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Mechanisms of Organizational Development and Their Relationship to Change Management in the Organization

A Field Study at Algeria Telecom Organization - Bir El Ater

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Abstract:

This study aims to reveal organizational development mechanisms and their relationship to change management through a field study at Algeria Telecom - Bir El Ater. We examine the most important organizational development mechanisms adopted by the organization under study and their effectiveness, considering that the success of organizations depends on their dynamism and ability to adapt to external or internal environmental variables. Organizational development mechanisms aim to develop the communicative, organizational, skill-based, and intellectual capacities of organization members to improve their performance, enhance organizational efficiency and effectiveness, achieve alignment between employee objectives and institutional goals, and thereby foster cooperation between superiors and subordinates. Consequently, the organization can accommodate environmental variables both internally and externally. Organizational development mechanisms are guarantors of organizational continuity and success; without them, the organization becomes obsolete and stagnant. It is worth noting that we adopted the descriptive approach to evaluate and describe the effectiveness of organizational development mechanisms and their relationship to change management in the organization under study, using a questionnaire to collect required data and information from authorized sources.

Keywords: *Organizational development, organizational development mechanisms, change management, organization*

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I. INTRODUCTION

Organizations today constitute a fundamental element of modern society's welfare. At the same time, organizations have become one of the factors of change in the environment, affecting and being affected by it. Therefore, organizations must find means and methods to adapt and adjust to the rapidly changing environmental requirements and align with renewed organizational needs. Organizational development plays a role in demonstrating the importance and extent of the contribution provided by the organizational unit, reducing conflict, duplication, and overlap between objectives at different levels. It helps determine the type and extent of activity assigned by the manager to each unit and individual in the organization, regardless of size and degree of specialization, and provides necessary standards for measuring unit performance, thereby improving performance levels, and establishing rules for its control and management. It also contributes to achieving differentiation between objectives, goals, and means, and establishes a renewable and sustainable system capable of adapting to the surrounding environment, maximizing the efficiency of formal and informal organizations, achieving a high degree of cooperation, reducing conflicts among individuals, and creating an organizational climate where existing disputes can be confronted and addressed. Change is a fundamental issue in every organization and is an inevitable element in all forms and stages of administrative activity. Its success is closely linked to keeping pace with events and developments occurring around it and is subject to various internal and external influences to varying degrees. Change maintains vitality and effectiveness, develops innovation capacity, stimulates the desire for development, improvement, advancement, alignment with emerging developments, and raises performance levels. The increasing number of organizations today and the diversity and complexity of their functions is a decisive factor in organizations' use of organizational development mechanisms and speed of response to change.

Through this study, we will focus attention and shed light on the various organizational development mechanisms and tools used by the organization and their effectiveness in adapting to external and internal data or variables, and their ability to free the organization from stagnation. Accordingly, the study's problem is summarized in a main question:

What are the most important organizational development mechanisms and tools employed by Algeria Telecom?

To answer this problem, several questions must be posed that represent fundamental pillars for deconstructing the problem:

1. What are the most important organizational development mechanisms and tools adopted in the organization and their effectiveness?
2. What are the motives and justifications underlying the organization's adoption of organizational development mechanisms?
3. Is change management important for the organization?
4. What is the nature of the relationship between organizational development and change management?

1. Study Importance

The study's importance can be summarized in the following points:

- Supporting organizational management in recognizing the role and importance of organizational development and paying attention to it as an effective element in facing changes and achieving organizational continuity.

- Helping those in charge of organizational management understand the relationship between organizational development tools and change management effectively to ensure their success and continuity.
- Highlighting strengths and weaknesses in using organizational development mechanisms in organizations, which vary from one organization to another, especially in employee training and development, systems and policies followed, technological techniques, organizational structure, and keeping pace with external circumstances and variables.

2. Study Objectives

The study seeks to achieve the following objectives:

- Identifying organizational development mechanisms followed by Algeria Telecom – Tebessa.
- Revealing the effectiveness of organizational development mechanisms (employee training, systems and policies followed, technological methods and tools, etc.) and identifying their role in developing and improving the efficiency of the organization under study.
- Revealing the nature of the relationship between organizational development and change management.

