SYSTEM OF SPECIAL OPPORTUNITY OF TOLARANCE: CHANGE PROGRESS FOR UNIVERSITY'S ADMINISTRATIVE MEMBERS

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Abstract

Administration procedures and processes can be important obstacles for organizational efficiency and effectiveness. Therefore; every organization needs permanently changes on their structures. As a result of these changes, quality perception will increase and if quality of organization increases, it would mean better conditions for the members of administrative bodies. In this study, diagnosing system's efficiency and effectiveness problem with the consideration of administration staff was investigated through the structured interviews. Thereby, suggestions for the administration were made because of increasing existing quality level of the system. Obviously, this is a change proposal for the institutions. Usak University- Faculty of Economics and Administrative Sciences was chosen as a sample to examine quality and to increase quality perception of the structurevia analysis of interviews.

Key Words: Change, SOOT, Quality, Organizational Efficiency, Administration Process

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1. Introduction

Change process is an important implementation to improve organizational efficiency; because establishing new organization or systematic problem with regard to organizational communication will reveal administrative problem that needs changes. On the other hand; today's world, quality is an important indicator of a successful organization (Newman, 2012: 65-68). Therefore; covering clients' needs and members of organization are first agenda for administration through the aim of creating high quality perception (Entwistle, 2011:661-662). Change needs for progressing as an organizational perspective will provide a systematic solution to the problems. So, diagnosing and removing problems will increase the quality level as regards perceptions of administration work flows (Mackay and Chia, 2013: 208-212). In the context of the study; administration problems have been diagnosed in order to reach healthyand desirable organizational positioning with regard to efficiency and effectiveness. Then, interviews have been made in order to understand system operation; thereby change suggestions have been made for administrative bodies. In order to realize this diagnosing and change process, a sample which was indicated in the research part of study was chosen. The systematic approach to every stage of the change process was proved by staff interviews.

2. System of Special Opportunity of Tolerance

In the study of Arslan and Aydin (2012: 250-252), Special Opportunity of Tolerance has been introduced. According to four stages of SOOT System; feeling of special, creating expression opportunity, two- sided opinion system and tolerance of management will create a healthier understanding for the perspective of the staff in the organization. Therefore; key concepts with regard to SOOT System should be perceived for organizational members. These concepts are:

- Authority presents treat;
- Management presents pure opportunity without coercion;
- Secret idea owner means free expression;
- Management is not an enemy for ideas and thoughts;

3. Organizational Change with SOOT System

In order to apply SOOT system, logic of organizational change should be considered by staff. The reason of having such logic is to implement change process in an easier way; because the following issues have great importance for making change and implementing of them (Berry and Somerville, 2010: 175-176):

- Is organization ready for change?
- What are the resources that will be necessary to successfully implement change?
- How will organization monitor its implementation, completion and success?

The questions which are indicated above will reveal the origin of the organizational change; because the aim of organizational change is to alter organizational purposes and processes

(Mckinney and Morris, 2010:190).It is obvious that educational organization (especially universities) needs changes for their administrative procedures (Saarinen and Ursin, 2012: 143-144).

4. Research
4.1. Aim of The Study

After establishing an organization, problems can occur through the creating procedures; because if a system is not on progress, it is not frankly seen systematic failures. Therefore the aim of the study is to determine systematic failure of administration process for the Faculty of Economics and Administrative Sciences in Usak University, Turkey.

4.2. Type of The Study

Qualitative research methods will be used for evaluation. In addition to targeted information structure requires this kind of research approach, quantitative research methods will be contrary to essence of the study; because scientific paradigm which is based on quantitative analysis has a mathematical approach. It means universe works like a clock. This is called as mechanical universe approach. On the other hand validity of experimental methods is discussed in the scientific field; because quantitative research methods can be easily manipulated; therefore it is criticized by many scholars (Fleetwood and Ackroyd, 2010: 152). As a result, qualitative interviewing (in- depth interview) will be applied for the study in order to reveal real perception of administrative staff with regard to creating solutions to administrative failures.

Qualitative research is practiced in many disciplines, so a range of methods has been devised to cater for the varied requirements of the different subjects. The main approaches of qualitative research as (Walliman, 2006: 131):

a) **Ethnography and participant observation:** The immersion of researcher into the social setting for an extended period in order to observe, question, listen and experience the situation in order to gain an understanding of processes and meanings.

b) **Qualitative interviewing:** Asking questions and prompting conversation in order to gain information and understanding of social phenomena and attitudes.

c) **Focus groups:** Asking questions and prompting discussion within a group to elicit qualitative data.

d) **Discourse and conversation analysis:** A language based approach to examine how versions of reality are created.

e) **Analysis of text and documents:** A collection and interpretation of written sources.

