focused meaning -	Elements of the firm	Implementation procedure
[19] Founder of OD: OD is an effort to: (i) planned (ii) organization wide and (iii) managed from the top, to (iv) increase organization effectiveness and health through (v) planned interventions in the organization "processes" using behaviour science knowledge.	-planned change and intervention	Change is conducted to an organization wide	-Managed from top -use behavioral science knowledge -target to increase effectiveness
[20] OD is a system-wide process of data collection, diagnosis, action	Development of	System-wide	Changes effort is been done by all

OD's Definitions from existing literature	Definition view/criteria		
	Focused meaning -	Elements of the firm	Implementation procedure
planning, intervention, and evaluation aimed at (i) enhancing congruence among organization structure, process, strategy, people, culture (ii) developing new and creative organizational solutions and (iii) developing the organization's self-renewing capacity; all that occur through the collaboration of organization members working with a changing agent using behavioural science theory, research and technology	organization's self-renewing capacity	processes - structure, process, strategy, people, culture	organization members who are working with a changing agent using behavioural science theory, research and technology to create organizational solutions (re-newal)
[21] OD is a planned process of change in an organization's culture through the utilization of behavioural science technology, research and theory	Planned change process	Organization culture	Utilization of behavioural science technology, research and theory to enhance the changes
[22] OD is a long term effort to improve organization's problem solving capabilities and its ability to cope with its external environment with the help of external or internal behavioural-scientists' change agent (s)	Efforts to improve organization's problem solving capabilities	organization's processes linked with its external environment	long term effort of an organization towards evaluating problems and link them with the necessary solution guided with behavioural-scientists' change agent (s)
[23] OD is deliberately planned, organization-wide effort to increase an organization's effectiveness and/or to enable organization to achieve its strategic goal	Planned change	Organization-wide (all tasks across the organization)	A planned change to achieve effectiveness as per strategic goal

In Table 1, the cited definitions of OD exist for around five decades; these insist more on 'planned changes' and a firm led on 'top down' approach. This view was criticized by researchers that due the complexity nature of organization needs nowadays (new technological needs, customer needs, environment, etc., three terms can be incorporated in the definition: 'unplanned change' 'organization managed from 'bottom-up' and 'information flows horizontally' [18]. This reflects the growth of the OD field. The organizational changes are therefore to focus on both planned and unplanned measures and implemented from both top-down and bottom-up approaches.

Since the change occurs on both planned and unplanned nature; the aspects on which such changes occur spread over all the entire organizational elements called 'organizational-wide [24]. This is also termed as the 'dimensions of the firm' [25] that include: strategy, organization structure, culture, people and technology, etc. They are also termed as organizational elements; divided into three categories [11, 12]: [i] administrative processes (strategy and organization structure); [ii] support processes - information, communication and resources management) and [iii] core process - a daily activity [26, 27]. Other element of organization wide is 'culture' [28] reflecting prevailing pattern of activities, interactions, norms, attitudes, values and products [17]. Culture has attributes residing on informal system that is hidden; this is in many cases overlooked in practice [28].

Organization-wide also constitutes facets of interdiscipline such as behavioural science (psychology: - a case when a firm measures psychological attributes of individuals and their evaluation using multiple methods [29]; and sociology - a case when a firm measures human behaviour at two levels [30, 31]. Level one relate to microsocialists that study on social phenomena at 'small level' on day-to-day interactions and interpersonal behaviour, and level two, a focus on interactions within organizations theory of learning [32]. In this level, individuals in organization need to be built-on a

continuous learning on both formal and informal contexts - on job training, seminars, short courses); and motivation. Motivation thinking allows employees to be offered with both positive rewards (recognition on well done, give financial reward as bonus etc.) and negative reward - i.e. warning, or expelled away for non adhering with the work ethics etc. [33].

Organization development with aspect 'emerged field' [35-37, 24] reflects: system thinking, complexity, capacity development, and organizational learning. In systems thinking, the personnel place attention on interdependent components; mainly, deals with individuals on their social interactions [24], gives and takes information from environment [open system] [38]. That is, it takes the inputs - customers needs, materials, capital, information or people and create a value on them through production to finished goods and services. On capacity development, an organization tends to be shaped in a way to widen knowledge to individual employees as well as fostering organization growth. On complexity [38, 39] organization realizes the fact that there are tasks that are simple and others have high level of uncertainty requiring attention of management; they are managed in system-wise basis [40, 39]

The OD models also focus on overall organizational effectiveness to be achieved. It is considered that the inputs exist in the companies (e.g. knowledge, human resources, technology and materials) that are processed for delivery of the outputs and the outcomes [26]. For construction field, the transformation of inputs, process, outputs and outcomes occur in three perspectives: project context, organizational context and in a greater (external) context [41, 26]. The items: inputs, process and outputs are circumscribed for completion of any small task of the project to give interconnected tasks, on which, the results in the interfaces give effectiveness of the project; then to the firm and the greater (external) context (Figure 1). From this Figure, inputs are transformed/processed into outputs; then to outcomes - they are constrained by the environment.