3. Study Limitations

The study limitations consist of three boundaries:

- **Spatial boundaries:** This study was conducted at Algeria Telecom in Bir El Ater city, represented by employees affiliated with this institution.
- **Temporal boundaries:** The study period extended from June 4 to 18, 2025, from the beginning of questionnaire design to its distribution and collection.
- **Human boundaries:** Represented by administrative employees of various job titles at Algeria Telecom - Bir El Ater, numbering 15 employees.

4. Study Methodology

We adopted the descriptive approach to describe organizational development mechanisms, evaluate their effectiveness, and their relationship to change management through a field study at Algeria Telecom - Bir El Ater. The descriptive approach studies the problem as it exists, provides data and facts about the problem, and describes it accurately, expressing it qualitatively and quantitatively, hoping to reach meaningful generalizations that increase knowledge about the study subject.

5. Study Population and Sample

We adopted a comprehensive survey method in our study, where data and information are collected from every individual in the entire statistical population without exception, to obtain accurate and comprehensive results for the studied phenomenon. Accordingly, the study population is represented by Algeria Telecom employees in Bir El Ater, numbering 15 individuals.

6. Study Tool

This study used a questionnaire, which is commonly used in media and communication sciences to obtain accurate information that the researcher cannot observe personally in the research field, as it is information that only its owners are qualified to disclose. The questionnaire was presented to several reviewers to solicit their opinions on the validity of statements in measuring what they were designed for and suggesting modifications they deem appropriate. The questionnaire was then finalized considering modifications proposed by the reviewers.

7. Study Concepts Definition

7.1 Organizational Development: A long-term plan to improve organizational performance and renew its administrative practices. This plan depends on collaborative effort between administrators, considering the environment in which the organization operates.

7.2 Organizational Development Mechanisms: The various means, tools, techniques, strategies, and approaches used to develop the organization, including overall planning and orientation of organizational development programs. Organizational development mechanisms deal with operational aspects of change represented in the means that achieve organizational development objectives behaviors and actions designed to improve work process functions and organizational capacity. Before selecting any mechanism, the nature of the problem, main objective of the development process, prevailing cultural and behavioral patterns, and expected degree of resistance must be considered to determine the appropriate mechanism.

7.3 Change Management: An administrative term meaning making changes in work methods or institutional management through a clearly defined plan. Its purpose is to keep pace with changes and developments in the work environment to enhance productivity and work efficiency in the institution.

7.4 Organization: A legal entity with an independent existence from the individuals composing it, managed by a board of directors elected by the general assembly of members. Organizations are divided into two types: governmental and non-governmental.

8. Theoretical Framework

8.1 Characteristics of Organizational Development

Organizational development is characterized by several important features:

Scientific nature: Aims for actual change beginning with diagnosis, then determining appropriate means of change, then monitoring and evaluation to determine achieved success.

Planned and long-term program: Organizational development is based on information for change including many elements and variables related to administrative planning, goal setting, implementation, evaluation, and correction when necessary.

Problem-solving oriented: Organizational development efforts, from diagnosis to monitoring stages, are characterized as actual and practical programs directed toward solving organizational problems, meaning they do not work in a vacuum but focus on improving methods to achieve organizational objectives.

Reflects systems approach: Organizational development is considered an integrated program concerned with activating different components and elements in the organization. Due to the large size of modern organizations and mutual influence and interdependence between all their parts, organizational development is concerned with raising efficiency of all organizational

components: organizational structures, operational methods, material, and technological resources, giving great importance to the human element in the organization, and seeking to create harmony and compatibility between these elements collectively, not individually. Comprehensiveness and systems approach are characteristics of organizational development.

Reliance on experiential learning concepts: Employees learn during development stages to deepen their experiences through the real problems they face. Through participation in discussion and presentation of various experiences, appropriate solutions emerge, and learning resulting from real experiences produces behavior change better than if limited to lectures, traditional ideas, or hypothetical problems. Organizational development works to provide solutions to existing problems and maintain what has been accomplished.

Need for change expert: The development process needs a change expert who initiates, implements, and coordinates the change process. The expert may be from inside or outside the organization, each having advantages and disadvantages. Organizations need change experts to redirect their activities and activate their functions to achieve their objectives efficiently.

