Management Change and Human Resources in the Organisation

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Abstract: Working in a corporation or with a large organization may definitely lead you to hear the expression "management change" that is used from time to time. In fact, management change has become vehementl6y popular with organizations or corporations that would like to initiate significant change that can include both work tasks and culture at the same time. This kind of change is generally embodied in the employment of a set of processes that aim at the insurance of a significant and systematic change which is supposed to be controlled regularly.One of the main goals of managementchangeregards to the workers who may not accept it easily, since the human capacity and energy thatare relied on to effectuate the necessary change may resist or react against the change and thus affect the efficiency or the accomplishment of the wished change. Consequently, to avoid this kind of problems, consistent efforts and adequate preparation are required so as to convince the workers and make them believe in the importance and the productivity of this change and insist until they accept to put it in use.The administration of both change management and human resources have become an important factor which are needed to obtain some competitive advantages. The change however, should affect both the moral (mood) of the workers and the material of the factory, since they represent the backbone of it. In other words the responsible should take into account the material side i.e. the inclusion of recent technology and new strategies in addition to the abstract side i.e. the workers and the culture that prevails the factory. Thus, how can we assure a successful change in human resources?

Keywords: Management Change, Human Resources, Corporate Culture

1. Introduction

Contemporary institutions are social systems that involve different activities concerning human beings. Yet, contemporary institutions grow, develop, advance, face challenges, struggle and try to adapt with new and unexpected changes so as to make any change become a common phenomenon for every institution. Actually, change is the only ongoing process in any institution and the effective institution is said to know how to effectuate some serious steps in order to run the institution in a smooth way. However, not all those institutions which look for change may succeed in it because the occurrence of this change may provoke a clash though it attempts to manage change through mitigatingits impact on the institution and staff.

Initiating change at the level of the administration does not mean that success is based on the leader who wants to change but also on is the staff who is supposed to implement it in addition to their behavior and support that are deemed to be very important. One of the most important goals of management change is to achieve the commitment of these individuals for change.

Human resources represent the center of change because technological change requires training of individuals on new techniques. Furthermore, the change in organizational structure requires training of individuals on new added activities and even on those which exist already. Indeed, the success of change process in human resources strongly requires the acceptance of the concerned individuals since it affectsthem.Therefore, confidence between the executers and those who affected by it is a crucial element which is strongly needed to achieve the targets. Nonetheless, this, act cannot be realized unless there will be a pertinent study and analysis in addition to some strategies and mechanisms.

2. The Concept of Change

Continuous change in general is affecting our lives in many domains as we try to deal with it through planning how to confront the daily challenges brought by it. However, people awareness about what is going on differs from one individual to another.In fact, all of us wish that the newly arrived change will result in positive things as we hope that all that is negative will be removed.

We live in change on a daily basis and we continue to deal with it and plan to confront it. This is because it affects us and is influenced by its processes, but the way it is absorbed differs from one individual to another. We expect the positive thing from him, and hope that all that is negative will be removed from us. The same is true for enterprises which aspire to make plentiful and rare. So, what is meant by change?

De facto, there exist familiarity with change but scholars agree on a specific concept:

Kurt Lewin: "Change is a dynamic balancing process between two groups of forces working in opposite directions of the physical, social and psychological field of work. One of these groups has driving forces. The opposite group includes restricted forces and as a result of the interaction of these two forces, a state of equilibrium called the current situation is reached ".

Whereas, Dr. Said Amer believes that the change is: "a dynamic move by following innovative methods resulting from the material and intellectual innovationsto bearthe promises,goals and dreams of some persons in addition to the remorse and pain of others according to technical and humanitarian readiness.In all cases is a phenomenon that is difficult to avoid."

Dr. Said Attiwi says: "change is a process that involves the behavior of individuals, organizational structures, performance systems, assessment, and technology to interact and adapt to the environment."

Dr. Ali Al-Salami: "Change is a shift from a certain situation different from what was before, and this change may be in the form, quality or situation."

Dr. Ali Hammadi has raised an important point in his speech about change management which means "to use the material and human resources efficiently and effectively to shift from a given reality to a better reality, with minimal damage to the organization and individuals, and with a short time and less efforts."

Through all this acquaintance it can be said that the change is the transition from one situation to another regardless of the nature of this transition or scope, effects and causes. Change is a tangible alteration that affects all parties of the institution. Change may include an adjustment to structural organization, technology or institutional culture as well.

3. Change Forces

Most of the changes that have taken place in this century touch on all the aspects namely, political, economic, socio-economic and cultural, did not come as a coincidence.