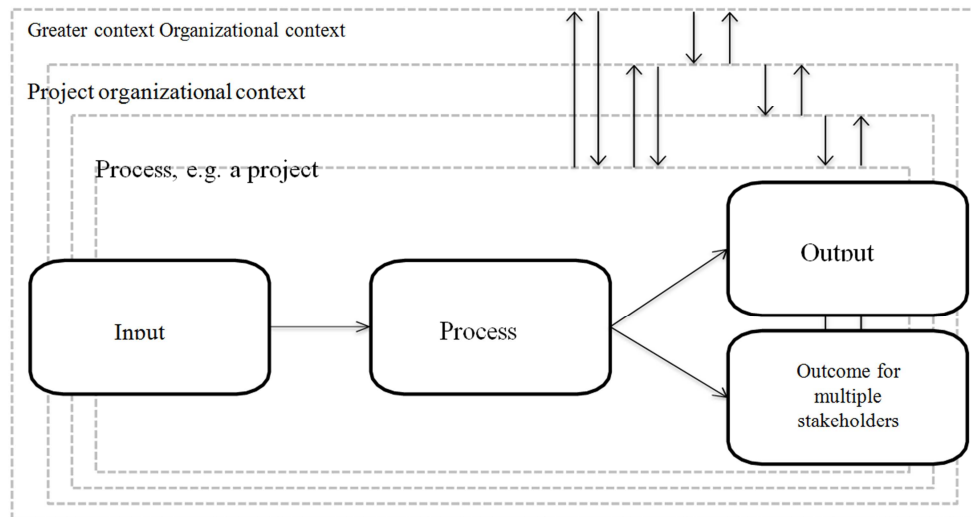


Figure 1. A process of project undertaking for organization effectiveness (Adapted from [26]).

4. Organizational Development (OD) Conceptual Model

4.1. General Introduction

In order to guide local contracting firms to build their capability and improve project performance, the following eight facets of Organization Development (OD) can be adopted. They include: change initiative recognition, establish strategies of changes, identify organizational wide elements, identify organizational wide element weaknesses, identify organizational wide efficiencies and effectiveness, deploy interdisciplinary facets, deploy emerged field issues and evaluate real change results.

4.2. Change Initiative Recognition

Any organization aspiring to be competitive must recognize the necessity of changes as it aimed to meet needs for: technological development, new customers' requirements, and operative environment's needs [38]. The changes occur in two categories, planned and unplanned and they account for all organizational-wide elements of the firm as well as on the interdisciplinary and emerged fields upon which a firm is operating.

4.3. Establish Strategies to Initiate Changes in the Firm

This can be done through: firstly, establishing a team that operate under the directives of the so call change agent [24]. The team should conduct brainstorming and sharing views with management about the changes requirements [25, 33] and make all employees aware and commit with change initiatives [42]. Organization employees engage with the learning from own tasks' engagements, absorb and incorporate aspects of best practices and use the new lessons; make on- job and formal training, participate in seminars, short and long-term training; set funds to manage changes;

manage cash flows [33]; Plans, invest and expand the IT items, recruits, motivate, value, recognize and retain manpower competencies; adopt Capability Maturity Model (CMM) to enable firms to learn and adopt changes in stages [43]. Record systematically, store information in an updated way [44]. Use creativity and innovativeness to help link the weak against desired aspect [45].

4.4. Organizational Wide Elements

Organizational structure (OS): any firm must have a defined organization structure. This structure guide organizations in assigning and controlling the work roles and responsibilities for accomplishment of tasks. It has two potentials: (i) provides foundations for standard operation procedures in the company and (ii) determines individuals participating in decision-making; thus, shaping an organization's actions [42]. OS has the following functions: (a) It vests authorities to the firms decision makers [33] (b) In conjunction with a 'strategy', all activities in the organization are identified, named and described. (c) Relationships of activities are identified according to their functionality (d) workloads to employees are assigned and balanced, amongst others. Good OS must provide a hierarchical level with top-down, horizontal flow as well as down-top information flow [42].

