



The role of management skills in improving organizational culture and change management

Institutions: A cas study of some Economic institution

Dechache Mohamed salah ^{1*}

¹ Mohamed El Bachir Ibrahimi University, Bordj Bou Arreridj (Algeria), LEZINRU BBA,

mohamedsalah.dechache@univ-bba.dz

Received: 17/11/2023

Accepted: .17/12/2024

Published: 31/12/2024

Abstract:

This article aims to study the role of skills management in improving the culture of the institution and the method of managing change in it. The study was conducted on a sample of 30 economic institutions, where the focus was on the managers of these institutions, by distributing a questionnaire that included questions that included the study variables (skills management, institution culture, change management). A case study approach was also used, and we analyzed the data of the field study on the Statistical Package for Social Sciences (SPSS) program, where the results showed the importance and role of employees and managers in building the change process in the institution, as administrative skills and institution culture have a fundamental role in managing change.

Keywords: Skills management; organizational culture; change management.

JEL Classification Codes: M12, D83

Résumé:

Cet article vise à étudier le rôle de la gestion des compétences dans l'amélioration de la culture de l'institution et la méthode de gestion du changement en son sein. L'étude a été menée sur un échantillon de 30 institutions économiques, où l'accent a été mis sur les gestionnaires de ces institutions, en distribuant un questionnaire qui comprenait des questions portant sur les variables de l'étude (gestion des compétences, culture institutionnelle, gestion du changement). Une approche d'étude de cas a également été utilisée, et nous avons analysé les données de l'étude de terrain sur le programme Statistical Package for Social Sciences (SPSS), où les résultats ont montré l'importance et le rôle des employés et des gestionnaires dans la construction du processus de changement au sein de l'institution, les compétences administratives et la culture institutionnelle jouant un rôle fondamental dans la gestion du changement.

Mots-clés : gestion des compétences ; culture organisationnelle ; gestion du changement

. Codes de classification JEL : M12, D83

1-Introduction :

For two decades, the company has been at the heart of a constantly changing environment. The term change seems to be a central element today for the proper functioning of the organization. This leads to state that the human aspect is among the pivots of organizational development, as change is no longer solely the concern of the company and society but also of the behavior of individuals who are both the authors and actors of change at all levels of their interaction in its dual intellectual and emotional expression.

Today, one of the major challenges for the organization is to make employees aware that change has become a necessity. It is true that the transition from state A to state B is not an easy task. This could lead to resistance to change, which can sometimes create breaks in understanding and adherence, but it is often justified by future progress. The mapping of the work on change management by is based on two questions: impose or negotiate? **Do it quickly or take your time?** To answer these two questions, it is inevitable to realize that context plays a very important role and that no company is comparable to another, each with its own culture.

Therefore, developing a strong organizational culture is the foundation of organizational agility, which is the most pressing challenge for managers to ensure that the organization is capable of facing changes that could have a negative or positive impact on all the values, principles, and habits of the organization.

The purpose of this article is to study the relationship between corporate culture and change management in an Algerian context. To fully grasp the subject, it is important to understand how cultural logics interact with change management.

Our hypotheses are:

- **Cultural logics can positively interact with resistance to change if companies work on leadership issues; the more managerial skills a company possesses, the more its stakeholders are ready to face various changes.**

- **Companies will gain in change efficiency if they instill in their culture the logic of Co-construction of change, in other words, involving stakeholders in the change project is a fertile ground for its success.**

This article is structured around four sections. In the first, we will address the role of the leader/manager in the company. The second section will shed light on the concept of corporate culture and its emergence in management. After studying the role of corporate culture in management, we developed in the third section the concept of change management, the main keys to successfully implement change, and its impact on the company. Thus, we have developed the concept of Co-construction.

In the last section of this article, we tried to address our issue through the statistical analysis of data collected via a questionnaire distributed to 43 business managers in various sectors.

2- The role of the manager in the company:

2-1. The vision and strategy:

In an environment where the future changes of the organization are difficult to grasp, strategy becomes the fundamental element in the management of organizations. "It is based in an ever-changing internal and external context where numerous actors—competitors, clients, suppliers, public authorities, international organizations, etc.—alter, through their actions, the foundations on which it rests." (Aktouf, 1990, p. 74).