Rather, they resulted from strong and motivated factors, including what is authoritarian, political, technological, administrative and human knowledge.

3.1. Types of Change Forces

There are two kinds of change forces that lead institutions to change: internal and external forces. Change forces are the peripheral forces that come as a result of external or internal political, economic, cultural and social pressures and thus impose partial or comprehensive administrative changes.

3.1.1. External Change Powers
  a) Globalization in various senses.
  b) Public opinion and increasing pressure in directing and correcting policies at home and abroad.
  c) Laws and regulations imposed by the State and abroad.
  d) Global competition (new inventions and innovations, raising research and development budgets in some countries).
  * The high cultural level of people. (Global attention to the environment, improvement of women's situation, attention to children and expansion of labor groups and trade unions).

3.1.2. Internal Change Forces
  a) Organizational / Structural Models: the growth and development of the organization imposes a change in its organizational structure.
  b) Human Resources: attract new and innovative human resources that impose changing behavioral patterns.
  c) Products (development of new products may require new production methods and new administrative methods.)
  d) Technology (new activities that impose certain technological or administrative changes).
  e) Policies: democracy and participation have become the norm.
  f) Diversity: women's entry into the labor market and nationalities of workers.

4. Types of Change

Before addressing the types of change, it is necessary to know the status of institutions towards this change, in the sense that this change imposed on these institutions intentionally or randomly? Is it positive or negative?

Change is generally divided into planned and unplanned change.

4.1. Unplanned Change

It is an existing and important situation at the same time, it is a sudden change without warning and requires a reaction at the best moment, keep pace with its complications and deal with planning and implementation with its results. However, this change is both annoying and costly, such as labor strikes that could cause closure. To minimize the implications of sudden change problems, change management must play its planning role and put in place coping mechanisms.

4.2. The Planned Change

It is a change designed and implemented in a systematic and pre-planned manner. It is divided into:

1) Rapid change and gradual change:

1 / Gradient Change:

It begins with simple changes as it introduces commitments that are easy to accept and then falls into more complex commitments.

2 / Progressive Change:

Here, the ultimate goal of the change is divided into partial targets, each of which is achieved at a particular stage in sequence, taking advantage of the accumulation of effects resulting from the previous interim changes so that the final goal is achieved at the end of the planned period of the change program.

3 / Radical Change:

It aims to achieve the desired results by dealing with all the systems required to be changed at once using the strategy of force and minors rather than negotiation and persuasion.

2) Comprehensive change and partial change:

If we adopt the degree of inclusion of change as a criterion, we can distinguish between a partial change that is limited to one side or sector, such as changing machinery and equipment, and a comprehensive change in all or most aspects and areas of the organization.

Among the disadvantages of partial change is that it may create a kind of imbalance in the institution. In other termswe may havesomesophisticatedandbackwardaspectswhichcan reduce the effectiveness of change. For example, a change in production tools necessitates a change in production processes, marketing methods and staff training.

3) Material and Moral Change:

The problem is the lack of coordination between these two changes. In other words, we may find that some institutions have modern equipment and devices, but the kinds of workers behavior and working methods are traditional, and this type of change is formal, superficial and ineffective.

4 / Steps of Organizational or Planned Change:

To introduce the planned change in organizations, a model must be composed of the following stages:

4) Know the sources of change:

Here the source of change may be the external environment of the organization, such as changes in market structure, technological changes, and political or legal changes.

It may be the structure of the organization, power relations and communication.

It may also be the prevailing organizational climate.The latter is the general atmosphere of the sensitivity and feelings of the workers such as humanity, warmth, coldness and complexity in the organization.

    a) Assess the need for change: by defining the gap between the organization's position now and what it wants to achieve later.

    b) Diagnosis of the organization's problems: problems may relate to work methods, technology used, absenteeism, work cycles and other problems.

5) Overcome resistance to change:

The resistance to change can generally be due fear of material or moral loss, misunderstanding the effects of change, the requirements of developing new relationships and behavioral patterns, the sense of workers that they were exploited or forced to change, and also the fact of being used to work in a certain wayin addition to the desire for stability.

6) Planning efforts to change:

This is done by clarifying the goals of change in an accurate and measurable manner.

Develop strategies for change:

The elements that may be affected by the parts of the organization should be considered:

- Organizational structure: redesigning jobs, re-describing business, changing authority and responsibilities, changing organizational structure.

- Technology: modifying production methods, changing machines and devices.

