

## Change management in the era of the humanization of enterprises

### - key concepts and perspectives –

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#### Abstract:

The main objective of the study was to try to address the issue of managing change, in terms of presenting the main concepts related to change, its types, importance, tools and objectives, and then how to manage it in order to improve the performance of the enterprises, The latter, which is one of the cornerstones of the management of modern enterprises;

The study concluded that change management has a positive role in humanizing enterprises by working to make the main objective of change not only the physical "technological" and financial aspect, but the human aspect that is considered the best investment is to invest in human capital and to strengthen the relationship with internal and external customers.

#### KEY WORDS:

- Change; - Change management; - Humanization of enterprises.

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## **1. Introduction**

Today, organizations, whatever they are, live from many changes, of a different nature and scale, with temporalities and variable rhythms. These changes appear on the one hand as more or less strong breaks, questioning, ways of acting and thinking unsatisfactory and on the other hand as skill development leading the organization to a situation perceived as more satisfactory. Give this observation of change that many consider as inescapable, in today's organizations, we cannot help wondering about a number of points to pose the frames of the phenomenon of change:

1. Why do organizations need to change? What are the motivations for these changes?
2. What are the changes about? It is clear that this question not only allows you to draw the contours of the points of dissatisfaction but also the contours of the situation towards which we project ourselves, what we want to change the organization.
3. How to change? This question fits in the space located between the situation of dissatisfaction and the situation we can call "process of change", sort of "box black" in which a number of transformations take place.

In summary, the approach of change can be broken down as follows: in a first phase called diagnosis, it is necessary to ask first of all about the reasons for the change. Secondly, if the problem could be defined and the causes identified, it is essential to define the objectives to reach. Where do we want to go? How to define a situation that, after change, would be more acceptable?

To achieve these objectives, it is first of all necessary to identify the possible solutions and evaluate them. Different aspects (relevance, feasibility, cost, expected benefits ...), compared to some criteria, taking into account individual or group attitudes to planned actions. Tools are available to conduct this analysis of the positioning of the different actors of the organization. Then the planning phase can be approached. This will be followed by the solution or all the solutions that have been selected.

Finally, this implementation will certainly benefit from an evaluation and the necessary adjustments. But how change will be driven is also essential to cope with resistances. It is therefore necessary to ask questions about the styles of change management and the actors involved. The conduct of change, approached in this way, is very close to what some call the piloting of education systems.

All these points obviously interest the school managers. Indeed, today's school is crossed by multiple reforms that affect both the organization and the programs. In addition, researchers are constantly studying the school organization and report dysfunctions which deserve to be changed in many areas, such as evaluation, both teachers.

Through the above can be raised the following problematic: ***To what extent can the management of change contribute to the aspect of humanization in enterprises in our time?***

**Through the previous issue, the following sub-questions can be asked:**

- What is the concept of change management?

- The importance of humanization of enterprises?
- How change management can contribute to the humanization of enterprises?

**Through the above sub-questions, the following Hypotheses can be made:**

- Change management is a set of administrative stages used to move from one stage to another in the enterprises.
- Humanization of enterprises contributes to making the human side acquire the most important equation in the management of companies.
- Change management can contribute to strengthening the humanization aspect of enterprises.

**Importance of studying:**

The importance of the study is to try to address the issue of the relationship of managing change by humanizing enterprises by focusing on investing in human capital inside and outside the enterprises.

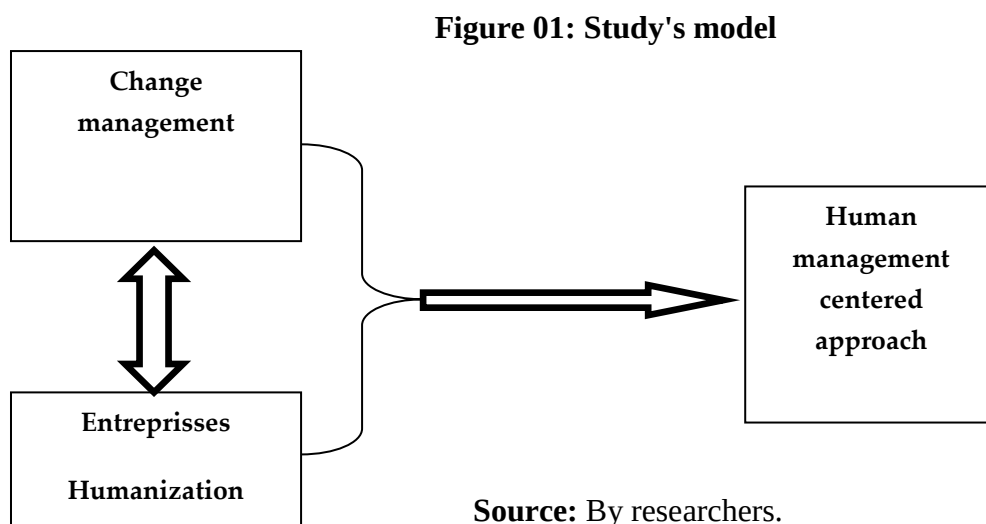
**Objectives of the study:**

The objectives of the study are as follows:

- Identification of basic concepts related to change management;
- Addressing the importance of humanizing enterprises;
- The contribution of Change management to the humanization of enterprises.

