

The Challenges of organizational change/ What strategies to control resistance to change ?

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Abstract :

This article addresses the challenges faced by any attempt to introduce changes in the organization. although this is an opportunity to give a new breath to the vitality of the organization, the organization must face new challenges of a different nature. She forces herself to review her internal situation in order to meet new needs .The change requires a revision of policies and strategies by mainly introducing new technologies. But the process of change can be met with rejection by some people, because the consequences cannot be favourable for the whole .

Keywords: organization , organizational change, resistance to change.

الملخص : يتصدى هذا المقال للتحديات التي تواجه كل محاولة لإدخال تغيير على المنظمة من طرف المسؤولين، فعادة ما يتحمل المسؤولون عن المنظمة مهمة التوفيق بين طرفي المعادلة : الأخذ في الاعتبار تحديات البيئة الخارجية دون التفريط في أهداف المنظمة.. وهو أمر يقود حتما إلى مراجعة السياسات و وضع استراتيجيات بديلة باختيار وسائل و تقنيات جديدة من أجل مواكبة التطور وعمليات التحديث. غير أن عملية التغيير قد تواجه بالمقاومة و الرفض من طرف فئة تستشعر الضرر من الوضع الجديد، ولعل أبرز ما يفسر هذه الظاهرة هو الخوف من نتائج التغيير. و لأجل احتواء فعل المقاومة ، لا بد من اتباع استراتيجيات لإقناع الأفراد بضرورة تقبل التغيير حتى تتمكن المنظمة من الانتقال إلى وضع أكثر كفاءة لتحقيق الأهداف .

الكلمات المفتاحية : المنظمة ، التغيير التنظيمي ، مقاومة التغيير.

I. INTRODUCTION :

Since the beginning of the third millennium, the world has experienced the rise of the third industrial revolution in its scientific and technical aspects as well as in the management of human resources. Therefore, this revolution affected different aspects of social life, both economic and cultural.

In this context, institutions and organizations sought to intensify the use of new technologies in the field of production and processing and storage of data. The issue of keeping pace was not presented as a simple choice, but rather emerged as an inevitable trend in order to maintain balance and ensure survival in a rapidly changing environment. There is no doubt that the process of change and development are among the fundamental tasks to which modern management pays great attention and which constitute the fundamental input to the success of organizations.

There is no doubt that improving performance methods constitutes a challenge for every organization, because it makes it capable of achieving objectives. But This will only be possible by promoting development at the organizational level by adopting new strategies and alternative plans to those that prevailed before, while taking into account the growing demands of the surrounding environment.

Certainly, the world has been greatly affected by the massive use of new technologies, and social relations have changed a lot, even the ceiling of the needs and desires of individuals has accordingly risen, especially after the use of new technologies has become inevitable in all sectors and in all fields. This is what has made change binding on everyone an unavoidable necessity to ensure the survival of organizations, because this is how it can be guaranteed, by achieving the required balance and avoiding pressure from different parties, either partners or customers.

There is no doubt that any attempt at change is met with resistance, which can have negative effects on the organization. This is a very sensitive question. To remedy this, we should have intelligence and the courage to take the initiative and give an opportunity to those who have innovative ideas.

Considering that any organization has issues whose achievement requires facing a certain number of challenges and obstacles, some of which are linked to the mentality of customers, others are linked to the clarity of vision, perception of those in charge of achieving change, and the third is linked to available capacities and the ability to mobilize the resources.

Any organizational change is a transition from an existing situation to another intended to be more effective, adopting deliberate and not improvised strategies. Change must express a real need, as a response to adapt to the digital environment and face the challenges that arise. Change is not an intellectual fad born from fleeting whims. The question worth asking in this regard is: what strategies should leaders of organizations adopt to bring about beneficial change while avoiding negative repercussions, such as resistance to change, which is generally expressed as different forms ?

1- Organizational change strategies:

1.1- The concept:

To change means to move from one current state to another. Change depends on modern methods and others that stimulate material and intellectual innovations. Thus, change is a phenomenon inherent to the organization. It must be accepted and adopted permanently, and it may be profound or only partial. It should be emphasized that the depth of change depends on the size of the organization. thus those of large size with the existence of multiple branches, can resort to more profound changes than others. This need is permanent and continuous and requires successful selection of plans and appropriate management of the change process to ensure balance with the internal and external environment, achieve stability, create opportunities for success and avoid failure.

For reference, change could also express the presence of an irresistible desire on the part

of management to make changes that may affect the technological or technical aspect (Asselmi , 2004).

