



Organizational change models

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Abstract

This research paper aimed to study models of organizational change management, where theoretical literature and basic concepts were collected in order to identify these models. The study addressed four models: Lewin's model, Block and Patten's model, Kotter's model, Pettigraw's model and the extent of their impact on organizational change management for the purpose of reducing Or addressing resistance to organizational change in organizations.

✓ Keyword : organizational change, resistance to organizational change, organizational change management, models change management, Lewin, Block and Patten, Kotter, Pettigraw.

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1. INTRODUCTION

The success of the organization depends not only on the competence of individuals, but also on reducing their resistance to change. The role that the individual plays in terms of behavior (discipline, submission, respect) in the direction of change in the organization represents an essential and important element, as interest in this topic has increased significantly among managers of modern institutions. Clearly, this is due to its fundamental and important role in the success of the organization and increasing its effectiveness in achieving its basic goals, including finding solutions to reduce resistance to change.

The process of change requires the existence of a strategy or practical method for change, as this study will address through models for managing organizational change and reducing resistance to change. There is no doubt that getting rid of resistance to change has become an obsession for organizations, as organizational change has begun to face great resistance and this is why they resort to The organization to find solutions to resistance to change by managing organizational change and creating a balance between them to maintain the continuity of the organization.

This study will address some models of organizational change and determine the extent of their influence on resistance to change. With previous research efforts, this research came to shed light on them and explain the relationship between them, and then study models of organizational change and demonstrate the importance of models to reduce resistance to change.

2. Organizational change:

Organizational change has become necessary. It has become one of the most important concerns of modern institutions. This is due to the terrible and continuing developments in the world in its various aspects: economic, social, cultural and

technological. Therefore, it was necessary to keep pace with developments to ensure the continuity of institutions.

3. Organizational change management:

Change management is the response used to mitigate the negative effects resulting from the various forces of change, and adopting appropriate methods to solve them. This may require a clear answer to several questions, the most important of which is: Why change? Who makes the change? When is the change made? How is the change done? What are the areas of change? What are the means and tools that enable the process of organizational change to be secured? These are techniques that are used to create and maintain changes within an organization. (Tippets, 2011)

4. Resistance to organizational change:

The concept of resistance to organizational change go back to the articles of Coch and French (1948), entitled: Overcoming Resistance to Change, in which they presented an explanation for this concept as a combination of an individual reaction due to the worker's feeling of marginalization and deprivation, and a collective reaction. Resulting from forces emanating from the group. (vas, 2000)

Resistance takes one of the following specific forms, depending on the nature of the change and the behavior of individuals, and in most cases depends on reactions. Forms of resistance to organizational change have been divided into five forms: Temporary or continuous resistance: Resistance to change is in fact linked to the extent of the workers' awareness and understanding of the goals and positives of the change. If this is achieved, the resistance disappears, but it may continue due to their complete rejection of it or their refusal to change the existing situation in the organization. Covert or public resistance: Dealing with visible and public forms of resistance (protest, leaving work) is generally considered easy compared to dealing with covert resistance (absence, tardiness, slow completion of work, accumulation of

work), due to the difficulty of identifying its manifestations and the parties involved in it. Individual or collective resistance: Individual resistance means that rejecting or abstaining from change is done by the individual, while collective resistance means that the change is not accepted at the level of formal or informal work groups. Therefore, the response of some workers within the organization to the proposed change may be considered aside by management. Negative and destructive that does not serve change. Peaceful or hostile resistance: Hostility differs from peaceful resistance in the damage resulting from sabotaging or disabling equipment and machines, and this type of resistance is considered more harmful to the organization. Positive and negative resistance: It is positive if the change contributes to preventing continued losses for the organization, and it is negative if the results of the change are less compared to its costs. (Dimitrios B, 2023)

We note that there is a big difference between the forms of resistance to organizational change, as temporary resistance depends on circumstantial reactions that are not long in duration, unlike continuous resistance, which requires a long time. As for covert resistance, it is considered difficult to deal with because it does not appear, unlike public resistance, which is considered easy to deal with. In general, compared to dealing with secret resistance, as for individual resistance, it is the individual's refusal to change, and collective resistance is the acceptance of change at the level of work groups. As for peaceful resistance, it is less harmful compared to hostility, which results in damage represented by sabotaging and disabling equipment, while positive resistance is the prevention of continuation. Losses for the organization are negative, as the results of the change are less compared to its costs.