**Study's model:**

The study model is as follows:



**Previous studies:**

**1- D'ORTENZIO. Carlo, Understanding Change and Change:** Management Processes: A Case Study, Thesis submitted in fulfillment of requirements for the degree of Doctor of Philosophy at the University of Canberra, Canberra, AUSTRALIA, 9 August 2012.

The central focus of this case study is to advance knowledge regarding employees' understanding of change and change management within a public sector organization, namely, the South Australian Tourism Commission (SATC). This organization, like other public sector organizations in Australia, has undergone and is currently undergoing a series of significant organizational changes, mainly due to mandates brought about by public sector reform policy. Present trends in change and change management in Australia, both at the federal and state level, reflect a sense of urgency on the part of governments to revitalize a Public Service that is able to sustain continuity and change. This is based on the premise that it is only through reform that the Australian Public Service will be able to address the challenges of a rapidly-changing world. However, this means that public sector employees are now called upon to adjust their thinking and practices to respond to the changing needs and expectations demanded of them by governments.

Thus, understanding the dynamics between the existence of organizational change and the people who work in the organization is important to policy makers. Also, whilst there is much literature on change and change management, little effort has been made to address and rectify the fears, concerns and expectations of these changes upon public sector employees. There is also limited evidence in the literature of the positive or negative aspects of change and change management from the employees' point of view – as recipients of change, because successful change and change management is dependent upon 'employee buy-in'. In essence, this study demonstrates the need for public sector employees to have a 'voice' in change and change management processes and practices that affect them both on a personal and professional capacity.

**2- KAZECKA. Aleksandra, Humanization of Work and Environmental Protection in Activity of Enterprise,** Faculty of Engineering Management, Poznan University of Technology, Poznan, Poland, Springer International Publishing Switzerland, 2014.

Industrial production is an integrated process where a human plays the most crucial and vital role. The employees' ability to perform tasks at shift contributes to a significant loading of health. Thus, providing them good working conditions is necessary. In order to achieve it, safe and environmental friendly systems of work should be assured. In this paper the results of the survey considering safety work and working conditions in Polish enterprises are shown. They indicate that respect for safety and health regulations is essential and in most cases poor working conditions are due to the lack of safety supervision and control.

**3- Marc Davidson, The humanization of the economy through social innovation,** Paper for SPRU 50th anniversary conference, university of Amsterdam, Netherlands, Version of Aug 8, 2016.

In this paper, we argue that Polanyi's two-movement model is best reformulated as a three-movement model of 1/ marketization, 2/ state-based social protection and 3/ the humanization of the economy. The third movement is a countermovement to the first movement and to some elements of the second movement. Like its two cousins, the

humanization movement reaches across sectors, and is based on specific organizing principles that shape the characteristics of formal and informal governing institutions. The three movement model helps to make sense of current developments: the rise in humanization initiatives, against the background of marketization and reform of the welfare state. We view this third movement as a process of humanization and re-embedding as the opposite of disembodiment: the loss of social ties and sense of purpose in individualistic societies. It is not re-embedding in the sense of restoring the past, which in our view, was not a time of happily embedded people. Efforts at or processes of re-embedding can, however, involve the re-discovery or restoration of old organizational forms, which are then recreated in a modern form. The paper makes a contribution to the literature on transformation and social innovation. It is based on a dialectic view of the world containing different logics which interact with each other but also have their own vehicles for change in the form of institutions, networks, practices, and self-legitimizing. Empirically the focus is on Western countries and social innovation initiatives that are based on a positive appreciation of social ties (human bonds), the commons, practices of sharing and collaborating with an important role for personal integrity and intrinsic motivations.

## **2. Change management concepts**

Change is at the heart of the concerns of companies since the managers broke up with two basic assumptions of classic approaches to designing organizations: the existence of an "ideal" mode of organization, and the idea of a stability of organizational forms. Although they are still tempted by the approaches normative, leaders now admit that a given problem, there may be different solutions possible organizational structures, the interest of the change management being precisely determine the one that represents the best socio-productive combination, that is to say the best compromise for the organization with regard to its economic, technical and social characteristics.

Moreover, subject to the moving constraints of their environment, companies no longer consider the organization as a stable state but as an efficiency variable that must be constantly adjusted. The problem of change is not limited to debates on the need to change organizations. It also incorporates a reflection on the method change management. It seems indeed acquired today that the method is essential in achieving the goals of change. The ongoing modernization of businesses and services this is well illustrated by the public figures: in these cultures marked by high reluctance to change, uncertainty less about the nature of the transformations to be than the way they are going to be introduced. And the method difficulties can themselves in return influence organizational choices and change compromises initially targeted.

