

Short Communication

The Relation between the Education and Culture Activities in the Community Center, in Which the Employees were Partners of the Organization Policy Determination and the Satisfaction of the Employees and the Community Which the Community Center Serves

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The inspiration for the research

“Built to last” is a book written by Jim Collins and Jerry Porras, was published at 1995. Six years later (2001) Jim Collins published the sequel “Fly Wheel—good to great”. These two books are my inspiration for the research. They dealt mainly with economic organizations and worldwide companies. I was wondering if the models that were represented in these two books are valid for work in social organizations. Can these models or parts of them embed in social organizations? Can their assimilation lead to the success of the social organizations? There is a lot of questions that I would like to check and research.

“Built To Last”

The Book: “Built To Last”, James Collins & Jerry Porras

IBM, Boeing, Walt Disney, General Electric, Sony, Ford, these giants companies are part of eighteen long term successful companies. How only few large companies succeed to reach the consistent and constant level of excellence, which ensures their continue of their existence as leaders on their fields for hundreds of years? What is common to all these giants, and what distinguishes them from other successful companies? The book “Built to last” was written in 1995. The book is pioneering to the 2000s and reveals and analyzes the methods and the procedures of companies with the vision. Collins and Porras—senior management consultants, whose reputation precedes them, thwart the most famous acceptability of Business Administration: Visionary companies are not primarily interested in financial

gain. Visionary companies do not need a charismatic leader. Visionary companies do not act only from careful strategic planning. Visionary companies are not afraid to charge themselves to dangerous tasks. Visionary companies are not necessarily wonderful workplace for everyone. Visionary companies never change their core values. James Collins and Jerry Porras are management consultants, who are the most-sought in the US today. They both are staff members of the School of Business Administration Graduates at Stanford University. “From the moment of its reading, the book “Built to Last” has become my language; my way to communicate with my dreams. A dream—a vision that provides the dimension that is necessary for great act and creates the energy that is required from esoteric spaces. As member of family that has dreamed and fulfilled, I request to encourage people and heads of organizations to read, learn and to get excited”. This is cited by Raya Strauss Ben-Dror, one of the owners of Strauss group and Elite Group and one of the successful business people in Israel. This book was written in order to enable to everyone who is interested in establishing of a large and successful over the time company to know: What are the characteristics that are required for such company in order to continue to exist despite the obstacles, the crises and the difficulties that is encounters. Companies have been examined through the all step of their development up to the present. They were examined in comparison to other excellent companies that did not reach to the same stature as those of the research. These companies were examined during the coping with the dramatic changes that have occurred in the world around them—world wars, downturn and economic withdrawal, revolutionary technologies, cultural upheavals. The term “visionary” comes to reflect that these companies are primer institutions—The Crown Jewels. They prosper over long period of time. However, despite being excellent and extraordinary qualities, they are not perfect and their sources are not continuous.

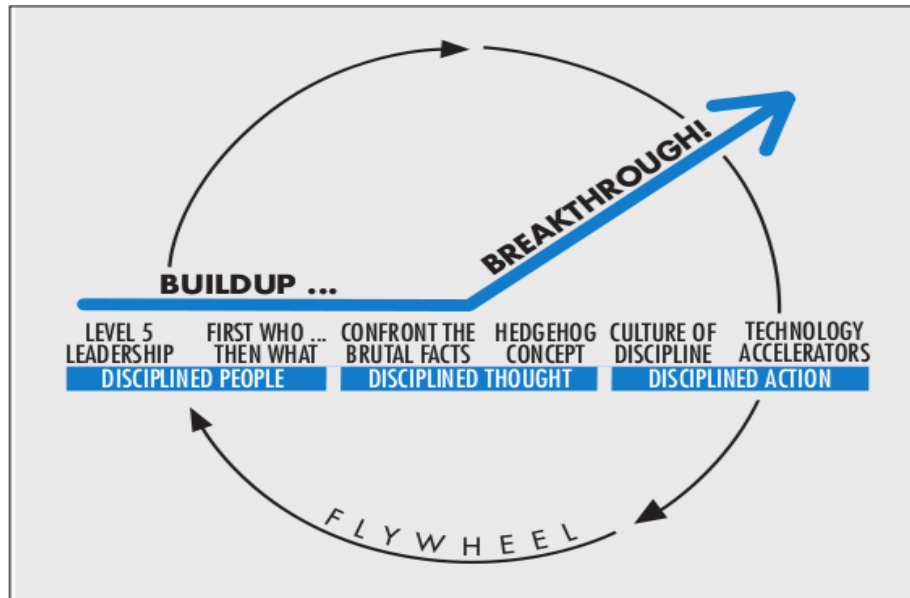
“Fly wheel—good to great”

Six years later, Collins (2001) wrote the book “Good to Great” in which the author tries to answer the important question: What is the key to becoming of a good company to a great company? He goes step back through the starting point of his first book: “Built to Last”. Collins and his colleague collected information and data for five years about 11 companies that succeeded to make the leap from good company to great company compared to companies that have not made the turn; they formulated massive amounts of data and findings from their research and construct according them the model that is described in the book.