Being a leader is a major challenge in being able to communicate one's vision and strategy, because a leader is a manager who has the ability to mobilize free individuals, collaborators, subordinates, to elicit their voluntary participation in achieving the objectives. (Duluc, 2000). The development of the

vision requires an internal and external study of the organization's environment (Rene, Ducreux, & Kachaner, 2009). This approach will allow the organization to have a long-term image of the organization. This image or vision will give meaning to the various tasks carried out by the employees in order to achieve the organization's objectives.

The strategy leads to the implementation of a policy to ensure the sustainability or further development of the organization. She is focused on achieving the long-term goals. (Reale & Dufour, 2009; Ghedjghoudj, 2013).

The organization's human resources are considered a lever towards the successful implementation of the strategy. "Human resource management is therefore crucial to ensure the necessary skills and guarantee behavior favorable to the success of strategies." (Ghedjghoudj, 2013, p. 28).

Awareness of strategy in human resource management involves adopting a dynamic vision based on planning and implementing actions consistent with the organization's environment. (Peretti & Igalens, 1996).

Companies have understood today that to remain competitive, they should not rely solely on the leaders to achieve their objectives, but on the involvement of their employees. The role of the manager is to reduce competitiveness among employees, which allows for the sharing of knowledge by promoting communication among collaborators with the aim of having a common vision of the objective to be achieved (Arabi, 2009; Chrétien, Arcand, Tellier, & Arcand, 2005; Dubouloz, 2014).

2-2. Leadership:

It is clear that human capital is the key factor in the organization's success, the quality of the organization's management has an influence on its performance as well as its ability to attract talent. (Reale & Dufour, 2009). A manager must possess certain qualities such as: rigor, loyalty, transparency, cooperation, adherence to values and objectives, availability, listening to clients, and improving results. According to (Casanova, 2017), leadership is a complex concept that can be defined as the ability to influence, motivate others, and enable them to contribute to the effectiveness and success of the organization to which they belong. (Semaoune & Khiat, 2017) proposed the hypothesis that leadership is based on practices and behaviors that drive value creation within the company, with the distribution and sharing of power being at the heart of these practices. Leadership is a process that is built, and a skill that is learned. Leadership can be described with three pillars: Work, Responsibility, and Earned Trust. (Drucker, 2002). First of all, leadership is considered a job. Effective leadership is based on thorough reflection on identifying the organization's mission. The leader sets the objectives and priorities, defines the rules, and ensures follow-up. The identification of objectives distinguishes the quality of leadership. Secondly, it is appropriate to consider leadership as a responsibility, not as a privilege. The effective leader takes responsibility. The effective leader ensures that there are strong collaborators in the organization, and likewise, they oversee their development, considering their successes as their own.

The supreme task of the leader is to motivate their collaborators and create a vision. The leader must. According to (Frimousse, Le Bihan, & Peretti, 2017), leaders, in the classical approach, tend to emphasize their skills and status within a hierarchical pyramid structure. This situation is often a source of stress, exhaustion, deterioration of the social climate, and disengagement of employees. Today, in the face of economic, societal, and technological changes, the company cannot rely on the logic of power dynamics and constraints.

Every organization must help people to be autonomous, self-determined, adult... self-aware individuals who accept themselves. According to Thévenet (2017, p. 50), "leadership can only be approached in relation to this." Leadership is therefore never an end but always a means.

2-3. The team's principles:

To have a high-performing team, the organization is called upon to provide conditions to work in a healthy environment that encourages each member to give their best. A high-performing team is a team characterized by the sharing of objectives and values, the availability of complementary skills, continuous improvement in its functioning, and the ability to handle conflicts; for this, it must adhere to three fundamental principles: unity, diversity, and purpose (Devillard, 2000; Parent & Bareil, 2014). The high-performing team follows a continuous improvement approach, it may be wise to initiate a process of functional harmonization of the team, that is, "a series of planned actions aimed at collecting and analyzing data on the functioning of a group, then initiating changes to facilitate collaboration among members." (Schermerhorn, Hunt, Osborn, & Billy, 2006, p. 276).