Humanistic values: Organizational development programs work to create an organizational climate where cooperation prevails, and organizational objectives are achieved.

8.2 Organizational Development Objectives

Organizational development objectives differ according to the size and type of problems in organizations, but there are general objectives applicable to all fields and organizations:

- Making the organization a developed system with a management philosophy based on individual interaction as a work team.
- Increasing the organization's ability to adapt to different environmental variables.
- Changing traditions that limit creativity and innovation.
- Enabling the organization to identify and solve problems scientifically.
- Creating a healthy and effective climate throughout the organization.
- Establishing foundations of trust among all.
- Helping managers adopt management by objectives methods.
- Determining responsibility for decision-making and problem-solving to be closer to information sources.
- Helping organizations of all types deal with their surrounding environment.
- Obtaining cooperation or integration between groups with specialized contributions to reach collaborative effort to achieve general organizational objectives.
- Contributing to increasing individuals' belonging to organizations and achieving organizational purposes and individual needs.
- Working to develop an autonomous change system that renews the organizational apparatus to maintain survival and continuity.
- Creating conditions where conflict factors can be revealed for management and control.
- Developing reward and incentive systems to be linked to achieving organizational objectives and developing individuals within it.

8.3 Organizational Development Axes and Fields

Organizational development includes three main axes:

Individuals: The most important element of organizational development. Their behavior and attitudes are developed to suit organizational objectives and requirements. Aspects that management seeks to develop in individuals include: their motives, abilities, attitudes, and positions, and enhancing their role in decision-making to help the organization achieve its objectives.

Groups: Organizational development is concerned with group problems, especially mutual relations between work group members. Development seeks to establish foundations of trust, cooperation, and respect, and resolves conflicts within the group.

Organization: Represented in two basic dimensions:

- Main organizational units: May be departments or administrations. Development in these departments and divisions can occur in terms of functions and communication and information structures.
- Various organizational information: Such as decision-making processes, communication patterns, inter-group relations, planning processes, goal design, conflict management, etc.

8.4 Organizational Development Justifications

The most important organizational development justifications include:

- When the organization faces a problem and feels a need for change, whether at the personal level, group level, or organizational level. This may mean conflict between two individuals or two influential groups in the organization, lack or absence of team spirit within the organizational group, competition between two groups, lack of communication between two organizational levels, or lack of environmental adaptation by the organization.
- When the creativity gap in the organization widens, i.e., when the organization can identify a gap or variance between what exists and what should be due to multiple factors including:
    - Lack of prior mental model in management about organizational strategy or availability of means for self-growth and development factors.
    - Incompatibility between accumulated and continued traditions and priorities in the organization and those standards leading to creation and innovation.
    - Organizational failure to respond to external environmental and societal requirements, whether commercial work not responding to changing public desires or governmental work unable to meet and fulfill citizens' needs.

8.5 Organizational Development Mechanisms

Development occurs in many axes and fields in the organization, as mentioned previously. The most important organizational development mechanisms used to develop these fields include:

Employee training and skill development: Training has an effective role in developing individuals and increasing their productivity. It provides them with information that helps achieve their objectives and develop their skills and abilities. It also has a main role in modifying behavior and attitudes through the information and ideas acquired by individuals that make them change their behavior for the better, thereby achieving actual capabilities and skills in using concepts and methods in specific situations, whether these skills are technical, intellectual, or behavioral. Employees are the basis of the production process and need renewal and development, which comes through being equipped with modern and advanced methods that increase performance and refine skills. If institutions generally seek to achieve their objectives through correct performance, this performance only comes through training if it is based on proper planning, organized implementation, and continuous monitoring.

Systems and policies followed: Development in organizational working conditions and environment requires development in its work policies and rules, whether by introducing new rules or developing current ones to be more flexible and less centralized.

Technological methods and tools: Among the most important technological development tools and methods is keeping pace with technical and technological progress and adopting it to raise organizational productivity.

Organizational structure: The organizational structure is considered one of the most important mechanisms used in organizational development. Development in organizational structure occurs by modifying structural foundations and standards, resulting in deletion of some organizational units, or merging them together or establishing new units by changing some units' subordination in a way that achieves flexibility for the existing organization and its suitability to new changes.