When people face a change in some aspect of their lives, they react at different levels: cognitive, emotional and behavioral. (Smollan, 2006)

These reactions go through several stages before they are translated into actions:

Kübler-Ross divided resistance into stages. In the beginning the denial stage is fear of change. The second stage is resistance where he realizes that things are not under control and tries to live with them. The third stage is experimentation represented by exploration and choosing acceptance or confrontation. The fourth stage is In acceptance that is, learning and renewing the attitude toward the idea of change, the last stage is integration which is commitment to change. (Lindblad, 2022)

From this standpoint, organizational change management is an attempt to link human and material activities within a thoughtful action plan that contains typical administrative procedures that dominate the change and determine its direction and extent. It can be said that organizational change management is not successful unless it is within a compatible methodology, strategy, and method of work, and among others. Important tools for managing organizational change Change models created by researchers to organize the change process during its management are explained in the study as follows:

5. Organizational change management models:

5.1 Lewin Kurt 1951:

The model presented by Lewin is considered one of the most important models of change at the organizational level. Many writers believe that applying the model and its stages in a proper manner helps a lot in bringing about change without major side effects. Lewin built his model on the basis that there are forces that push towards change and other forces that oppose it. For change to succeed, the first party must be the strongest. (Esther Cameron, 2009)

Three stages Lewin's model:

5.1.1 The first stage: defrosting the stage of thawing or decomposition is considered the most important stage in this model. In this stage, the change leader tries to break free from the existing situation and sow doubt and confusion in individuals regarding

existing customs and practices, and the necessity of abandoning their reservations and fears regarding change, as the way they work has become unhelpful and of no value.

5.1.2The second stage: change at this stage, the individual learns methods and skills and acquires knowledge and ideas that enable him to do work in a different way, and makes him ready to adapt and deal with changes that include duties, tasks, and organizational structure. Lewin warns against rushing and moving to this stage without completing the stage of dissolving and getting rid of old ideas and trends, as the stage of change is often accompanied by confusion and a mixture of feelings of hope and anxiety.

5.1.3Stage Three: Stabilization or re-icing this stage begins when individuals acquire new skills, ideas, and knowledge, and they are evaluated and then reinforced by the change agent. Individuals whose performance responds positively to the changes are rewarded. Officials at higher levels also express their satisfaction with the success of the change process, contribute to consolidating the new organizational culture, and support individuals from In order to maintain and strengthen the new situation.

5.2 kotter 1995:

Kotter believes that change is an inevitable result of individuals' feeling that what they offer can be improved. In addition, this feeling changes whenever the organization is exposed to change at the level of a specific field such as strategy, organizational culture, structure, or even at a lower level such as the work office or work unit. Change A natural reaction by individuals if they suffer from a feeling of inferiority. If they deal with it intelligently, they will succeed, and if they fail, they will be exposed to material loss or psychological illness. (Kotter, 2002)

He developed eight stages for managing organizational change:

5.2.1The first stage: Whether at the senior management level or the lower levels, those who are able to bring about change are those who can bring a sense of stability to the emergency situation among the individuals involved in the change.

5.2.2The second stage: After creating an urgent nature in the organization, the change agent (responsible for the change) is a team whose members are characterized by several characteristics, including skill, credibility, ability to communicate, and good reputation.

5.2.3The third stage: A good team must have a vision that is attractive, clear, simple, and raises morale to the maximum extent, in addition to developing a strategy that enables it to reach that vision.

5.2.4The fourth stage: Communicating the vision and strategy as a simple message through many channels to reach the largest possible number of individuals. The goal of this stage is to create commitment to the vision and strategy.

5.2.5The fifth stage: Empowering workers and removing barriers and obstacles that stand in the way of achieving the vision, by supporting the parties that support the change and frustrating the other parties and sowing doubt in their confidence that stands as a stumbling block in the change process.

5.2.6Sixth stage: The team focuses on individuals in order to achieve small achievements in the short term in order to give hope for the success of the change and the realization of the vision.