- Human resources: on-the-job training, participating in seminars for management leaders, team development, new recruitment.

    a) Implementation of the plan within a certain period

    b) Follow up the implementation of the plan and inspect the strengths and weaknesses in them.

5. Characteristics of Organizational Change

Organizational change has the following characteristics:

- Change is a continuous process because the response to changes has occurred under the circumstances of the organization or is expected to occur.

- Change is a planned process. It is not a random work, but it goes through three steps as we have already mentioned in point 4.

- Change administrative responsibility is one of the main tasks of the various administrative levels of the organization, especially senior management.

- The change is based on the concept of open systems where the ability of the organization to carry out its functions and achieve its objectives depends on the effectiveness of the relationship between them and the external environment in which they live and exchange various information.

- Change aims to improve organizational effectiveness, i.e., increase the organization's ability to achieve its objectives efficiently and sustainably under changing conditions.

- Change depends mainly on the involvement of staff with management in its creation.

- There is no ideal way to bring about change as each institution has its own way of adopting change, depending on the prevailing circumstances in the institution.

6. Objectives of Organizational Change

The goals of change are multiple, and the most important

are:

- To balance the organization and the environment in which we live.

- Work to create a vital system in the organization, through the transfer from the mechanical system based on the concentration of power to the vital system based on decentralization of power.

- Change the behavior of employees in the organization to suit the changes surrounding them.

- Strengthening relations, interdependence and cooperation among the members of the organization.

- Eliminate conflicts that may occur in the organization by using confrontation methods.

- Introducing modern technology in the organization's technological system in a sound and acceptable manner to individuals.

- Developing work procedures in the organization in such a way as to simplify and perform them in the shortest possible time.

- Increasing the confidence of individuals in the organization and in each other.

- Changing the leadership styles of the organization or organization by taking into consideration the participation of decision makers.

- Increase the motivation of individuals to work using an effective incentive system.

7. Strategies of Organizational Change

In order to succeed any change in any area, the institution must be aware of the various existing strategies such as:

1) Field rationalism strategy or persuasion strategy:

This strategy gives much more importance to education, scientific research, studies, and denies the existence of the so-called ignorance and non-fiction.

Education is a means of disseminating scientific knowledge.So, organizations design training programs that focus mainly on providing information to the trainees as well as encouraging scholarships, research and scientific studies.

2) Targeted education and awareness strategy or force sharing strategy:

This strategy assumes that the main barrier to change is not the lack of information or lack of information, but the lack of conviction of individuals or institutions about the need for change or their desire or fear. Change may be a threat to some people or a conflict with their values and beliefs.

The goal of this strategy is that the manager or the leader who wants to bring about change tries to overcome this resistance by raising awareness and education, eliminating fears and developing loyalty to change t, so that people become changeable and accept change instead of rejecting and resisting. Thus, training is one of the main methods which aims at changing the individual's attitude and directions.

3) Force-force strategy or force and repulsive strategy:

The change in this situation is imposed on the parties concerned by force. All forms of resistance are overcome by the use of sanctions for those who violate or resist. This strategy may be effective in some circumstances and in some emergency situations, but it is ineffective in the long run because it does not guarantee loyalty of individuals and their support for change.

We can conclude that there is not one optimal strategy, since each circumstance and each position of change need a strategy that suitestheir nature.

8. Areas of Organizational Change

According to the majority of writers who are interested in the importance of making change, there are two major areas of change within the institution: the human and the physical, often the interest has been only on the material side (technology, raw materials, organizational structure...) But during the recent period it was noted that the physical aspect is a fact that contributes to the development of the institution but it is not enough.

The new ideas have shown that there is no need to separate between what is material and what is human. The point of communication between these two sides emerged especially when making change. The change in the material aspect is not successful without a change in the moral aspect. Hence, our focus is on managing change and human resources.

9. Change Management and Human Resources

9.1. What Is Change Management?

We have already mentioned that change is the transition from one situation to another which is more sophisticated.But who does this transition?

Management change is a management that makes a clear alteration in a different part or parts of its current reality. Management, which adopts a new idea or behaviorseeks to implement the idea in the sector, market, or environment where change will be managed.

However, the work of this administration will be successful only if all efforts and all resources, especially the human component will cooperate. Human resources has become one of the most important element which has enormous intellectual capabilities, potential as it representsthe mainsource of information and creative ideas that all institutions need and invest in strategic / productive and developmental / competitive areas. And for the purposes of maximizing its goodwill and the added value of its business.

The aim of changing individuals is to change their behavior and to focus on the possible ambitions, abilities and talents and to employ them in all areas of business that aspire to achieve the goals of the institution.