Environmental conditions analysis and monitoring: Organizations use work environment analysis, whether internal or external. The organizational development process must include monitoring environmental changes and continuously improving and developing working conditions based on environmental changes.

8.6 Importance of Change Management

The importance of change management lies in:

Maintaining active vitality: The importance of change within the organization lies in renewal and vitality, the spirit of revival and proposals appears, while the spirit of indifference, negativity, and routine that kills creativity and production disappears.

Developing innovation capacity: Change always needs effort to deal with it, as there are two teams: those who support change and deal positively, and those who deal with resistance to that change.

Stimulating desire for development: Change encourages motivation and stimulates desires and motives toward advancement, development, and work improvement through several aspects:

- Reform processes, confronting and addressing problems.
- Renewal processes and developing productive forces capable of production and work.
- Comprehensive and integrated development based on applying new production methods through introducing new and advanced technology. Advanced technology and modern methods generate natural and inherent causes and motives toward change.
- Compatibility with variables: The importance of change is viewed for its compatibility with technology and trade globalization that led to and control these directions.
- Reaching higher degrees of power and performance.

8.7 Change Management Objectives

Its objectives include:

- Increasing the organization's ability to deal with and adapt to its surrounding environment and improving its growth capacity.
- Increasing the organization's ability to cooperate between various specialized groups for the organization's general objectives.
- Helping individuals diagnose their problems and motivating them to make required change and development.

- Encouraging employees to achieve organizational objectives and achieve job satisfaction.
- Revealing conflict to manage and direct it to serve the organization.
- Building an atmosphere of trust and openness between employees and groups in the organization.
- Enabling managers to follow management by objectives method instead of traditional management methods.
- Helping the organization solve problems it faces by providing information about the organization's various processes and results.

8.8 Change Management Characteristics

Change management is characterized by several important features:

Purposefulness: Change is an intelligent and interactive movement that does not occur randomly and improvisationally, but occurs within an organized movement toward a known, agreed upon, and acceptable goal by change forces.

Realism: Change management must be linked to the practical reality the organization lives and occur within its capabilities, resources, and circumstances it is going through.

Compatibility: There must be compatibility between the change process and desires, needs, and aspirations of different forces in the change process.

Effectiveness: Change management must be effective, i.e., possess the ability to move with appropriate freedom, possess the ability to influence others, and direct-action forces in systems and administrative units targeted for change.

Participation: Change management needs positive interaction, and the only way to achieve this is conscious participation by forces and parties affected by change and interacting with change leaders.

Legitimacy: Change must occur within legal and ethical legitimacy simultaneously.

Reform: For change management to succeed, it must be characterized by reform, meaning it must seek to reform existing defects and address existing imbalances in the organization.

Innovation and development capacity: Change must work to create better developmental capacities than what currently exists or is used, as change works toward advancement and progress, otherwise it loses its content.

Ability to adapt quickly to events: Change management not only interacts with events, but also adjusts and adapts to them.

8.9 Change Management Justifications

There are several reasons for implementing change in the organization:

Technological development: Technological development has become very rapid and affected all aspects, so keeping pace with technological development is one of the reasons for change in the organization.

Globalization: In this era, competition has intensified between large and small companies. To avoid collapse, the institution must adopt a change approach that may be technological,

strategic, or organizational, and may include mergers with other companies. Globalization forces the organization to make major changes.

Performance weakness: Sometimes an institution exchanges visits with a similar one, then workers in one of the two institutions discover that their performance level is much less than the other company's level, so they begin thinking about change. Sometimes change is delayed until other signs appear such as: loss of market share, beginning of losses. In these cases, performance weakness forces the organization to change.

Laws and regulations: Change may result from changing laws and regulations.

Labor: Changing workers' culture and characteristics is a recurring matter. Young workers now have desires and lifestyles different from those in middle age. In some countries, labor from different countries is used, and foreign labor is also replaced by local labor. All this creates change in these institutions and requires other changes.

Changing customer needs: Customer needs differ from time to time, and what they loved yesterday they may lose interest in soon, because people's needs and desires change from time to time. Therefore, organizations must make changes to match this change in customer needs, otherwise they lose these customers.

Changing organization management: Management may change due to owner change or previous management retirement, with new management assuming tasks with new thinking.