The question of change concerns today, but this has not always been the case, all levels within the company, corresponding to the typology of *Igor Ansoff*: strategic decisions, tactics, and day-to-day management. Despite the differences of obvious stakes between these three dimensions, the objectives are the same since it is in all the cases of tending towards the efficiency of the organization. Of Moreover, whatever the nature and importance of envisaged transformations, we always find in change management processes the same concern of rationality, the latter being supposed to guarantee the optimality of the solutions to be implemented.

The notion of change in organizations is inseparable from that of performance. But this last, long restricted to the quality of the organization of production workshops and adaptation of the principles of administration of companies, has gradually expanded to all dimensions of the firm.<sup>1</sup>

The reflection on the organization has indeed been a long time dominated by the work of the great organizers of the beginning of the century. By their complementarities, the approach Taylor's rationalization by "the low" (the workshops of production) and rationalization by the "top" of Fayol (the principles of administration of the company) were the foundations of an efficiency model which has quickly and lastingly imposed itself as reference in business organization. The so-called "American model" has influenced companies in all sectors by imposing standards in terms of organization and performance. New theoretical approaches, experimentation new forms of organization, the emergence of alternative productive systems have shaken the foundations of the dominant model from the 1970s. Even the theory economic, which has long ignored the organization, variable escaping optimization calculations from the productive combination, began to be interested in it. The efficiency factor "X" (the organization) found in the 1980s a striking illustration when Japanese firms have showed that performance was less dependent on intrinsic characteristics of factors of production than the way they were arranged.

The "theoretical" rehabilitation of the organization as production factor in its own right reflects the awareness within companies of the role of the organization in achieving the performance. Socio-technical analysis, like other schools, is claiming systems theory, then offered perspectives to understand the complexity of organizations. The common point between these different approaches is to encourage an overall analysis of the company and at the same time taking into account its different dimensions: technical, economic, social, organizational, and political.

So, the question of change is no longer limited now to the establishment of the "best" organization of production and work; she touches all the dimensions of the company, since equipment layout and design of from workstations to strategy orientations, choice of structure, through the devices of coordination, information, management and relations with partners and the business environment.<sup>2</sup>

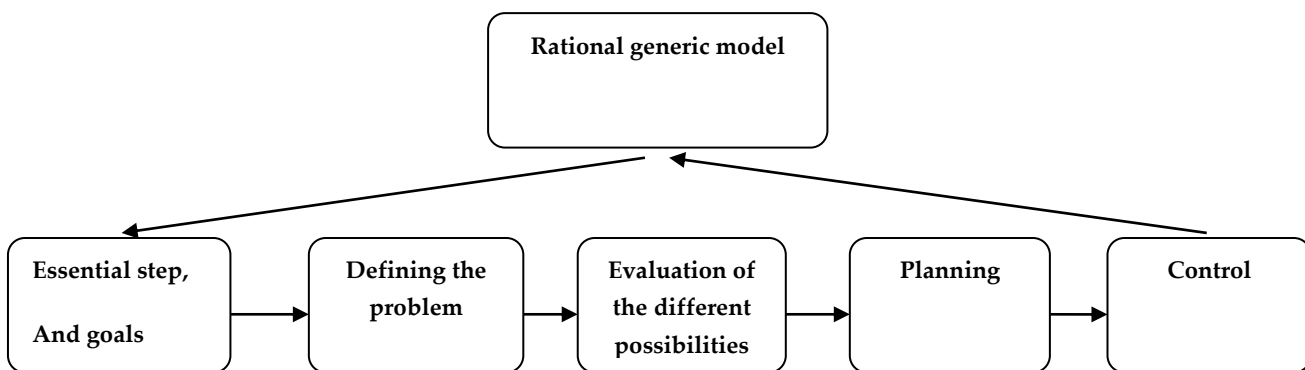
It goes without saying that the complex and ever-changing nature of the latter accentuates the need for change and encourage firms to seek greater flexibility for to be able to adapt to external constraints. The magnitude of the choices to be made influence change management processes. Edit strategic directions of the company, change the structure, reorganize a workshop or revise a procedure administrative authorities use tools for analysis and different treatment because the risk associated with these decisions is of varying importance, because the information is more or less complete and reliable, more or less exogenous, because decision makers are different, more or less numerous stakeholders, etc. These parameters influence the modalities implementing change. Yet, at the base of each decision, we found the same generic model of resolution of problem based on a rational approach to taking of decision. All the steps of change are part of logic of rationality that has inspired most reasoning models in economics and management sciences. This rational generic model

includes a succession of phases, from the diagnosis of the situation the implementation and control of actions:

- 1- Definition of the problem: it is an essential step which helps define the goals that the companies wish to achieve and the challenges of change envisaged;
- 2- Evocation of solutions to the problem;
- 3- Choice of a solution after evaluation of the different possibilities (on the basis of the efficiency criteria corresponding to the objectives of the company);
- 4- Planning and implementation of actions envisaged;
- 5- Control of implementation and adjustments potential.<sup>3</sup>

And the following figure shows more:

**Figure 02: Rational generic model of change management**



**Source:** By researchers.

Change a problematic situation, correct the dysfunctions of an organization through the development of new skills, it is also the object of "organizational learning". Therefore, it is important to address the issue the relationship between change and organizational learning.