Changing individual behaviors means developing their skills and abilities and motivating them to recognize the importance of what they are doing.

According to Professor Hassan Ibrahim Balout. "The change that affects the human element includes two

fundamental characteristics: capacity and motivation".

- The ability of knowledge, skills, and experience to make any gain that the individual can obtain, helps him to develop his career. Ability is a set of physical and intellectual possibilities (ideas, information, talents, creations) and ethics that must be available to the individual.

- The motivation, is the advantage that helps the individual to succeed in his work, it is the readiness shown by the individual to do his work and perform better. A catalyst is a group of forces emanating from within or outside the individual and inevitably affects his behavior, actions and literature.

Making change in the human element has also changed the patterns of human relationships within the work force and urged individuals to move from individual work to teamwork, that is, to participate actively in groups and task forces that include a group of individuals with competencies and different skills.

Thus, it is possible to say that the most important phenomena of change that connect individuals isthe development phenomenon. Professor Hassan Ibrahim Yellout and Dr. ZaidMunirAbbawi have participated in the idea of development or institutional organization, which is defined as a long-term effort by the administrative summit. The work and renewal mechanisms of joint action on the basis of administrative cooperation and the sharing of powers between presidents and subordinates and the creation of the appropriate institutional culture.

9.2. Introduction to Change Management

"Why do not change programs make a difference?" Asked Michelle Bear and his colleagues in an introductory article in the Harvard Business Review. "This theory determines that changes in attitude lead to changes in behavior, and according to this model, change, like the experience of transformation, once people are committed to quickly follow the changes in their behavior, Pierre and his colleagues believe that this theory brings the process of change back completely.

Individual behavior - in fact - is fully embodied by the organizational roles of individuals so the effective way to change behavior is to put individuals within a new regulatory framework that imposes new roles, responsibilities and relationships on them. This creates a position that "imposes" new attitudes and actions on individuals.

Pierre and his colleagues identify six steps for effective change that focus on what they call "organization of tasks," that is, reorganize staff roles, responsibilities and relationships to solve specific business problems in small units, and enable us to clearly define goals and tasks. The aim of the following overlapping steps is to build a strengthened cycle of self-sustaining commitment, coordination and efficiency. These steps are:

1. Creating commitment to change through joint analysis of problems.

2. Create a common vision for management and achieve goals such as creating a spirit of competition.

3. Provide consensus on the new vision and efficiency of its legislation to improve it.

4. Spread the vitality and the new determination on all sections without pushing them from the top, do not impose differences and make each department discover a way to the new system.

5. Establishing vitality and new determination through formal policies, regulations and structures.

6. Review and modify strategies according to the problems caused by the change process.

The approach suggested by Michelle Pierre and his colleagues is a key input to the effective change ofmanagement and is associated with a number of general guidelines, which we make clear in the next point.

9.3. General Guidelines for Change Management

- Achieving lasting change requires strong commitment and exemplary leadership from the elite of officials.

- It is necessary to understand the culture of the institution and the levels of change that may be effective.

- The nature of change management and leadership skills must be at all levels consistent with the organization's conditions and change strategies.

- It is necessary to build an environment conducive to change, that is, to develop the company into an educational institution.

- If there is a comprehensive change strategy, it is best to deal with it more carefully, and the change program must be divided into parts to be implemented by the staff.

- Rewards should encourage innovation and recognize change.

- The change should involve flows of activity over time, and may require the ability to withstand frustrating efforts or create additional slow stages of modification in which short-term flows of additional work can be allowed.

- Change includes success and failures which we must expect and learn from them.

- The documents and data required by change are the most important tools needed to complete it. Our emphasis on the need for change is easier than defining the way change is made.

- It is easier to change behavior by changing processes, structures and systems than changing attitudes or shared culture.

- Many institutional staffs welcome the challenges and opportunities that change brings and are chosen as agents of change.

- The resistance to change is imperative if the concerned individuals feel that they will be worse off, and inefficient change management causes this resistance.

In an era of global competition, technological innovation, turmoil, disintegration and chaos, change is inevitable and necessary. The institution must do everything in its power to explain why change is necessary and how it affects everyone. Every effort must be made to protect the interests of those affected by change.

9.4. The Main Elements Concerned with Change

1: Individuals:
Rationally the change and development should affect

individuals as follows: successful performance of individuals within their businesses and organizations means that there is a consensus between individuals (their goals, motives, personalities, abilities and hopes) on the one hand, and between business management and functions, objectives, technology and procedures on the other hand. This change is caused by the incompatibility of individuals with the administration which causes problems of poor performance and low satisfaction at work. Here, there must be some intervention in the systems affecting individuals directly in order to reconcile both the nature of the landand the nature of the organization.