According to types of qualitative methods indicated above qualitative interviewing (in-depth interview) is appropriate for the study because of goal for taking real perception of

administrative staff with regard to creating solutions to administrative failures. After making this interview, main suggestions will be made in accordance with analysis of interviews.

4.3. Sample of The Study and Interview Information

Administrative staff of Faculty of Economics and Administrative Sciences in Usak University is the sample of the study. It was chosen in order easily to reach administrative body of this faculty. On the other hand, necessary documents were provided with regard to making interview on staff. Each interview was taken about 2 hours. There were totally 11 staffs in the faculty. Total spending time for the interview was about 22 hours.

Interview questions were prepared in accordance with general problems of the organization which is taken by academic staff, dean and vice- deans. The main questions are indicated below:

- Is there any problem that you notice in the faculty about administrative application?
- What do you think about failure of the administrative body if it exists?
- What do you think about performance of organizational units as general?
- If you have any problem in your unit, How can you solve the problem?
- What are the most repeated works in your unit?
- Are there any standard petitions which belong to your organization unit?
- Do you want to have any seminars which are for the administrative staff?

4.4. Interview Analysis

Contents of the interviews are evaluated according to divisional structure of administration process. Twenty- nine suggestions have been made. In general, contents of the divisional interview will not be mentioned because of privacy for administrative staff. Therefore; suggestions will be made as regards of administrative body as a whole.

4.4.1. Demand for the New Staff

Every divisional part has a demand for a new staff; because the work load density level is too high in accordance with departmental staff of the faculty. However, existing conditions have not got hiring new staff for every department. Therefore; part time master student can be hired by faculty in order to help the work load of student affairs unit and document recording unit. The reason of having such a need is because of additional work load with regard to Communication Faculty, Applied Sciences College and Vocational School of Justice. Usak University is a new university; for that reason it has not got enough resources for providing staff for the faculties and colleges. Actually, Finance Ministry provides staff for the university; because it is a governmental institution.

4.4.2. Orientation Program to New Academic Staff

Members of the administration bodies have emphasized new academic staff orientation; because most of academics do not know what they will do in the administrative process. This situation creates some communicational problem. Overcoming such a problem can be done through orientation program for the new academic staff; thereby they can know what they will do in the administration process and it will help establishing healthy communication with administrative staff.

4.4.3. Colourful Note Implementation

Communication among units in the administration process requires understanding of emergency; because some documents have specific deadlines in order to accomplish or priorities in order to treat. It is obvious that after interviews, departments have communicational problem and mostly the huge rate of documents has been finished after their deadlines. Therefore colourful note implementation will indicate the emergency level of the documents and other departmental administrative staff will understand the importance of these documents. Thereby; most of legal documents will be finalized on time.

4.4.4. Applying Decentralization

The documents of student certificate, transcript and the ratification of same as original can be given by respective unit and chief of the department. This kind of implementation will provide a decrease on work load of administration and results of student or another institution application will be faster.

4.4.5. E- Mail Communication Network

Academic and Administrative staff have legal e- mail address with regard to Usak University (@usak.edu.tr). The university has G-Mail infrastructure for the mailing system. Therefore; powerful e-mail provider helps to have qualified communication systems among units. In general, every department has a photocopy machine in order to copy every document for sending it another unit in the organizational system. This will give a great damage to environment because of paper spending. Instead of this copying implementation, scanning papers and sending via e- mail to another person's legal e- mail account will proved an easier communication and healthy system; because organizational members can forget some documents sending to another department. Therefore e-mailing system will provide a systematic archive and controlling documents flow to another department.

Figure 1 and Figure 2 have expressed the usage of this e-mailing system.