2-4. Mobilizing human potential:

It is practically accepted that the organization's human capital is the cornerstone of its success. (Hofsete, Hofsete, & Minkov, 2010). In recent years, we have observed the disappearance of centralized management, the increased valuing of human capital, the emphasis on teamwork, the pervasive influence of ICT, the respect for the new expectations of the workforce, the evolution of the terms employment and career, etc. (Dubouloz, 2014).

All these transformations compel managers to adopt managerial skills that have become essential for the future of companies (Reale & Dufour, 2009), without neglecting, of course, technical skills. Having managerial skills within the organization means having leadership that possesses "the ability to develop ideas and a vision, to live according to values that support these ideas and this vision, to influence others to guide their behavior, and to make difficult decisions, particularly in the field of human resources" (Reale & Dufour, 2009, p. 358). Motivating and encouraging employees are among the keys to the success of the strategy. (Thietart & Xuereb, 2009). Motivating employees is achieved through various incentives such as: salary, recognition, empowerment, career advancement, security needs, etc. (Djellal & Gallouj, 2014).

3- organizational culture:

3-1. Definition of corporate culture:

Corporate culture is a set of rules and principles that reflects the company's philosophy. The new management philosophy is based on the principle that all leaders and employees of an organization are partners, and for the organization to succeed, both are called to adhere to its philosophy together. The 1980s mark the emergence of the concept of "culture" in management. According to (Meier B., 2010, p. 109), "Corporate culture corresponds to a framework of thought, a system of values and rules, relatively organized, which are shared by all the actors of the company [...] it thus encompasses the values, beliefs, attitudes and norms, languages and knowledge common to all those who work and collaborate within the society."

To analyze a corporate culture, we can use three dimensions (Schermerhorn, Hunt, Osborn, & Billy, 2006).

the visible aspects of culture, common values, and common assumptions.

The apparent culture: refers to the way things are done, the method established by the group and taught to newcomers.

Common values: These common values represent the entire mechanism that connects people with each other, and the organization can consider it as a means of mobilization.

Common assumptions: culture is shared by all employees who are in the same organizational context.

3-2. The Importance of Corporate Culture:

Corporate culture is considered a fundamental subject for a company to be competitive in a rather complex environment. The elements through which culture manifests are: social values, professional values, the mode of development, recruitment and career management, behaviors, relational conduct, the implicit order system, management, the decision-making system, and conflict management (Devillard & Rey, 2008); to this effect, we can say that culture serves as a frame of reference for collaborators and offers norms and rules on how people should conduct themselves (Homri, 2012).

After several readings, we were able to identify the elements through which culture marks its **importance:**

An identification factor. Culture helps to give the company an identity.

A way to unite. Corporate culture represents an advantage for the organization so that the members of the organization communicate with values that are the subject of a consensus.

A way to implement a strategic decision. The role of culture is to ensure the organization's sustainability by providing a shared and accepted understanding of the organization's objective. This influences the organization's effectiveness, whether in the context of strategic change, behavior regulation, or the integration of new technology. Culture, along with strategy and structure, forms a magical trilogy (Baldegger & Pasquier, 2014).

A way to solve adaptation problems. Cultural diversity involves adapting to new environments, a major challenge for company leaders.

A means of control. Having an organizational culture that fosters change means having, upstream, an agile organization that is essential in an increasingly complex and demanding environment. This approach will address external adaptation and internal integration issues, specifically, it involves the application of managerial skills to ensure the future of the organization, which has become uncertain; and even dangerous, if the organization does not prioritize competitive intelligence.

4- Change management:

According to Drucker (2002), the mission of management is to enable individuals to achieve common performances by providing them with common goals, common values, the appropriate structure, as well as the continuous training and development they need to be effective and respond to change. The vision of change has always been seen as an imbalance, a period of instability and reorganization. Today, the company is called to change its vision and embed change in a continuous process that allows it to monitor its market and ensure a certain level of competitiveness.