Growth: Organizational growth means its transformation from a small organization to a large organization, from one center to multiple centers, or from a local company to a multinational company. This growth is followed by much change in strategy, organizational structure, work style, and priorities.

Maintaining active vitality: Change works to renew vitality within the organization and the prevalence of optimism and cooperation spirit among organization workers.

Developing innovation capacity: Change works on innovation capacity in organization methods and procedures in form and content.

Compatibility with life variables: Change helps the organization adapt to changing environmental factors surrounding the organization and seize opportunities in this environment.

Raising performance level: By analyzing strengths and weaknesses in the internal environment, this helps strengthen strengths and address weaknesses in the organization.

8.10 Organizational Development Stages

The purpose of these stages is to divide the development process into seemingly independent steps, but they are interconnected and sequential, facilitating gradual transformation from an old situation representing a problem to a new situation representing the ideal state of what the organization should be. Having steps facilitates the possibility of control and management of the development process. The steps controlled by organizational development are considered overlapping and not necessarily occurring in the same sequence in practical life, but it is appropriate to return to some of them and move between them from time to time. They may also provide the organization with a guide for solving organizational problems. Researchers have differed in determining organizational development stages. Below are some of their divisions for organizational change steps, and organizational development stages were divided as follows:

Unfreezing: This step represents an attempt to arouse the minds of organization individuals and groups employees, departments, and managers about the necessity and need for change. It is an attempt to attract their attention to problems that hinder their work progress, and it stimulates their motivation to search for self-solutions and creative solutions to their problems. This cannot happen unless individuals and managers are prepared. The preparation process is called "unfreezing," where the situation faced by individuals, departments, and the organization from any variables is identified and this situation is frozen and solidified.

Change: This stage means the intervention by those responsible for organizational development in systems, work methods, organizational procedures, and individual and group behavior in the organization the set of planned changes used in organizational development. Some view the change stage not only as an intervention stage, but as a learning stage, i.e., a stage where individuals, work groups, and the organization acquire new patterns of behavior and conduct that help them face their problems and change for the better. The change stage is concerned with determining things required to be changed or learned, referred to as determining change objectives, and implementing change through tools and means.

Refreezing: As change stages began with the necessity of unfreezing the situation, then the matter moved to intervening with required changes, it is necessary after reaching required results and behavior to freeze what was reached, or it can be said that this stage is concerned with protecting and maintaining change. In other words, it is an attempt to fix and preserve gains and advantages achieved from organizational development. If there were changes in work methods, policies, and procedures, and individuals, groups, and the organization acquired new and good behavior patterns, this must be protected and built upon, or what is called freezing the situation for the longest possible period and ensuring its continuity and stability.

"Al-Amyan" proposed a model for introducing planned change in organizations consisting of the following steps:

Knowing change sources: Here, the change source may be the organization's external environment, such as changes in market structure, technological changes, political or legal changes. The change source may be organizational structure and authority and communication relations. Likewise, the change source may be the prevailing organizational climate.

Assessing need for change: By determining the gap between the organization's current position and what we want to achieve.

Diagnosing organization problems: Problems may relate to work methods, technology used, absence rate or work turnover, and other problems.

Overcoming resistance to change: Resistance methods vary including fear of material or moral loss, misunderstanding change effects and requirements for developing new relations and behavioral patterns, and employees' sense that they were forced to change.

Planning efforts necessary for change: By clarifying change objectives accurately in measurable form.

Developing change strategies: Consideration must be given to elements that may affect organization parts: organizational structure, technology, and human forces.

- Implementing the plan over a specific period.
- Monitoring plan implementation and knowing its strengths and weaknesses.

According to "Al-Khidr," organizational development steps differ from what was mentioned above, placing them as follows:

- **Perceiving need for change:** This step begins with the organization perceiving its need to develop and change reality.
- **Summoning change specialist:** Here, an expert in organizational development affairs is summoned to be responsible for monitoring appropriate development plan development and helping the organization coordinate efforts, employ, and direct energies to make desired change.
- **Diagnosis:** At this stage, data that can help the organization diagnose its reality and performance are collected.
- **Planning:** After studying data collected through diagnosis, analyzing it, and knowing existing gaps in the organization, a change plan is developed.
- **Introducing change:** Here, the plan agreed upon in the previous step is implemented according to the specified time plan.
- **Evaluating new reality after change:** This stage aims to compare the new reality after change with the old reality to know the extent of change objective achievement and whether there is tangible positive change. To complete this step, new data is collected, analyzed, compared with previous data, and fed back to organization contact points to make necessary comparisons.
- **Ensuring change objective achievement:** If the objective is achieved, the organization terminates the change process. If the change process is incomplete or not done as it should be, the organization returns to the planning step again.