1 / Whatto change in individuals

The change that occurs in individuals necessitates the need to intervene using organizational development methods. What is changing in individuals and provokes conflict between them and their organizations?

- Increasing interest in money and wages.

- Increase confidence of subordinates and their bosses in terms of their ability to behave properly.

- The rise in the aspirations of young people in a way that exceeds the possibilities of existing jobs.

- Trusting the usefulness of incentive systems and sanctions and their ability to distinguish between good and bad things.

- Participation in decision-making.

- The awareness about the importance of quick time earnings.

2 / How employees are affected by change:

If we want to clarify the ways in which staff change, we should refer to the following assumptions:

* The choice of employees for their actions should be conscious.

* The information used by employees to choose their actions should derive from the environment.

* Their choices are based on:

- Things that are important to them.

- Their opinions about their abilities to act in certain ways.

- The results they expect to happen as a result of the actions they are doing.

Here we present Pandora's theory of change management:

* The closer the connection between a specific behavior and a specific result is, leads to obvious and probable choice to such an act.

2: Admission:

In the second phase, information is provided about the purpose of the change, the proposed method of implementation, and clarifying its effects on the concerned parties. The employees must be involved and convinced by the change. They can participate in the process of determining how to change. Thus, the workers are less resistant to change because they participate in their discussions and interventions during their various phases. Employees should be supported to accommodate change by listening to their grievances and complaints and training them to implement and accept change. It is possible for the administration to use the negotiation and agreement with some employees or their representatives to implement the change. It can be negotiated with the workers and agreed with them by compensating those affected financially or any positive incentive change. The aim of all this is to present a concept of the meaning of change and get a positive reaction. This is possible if we follow the following steps:

- If the change is in line with the mission and values of the institution.

- If change does not threaten them.

- If the change is satisfied with the needs of those concerned.

- Provides a strong and clear reason for change.

- Organizing and implementing change programs in exchange for their support.

- Take steps to mitigate the adverse effects of change.

It should be noted that during this phase positive and negative responses to change must be observed and action taken accordingly. At this stage, the original plans are also being amended to deal with legal reservations or counter-ideas.

10. Commitment

- In the third stage, the change is implemented and becomes effective. Therefore, the process of change and employees reactions must be controlled. Obstacles, unexpected problems and negative reactions of those who are affected by the reality of change may occur. Thus, sanctions for anyone who resists change, and threatens workers both privately and publicly that those who resist change will lose some benefits or will not be promoted, and this method can be successful in emergencies

After such implementation, change must be adopted especially if it has proved to be useful.Consequently, the decision is made either to continue the change, to modify it or to cancel it. We must also take into account the views of the participants in the change. Finally, after making the necessary additional changes, change is recognized and becomes an integral part of the organization's culture and business.

11. Conclusion

The study of human behavior and its response to processes of change and development requires from us to be careful and to address the matter with some planning and organization, in a way that reduces the resistance to change and in a way that increases the likelihood of acceptance. Therefore, we will market some behavioral tips in managing change:

First, if the change is well studied from several angles, it will undoubtedly be beneficial and can easily be implemented in a manner that takes into account all its elements. The resistance will increase the insistent enthusiasm to implement it and will find pleasure in the development and research in addressing the points of resistance. Engaging individuals in change also reduces their resistance to change. Participation can show some good ideas from individuals who may have problems needing such as change.

Secondly, the owner of the idea and the supervisor of its implementation should show his good intention towards

those who resist to change and should understand their ignorance about the idea and its advantages because they lack information and presentation. Moreover,he should not accuse them until it is clear and then follow the appropriate method of this behavior i.e.individuals should be provided with continuous information. Blocking individuals in the darkness of not knowing what is happening, giving them limited information, improper information, or incomplete information is a sign of starting the workers' concern, whispering and drowning them into what is happening and rumors start to take place quickly.

Thirdly, most officials wish to be motivated by change. They can study ideas and present them in appropriate ways and follow them in ways that prove that they are able to know all the aspects required by the idea, material, moral, systematic, behavioral, etc. The excitement of the employees leads to raising the individual's desire to participate and commit to change as required.

Fourth: most employees want to facilitate their work procedures, but they need to geta precise idea about the new procedures in a way that suits their their mental responsibilities, rehabilitation, experience, personal considerations, their positions, what will be the impact on them positively or negatively and on the body where they work.

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