

## CHANGE AND ORGANIZATIONAL DEVELOPMENT

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**Abstract.** *Changes must be recognized and dealt with. This imposes the reorganization of its structure and management, as well as many other changes in order to maintain its position in the community. These changes may lead to the resistance of individuals; it is well known that workers, in general, resist any change. The present paper tries to answer a question: do you duplicating the goals the long-term strategy with the programs of change and development department of the translation of the strategic directions to the reality of the fact, as the key to the success of any organization to ensure growth and prosperity and to continue to work even survival is primarily that are then able to parts of the change in the light of the many powers that surround it. Change is a constant presence in the organizations in the present times. The scientific and technological progress in the world generates changes, developments, and challenges in various aspects of life. There is no doubt that these changes and developments had a significant impact on the workers, either considered as individuals or groups of individuals, in addition to its impact on organizations. This impact varies from one organization to another, generating to organizations internal changes in its activities, its objectives, the technology used or their administrative procedures - all keep pace with modern developments in addition to the response to the pressures of the changes in the external environment. Most of the programs of change in organizations is a mixture of means and goals; the solution here lies in the focus on results and not the activities only. In order to adapt an organization to the environment in which it operates beyond the obstacles to its path,*

**Keywords:** *organization; development; internal changes; management.*

### Introduction

Where each organization during the practical life internal changes both in their activities or goals or the technology they use or regulations and administrative procedures, and keep pace with modern developments, in addition to their response to the pressure of the changes in the external environment.

In present times, change is a constant presence in all organizations. The scientific and technological progress in the world generates changes and developments that have a significant impact on individuals or groups of workers, in addition to its impact on organizations. This impact varies from one organization to another.

Most of the programs of change in organizations differentiate between means and ends. The solution here lies in the focus on results and not in activities only. Managers are responsible for taking the difficult strategic decisions for the organization's success and prosperity. No need to start the implementation of the programs measured goals as a key step for the development and change measured the results.

And in order to adapt the Organization to the environment in which it operates and beyond the obstacles in its path, it is essential to understand these changes and deal with the matter, which imposes upon the reorganization of its structure and its administration and make many changes. In order to maintain its position in the community in which they live, however, these changes may lead to resistance from individuals. It is known that workers, in general, are resisting any change.

It is through the combination of long-term strategic objectives with the programs of change. The development department could translate the strategic directions of the reality and truth. The key to the success of any organization, in order to ensure growth and prosperity, to continue to work and even survive, is to be able to change in the light of the many forces that surround it.

### **The concept of change and organizational development**

In the light of the continuing changes in the organizations and did not remain static because the environments in which they live continuous changes, which requires the organizations change in response to various environmental changes of the policy and economic and social, cultural and continuous technical as a result of the interaction between the organizations and their environment, the organization does not remain static, but constantly changing.

Many people wonder about the reasons for change as the consistency and stability and change a factor of instability and, thus, the change of the phenomenon of exceptional, but seems to be that change is the law of life, and is not flat. Humanity and society and the continuous changes in nature and also to change values and attitudes and behavioral changes must be accompanied by an analysis of change has become a dominant trend in research and organizational development (Summers, 2005, p.85).

The change in the external circumstances such as competition and patents and applications for society and government policies, requiring the creation of strategies and the methods of work and outputs of the Organization to continue in its present operational only the internal factors that lead to change also, managers and the organization other affiliates can look not only to the survival of the Organization but also to growth to ensure improved the benefits and raising the level of satisfaction for themselves (Rue & Byars, 1995, p.101).

In the phenomena of growth and development and change, Starbanck pointed out that growth means change in the size of the Organization and where it is measured by the size of the membership (any number of individuals) or the size of the use and this means that the change of the change of the Organization could be increased or a shortage.

The change means any change or modification in one of the sub-systems from one form to another and take new forms in the organization and the officials will respond to contemporary forms and different ways as to change a dynamic move methods and new methods resulting from physical and intellectual innovations by virtue of intellectual progress and material, the change derives from a variety of sources may be individuals and groups from outside the organization or from within, or both, it may be comprehensive and change (in part) and (physically and morally and fast and slow and routine and gradually and radically).