Strategy: in line with the OS, firm must also deploy a strategy. This is the 'the art of devising plans towards a goal' [46]. It is adopted in the firm for different purposes, for example, to: achieve desired competitive position, lower production cost, increase customer satisfaction, increase market share, amongst others [33]. Strategy deployment: is through [46]: (a) Vision: defines an overall agreed goal of a firm, say, ten years [33] (b) defines key strategies: i.e. breaking a vision into achievable plan at around four or five strategies [47] (c) Strategic goals: specific, quantifiable and measurable goals [47, 42] (d) Value: defining uniqueness, e.g. specific company culture [46] (e) Policies: guides in

managerial actions; and (g) Deploy a goal: strategic goals set initially are converted into operational plans and projects/sub-goals, this has short term goal between 1 to 2 years, [46, 47].

People: Different categories of people are involved in the organizational performance. They include groups of employees; unskilled, semi-skilled and full skilled and knowledgeable. Under this context, people are recognized as suppliers – one who produce a service or a product. They are also categorized as the customers - one who receives/buys a service or product. Within the firm's operations, people need to be considered and handled in a sophisticated way due to their: both in-built and learned culture, work experience and the environment, influence of the groups and friends [46, 24] since such phenomenon affect productivity.

Technology: No organization can exist without a technology since this involves the: materials, tools, equipments and the processes used to transform the inputs into outputs [48]. In order for a technology to work better, organizations must possess an enabling attributes of skills and knowledge [49]. Technology can be deployed through own firm's research and development initiatives, learning, or from benchmarking or technology transfer - generally captured through accumulated logics, implements, habits and material products of people and information, amongst others [50].

Information: just as the necessity is for a technology, it is also true for information. Information is a way a message is conveyed between individuals or the firms. Information is conveyed through communication, and in order for a firm to deploy effective communication, a communication model with three parts is necessary: a sender, receiver and the feedback [44]. Information in a firm is communicated through: face to face, phones, mails, letters, faxes, meetings, memorandums, amongst others; this is enhanced through the use of IT tools [50]. IT on its side has technologies such as computers, software, networks, telephones and fax machines. Computers are the hardware manufactured and supplied by the manufacturers. Software are programs that operate in hardware to process information thereby, supporting processes performance in a variety of ways: recording, storing, processing, emailing, Internet surfing amongst others.

Collaboration: in line with information, firm also undertake collaborative efforts. This is a means in which a firm shares resources with others, work together or in some form of agreement [33]. With collaborations, a firm benefits by bringing two or three firms closer, share resources, helps in solving a problem to a firm, opens new channel of communication for future communication on the betterment of the firm performance [24].

Resources management: resources are at the heart of any organization. They include: manpower, materials, equipments, finance and management [33]. Effective organizations manage resources by evaluating characteristics of their specific, and, or combination of their categorizations/types. Manpower for example are characterized by their – knowledge, skills, experience,

culture and behaviours. Materials are characterized by their types, specification, raw or processed materials. The resources when accounted for use in the work performance, they can be looked at their: availability, handling, reliability and the risk related [47].

Environment management: is one of the factors that affect performance of organizations; this is divided in two parts - internal or external environmental factor. Internal environment factors relate to: a project manager, resources use etc. and external factors relate to economic, politic, social environment, amongst others [51]. Economic factors may relate to: macro-economic of the firm, accessibility to the credit facilities, interest rates, long term repayment when a loan is taken etc; social factor relate to firm/project location, end user involvement in the project, etc.; political environment – political environment (stable or not), government support on the issue, favourable legal framework, etc. [51].

Core process: relates to a daily process a firm undertakes [45], for construction context 'a core process is a project'. A project like any other process is viewed on hierarchical levels [52]: macro, middle and detail level. This involves: – a project, a process, a sub process, an activity or a task. The measures of this hierarchical is a level of details, example macro is at highest level against the task that is at the lowest level. A core process at either of the levels is measured for all of the contained/required inputs, methods, boundaries/interfaces and outputs [45, 41]. All inputs (resources) are transformed using appropriate method to give out the output (results). It is to note that, the output of a preceding task/process forms the input to the up-coming task/process.

4.5. Identification of Current Functionality Weakness

Once the organizational wide elements are identified and briefly described, the next stage is to gauge them under the firm's current operative performance to identify weaknesses [53]. For a firm to identify weaknesses, it should re-visit each element and its attributes to identify the missing, redundant (something not necessary or not useful), partial, mismatch (example – not conformance to specification [54, 41]. The weaknesses are identified on each and all organizational elements together with determination of their causes. And the fact that tools such as cause and effect diagram or field force analysis may be useful [45].