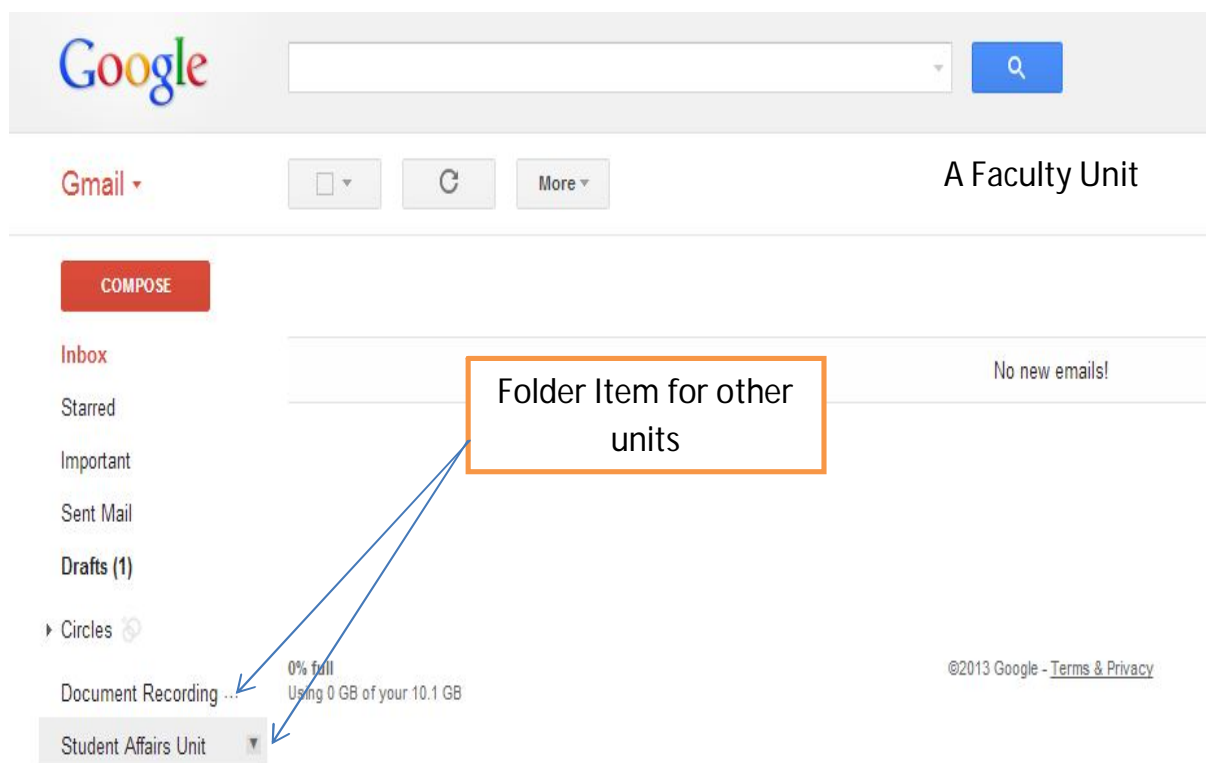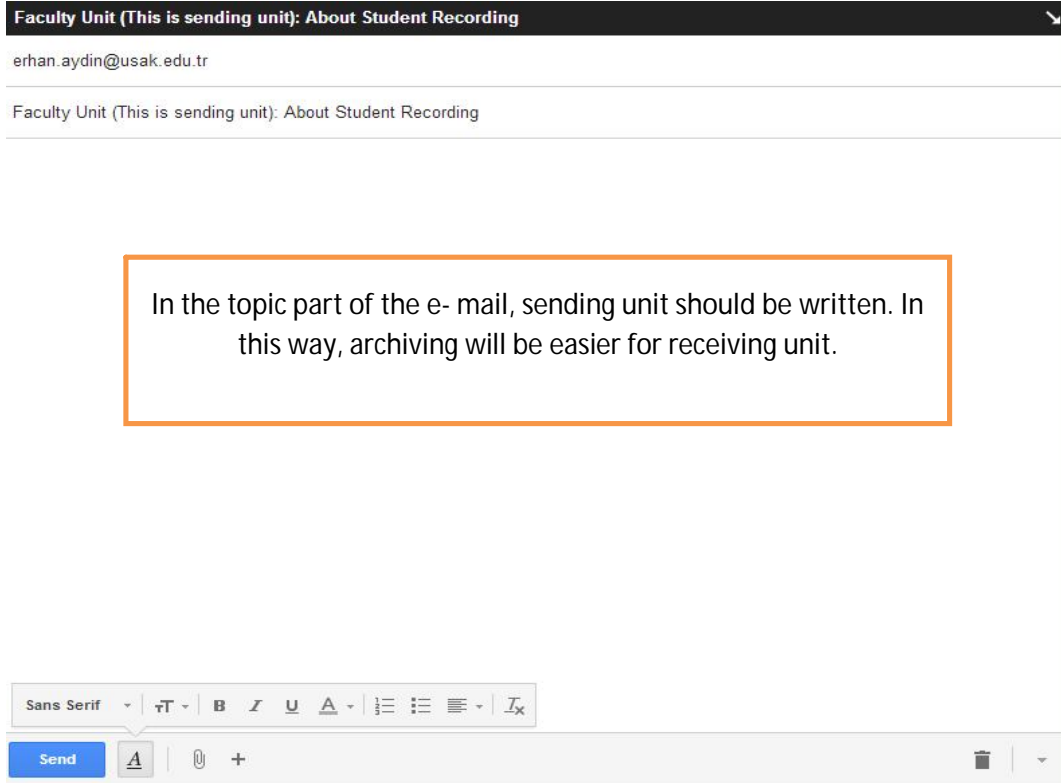Figure 1: Example of Gmail Usage for Archiving

Figure 2 indicates what are the procedures to send an e- mail.