Since Senge (1991), authors (Probst and Büchel, 1995, Argyris and Schon, 2002; etc.) develop the notion of organizational learning by emphasizing on a number of factors including:

- Training and development of the members of the organization, who reflect the sensitivity to the changing circumstances of the environment;
- Creating a shared vision that serves as the foundation for interest and commitment common so essential to create energy and concentration necessary for learning;
- The harmonization of efforts within the team;
- The ability to integrate other modes of learning;
- Etc.

Taking these elements into account, Probst and Büchel (1995) define organizational learning as "the capacity of an institution to act in recognizing, as an entity, his mistakes and correct them. In addition, she must be able to change its knowledge and value bases in order to generate new action skills and new decision-making. "

Considered from an organizational learning perspective, organizational change puts at the center of the analysis, the role of everyone in the transformation of an organization. So the theories of organizational learning analyze change through the role of knowledge and knowledge held by the actors in the evolution of the "routines" of the organization.

In organizational learning, it is important to:

- First understand the situation of the moment and accept the malfunctions identified;
- be able to agree to move in another direction by having a shared and realistic vision of the gaps between the starting and that which is targeted, relying on the acquisition of new skills that the organization has to produce.<sup>4</sup>

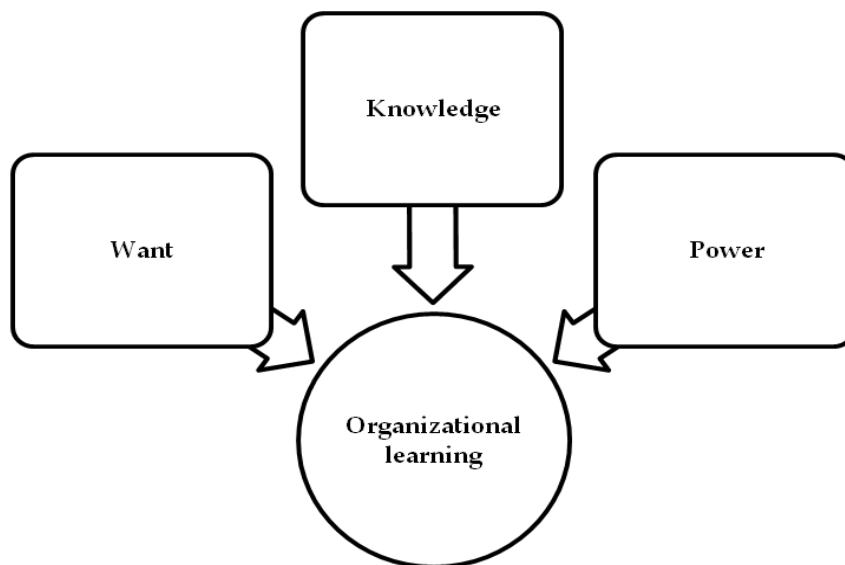
So this is a normative conception, which prescribes what must be achieved and who considers organizational learning as a productive process, skill generator.

Probst and Büchel (1995) propose using three critical factors to evaluate stage of development in organizational learning, according to the diagram below:

- **Know:** the level of instruments learning;
- **Power:** the level of abilities learning;
- **Want:** the level of the will learning.<sup>5</sup>

And the following figure explains more:

**Figure 03: Organisationnel Learning Components**



**Source:** By researchers.

The assessment of the degree of development, at the level of knowledge, is based on an analysis of the instruments used and the methods used. These include all forms of institutionalized interventions to achieve organizational learning, such as corporate charters, management styles, job rotation, project groups, etc. he are above all instruments that support development forces innate and fit for the organization.

The evaluation of the degree of development at the level of power can be articulated around the capacity to act in a cooperative and participatory way, of communication and explanation, analytic capabilities of resolution complex problems and the capacity to memorize knowledge. This is the feasibility of learning by giving the opportunity to each member of the organization and the organization itself to develop.

The evaluation at the level of the will is based on the will to develop and to enrich the potentials of individuals and organization that need to be agreed and ready to question their expectations, values, knowledge and actions if they want to venture on new unknown paths.

Analyzing the reasons for the change, the authors evoke the advent, at within the organization, new tools or new requests users, etc.; it is therefore important to systematize the reasoning in order to fully understand the motivations for change.

Examination of the various arguments put forward suggests, in fact and without ambiguity, the influence of contextualism, which seeks to understand the elements context in their influence on observed phenomena. In Pettigrew's (1987) optics, it is, in short, to see how the variations organizational context over time, combined with events, contributes to shaping organizational practices and making them evolve.