4-1 The change:

During the 1970s and 1980s, this concept emerged, and researchers were led to recognize the complexity of organizational evolution and the necessity of having a real vision of change. With the change in the socioeconomic context of the 1990s, the focus is on the ability of firms to change, particularly on the role of the manager and their qualities to successfully manage changes within organizations. The manager is expected to possess management skills that enable them to be a leader within the organization. Change management is becoming a widespread managerial practice (Autissier & Moutot, 2003), it is so important that it needs to be anticipated, thought through, and above all, actions must be found to carry it out effectively and achieve the expected results. Change

allows the company to adapt to its environment; it presents itself as a significant modification of a state, a relationship, or a situation within the political, economic, and social context of the company, whose elements affect the people who work there. (Meier B., 2010).

4-2. The factors of change in companies:

Change is generally an action on one or more elements called triggering factors. We generally distinguish two main categories: internal and external factors. Internal factors pertain to decisions made by members of the company and whose origin may be related to variations in the environment. External factors are forms of constraints that exert pressure on the company with limited leeway because it cannot ignore them.

4-3. The levers of change:

To facilitate the implementation of a change, four levers are important, namely: the recruitment of project management skills, communication, training, and finally the formalization of project management. (Meier & Al, 2007).

The recruitment of project management skills. Indeed, recruiting or having managerial skills can play a major role in driving change (Meier B., 2010).

The definition of a new communication. Managers ensure that the change is clearly explained and, in particular, to lead it by defining the role that each actor must play to succeed; we can even talk about the concept of internal marketing. (Autissier & Moutot, 2003).

The training. It is about preparing for change and developing management skills. Leaders are designers, coaches, trainers, and servants.

The formalization. It is about the organization's ability to define the content of the change in order to get employees to buy into the change process.

4-4. The Co-construction of Change:

For a successful change, the group's osmosis aiming to achieve a certain homogeneity around a common vision is inevitable. Co-constructing means building something as a group of individuals. it's "putting resources and actors in synergy during the collective construction of an object" (Nifle, Laumonier, & Nardon, 2014, p. 5).

This concept is akin to a process of sharing viewpoints. It is about establishing a unique mode of operation for a group where individual interests are divergent in order to reach a consensus satisfactory to all stakeholders of the organization. It is the search for complementary mechanisms that help us achieve a common goal. This concept involves the creation of meaning, the creation of relationships between individuals and the organization, with the aim of seeking consensus which is essential in order to cooperate, collaborate, and co-create (Nifle, Laumonier, & Nardon, 2014). Co-construction is a dynamic that is not easy to implement; it must be meticulously studied. It is about studying the strategic levers for its implementation.

4-7. Corporate culture and change management. Deploy the corporate culture to co-create change: Leaders must understand the culture of their company, which shapes the change management process, and ensure that stakeholders are willing to learn through collective trial and error. (co construire). Implementing change involves the company's staff thinking, behaving, and acting differently compared to an initial context. This evolution requires a deep understanding of the vision and its impacts at the level of the new definition of roles and responsibilities for each employee by all staff members. (Grouard & Meston, 2005).

In this context, the actions of the leaders will aim to promote the integration of certain values by the employees and to adapt the skills and knowledge to perform a specific job: an action space opens up for many actors (Dubouloz, 2014; Semaoune & Khat, 2017).

Empirical Study:

5-1. Methodology:

To address our research question, In order to study the relationship between Skills management and organizational culture, we conducted a study on several economic institutions, distributing 30 questionnaires to the managers of these institutions.

the analysis of the reliability of the questionnaire:

Tableau n°1 : Analyse de la fiabilité

Alpha de Cronbach	Nombre d'éléments
,863	30

Source: SPSS 25 analysis results

According to the results of the statistical analyses, we find that our questionnaire is reliable because Cronbach's Alpha is equal to 0.863 (greater than 0.70). The generally accepted threshold to determine significance is 0.05. Since the value is greater than this threshold, we therefore conclude that the measurement scale used in the questionnaire is significant.

5-2. Flat Analysis:

5-2-1. Sample Characteristics:

In this paragraph, we will define the main characteristics of our sample. 30 managers interviewed (100%) perform their duties in state-owned enterprises. Regarding the sector of activity, 20 managers (66.6%) belong to the private sector, 10 managers(33.3%) to the public sector.

5-2-2. The characteristics of a "good manager":

For 18 managers in our sample, the manager's personality represents an essential characteristic of a good manager; 12 of them consider that the manager's personality has no impact on their activity as a manager.