5.2.7The seventh stage: After achieving the first successes, the change team does not stop. Rather, it promotes its initial achievements and tries to integrate them with the organization's environment quickly, and makes individuals anticipate subsequent events.

5.2.8The eighth stage: In the last stage, leaders intend to make these important changes linked to the organization's culture. We find that there is a collective culture, behavioral standards, and common values.

5.3.Bullock and Batten 1985:

This model is considered one of the most important models approved for managing change at the level of the organization as a whole, not just the organizational aspect. It is based on four basic stages, which are as follows:

- Exploration: This stage involves verifying the need for change in all journals in addition to securing some of the necessary resources for the change process, such as expertise.
- Planning: It is the activity that includes decision-makers and technicians. At this stage, the diagnosis and sequence of change procedures is completed, and final approval is obtained from management to initiate the change process.
- Action: At this stage, the change process begins according to the drawn-up plan, taking into account feedback, which allows for re-planning in certain cases.
- Integration: The integration phase begins after the complete completion of the planned operations, and includes the process of aligning the change with other aspects of the organization and formalizing it through some policies, such as rewarding individuals who have integrated into the change process and adapted to it. (Esther Cameron, 2009, p. 113)

5.4Pettigrew 1985:

Andrew Pettigrew adopted eight dimensions of strategic change, which in turn is considered a dimension of organizational change: content, context, process, leadership, culture, structures, human resources management, and history. Then he developed these dimensions (1987a, 1987b) by proposing a multidimensional

approach that allows The mutual relationship between the different variables in the stages, The dimensions were combined into only three: (George P. Huber, 1995)

- Content: What? It includes history
- Context: Why? It includes leadership, culture and structures.
- Process: How? It includes the Human Resource Management.

The “context” corresponds to all the factors that are likely to influence the decision to change and the analysis takes place at a time that characterizes the environment at the economic and organizational level. The “process or implementation” is what characterizes the concrete life of change and results in the (often political) interactions between actors. Concerned with the phenomenon, which may or may not be members of the organization. As for the “content” by the nature of change, the strategy, structure, and socio-technical and cultural system are subject to change. (HUAULT, 2017)

This model includes three dimensions: (Arnaud, 2011)

- Content: The specific area concerned with the changes studied.
- Processes: The way an organization attempts to take the most appropriate actions for the change to be made.
- Context: (internal and external): Pettigrew defines a frame or context as being both external and internal at the same time: external to events The political, social and economic that interact with the organization and internal to the organizational structure, culture and authority context i.e. the pattern of authority In the organization.

6. RESULTS AND DISCUSSION

Lewin's model is considered the first in the field of change. It relies on three stages: (defrosting, changing, stabilizing or re-icing). It also helps a lot, as it is considered a model of change without major side effects, by relying on forces that push towards change and other forces that oppose it. For the success of change, it must be The strongest is the first party. As for Kotter, change is considered an inevitable result of individuals' feeling that what they offer is capable of improvement. This feeling changes with the change in organizational culture. Change is a natural reaction by individuals to avoid material or psychological loss. He established eight stages for managing organizational change. As for Block and Patten, they see To manage change, four stages must be adopted: (exploration, planning, action, and integration). It is considered one of the most important models that includes the organization as a whole. As for Pettigrew, he divided the stages of change management into three stages: (context, content, process, or implementation).

7. CONCLUSION

Organizations face great challenges when implementing the process of organizational change, as they face resistance from individuals, which is considered normal because change means leaving the comfort zone and reassurance and dealing with the unknown, and this resistance must be addressed through models of change management for the purpose of successful organizational change. It is important to include an effective strategy for dealing with resistance to organizational change. Organizational leaders must address the fears and resistance felt by employees and help them understand the potential benefits of this change. They must choose the appropriate model for the situation of the organization and must also provide space for dialogue and communication and provide ongoing support to employees. During the process of organizational change adopted by the past four models and the importance of these models in managing organizational change.

Finally, it can be said that models of organizational change help to bring about positive change and development in the field of management, confront the common problems that organizations face during change, and provide advice on how to avoid them or deal with them effectively. In addition, they create solutions and ways to improve personal leadership skills and maintain the spirit of innovation and change in Organizations.

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