### **The objectives of the change and development**

Change and organizational development efforts are linked to a variety of objectives and technical terms the objectives may be written in some cases but it can also be derived from the acts and conduct of the management of the Organization and the common goals and known: high level of performance, and achieving a high level of absenteeism and turnover rates defense work, and a minimum of conflict and low costs Keep modifying the organizational behavior of strategies directed to serve the organizational goals and the service of the workers and had summarized the goals of organizational change as follows:

1. to create an atmosphere of confidence among employees across levels in the organization;
2. to find the openness in the climate of the Organization can all workers to address all the problems that are explicitly and not to conceal it (Chester, 1976, p.73);
3. to provide the necessary information to resolution continuously and without distortion;
4. to work on finding compatibility between individual goals and organizational objectives;
5. to create reciprocal relations and the complementarity between the workers as individuals and groups, and encourage the spirit of competition within the team spirit, which increase the effectiveness of the groups;
6. increased understanding communication processes and leadership styles and the conflicts and their causes through increased awareness of the dynamism of the group;
7. to help the supervisors to adopt democratic administrative methods in supervision such as management by objectives;
8. to accustom people to exercise self-censorship and rely on the basis of external control and complement to them.

### ***The forces and the reasons for the change and development***

We have dealt with many of the writers and researchers and the reasons why the Organization for change and development, and many of them tried to the division or the tab for these forces and causes, but among the most acceptable and widespread divisions is the division of powers and the causes into two major groups:

- The first group / internal forces and the variables associated with the nature of the organization and its climate and organizational structure and the methods and policies and procedures in achieving the goals or methods adopted in addressing the problems associated with the work and the personnel and of the most important (change in the goals of the organization and its message and its purposes, input and new equipment, the scarcity of labor, the introduction of systems address Advanced Information,

integration with other organizations, the low morale of the staff,<sup>1</sup> the high rate of job turnover, low level of profit and of wills, an emergency internal crisis) (Resser, 1973, p.225).

In the category of intellectuals Kreitner/Kinicki internal forces in the organization of two types:

1. The problems (related to the workforce and potential problems arising from the realization of the Organization with regard to how to treat them);
2. Conduct/decisions of managers and friction much conflict between the presidents and the subordinates require the development of skills in dealing with everyone.

And we have pointed out Al-qarioti to those forces:

1. The development of the awareness of workers and increase their aspirations and their needs;
2. To increase the awareness of the relationship between the administrative environment and between the desire of the working group in harnessing the potential of all its work;
3. Recognize the link between the way of dealing with the working group and to allow him to participate in decision-making and productivity (Drucker, 1982, p.159).

- The second group (foreign powers) - the changes in the external environment surrounding the organization, has classified the two writers Bowditch, use these powers to the following:

1. The knowledge revolution and accelerated growth in all areas and fields of science and knowledge;
2. The limitation of ways and methods of work, where these methods quickly become obsolete with the acquisition of new knowledge, is the development and the discovery of new methods and soon become obsolete;
3. Change the composition of the workforce (increasing the proportion living in cities and the high proportion of managers and professionals and technicians);
4. The increasing attention to issues and social issues and increasing awareness of the organization of social obligations;
5. The increasing phenomenon of globalization in the business.

### ***Strategies for organizational change in organizations***

With increasing planned changes, some researchers in the area of organizational change developed several strategies and several entrances to achieve the planned change in organizations and were classified as follows:

1. Change the organizational construction strategies and techniques and individuals, fall into three categories:
  - a. Change the organizational construction: we have used by the supporters of the traditional school in the organization, management, and was the focus of the strategy to improve the management of labor through the creation of business relationships and the identification of the authorities and the scope of supervision (Dale, 1976, p.96);

- b. The entrances of technical change: the strategy focused on operations research and information processing systems and this strategy did not succeed in the department in the 1930s and 1940s;
- c. The stages of change individuals: by amending and changing the behavior of individuals working in the organization.

## 2. Strategies of rationality and re-learning and coercion:

- a. Strategies for change of rationality and pilot phase: adopt the strategy that the individual is a good mind Rashid and balanced ideas and proposals that work is done and that it responds to the proposed changes if convinced of their utility;
- b. The values and strategies of education: based on the change in the style and particular practice will happen when to change the values and standards of the individual toward a Neutralizer and practices and the ways these curricula focus on learning and re-learning the individual, openness, and trust between individuals, and within these strategies improve the Organization's ability to solve problems and the development of individuals (Koontz & O'Donnell, 1968, p.69).
- c. The force and coercion: strategies and within the two groups, namely: the group focused on political and economic measures in the exercise of influence; what the group focuses on the moral force of using several methods such as guilt and shame.

3. Strategies for how to change: the class for post-conflict change on the basis of the method change and three strategies. A strategy that depends on one party: a. the changes that emphasize the individual and his power of events changes such as the promulgation of laws or amend the organizational structure, b. participation strategies in force: using decision-making with the participation of the group or solve the problems also with the participation of the group; c. the strategies of delegated authority, where he pledged the responsibility of identifying the problems and addressed the group through the study of the case, and sensitivity training and the training of the group, where the staff who are the mandate of the Force for them in the change program.