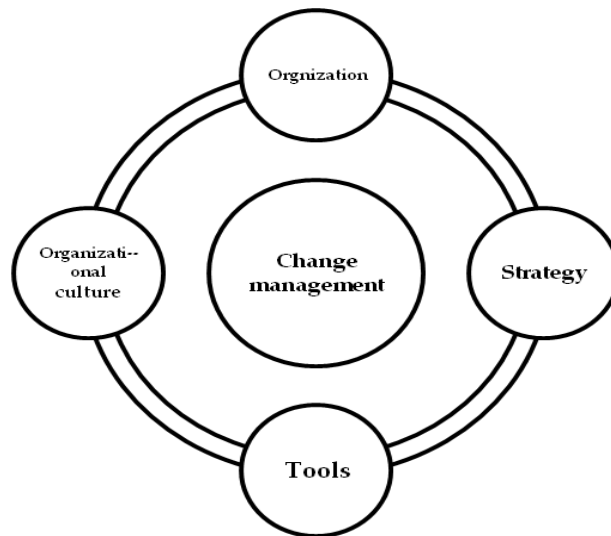
In this, we join the theories of contingency that analyze the functioning organizations through the influence of the environment, especially the influence of technology, instability, computerization and automation.<sup>6</sup>

In order to find the reasons for the changes, one must, essentially, question the context, distinguishing between the internal context and the external context. What is highlighted is that far from being a calm place, without eddy, the organization is a community of individuals who interact and determine the climate of the organization. Psycho-sociologists make largely the description group dynamics in organizations. According to the internal tensions resulting from the interaction between the actors, the authors explain that the internal context takes into account in particular:

- The organization of work;
- Strategy: change can come from an improvement strategy continuous organization or enterprise. It stems from a managerial choice, which highlights the specific role of the leaders of the organization, who are about their legal authority and their power to drive the changes they want;
- The management system;
- The tools;
- Organizational culture: organizational culture can foster emergence of an endogenous type change, in which the change is considered as coming from all the actors of the organization.<sup>7</sup>

And the following figure explains more:

**Figure 04: Change management elements**



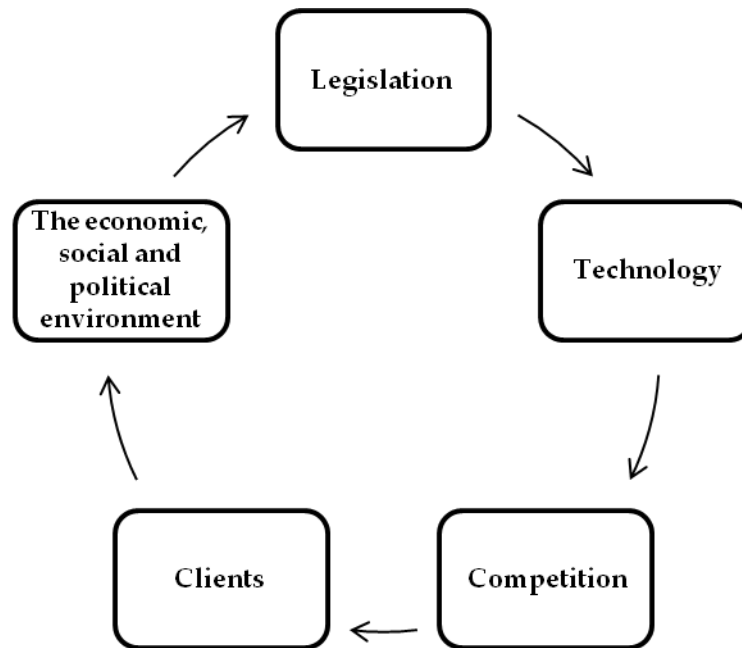
**Source:** By researchers.

Taking into account the external context considers that organizations are dynamic sets that evolve with their environment; changes of the environment drive organization into change.

Thus, can influence on the organization:

- Legislation and regulations: the organization changes to comply with new laws;
- Technology: constantly, and with increasing speed, technologies change and modernize, asking organizations to permanent adjustments;
- Competition;
- The clients collectively;
- Finances;
- The economic, social and political environment.<sup>8</sup>

And the following figure explains more:

**Figure 05: External context of change management**

**Source:** By researchers.

In addition to internal and external contingencies, some scholars use two other criteria to characterize the changes:

- The intentionality test (voluntary versus "imposed")
- The criterion of temporality (brutal vs. progressive)

There is no field insensitive to change in the organization; both the devices organizational than the roles of the actors or the organizational culture can be the subject of the change project, without however that they can be changed in the same way and knowing that any impact at one point in the system it sounds in one way or another on the others.

Whatever the purpose of the change, the authors point out that one of the elements keys to project success is to have a clear vision of change projected and clearly defined objectives: "There is no favorable wind who does not know where he is going? ».