“Good to Great” Model

“Good to Great”—the flywheel is an analogue that is useful for the implementation of business strategy that is created by James Collins. It describes that an implementation of new strategy is as to cause to flywheel to get into action. First, there is no movement at all—many people think that the strategy is ridiculous—there is almost no way to imagine the wheel moves rapidly. With a lot of willpower, the CEO can provide some acceleration that cause to the wheel to move. They are seemed as small and trivial, but create reliability to move towards more ambitious results. When more and more results are accumulated, more and more people put their weight behind the wheel and flywheel’s momentum

grows more and more. This model assists to the CEO to think how he/she can contribute in various steps of the implementation.



The Description of the Organization—The Research Theme:

“The Company of Community Centers in Israel LTD” was founded 45 years ago. It is a government company that provides guidance, training and counseling services to approximately 190 community centers nationwide about the issues of culture, youth, recreation, sports, society and so on. The Community Centers act in development towns and underprivileged neighborhoods as well as large and established cities, in local councils and in regional councils, in kibbutzim and moshavim, of both Jewish and non-Jewish sectors. A community centers system has been divided into six geographic districts: North, Haifa and Valleys, Sharon Center, Jerusalem and South. In each district there is a provincial staff that guides the managers of the community centers and their staffs, it is in contact with the local authorities, guides, advises and controls (particularly financial and managerial).

The single community center is an independent institution that acts as a limited company or as association. In the top of each community center serves the management (NGO) which is legally and public responsible to its management, its budget and the programs that are activated on it. The management determines and designs the policies of the community centers according to the needs of the community and worldview of the Company of Community Centers.

The Company of Community Centers provides for the managements of the community centers, for managers and staffs to support and professional training in various fields of activity of the community centers. The single community center is the lone independent legal entity. The manager of the community center receives his salary from the Community Centers Company; the employees of the community centers are employees of the association or the local company. The company attributes great importance to the investment in the existing important resource that it has- skilled and professional personnel.

The Company of Community Centers also assists to the community centers in physical issues such as planning and developing, facilities and buildings and computing in the community centers and it also initiates programs and projects such as learning centers for youth, activities for immigrants, early childhood programs, integrating of special groups in the community centers and in the community, and more.

In the recent years the company has grown and expanded significantly: the number of community centers has increased, areas of activity have grown and expanded, the company's budget has grown and accordingly the also headquarter of the company and the headquarters of the districts. The headquarters of the district is considered as connecting link between the field (community centers and communities) headquarter of the company.

Haifa and Valleys District

Haifa and the Valleys district serves 30 community centers from Akko in the north to Zichron Yaakov in South-West, Sea of Galilee in the North-East and to Beit Shean in the South-East. From which Jewish community centers in the cities, the local councils, and in the colonies and 9 non-Jewish community centers. This means that, target population of the community centers is diverse and multicultural. It includes strong and weak populations, new and veteran immigrants, secular and religious, Jews and non-Jews. The target population of the district staff is principals, coordinators, guides, community center staff in general, managements and representatives of communities, heads of authorities, institutions, organizations, government agencies, voluntary organizations and so on.

Assimilation of Planning and Writing of Working Plans

The Company of Community Centers has grown and expanded in many scales and in many fields. As a result, there is arisen among the staff the sense that the headquarter distances and more there is created a feeling of detachment and loose relation.

In the medium of Haifa and Valleys District headquarter, the managers considered it as second headquarter that replaced the nostalgic "National Headquarter", where they can influence and decide. Many old and new managers, directed questions below, such as "where we are heading", How to construct appropriate to the needs of the community centers and communities services, how to bring the headquarters close to the area, etc.