Professional experience is considered a central characteristic of a good manager by 15 interviewed managers (50 %), compared to 11 managers who stated that one can become a good manager without significant management experience.

10 managers from our sample (33.3%) believe that good managers are not born that way. For them, the practice of management is built and refined throughout a process of continuous training and learning.

Management training is not in itself the main characteristic of a good manager for 5 managers (16.6%) interviewed managers. For these managers, management training is just one step, albeit a crucial one, that must be combined with other factors such as the manager's experience, motivation, and work environment.

5-2-3. The main obstacles to managerial performance:

In our survey, 9 managers (30%) considered that my priority given to operational management, to the detriment of strategic management, represents a hindrance for them to contribute to the development of the company. For them, their managerial performance is conditioned by administrative management, which prevents them from exploiting their potential in management.

The lack of company vision only represents an obstacle to managerial performance for 11 managers (36.66%).

14 Managers (33.33%) consider that an insufficient level of managerial skills among top management constitutes a hindrance to their managerial performance, in terms of HR policies, goal setting, and evaluation.

The intrinsic motivation of the manager only hinders their performance for 12 managers (27.9%) in our sample. 31 of them consider that the manager's will does not hinder their performance.

5-2-4. Participation in Change Management Projects:

The majority of the interviewed managers (25 managers) stated that they have participated in change management projects during their professional management experience.

5-2-5. Main levers of change management:

The involvement of the management team and managers in change management projects represents a central lever for the majority of the interviewed executives. 5 managers insist on the importance of this practice in driving change.

7 managers from our sample (about 23.33%) confirmed that the involvement of employees affected by the change is a key to its success. For these managers, the more involved the employee is, the more motivated they will be and the less they will resist change.

The role of internal communication is essential and equally crucial in organizational change projects. For 3 managers (10%), the quality of internal communication is a central condition for the success of the change project and for minimizing conflicts and resistance to changes. On the other hand, only 2 managers from our sample (6.66%) believe that communication does not have a significant positive impact on the success of the change management project.

The use of specialists and external experts for preparing change management can be considered a lever for the success of change projects for 4 surveyed managers (13.33%). According to these managers, the competence of these experts and the nature of the change project are the necessary conditions for the effectiveness of this practice.

At the same level as employee involvement and internal communication, continuous training plays a pivotal role in the success of change projects. For 10 managers in our sample (33.33%), continuous training is a cornerstone for change projects.

5-2-6. Sociological factors in change management projects:

The objective of the following set of questions is to measure the degree of mastery of the practices necessary for managing sociological factors (within the framework of organizational sociology) that often accompany change management projects. We specified three response modalities for the manager, namely: "I don't know," "I know but I'm not autonomous" (this modality indicates a lack of power to act for the manager), and "I have mastered it."

In response to the question regarding the analysis of resistance to change, 13 managers from our survey confirmed that they master this practice and have the autonomy and power to implement it. 15 managers declare that they master this practice but do not have enough power to act to apply it in change projects. On the other hand, 2 managers stated that they suffer from a lack of proficiency in this practice.

Para la identificación y decodificación del sistema de valores en la empresa, 7 gerentes (23.33%) afirmaron que no dominan esta práctica. 10% of them (3 managers) consider this practice as an achievement, but they neither have the time nor the autonomy to implement it. On the other hand, only 2 managers (6.66%) reported that they utilize this practice in change management.

Identificar rutinas es esencial para que no obstaculicen los proyectos de cambio. To this end, 20 managers confirmed that this practice is rooted in their daily life within the company. Por otro lado, el 16.66% de ellos consideró que su fracaso en esta práctica es una deficiencia en su gestión del cambio.

The success of change management largely depends on the manager's ability to identify all the stakeholders involved in this change, particularly those considered key stakeholders. That said, 4 managers from our sample recognized the importance of this practice and stated that the success of the change projects they lead largely depends on identifying key stakeholders. 2 managers reported that they suffer from a lack of autonomy, while 1 of them stated that they do not master this practice. Los cambios organizacionales a menudo van acompañados de tensiones y conflictos entre los diferentes actores del cambio. La capacidad del gerente para gestionar estos conflictos, extraer puntos positivos de ellos y crear un consenso es una habilidad esencial para el gerente en la conducción del cambio. In this regard, 3 managers from our sample (10%) confirmed that conflict management was the subject of several trainings in their professional journey, and that they cannot lead a change project without mastering this practice. Por otro lado, solo 3 gerentes (10%) afirmaron que no dominan esta práctica.