8.11 Relationship of Organizational Development to Change Management

Successful change must have several steps available: senior management's awareness of change importance, organizational expert skill, problem study, management, and expert cooperation in diagnosing them and proposing solutions, choosing solutions on a narrow scale, and monitoring solutions. Organizational development requires change experts and participation in selecting change agents from within the organization, planning change, participating in plan implementation, and developing behavioral skills necessary for its success. Development and change management in work organizations are among the most important processes that administrative leaders and supervisors must understand and comprehend to ensure effective and successful performance.

The difference between organizational development and change management is that change management focuses on a specific field related to technological change, financial change, or partial change in the marketing or administrative system, while organizational development focuses primarily on behavioral aspects and raising workers' skills in interacting with others, problem-solving, and decision-making, leading to establishing the system and consolidating it as a stable long-term practice.

8.12 Types of Change

Situations and circumstances that force the organization to change differ, generating several types we will try to summarize as follows:

Change by comprehensiveness degree: This type relates to whether this change will cover the entire organization or only part of it, divided into two types:

- **Partial change:** Includes parts of the organization, processes, activities, or units. May include one of the administrative units in the organization, organizational objectives, policies, and procedures, or changing some workers or machines in a specific unit.
- **Comprehensive change:** This type of change is characterized by comprehensiveness, covering all human, technological, structural, and functional fields.

Change by participation degree: This type is divided into two sections:

- **Imposed change:** This type is what senior management alone does without worker participation and discussion. Workers' only role in this type is implementing change only. Management often resorts to this type in strategic changes cases, characterized by high resistance.
- **Participatory change:** Change that occurs with worker participation in making change planning decisions. Management resorts to this type in strategic changes cases, associated with high resistance.

Change by planning degree: Change implemented after careful preparation, planning, and careful study of change circumstances, requirements, programs, available opportunities, expected competitors, and preparing workers through training and qualifying them according to expected change requirements. Results from conscious efforts by change planners.

Unplanned change: Occurs independently and outside the institution's will and desire. Occurs because of development and growth in the institution. This change is automatic, i.e., without preparation, because of changes in the environment surrounding the institution and even its internal environment.

Change by implementation time: Change may take a long-time during application due to many fields that must be changed, for example. Change may be rapid when related to circumstances requiring change, divided into two sections:

- **Rapid change:** Results from quick reaction to some pressures, usually external such as: changing political circumstances (wars) or economic (inflation). This change is characterized by lack of stability because it was not according to study and planning of all factors and aspects.
- **Gradual change:** This type of change comes according to gradual sequence until reaching the first objective of change. Comes as a long-term strategy the institution plans. Compared to rapid change, gradual change is more stable and fixed because it was according to clear, well-defined plans.

Change by response type: Organizations are exposed to some circumstances that force them to change in response. These circumstances differ and may be external or internal or aimed at controlling some factors and subjecting them to the organization. Change from this perspective is divided into three factors:

- **Change as reaction to external factors:** The organization responds to some changes occurring in the external environment because it is impossible to continue work in the same previous way. Response strength from the

organization side is according to the degree of connection between it and the external element that led it to change.

- **Change as reaction to internal circumstances:** Some internal problems and pressures may occur that require the organization to change, such as conflicts, strikes, and other factors that would force and require the organization to make some changes.
- **Change aimed at controlling climate or part of it:** This type aims to control some factors that would open the field for the organization to expand and achieve a special advantage it is unique in or control some individuals' and groups' behaviors and regulate them to be under its control.

Change by thing being changed: This type is divided into several types:

- Technological change.
- Change in products or services.
- Change in organizational structure.
- Change in organizational culture.
- Change in strategy.