As a result the common decision of the representatives of the district managers and the district staff to perform common planning process for managers and the district staff was formulated. According which there will be defined by using appropriate professional tools, the requested products. The motivation for the process was common of the managers and the district staff; the planning group was formed and it consists of ten managers of community centers and six district staff members, accompanied by district two external consultants: consultant who specializes in the method of planning and the consultant who specializes in the planning processes.

The main steps of the process that the planning staff passed were: acceptance of district staff and a group of managers of the framework and the working method, inviting of the managers of the

community centers in the district to participate in a workshop of explanation about the proposed process, an agreement on the process of planning and planning model that is aimed to defining the work program of the district, presenting of the proposed planning process and planning model to the all managers of the district and obtaining a mandate to realize the process, work, the working staff, the definition of values, objectives and fields of effectiveness, working in small staffs on defining of the goals in each field effectiveness, choosing a major goal in every field of effectiveness by the Planning Staff (Working Group), presenting the intermediate products to the all managers of the district and gaining of legitimacy for further planning and implementation, the definition of operational objectives for each major goal, in small staffs, defining of success metrics, obtaining of a commitment of the managers of the community centers in the district to the performance (implementation of the work program), preparation and starting of the implementation, accompanying of the implementation with evaluation.

It should be noted, I am one of the partners and initiators of the planning model and I was involved in it from its beginning to its implementation.

The Research Objectives

This study will examine whether the perception of employees about their participation in decision-making and employees' perception of the importance of writing of working programs relates to the satisfaction of employees at the community center, which will affect the satisfaction of the community that the community center serves, assuming that satisfaction will increase the profitability of the organization.

If indeed there will be found the estimated impact of these two variables on employee satisfaction and the community, the managers of various community centers will be guided to plan work plans and to implement them with the participation of the employees in the decision making processes.

The Research Questions

Is the implementation of work plans and participation of the employees in the determination of the objectives and the vision and in the decision-making increases the level of satisfaction of the employees and the community?

Is the satisfaction of the employees and the community will increase the profitability of the organization?

Is writing of working programs in the organization will increase the effectiveness of the organization?

The Research Hypotheses

There will be found a positive relation between employees' perception of their participation in decision-making and their satisfaction at work.

There will be found a positive relation between the community center activities and the satisfaction of the community.

The Methodology

The Research Population

- The research population is the residents of the towns with community centers that act according to the planning model.
- The employees of the community centers of Haifa and the Valleys.
- Other community centers employees, from other districts who didn't participate in the planning model (control group).

The Sample

The sample will include about 60 employees for the community centers that will be selected randomly and about 120 representatives of the communities from the all towns and according to various layer of age.

The Research Tools

In the research there will be use of questionnaire of demographic information and questionnaires to examine the study variables. The advantage of research questionnaires lies in the fact that it is possible to collect information from a large number of respondents in a short time and at low cost. Each questionnaire will be attached an explanatory page that shows the purpose of the questionnaire and states that it ensures confidentiality of the respondent and the use of research results is only for the research purposes.

Examples of Questionnaires

- Questionnaire to examine the extent of participation in decisions making.
- Questionnaire to examine the importance of writing of working plans and their influence on the effectiveness of the processes in the organization.
- Questionnaire to examine the satisfaction at work.
- Questionnaire to examine the satisfaction of the community from the activities that are proposed by the community center.

The Research Procedure

Because I was manager of the community center and then guide the Haifa District in the Community Centers Company, I still have close relationships with the community centers, managers and staffs, the district headquarter and the headquarter of the company, I will have possibility to access to all the community centers and collaboration from the part of managements and employees. In addition I am a resident of Haifa region who is well familiar with the towns and during my work today as a responsible of the Emergency in the Ministry of Health I will have access to the all towns and I will able to accept assistance and collaboration from the local authorities and from the residents. The sampling method will be not probabilistic but multi-layered. There will be selected randomly some community centers and towns from Haifa and Valleys. The sample will consist about 60 employees from the community centers and about 120 randomly selected community representatives from all towns and according to different age groups. The questionnaires for Community Centers will be distributed through the offices

of the district and will be chosen randomly from a general list of employees. The questionnaires for the residents will be distributed through surveys from me that will keep the confidentiality of the study.

Statistical Analyses

Statistical analyzes are in order to provide an overview of the study population, the sampling, the research variables and relations between them. We will use charts, tables and verbal description of the data and their meaning. The statistical concluding will examine the bi-dimensional relations between the variables, such as the examining of the correlation coefficient (correlation). Or “H” square tests for proportional comparisons and so on. The concluding may also include a processing such as analysis of variance and linear regression implementation.

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