5-2-7. The tools for change management:

El objetivo que se busca con este conjunto de preguntas es identificar las principales herramientas dominadas y utilizadas por los 30 gerentes de nuestra muestra. We used three response modalities, namely: "I don't know," "I know but I'm not autonomous" (this modality indicates a lack of decision-making power of the manager), and "I master it."

Solo 14 gerentes (46.6%) afirmaron que dominan y utilizan el mapeo en la gestión del cambio, 6 gerentes afirmaron que no tienen la autonomía y el poder para implementarlo, mientras que 10 gerentes afirmaron que no dominan esta práctica.

L'utilisation d'un diagnostic sociologique pour identifier les forces et les faiblesses des acteurs dans un projet de changement organisationnel est fortement recommandée au manager qui souhaite réussir à gérer le changement. To this end, only 16 managers (53.6%) stated that they use such diagnostics in managing organizational changes. Por otro lado, 13 de ellos respondieron "No lo sé" a esta pregunta. 22 interviewed managers stated that they are proficient in studying the results and expected consequences of change projects. Para estos gerentes, este estudio se centra principalmente en el impacto d'un cambio organizacional en el desempeño del individuo, el grupo y la unidad.

work. On the other hand, 10 managers stated that they do not conduct such studies in change management.

14 managers from our sample stated that they opt for process reengineering for the changes that require it. On the other hand, for 13 of them, this skill is not part of their skill portfolio. The management of risks and the deviations that often accompany organizational changes occupies a central place in change management. Although 35 interviewed managers (17+18) recognize this necessity, only 18 of them have confirmed that they master this important aspect of change management.

5-3. Cross analyses:

5-3-1. Test of the link between "Proposal-making skills" and "Management capacity":

H0: There is no link between "Proposal-making skills" and "Management capacity."

H1: There is a link between "Proposal-making skills" and "Management capacity."

To test the relationship between these two variables, we calculated the correlations using Spearman's index since both variables are of the "ordinal" type.

According to the table derived from statistical analyses using the SPSS software, the correlation is significant because its significance is equal to 0.000 (< 0.05). So, at a 5% risk of error in rejecting the null hypothesis (H_0), the alternative hypothesis (H_1) is accepted. This means that there is a link between the skills to make proposals and management capabilities.

5-3-2. Link Test Management capacity and Achievement of objectives:

H_0 : There is no link between "Management capacity" and "achievement of objectives".

H_1 : There is a link between "Management Capacity" and "Achievement of Objectives."

To test the relationship between these two variables, we calculated the correlations using Spearman's index since both variables are of the "ordinal" type.

The correlation is significant because its significance is equal to 0.000 (< 0.05). So, at a 5% risk of error in rejecting the null hypothesis (H_0), the alternative hypothesis (H_1) is accepted. According to the managers in our sample, there is a link between management capabilities and the achievement of organizational goals.

5-3-3. Test of the link between knowledge of the company's values and team spirit as a value recognized by managers:

H_0 : There is no link between the knowledge of the company's values and team spirit as a value recognized by the managers.

H_1 : There is a link between the knowledge of the company's values and team spirit as recognized by managers.

To test the relationship between these two variables, we calculated the Chi-square since both variables are of the "Nominal" type. The statistics table, derived from the SPSS software, allows us to obtain the Chi-square value, as well as the p-value of this index (its asymptotic significance). According to the statistical rule, if this p-value is less than the risk rate (α), which in our case is equal to 0.05 (corresponding to a 5% risk rate), the null hypothesis (H_0) is rejected.

According to the statistical analysis table, the p-value is equal to 0.006 (less than 0.05). So, at a 5% risk of error in rejecting the null hypothesis (H_0), the alternative hypothesis (H_1) is accepted. This means that there is a link between the knowledge of the company's values and the recognition of team spirit as a value by the managers in our sample.