A first way of change, for a manager, is to act on the devices of its organization: the change may concern a procedural element or routine (For example: an information system, a system of control, etc ...). But, it can also be aimed at changing relations between in the case, for example, of a structural change.<sup>9</sup>

The culture of the organization covers an experience directly anchored in the actors, which determines their degree of participation in the organization, the fact that they Feel more or less well Therefore, this is an area that does not evolve quickly.

Roles, relationships and powers are related elements in the functioning an organization. Any change of role leads to a change of power and a change in the type of relationships with other actors.

Crozier and Friedberg (1977), have shown that these elements tend to acquire some permanence with the development an organization and in the event of a change, strong attention will be paid to people who will lose power and who can, therefore, be blocking for change, but also to new people who will gain in terms of power and who can, in turn, be driving.

What is emphasized here is the need to have clearly defined objectives, leaving no room for ambiguity. For Colson (2005), who analyzes the change in public services, a good change project must be based on a clear vision, that is to say, clearly defined objectives, to be shared by all stakeholders, give room for social dialogue.

Objectives must be substantive, substantive and not procedural. They announce what will fundamentally change, showing the starting situation and arrival situation. They must be positive, constructivist, and not mere responses to pressure or stress. If they exist, they should be seen as opportunities to build a stronger future for the organization.

The "sharing" aspect is based on the assumption that a shared measure is better saved. By involving the actors in the project design, we favor ownership and acceptance, which are sine qua non conditions for the success of the project.<sup>10</sup>

These elements lead Colson (2005) to state the factors of success and below, based on the vision of the project:

**Failure factors:**

- Introduce change as a simple "technical" measure; believe that being technically accurate will suffice;
- Design change as a staff exercise, mastered from end to end in restricted committee;
- Overestimate the level of information of reform stakeholders. Believe that a speech or an internal letter is enough to inform;
- allow situations contrary to the spirit of the current reform to continue;
- play only external stress and have no "grit to grind" in return.

**Success factors:**

- Anticipate the issues so that we can better prepare for change;
- Be technically up to date;
- Offer a vision of what future change means: a vision substantial, positive, clear and complete. Being able to explain this vision a few minutes to any type of interlocutor, by arousing, at least, his interest; promote the co-production of the reform project via participatory;
- Share this vision and remove uncertainties: give benchmarks, make pedagogy of reform;

- Use all existing communication vectors, consistently, with the personal commitment of leaders, and decentralized to all echelons of the organization. The reform project and the vision that carries it must, in particular, take into account the constraints of the field.<sup>11</sup>

### **3. Change management role in the humanization of enterprises**

#### **3- 1- The humanization of enterprises**

For many years, man transforms his environment to exist. Technological progress, the division of labor, the rationalization and automation have profoundly changed work methods. Their evolution continues. It aims to achieve the highest yield.

This design appears in many ways incompatible with the humanization of the work for which the unions struggle. We can assert, without need to demonstrate, that the objectives trade unionism and those of the capitalist economy only coincide with rarely. Those of the companies have priority. The work is organized in the first place according to profit and not according to the man. Too often, it is the worker who has to adapt to the machine while the humanization of work requires the opposite.

These realities, still overwhelming despite the efforts made in ergonomics, have caused - and continue to trigger many conflicts. We are thinking here of those who broke out recently at the Fiat / Turin, in southern Germany and elsewhere to impose a more humane organization of work.

Scientific and technical progress, when not controlled, degrades the environment, threatens the very existence of man. The problem of protecting living space and the individual is to the agenda. But we cannot help feeling that threats to the workers employed in the companies are still too neglected.<sup>12</sup>

The trade union movement cares deeply about it. He puts always more strongly the emphasis on the organization of work because man spends most of his life consciously in the company.

It is undeniable that we are very far from being at the end of the effort to protect the worker against noise, substances toxic, air pollution, nervous overwork and that there is still much to do for industrial hygiene to respond the requirements that an effective protection of the human being work. The risks of accidents and occupational diseases remain too numerous.

The unions are stepping up their action in this area: through legislation and in the company (extension of powers staff committees, institution of safety committees, etc.).

It must work together to guarantee the dignity of the worker and to protect one's health - physical and psychological. Attention should be dedicated to the organization of work (rates, standards, performance bonuses, controls, monotony of repetitive gestures, diversification, etc.). Occupational medicine must be developed and the number of business doctors increased.

The trade union movement has developed humanization theses of the workplace. There is a lack of space to enter the details. What is important here is to shed light on relations

between man and work. But before continuing, it is advisable to ask: what is work? By this term we mean any activity carried out to achieve a specific purpose.

All these activities ensure the satisfaction of the needs: materials and spiritual. Since work is indispensable to man, the right to work among the fundamental rights. According to the classical economy, work is one of the three factors of production with soil and capital. In 1807, the English economist Ricardo gave work priority over the other two factors. Subsequently, Marx asserted that work is at the root of all wealth. In this perspective, the work is the set of activities deployed to enable the company to achieve its goals. Their range is broad: direction, planning, administration, execution, control, etc.