French Well presented a definition of organizational change as involving the desire of senior management to bring about change that provides a modern future vision of the organization, through education, empowerment and the provision of solutions to problems based on scientific research and behavioral theories. (EL-Fayez, 2008)

This means that organizational change is a continuous and not circumstantial process and must be based on

on the involvement of employees in the project implementation process in order to achieve the objectives and advance in the development of the institution. (Gilles, 2005)

1.2-Change as necessity:

Change is a phenomenon that affects individuals, organizations and societies. The truth is that the absence of change threatens the survival of the organization, because it prevents it from keeping pace with the development taking place in an environment that has become extremely volatile. The subject presents different aspects.

-For workers:

The emotional and social dimension is of great importance for employees. Change is therefore the appropriate way to reduce the gap between what employees expect and what the organization actually offers them. Change must therefore be a motivating factor for employees by encouraging their spirit of innovation while not ignoring their motivation by focusing on communication, transparency and comfort between the organization and employees, and on their side. social and emotional-.

-For the customers:

There is no doubt that the survival and sustainability of the organization depends to a large extent on customers. This is why the organization pays great attention to adjusting its communication strategy. Faced with fierce competition in the market, organizations tend to apply the famous saying: "The customer is king". Therefore, interest is growing in meeting customer requirements and processing them in the form of orders, which makes it possible to develop goods and services in a way that meets the desires of customers to strengthen cooperation with them, to earn their trust and close more deals .

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-For the organization:

It is quite clear that no doubt that the most important concern of any organization is to gain the trust of customers by striving to improve the type of service, but this requires the existence of compatibility between the components of the organization at different levels and working to achieve a clear objective shared by all. It's a continuous improvement in performance.

This leads us to talk about the importance of organizational change and the way to achieve the quality by highlighting the established goals in the process and limiting them to the following three dimensions: (Hellriegel, Slocum, & Woodman, 1992)

-Seek to contain existing problems by reorganizing by changing approved methods and means.

- Make change in itself a modernization project by adopting new management methods.
- Take the human aspect into account by taking into account values, culture and resistance to change, following a strategy based on participation.

1.3-Sources of change:

The important question that concerns organizational leaders is: where to start change? What aspects should we consider activating before others? There is no doubt that these issues are debated in boardrooms. It is also certain that he receives different points of view. In the event of failure, those who had different points of view on the areas of change generally disavow each other. Perhaps the divisions among board members are greater with the size of the institution, because the nature of the problems is more complex due to the lack of control over the data. There are two points of view on the question of the sources and foci of change:

a-Typology of Kast and Rosenzweig:

Kast and Rosenzweig proposed a model through which they identified the sources from which the organization draws inspiration for change. These sources can be limited to elements: the environment, the type of technology, the objectives, as well as the structure of the organization. We will discuss this point of view and show its strengths and weaknesses: (Kast & Rosenzweig, 1974)

-The surrounding environment: There is no doubt that the organization is affected by what happens in its external environment, in every sense of the word environment, and it is not the natural environment as some might think. The political, economic and social climate as well as its fluctuations push the organization to undertake reflections and take preventive measures to avoid negative repercussions. This can be seen during crises, when organizations take proactive steps in making changes. Perhaps the crises represent an opportunity for her to do things that she would not have had the courage to do under normal circumstances.

-Type of technology: There are generations of technology. This is one of the elements that evolves quickly, and therefore it quickly becomes obsolete. This creates pressure on the organization to move to new generations of technologies. Although this move has a cost, delaying it now could have a higher cost.

-Objectives: There are no fixed and permanent objectives for the organization. Everything is reviewable, especially when the organization faces existential challenges and threats or leadership changes. As he searches for a new self, he can change his goals by setting new goals, whether related to outcomes or even inputs.

-Organizational pyramid: The organizational pyramid expresses the size of the organization, as well as its management philosophy and its financial capacity. Not all organizations are able to open branches in different areas.

During the industrialization phase, Algeria experimented with creating giant institutions, called national companies, and they had branches in several regions of the country, but the inability to manage them convinced the State of need to divide them into smaller institutions. in size.

-Market logic: For for-profit institutions, nothing is greater than the power of the market. His authority is almost absolute. Bankruptcy law threatens everyone and represents a sword hanging around your neck. It looks like the sword of Democritus

As Greek mythology says, everyone seeks to make a profit, and if that is not possible, at least to achieve balance to avoid collapse. This is why the institutions that continue to thrive are those that take risks by adopting innovations as if they are racing against time.

b-Typology of “Luthans:”

As for Luthans, he offers a brief classification of the motivations that push the organization to think about change, as he summarized them in the presence of internal and external factors. (Luthans, 1973)

- As for external factors: Luthans believes that they include all factors of change associated with the threat of competition from other organizations offering similar services. This imposes the need to maintain a market share to the organization. Added to this are changes that could affect the social environment and the complexity of the technology used or introduced, especially as we experience the horrors of the great transformation in the field. digitalization, the use of robots and remote working, whether in production or management sites.