9. Study Results

- Study results showed that the organization under study "Algeria Telecom" enjoys a moderate degree in training and developing employee skills, estimated at 53.08%, where the organization allocates part of its budget for training and developing employee skills to face various changes in the work environment and raise their efficiency.
- Study results at the level of policies and systems followed and implemented in the organization showed they are clear at 61.02%. Most prominent was the organization's consideration of its financial position when making development, and a job description clarifying duties and responsibilities for each position in the organization is available. This indicates the organization pays attention to policies and systems it follows, as they are an important part that cannot be ignored due to their importance in determining best ways to accomplish work and achieve organizational objectives.
- Study results indicated that all axes of using technological methods and techniques confirm that the organization gives great attention to technology as one of the most important work foundations. The organization is also characterized by its readiness to adapt to increase organizational development effectiveness, indicating technology serves work requirements in the organization.
- Study results showed the organization possesses an appropriate organizational structure. The administrative pyramid is solid and capable of developing it and ensuring its stability. The organizational structure helps achieve organizational objectives, provides communication and cooperation between organizational structure parts, is suitable for work nature and needs, and there is clarity in distributing authorities and responsibilities in the organization.
- Regarding the organization's interest in analyzing circumstances and monitoring environmental variables, its application rate was estimated at 69.12%, where studies and analysis of internal and external environment help make the appropriate development process. Organization management analyzes the organization's internal environment to identify strengths and weaknesses to benefit from strengths currently and in the future and address weaknesses and

fill gaps. It analyzes the external environment to know customer desires and take them into account when conducting change process and identifying opportunities and threats.

- Study results showed that organizational development mechanism effectiveness in the organization came in varying proportions, where technological development mechanisms and techniques were foremost, then monitoring circumstances and environmental variables, followed by systems and policies followed, then organizational structure, and finally employee training and development.
- Study results showed that change in the organization occurs through consulting an expert in change management field and through training and developing employees, which is considered an important source for change management.
- Through study results, it became clear that the concept of change management is ambiguous, where respondents differed in defining it. 53.33% agreed that change management is directed, intentional, and purposeful change seeking to achieve internal and external environmental adaptation ensuring transition to an organizational state more capable of problem-solving, while 46.67% of respondents defined it as employee participation in suggesting change and participating in its implementation with consultants' assistance, which is the concept of organizational development.
- Results of analyzing the relationship between organizational development mechanisms and change management indicate a positive relationship between employee training and change management. The more training and employee development in the organization increases, the higher the level of change management and vice versa.
- The study also showed the relationship between organizational development mechanisms "technological mechanisms and techniques" and change management indicates a positive direct relationship between technological mechanisms and change management. The more the organization focuses on using technological techniques, the higher the level of change management in the organization. The less its focus on technological tools, the necessarily lower the level of change management in it.
- Results of analyzing the relationship between organizational development mechanisms "policies and systems followed" and change management indicate a direct relationship between policies and systems followed and change management. The more the organization focuses on policies, the higher the level of change management in the organization.
- Results of analyzing the relationship between organizational development mechanisms (organizational structure and change management) indicate a positive direct relationship between organizational structure and change management. The more attention to organizational structure, the higher the level of change management in the organization.
- Results of analyzing the relationship between organizational development mechanisms "analyzing circumstances and monitoring environmental variables" and change management showed a positive direct relationship between circumstances and environmental variables and change management. The more attention to circumstances and environmental variables, the higher the level of change management in the organization. Environmental variables are constantly changing, so the organization must determine what is most appropriate and face transformations that do not serve the organization's interest when conducting the change process.

Conclusion

Changes occurring in all fields, especially social, political, and economic, affect the organization and its workflow, pushing it to change at the level of its systems to adapt and keep pace with changes occurring around it, whether at the level of operations, mechanisms and means, or individuals. This means the organization is in continuous development, so it must adopt flexibility in its planning and make change toward improvement a doctrine governing its behavior. It must choose the appropriate approach and most effective method to make organizational development in various options and fields and involve employees in changes adopted by the organization.

The change process is not easy for management to manage as it wishes and in any direction it wants. Resistance to the change process is often violent and may be individual or collective given the difficulty individuals face in adapting to new situations. Since change has imposed itself or rather pushed organizations to implement it, this may be for multiple reasons related to either internal or external environment

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