4.6. Identification of Efficient and Effectiveness Performance

Efficient – from Oxford Dictionary, it signifies a peak level of performance that uses the least amount of inputs to achieve the highest amount of outputs that uses the least amount of inputs to achieve the highest amount of output. **Effective** is the capability of producing a desired result or the ability to produce desired outputs [26, 55]. Therefore, the two terms work together, employees are expected to work efficiently and in a flexible way so as to achieve a desired

result [33]. A desired result relates to such issues as: expected results are achieved timely and in budget, set standard is met, a customer is satisfied – generally, the set goal is met. Table 2 outlines organizational elements, with a

view that when they are assessed by a firm, it can identify weaknesses and efficiencies and effectiveness (columns two and three). Note that weaknesses and effectiveness to some elements are not defined; they will be done by a specific firm.

Table 2. Attributes of organizational wide elements for identifying performance Weaknesses and efficiently and effectiveness Processes.

Organizational elements	Performance Weaknesses	Performance efficiently and effectiveness
Organization structure	Authority is vested inappropriately, hierarchical type not identified, functional activities not well identified, individual workers not well assigned to the tasks, no appropriate control over the assigned tasks	Authority is vested appropriately, hierarchical type identified, functional activities well identified, individual workers well assigned to the tasks, control of the tasks conducted to realize results
Strategy	-Do-	-Do-
People	-Do-	-Do-
Information	-Do-	-Do-
Technology	-Do-	-Do-
Resources	-Do-	-Do-
Environment	-Do-	-Do-
Financial	-Do-	-Do-
Core process	Work breakdown levels (macro, middle, detail) not done appropriately, inputs not well identified, methods not well evaluated and not well used, interface not well identified and linked with the outputs	Work breakdown levels (macro, middle, detail) well done, inputs well identified, methods well evaluated and well used, interface well identified and linked with the outputs

4.7. Interdisciplinary Facets

Facets of interdisciplined that affect productivity in the firm include the following: psychology, sociology, learning process and motivation. Brief description follows.

Psychology: has impact, negative or positive to any firm. It refers to as the scientific study of human behaviour and mental processes [29]. It uses variety of techniques to measure and understand human behaviour [56]. Essentially, psychology helps people in large part because it tends to explain why people act the way they do. [29] maintain that, with this kind of professional insight, a psychology study help people: understand behaviour of people - why others do the way they do, why certain decision is given by a particular person, manage stress, better predict future behaviour, generally - improve decision making. With all these facets, it helps people have a more successful career, better relationships, more self-confidence and overall better communication [56].

Sociology: just as importance is the psychology in the firm, the same is true to sociology. It focuses on social interaction of group behaviour, through research, governed and organized by the collected data and their analysis [31]. This covers an extremely broad range of every aspect of human social conditions, i.e. all types of human relationships and forms of social behaviour [57, 30]. Sociology differ with psychology in that, the formal studies the human mind, emotions, attitudes and behaviour and the latter deal with human relationships, social interactions and patterns of culture [31].

Organization establishes its need of existence through fostering into a 'learning process'. On such a case, it translates learning of activities been done through: understanding, relating ideas and making connections between prior and new knowledge, independent and critical thinking and derive ability to transfer knowledge to new and

different contexts [64]. This may be facilitated on organization wide from the context of the organization learning with the following processes [58]: knowledge acquisition, knowledge sharing, knowledge interpretation, knowledge utilization and knowledge maintain.

Work operations are derived by many factors such as 'motivational'. Motivation is what causes a person to act, just described as a reason why a person does something. It has three steps: (i) a felt need or drive (ii) a stimulus in which a need is aroused and (iii) as a need is satisfied, next is the goal attainment [59]. Motivation can be deployed through the popularly theory of Maslow's Hierarchy of needs which has five categories [40]: physiological needs – food, clothes, shelter; needs of security and safety – physical protection; social needs [sense of belonging/association with others]; needs of self esteem – receiving acknowledgement from others and the needs of self-actualization – a desire for accomplishment.

For organization to work better, theoretical facets of interdisciplinary must be defined and inculcated onto work operatives. The facets include: sociology, psychology, theory of learning, motivation and rewards [24].

4.8. Deployment of Emerged Fields' Issues

They include: capacity development, system thinking, complexity thinking and organizational learning.