-As for internal factors: Luthans believes that they include all the variables and factors related to the type of policies and methods adopted by the institutions in order to achieve the set goals. In addition to distinctive methods for dealing with various problems and crises that arise. This is a problem that cannot be completely eliminated.

1.4- Change strategies :

But there are different and sometimes original methods to deal with it. Including the revision of legislation through dialogue with social partners who represented workers, such as trade union organizations and NGOs that defended human rights, or civil society in general.

1.4.1-Ultra-planning:

It is a strategy based on imposing change by planning it from higher authorities. This strategy is designed by the members of the organization, relying on experts who have a clear vision of the future. This requires the entity being changed to respond to the new guidelines without consulting them or involving them in scheduling the process . (Soparnot , 2013)

In such a case, the change is handled in a strict and technical manner. This strategy was commonly used in countries that followed the socialist system, where there is a Ministry of Planning responsible for monitoring plans that sometimes span years in various sectors. Algeria adopted this method in the development process, notably during the phase of intensive industrialization under the reign of President Houari Boumediene, where experts relied on statistics provided by competent authorities to adjust plans.

Even though this method is no longer adopted today because it did not meet the ambitions, the National Bureau of Statistics still exists and is responsible for the process of collecting and analyzing statistics.

1.4.2- Organizational development:

This strategy focuses on the human dimension, because those who prefer to follow it over others see that the success of the change process relies on supporting measures such as attention to communicative policies in order to mobilize the support of individuals who aspire to change and obtain their commitment. work to respond to change. Along with this, the system of material and moral rewards is activated, with the activation of consultations between the different parties. (Soparnot , 2013)

Unions and various associations concerned with the quality of the activity can be considered as stakeholders in these consultations in order to avoid resistance to the change process. Japan is perhaps a model for applying this participation-based strategy, in that the process of change is preceded by something akin to a referendum on what needs to be done to develop the organization.

In Algeria, this method was abandoned after the failure of the experiments in self-management and socialist management of institutions. This type of strategy can resemble populism and propaganda to mobilize support for the change process.

1.4.3-Field diagnosis:

This strategy seems to be the most qualified to achieve the change objectives. It is based on change as an objective in itself. It therefore starts from the reality of the institution and its environment. Before planning the stage of change, it is based on the study of reality as it is. The resulting deep understanding of field data and the formation of a belief in the need for change. The most important thing is to anticipate feasibility. It determines the costs and the potential for negative reactions.

This strategy shows the extent of the reservations with regard to the reports usually submitted to higher authorities. Which may be misleading and based on fictitious data.

Planning centers have always been misled due to the manipulation of data and information about reality.

The Algerian public sector has faced obstacles of this type. Therefore, the reforms did not bear fruit but rather led to negative and unfavourable results in the industrial sector as well as the agricultural sector.

2- Resistance is a widespread phenomenon:

Resistance to change in organizations is a common social phenomenon everywhere. Whether in developed or underdeveloped countries. There is always a segment of individuals who not only do not want change, but also oppose its implementation. There are multiple reasons and motivations for a particular group of employees to not want change in the organization.

But before embarking on analyzing the causes of this phenomenon, we must first define the concept of “resistance to change”. Which is defined by Delisle and Perron as “the hidden or apparent expression of negative actions in the face of the intention of change”. Their owners seek to hinder efforts for change. (Collerette, Delisle, & Perron, 2002)

In fact, there are other definitions offered by those interested in the study of organizations, but they all point in the same direction. In other words, he is talking about a group of workers who reject change and respond to it with a series of negative actions. (Mehmoud Slimen, 2005)

If we want to diagnose the reasons for this phenomenon, we can limit ourselves to the fact that individuals always tend to resist change for psychological reasons, which all come from fear of the unknown or the future, that is to say, what will result from the change.

Some believe these fears are justified. Every change takes its toll, just like anything new. With each change, it is necessary to appoint new managers, and perhaps redistribute roles and tasks, as well as the division of labor, especially if it involves introducing new technologies. This requires skills capable of controlling and manipulating machines.

Resistance to change is not a pathological state, despite its negative nature. This seems to be the expression of a defensive position on previous achievements and positions within the organization in its old form. However, the fault lies with the management of the organization. Due to the absence or weakness of communication and persuasion processes for the fearful parties, leaving them to form prejudices about the change effort and leaving them to fear and feel in danger that the new situation will cause them to lose the control and power they enjoyed in the old days. situation. There is always a fear that afflicts individuals when faced with new things, firstly because of the lack of clarity, then because of what it requires in terms of behavior modification, rehabilitation and the acquisition of new skills to cope with new machines or technologies.