5-3-4. Test of the link between knowledge of the company's values and customer satisfaction as recognized value by managers:

H_0 : There is no link between the knowledge of the company's values and customer satisfaction as recognized by the managers.

H_1 : There is a link between the knowledge of the company's values and customer satisfaction recognized by the managers.

With the same approach as the previous test, the p-value is equal to 0.003 (less than 0.05). So, at a 5% risk of error in rejecting the null hypothesis (H_0), the alternative hypothesis (H_1) is accepted. This means that there is a link between the knowledge of the company's values and customer satisfaction as recognized by the managers in our sample.

5-3-5. Test of the link between knowledge of the company's values and the spirit of innovation as a value recognized by managers:

H0: There is no link between the knowledge of the company's values and the spirit of innovation as a value recognized by the managers.

H1: There is a link between the knowledge of the company's values and the spirit of innovation as recognized by managers.

With the same approach as the previous test, the p-value is equal to 0.294 (greater than 0.05). So, at a 5% risk of error in rejecting the null hypothesis (H0), the latter is rejected.

5-3-6. Test of the link between the level of communication and the clarification of change objectives:

H0: There is no link between the level of communication and the clarification of change objectives from the managers' perspective.

H1: There is a link between the level of communication and the clarification of change objectives from the managers' perspective.

To test the relationship between these two variables, we calculated the correlations using Spearman's index since both variables are of the "ordinal" type.

According to the statistical analysis table, the correlation is significant because its significance is equal to 0.038 (< 0.05). So, at a 5% risk of error in rejecting the null hypothesis (H0), the alternative hypothesis (H1) is accepted. According to the managers in our sample, there is a link between the level of communication and the clarification of change objectives.

6- Conclusion:

organizational change does not only target processes or organizational structure, but also organizational culture; it is a tool for interpreting and understanding organizational behaviors as well as the processes of adapting to organizational changes. The participation and commitment of all employees to the implementation of the strategy and objectives, to the improvement of the organization and its functioning, to the adaptation of the culture and the management methods of the organization is essential for better driving a change project. Trust in each member of the company, supported by the monitoring of managers who have the necessary skills to better frame a change management action, is even more essential.

It should be noted that becoming a manager is neither a predestination nor an obligation. Moreover, this evolution represents a genuine investment from both the company and the employee; it takes time and costs money. Our investigation has allowed us to say that to better manage a change initiative, the company must identify candidates for managerial positions and assess their potential and motivations in order to ensure an optimal return on investment and avoid cases where high performers suddenly become underperformers in their new roles.

Also, we are increasingly talking about the participation of stakeholders in the process of driving change. Indeed, strengthening the co-construction of change within a company can effectively increase the organization's capacity to lead its change to success. It is about developing co-constructive project dynamics. It is also about increasing the agility of the company and the continuous self-adaptation of the stakeholders. It is also about finding the right balance of co-construction between the operational staff and the managers.

Finally, we can say that culture is an important factor to consider in the context of organizational change. It influences the effectiveness of the organization whether it is in the context of strategy implementation, company merger, or the introduction of new technology.