Capacity development: any organization must ensure to achieve capacity development initiatives. A capacity development refers to as a process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. It enhances capability everywhere in social: individual human capital, groups, organizations and communities [60]. It enables a human system to create development value [36]. Its necessity is to raise, for example, human skill level (that in turn – increase potential to perform

[61], modernize infrastructure, increase revenue, amongst others. Measures of capacity development [60]: organization's conceptual framework i.e. understanding of itself, set vision, strategy (sets what organization intends to do), culture (norm and values practices in the organization), structure –roles and functions clearly formulated, skills level deployment, and material resources. On individual level, it relates with providing necessary skills and knowledge and other resources to an individual, then, control the delivery after time.

System thinking: organizations should view its operations in system thinking context, i.e. its people or groups of people should see and understand systems as whole rather than as collections of parts [30]. This thinking provides ability to reason and treat real word problem based on the fundamental notion of system [62]. This system thinking in organization is achieved through four fundamental attributes [63]: (i) elements (ii) interconnectedness (understanding the whole and the parts and relationships) (iii) synthesis and (iv) feedback loop and causality (problem or event causes what or results caused by what and why. System thinking helps to [62]: enable learners to resolve the complex issues, recognize interconnectedness and explore relationship activities as they occur in organizations.

Complex thinking: every organization should recognize that fact that when operates, it must encounter complexity issues. Complexity thinking describes things that lack simple explanations, concepts that lack clarity and has terminological confusion [62, 10]. On the other view, it is referred to as the state of having many different parts connected or related to each other in a complicated way, or has a number of randomness elements [63]. Complexity issue if occurs it can be handled through system theory as it unfolds through thinking of the elements, interconnectedness and their relationships [39].

4.9. Real Change Focused and Realization

Any organization implementing OD initiative must set to, and realize change results. Real changes occur through the whole organization recognizing the achievement of its effectiveness. Effectiveness is influenced by the team and the change agent [29, 27]. It occurs through the efforts on an action research aided with the team commitment enhanced from top management [24]. It occurs when organization has: [26, 37]: (i) learning working force and customers are satisfied (ii) ability to deploy necessary resources, ability to solve own problems] (iii) high technology and financial performance - ability to generate high profit, quality products and high productivity.

4.10. An Organization Development Conceptual Model and Its Operation Procedures

4.10.1. An organization Development Conceptual Model

An Organization development conceptual model is presented in Figure 2. This model has eight elements as outlined. They help individual contracting parties identify

own performance problems and related improvement measures.

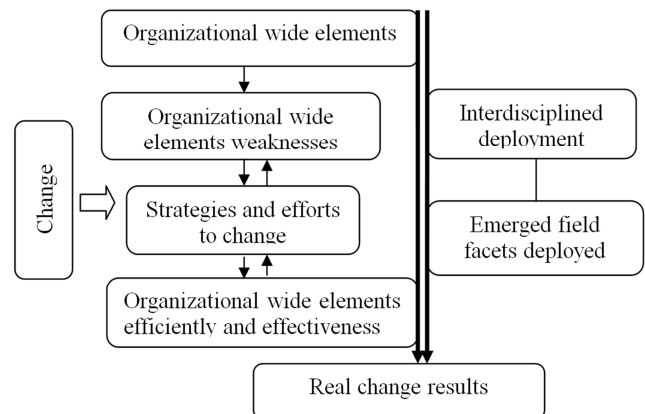


Figure 2. Organizational Development Conceptual Model for Improving Local Firms Operative Performance.

4.10.2. Operations of the Conceptual Model

Contracting firms should focus on implementing OD initiatives so as to build its operative capability. They should then recognize the fact that its route starts with preparing and implementing changes; and the change may occur as either, planned or unplanned. Planned changes are organized by the firm itself, unplanned changes may occur any time on un-avoided circumstances. These changes occur to all organizational wide-elements. Before, during or even after change process, the firm should establish a team committed to map out the process and implement the changes from weak to efficient and effectiveness levels. The changing process is also capitalized by the deployment efforts that address interdisciplined and the emerged OD related field issues to bring about the real change results. The organization should note that the changes are of a long-term basis, and all initiatives are to be derived by specific firm.

5. Conclusions and Recommendation

OD conceptual model was formulated based on its definitions made by its founders. Such definitions were put into three categories: focused meaning, organizational elements wide and OD deployment procedure. Such review and evaluation process was aimed to form OD dimensions that marry characteristics of the local firms' performance. Therefore, an OD conceptual model was formulated consisting of eight dimensions: change initiatives, strategies of improvement, organizational wide elements, organizational wide elements weaknesses, organizational wide efficiencies and effectiveness, interdisciplined deployment, emerged field issues and real changes results. Construction organizations are urged to use the model and benefit from the results while on practice. The result of this paper is appropriate for contracting organizations. It gives avenue for further researches on validating the model and deploy continue improvement of the process.

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