Figure 2: E- Mail sending to another unit.

4.4.6. Principle of Right on Time Management

This system requires quickness for the administrative procedures. Actually the logic of the system is like FIFO system in the accounting (First in First Out). A document which is received in a day will be response in the same day. So, work load will be decreased because of right on time management. Existing system is slow because of accumulation of documentation. This creates a negative motivation on staff. In the interview, the complaints about work load are about the documentation and they do not notice the perception of this high work load is because of them. In this organization, most of organization's members postpone their works to another time.

4.4.7. Efficiency usage for Website of the Faculty

Identification of document formats was made in accordance with the unit of administration. The advice for this study is to create unit folders in the website of the faculty; then uploading document formats to this website. So, individuals can complete forms before arrival to the

administrative office. This situation will decrease time spending to the individuals in the perspective of unit staff.

4.4.8. Encouraging Staff Working

According to interviews, members of administrative bodies do not have enough motivation both to have organizational loyalty and efficiency for their work. For that reason, there should be encouraging tools for the staff to motivate being a real member of the university. In accordance with interview results, members of administrative body want the administration to be a part of organizations which is normally for academics and students. On the other hand, seminar or education activities should be created by administration. These are some of the encouraging tools for providing motivation.

4.4.9. Online Approval System

In general, signatures for the documentation generate more time spending than online approval system. So, members of administration bodies have a willing to own online system for sending legal documents to other departments. After this suggestion which was made by staff, administration mentioned the possibility of the system. This is also logical for the administration. In the next years, this kind of system will be possible for Usak University.

4.4.10. Work Flow Diagrams

The organization should have work flow diagrams in order to have clear and reachable administration procedures. Frankly, such an implementation which is uploaded to website of the faculty will be useful for stakeholders. Because they all know how their application should be resulted by administration. Then, classification of time schedule in accordance with these work flow diagrams will contribute the quality level of the faculty.

4.4.11. Creating Quality Circle

This will be an important implementation by the administration; because always systematic problems can occur; so a committee will be helpful to realize problems and to solve them.The faculty has a Quality Improvement Coordinator in order to create a qualified administration system. This is a starting point to create a quality circle. Advices on quality teams will be internalized by the administration of the faculty.

4.4.12. Permanently Using Survey to Measure Quality Perception

A scale should be created by the quality team in order to measure quality perceptions of the stakeholder. This will be helpful for understanding the success of the quality team. According to the analysis of the scale, some quality policy can be created by the Quality Improvement Coordinator and his team.

4.4.13. Knowledge Sharing

General problems in the organization are mostly about communication. Especially knowledge sharing level is too low for the faculty. Therefore, regular meeting should be made in order to emphasize the importance of knowledge sharing (transferring to another department). Then some criteria can be improved by administration to encourage knowledge sharing among departments. Thereby, we are expected that many problems related to knowledge sharing will be solved through this improvement process of administration.

4.4.14. Academic Orientation Course (Adopted the Changes to Courses)

Academic Orientation Course is a lesson which is given in the freshman class of the faculty. So, if there is a change on administration system, these courses should encompass the whole new procedures; because changes should be known by the students in order to follow necessary instructions for their applications related to administrative bodies of the faculty

4.4.15. Creating SOOT Perception

Regular meeting should be organized in order to create the perception of Special Opportunity of Tolerance; thereby the members of organizations can easily express themselves. On the other hand, they also should learn the changes on administration process and adaptation to the new procedures of the administration. The suggestions which are mentioned through this study require systematic change on the administration process. Therefore, the logic of SOOT should be given to the staff in order to implement necessary changes processes.

5. Conclusion

Interviews which were made in order to reveal perceptions of faculty's staff with regard to both administrative procedures and processes were welcomed positively. Therefore, this perception encouraged us to create trusty structured interviews with staff. After these interviews, the main problem is noticed as the personal communication problems. It is obvious that this is not a situation that is deserved by administration. When gathering information from the staff, personal problems occur because of administrative processes. Therefore, implementation part of this research will be useful to establish an organizational communication. So, if healthy communication is created, personal problems will be solved. As a result, this organization will be better than existing situations after making suggested changes.

6. Acknowledgement

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