The tandem "man-machine" is today the symbol of innumerable activities. The company aims to achieve the highest profit possible. For this purpose, it requires the worker a maximum return. In terms of ergonomics, work is the sum of information and of effort invested in an activity. Ergonomics - the science of human work - is based on the analysis of the qualities and capacities of the body. This research is the condition for adapting the work to the man, and vice versa. Applying their results helps to humanize work.<sup>13</sup>

The job function is not economic only: it is also social - and primarily. Work must put man fully able to live in conditions of dignity. The dignity implies the right to participate in the most equitable way to the growth of general prosperity. It also implies the satisfaction in the work; this one supposed to turn the blossoming of the person, the exercise of responsibilities, the possibilities promotion in accordance with the effort and qualifications.

The professional activity is not only intended to ensure a gain. It must also, we insist on this point, to give contentment. It is essential, the man dedicating to him most of his existence and, every day, more than half of his conscious life. The evolution of technology is constantly transforming the activities of the man. Some professions disappear, others appear. The workflow is changing. Man is required adaptability and ever greater mobility. No one is more assured of being able to exercise one's life during the same activity. Improvement, rehabilitation, recycling is unavoidable imperatives.

The major concern of the man - in the life of work also - it is his fulfillment. It does not show initiative, it will not intensify voluntarily his effort only to the extent that he has the feeling that the organization of work is designed to compete to this blooming. It has long been recognized that job satisfaction is an element of physical health and psychic, a stimulant. Conversely, the consequences negative psychosomatic aspects of technological change and an organization inhuman work are heavy and even dramatic for the individual - not to mention their impact on productivity. Too many employers still neglect these realities.

To correct these consequences, we multiply the studies - we think passing to that of the ILO - to organize the work so that the man finds their satisfaction. Current experiments are aimed for several purposes. In particular, we try to break the monotony certain tasks by "enriching tasks", to replacing the assembly line with other organizational formulas which would allow the worker to be associated with each step of the production process instead of performing an operation partial only. These innovations must put an end to the regime that Friedmann calls it "work in pieces". These reforms must to restore the sense of responsibility and initiative: elements of joy at work. These methods involve the constitution autonomous

teams assuming certain tasks. We miss the opportunity to expose the diversity of experiences that have been announced; they have already been the subject of abundant literature.<sup>14</sup>

Employers are following this research closely. Faced to a shortage of manpower they have interest in new formulas organization of work to reduce absenteeism or mutations. The unions also pay close attention to these new formulas - but in another perspective. While the employers see above all in these reforms of the production process an opportunity to increase productivity, unions see a way to humanize the work, to change the condition of the worker in the company, to meet the demands of dignity; the industry has been neglected so far so far. Improving general training and professional - institution of a participation scheme is among the conditions a real humanization of work, with all that it entails- in the interest of the whole society - creativity, satisfaction personal and fulfillment.<sup>15</sup>

### **3-2- Humanized role of change management:**

Before describing the approach leading a company to formalize one's ethics and examine the supposed virtues of ethics business, let's see what it's all about in terms of objectives and diffusion.

#### **3-2-1- Value based approach:**

Ethical formalization is defined by Samuel Mercier (1997) as an effort to explain the values of an organization and standards of conduct that it expects of its members. It is necessary thus distinguish the ethics in the company, that is to say the conflicts of values that may arise during work activities, and corporate ethics that simply refers to documents Forms such as "codes of conduct" and "ethical charters".

Corporate ethics implies: "the writing by the company of a document stating its values, principles and beliefs. These Documents are: "Tools for regulating the relationship between the company and its different stakeholders. This normative reference of management signals the legitimacy of the organization to the different stakeholders and bridging the gap between the law in force in society and implicit organizational values ».

Corporate ethics is a privileged formal framework through which leaders intend to guide the behavior of their collaborators. Scholars underline for their part that corporate ethics explicit values and standards of conduct, conceived as ways of putting into practice those values officially recognized by the company. Business ethics is for them: "A set of principles and means that actualize the idea that the overall performance of a company must take into account of non-economic dimensions and that all means are not acceptable to achieve it even if the law does not prohibit not; formalized principles and means in the form of texts and structures ".<sup>16</sup>

#### **3-2-2- Work ethical centered approach:**

Two approaches to production and implementation of corporate ethics are identified by the management literature. A top-down approach (or expert approach) involving deducing, to from values identified by management and experts in ethics and ethics, rules of behavior to disseminate to different services of the organization. And a bottom up approach (or

participative) which, on the contrary, consists in bringing back from the base a reflection on the practices considered as just and adequacy with the key values of the organization.

For many scholars the top-down approach in the field of ethics, or sustainable development, is justified by two ideas central banks: on the one hand, the use of experts can make it possible to formulate ethical issues in a simpler and more quick for decision-makers, and secondly, they are the only actors in can scientifically justify the validity of their approaches.