There are multiple ways to express resistance, and its existence can be inferred from behaviors such as exaggerated criticism, focusing on flaws, resorting to disobedience and deliberate sabotage, and changing locations. (Permartin, 1996)

2.1 Rely on communication to contain the act of resistance:

There is no doubt that resistance to change poses a challenge for any administration contemplating modernization or change. It is wrong to propose solutions to the problem without a precise diagnosis of the situation. Each institution has its particularities, particularly in terms of human composition. Because the motivations of employees differ depending on the organizations and the type of activity they carry out. This makes the diagnostic process a difficult dilemma to resolve because it is complex in nature. This is due to multiple and different sources, which requires a thorough and objective diagnosis of the case. Each institution is a particular and unique case, which means that there are no standard solutions or diagnostics that can be applied to all institutions. (Permartin, 1996)).

Perhaps the lack of knowledge reinforces the feeling of fear and inability to cope with the new situation, and the lack of practice of a certain activity leads to a loss of skills. This phenomenon seems to be an expected result. But it must be fought vigorously. Conversely, the provision of new knowledge is often accompanied by the desire to apply it later. It is common to see that employees return from training with the desire and enthusiasm to put the skills acquired into practice.

Training therefore appears to be a process or mechanism that dissipates workers' fears, to the extent that training qualifies the group hesitant to engage in change.

This is why continuing training is necessary for workers to first increase their efficiency and facilitate their integration into the new situation.

Most organizations rely on the basic configuration strategy to resist change, and it is used to enable employees to keep pace with technological developments.

This step should not be linked only to the change process, but must be part of the ongoing activities carried out by the organization through which it seeks to achieve its development, since any information disseminated by the organization can be interpreted or understood from a way that doesn't. This process can take many forms, such as discussions, reports and memos, and is used when there is a lack of available information about the change, which can lead to a state of distrust of the change. employees by wondering why management made this change, in their positions and in their programs.

That is to say, institutionalize change. View the change process as a situation, not a temporary period. This means that change must be part of the organization's daily life. Address problems in a way that benefits the organization from the continued development of proposed solutions, as well as institutionalizing change. This allows it to avoid being confronted with strong, violent and sudden developments, which often give rise to opposition and lead to the rejection of change.

Studies carried out in this area have proven that individuals who participate in the change process are more engaged than others in implementing change. This method is used with individuals who are more likely to resist change. process makes them affected and engaged.

This method requires a lot of time because it relies on teaching employees to master new technologies and methods, developing their skills and increasing their level of efficiency in completing tasks. This method also facilitates and supports employees by granting them a rest period which helps them accept the process of moving from the current situation to the new situation.

Change occurs in this method by forcing employees to accept the change, by threatening them with either losing their position, transferring them, or depriving them of promotions. This method is relied upon if the need to make change is rapid and cannot wait, so this method may be rapid in terms of the implementation period, but it may affect the degree of cooperation and of employees' understanding of the change process.

Concerning resistance to organizational change in Algeria, attention must be drawn to the existence of a conflict between generations, particularly within state institutions. It is the largest in the country, to which is added a lack of interest in communication, as evidenced by the almost total absence of the public relations function in most institutions. This function is still unknown to the authorities responsible for decision-making.

This is why the processes of change in Algerian organizations face insurmountable obstacles and are always interspersed with tensions, the participation of the parties concerned being ignored, which arouses their reservations, their sensitivity and their doubts. Added to all this is a weakness in the diagnosis of the situation, which rests entirely on the decision-makers and bureaucrats who do the work on the ground.

All these factors make change processes extremely difficult and carry risks of the emergence of tensions and their negative repercussions on the improvement and development effort.

Conclusion:

Change is a general phenomenon. All areas of life undergo changes over time. As the Greek philosopher Democritus said: "You cannot swim in the river twice. ". Perhaps this phenomenon appears more important in institutions and organizations. New civil servants usually undertake reform and development projects. This requires the presence of prior plans, human intervention, a It is about implementing policies aimed at development and moving to a higher stage in terms of returns.

This is why monitoring and forecasting centers have emerged to provide advice based on the information collected and processed. Thus, necessary changes are proposed to address crises before they arise and put institutions in a better position by anticipating events in light of the fierce competition for markets among institutions, which have become obsessed with acquisition of the best technologies and the application of the best management methods while preserving the image taking into account the surrounding environment, particularly in light of the presence of influential organizations. Civil society has gained strength and scope over the years. recent decades in the face of growing interest in environmental defense.

Institutions vary in their appetite for change. Some of them may focus on the technological aspect or changing the organizational structure, or they may extend the goals and policies that have been adopted, and the change process may also target individuals. Regardless of the depth or type of change the organization will adopt, the change process must be based on serious studies and research. Gone are the days of relying on talented leaders to ensure the success of the change process.

To achieve this, it is necessary to precisely diagnose the situation, identify the nature of the problems and determine the type of needs before starting to propose solutions within the framework of action plans with deadlines and means of implementation. precise implementation, taking into account the possibility of resistance on the part of a group which could lose some of the privileges it enjoyed in the old situation during the process of change.

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