7. Bibliography List:

1. Aktouf, O. (1990). Materiality-immateriality and culture construction in the company. Institute of labor sciences, p. 74.
2. Arabi, K. (2009). New HRM practices and the dynamics of innovation within companies. In M. Mebarki, & K. Tahari, The company in the time of HRM (pp. 293-303). Oran: Dar El Adib.
3. Autissier, D., & Moutot, J. M. (2003). Practices of change management. Paris: Dunod.
4. Baldeger, R., & Pasquier, M. (2014). Management in a dynamic environment. Brussels: De boeck.
5. Bollinger, D., & Hofstede, G. (1987). Cultural differences in management. Paris: Organization.
6. Brilman, J., & Herard, J. (2011). Management: concepts and best practices. Paris: Organisation.
7. Casanova, P. (2017). Leadership and health. In S. Frimousse, & Y. Le Bihan, Reinventing leadership (pp.245-251). Paris: EMS.
8. Chrétien, L., Arcand, G., Tellier, G., & Arcand, M. (2005, February). Impacts of human resources management practices on the organizational performance of project management companies. International Review of Work and Society, pp. 107-128.
9. Devillard, O. (2000). Team dynamics. Paris: Organisation.
10. Devillard, O., & Rey, D. (2008). Corporate culture: a strategic asset. Paris: DUNOD.
11. Djellal, F., & Gallouj, F. (2014). Innovation as a value: what HRM to develop dynamic skills? In F. Gallouj, & F. Stankiewicz, The innovative HRD: human resource management and innovation dynamics (pp. 100-131). France : PIE Peter Lang.
12. Drucker, P. (2002). Become a manager! Paris: Pearson Education.
13. Dubouloz, S. (2014). Organizational innovation and HR mobilization practices. A winning combination. Revue Française de Gestion, pp. 59-85.
14. Duluc, A. (2000). Leadership and trust. Paris: Dunod.
15. Frimousse, S., Le Bihan, Y., & Peretti, J.-M. (2017). Positive Leader: An Alternative for the Service of Transformation. In S. Frimousse, & Y. Le Bihan, Reinventing Leadership (pp. 27-31). Paris: Editions.EMS.
16. Ghedjghoudj, E. h. (2013). Strategic Management: The Different Approaches. Algiers: Office of University Publications.
17. Godelier, E. (2006). Corporate Culture. Paris: La Découverte.
18. Grouard, B., & Meston, F. (2005). The Company in Motion. Paris: Dunod.
19. Hofsete, G., Hofsete, G.-J., & Minkov, M. (2010). Cultures and Organizations. Paris: Pearson.
20. Homri, S. (2012, May). Organizational culture: what impact on knowledge management. Retrieved from sciencespo-aix: <http://www.sciencespo-aix.fr/wpcontent/uploads/2014/03/homri-culture-organisationmai2012.pdf>
21. Khat, A. (2009). Economic analysis and HRM. Oran: Dar El Adib.
22. Mandon, D. (1990). Culture and social change. Lyon: Chronique social.
23. Marsan, C. (2008). Successful change. Paris: De boeck.
24. Meier, B. (2010). Manageor. Paris: Dunod.
25. Meier, O., & Al. (2007). Change management. Paris, France: Dunod.
26. Messenger Rota, V., & Tabaka, J. (2009). Project Management: Towards Agile Methods. Paris: Eyrolles.
27. Mintzberg, H. (1982). Structure and Dynamics of Organizations. Paris: Eyrolles.

28. Nifle, A., Laumonier, C., & Nardon, E. (2014, 12). Co-Building the Future. Retrieved from Co-Building the Future: www.co-construire-avenir.org.
29. Parent, C., & Bareil, C. (2014, 03). Managing a Change Team. *Management*, pp. 75–85.
30. Peretti, J.-M. (2016). *Human Resources Management*. France: Vuibert.
31. Pichault, F. (1993). *Human Resources and Strategic Change*. Brussels: De Boeck-Wesmael.
32. Pichault, F. (2009). *Change Management*. Brussels: De Boeck.
33. Reale, Y., & Dufour, B. (2009). *The Strategic HRD*. Paris: Organization.
34. Reitter, Chevalier, Mendoza, Laroche, & Pulicana. (1991). *Corporate Cultures*. Paris: Vuibert.
35. Rene, A., Ducreux, J.-M., & Kachaner, N. (2009). *The Big Book of Strategy*. Paris: Organization.
36. Schermerhorn, J., Hunt, J., Osborn, R., & Billy, C. (2006). *Human Behavior and Organization*. Quebec: ERPI.
37. Semaoune, K., & Khiat, A. (2017). What Change Owes Leadership. In S. Frimousse, & Y. Le Bihan, *Reinventing Leadership* (pp. 542-547). Paris: EMS.
38. Thévenet, M. (2017). Controversial Leadership. In S. Frimousse, & Y. Le Bihan, *Reinventing Leadership*. Paris: EMS.
39. Thietart, R.-A., & Xuereb, J.-M. (2009). *Strategies: Concepts, Methods, and Implementation*. Paris: Dunod.
40. Vandangeon-Derumez, I., & Autissier, D. (2013). *Organizational change*. Paris: Eyrolles.