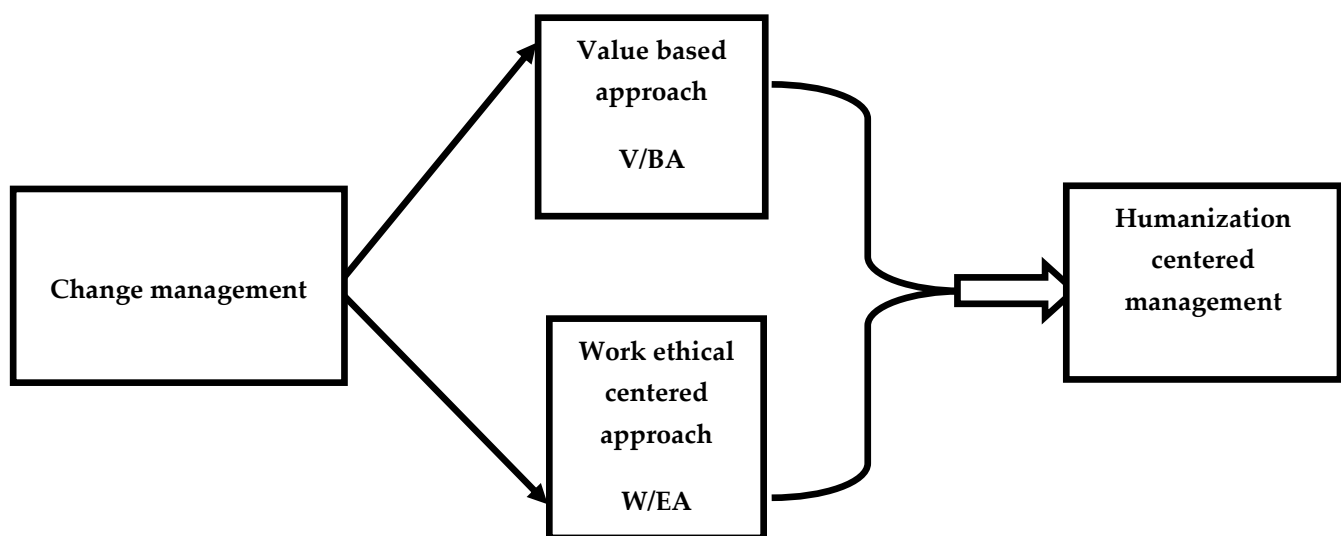
"The justification for the top-down steps is also based on the need to hold quality information. According to classical conception of scientific advice to decision makers, this information can be more easily obtained, if it is developed by experts who are supposed to be better treaties and methods of calculation ".<sup>17</sup>

The bottom-up approach, however, makes it possible to involve employees in the development of ethical rules that they will be responsible for enforce. This approach is based on the idea that takes into account the diversity of points of view and conflicts by ethics.

A bottom up approach, through the formation of working groups, composed of employee's volunteers, who will be brought to exchange in a first time on the values that seem to them fundamental in the context of their work. A facilitator is responsible for guiding the exchanges for to achieve a compromise. In a second time, the facilitator asks the group to translate these values into principles and standards of action, which would tend to make identified values. For the sake of operations ever larger, these principles would then be broken down into each employee of the company and in objectives for the services and the organization as a whole. To this end, "good practices" are collected and pooled among all employees. He should from this process, almost automatically, actions more in line with the ethics of the company.<sup>18</sup>

We proposed the following model that illustrates the role of change management in humanizing enterprises:

**Figure 06: The humanization role of change management model**



Source: By researchers.

#### **4. Conclusion**

There is no doubt in our time that enterprises around the world, both in the developed and the developing countries, are seeking to survive and develop, by developing strategies that allow them to face sharp competition, technological development and constant change in the external environment, by focusing on change management in their internal environment to suit the requirements of the current environment, with a focus on the human aspect, which is the basis of the process of change as the key to development, creativity and leadership through which to achieve the goals.

From the above, it is necessary to know the objectives of the change management process in order to identify opportunities and threats, and always focus on continuous improvement.

Institutions and enterprises can also create human change by creating an organizational climate suitable for change, and allows resistance to change smoothly among employees, and the participatory approach in managing human change allows institutions to be led from the base and not by senior management as is the case with traditional corporate management, as well By giving more value to employees by making them own shares in the company, and taking their opinions when making decisions, especially strategic ones, and adapting to the intense competitive environment, technological development and financial globalization are very necessary conditions for creating institutions what is known as constructive human change in institutions and companies.

#### **Results**

The study reached the following results:

- Managing change is of great importance in our time;
- Careful analysis of the external and internal environment of the institution allows it to lead successful change;
- The importance of strategic planning in the success of change management;
- The individual worker is considered as the key to successful change management.

#### **Recommendations:**

The study reached the following recommendations:

- The objectives of change management should be defined;
- Improving the performance of staff in a way that allows them to contribute to change management;
- focus on the technological change;
- Make the human aspect the basis of the process of change.

## **5. Footnotes and bibliography**

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