4. Strategies for change: areas of the world have been classified areas of change in the following:

- a. The empowerment and accountability is working on the development of individuals and their commitment to and accountability for the results of their work;
- b. Build teamwork, where the restructuring of the group, instead of assigning a specific part of the work of every individual, and help to improve the performance and satisfaction of the workers (Dale, 1965, p.142).
- c. Re-engineering / any reconsideration of the manner in which the fragmentation of labor to simple tasks and instead of re-integration of the major tasks in the coherent operations, so that the Organization begin from scratch in the Re-design of the operations;
- d. Total quality management;
- e. The systematic comparison of distinct organizations in the same area;
- f. Autonomy and decentralization;
- g. Change the culture of the Organization;
- h. Change in the operations of the organization leadership, decision making, and communications).

##### 5. Organizational development strategies in organizations:

a. **Team Building:** which aims to increase the effectiveness of groups through improving labor relations and to clarify objectives and roles of the staff and takes the form of groups of work and the focus is on the group to increase its effectiveness as a unit from the individual's need to be a member of the group and their awareness of the impact of the behavior of the group and their capacities to access for around better because of the exchange of ideas and views that could see the problems.

b. **Survey Feedback:** to the members of the organization that combines information on the realities of the Organization through questionnaires and provide the results of these surveys through meetings where the discussion of this information with a view to proposing changes required for this method depends on the collection of real information than what is provided by the various team members here to use interviews or questionnaires the best method in the light of the required cost and extent of the importance of the inclusion or non-inclusion and what is the quality of the questions that will be raised in the discussion of these problems.

c. **Total Quality Management:** The goal of this method of continuous improvement in the quality of services provided by the organization and by:

- ensuring client satisfaction;
- finding good relations with others;
- continuous improvement in various operations;
- reduce errors in the work;
- continuing training for workers;
- the increased participation of employees and encourage team spirit (Hersey & Blanchard, 1974, p.149).

d. **Reengineering:** is one of the entrances of management development, which focuses on the highway and the root cause of the administrative processes of value-added strategy and also the systems and policies and organizational structures with a view to improve performance and increase productivity in the organization development focuses on the development of method j operations through the achievement of the objectives and results of high value (Likert, 1961, p.62).

e. **Laboratory Training:** this training program is training as a laboratory, and that the employees are the test material are subject to a set of regulations and standards with a view to reach a particular result is supposed to leave their impact on the future organizational behavior or after the training and the aim of this type of training the treatment of many of the administrative problems and behavioral in nature, such as the problems related to the process of making decisions.

f. **The style of Role-Playing games:** this method to assist trainees to understand all the influences on the decisions taken by the people through the representation of the positions reflect the problems of the process in a dramatic way to identify the various dimensions of the role of the trainees and this method aims to increase awareness of the roles of others and their determinants such as sister between presidents and subordinates, leading to contribute to the identification of problems and the definition in a manner of treatment and to reduce potential conflict and died of an atmosphere of confidence between the workers.

Phases and steps for change: the change process in several stages and steps according to the model of the world as follows:

1. **Melting or ice liquefaction, unfreezing,** and include this stage destabilization and cancel the trends and values, customs and current per capita behavioral practices,

including allowing the creation of a feeling of need for something new. It helps to break the ice and then to find ready and defensive individual ways of resistance to change.

2. Change (Changing) at this stage, effective change in duties or functions or performance, technology or organizational structure. This requires providing staff with information and knowledge, and the working methods and new ideas, that this stage includes the personnel in the bodies of the initiative for change and to impersonate the role of mediator of change and integrate the benefits of change (McGregor, 1960, p.35).

3. The Freeze (Refreezing). This means achieving ways to the relative stability of the organization after any change to what the individual ideas and skills and new trends in stage of change be merged and consolidated in the actual practices. At this stage is considered a fundamental step where the Calendar provide data of individuals with regard to the benefits and costs of change and helps provide opportunities for constructive amendments to change with time.

Practical steps to manage change and development in organizations: it may be useful to refer in this regard to the important study by "Lawrence" in its analysis of patterns or the management of change and development, discussed these values contained in the study and included in the change in relation to the three major dimensions is the achievement of the purposes or objectives, and achieve self-development and achieving social consent, if I want to change to be perfect, it should contribute to the achievement of these dimensions are referred to, and this requires the following steps (Dale, 1978, p.10):

1. The involvement of individuals in change: the reduction of individual resistance to change can be done if they participated actively in the change which afflict them and their participation should be by making them recognize when, and why the change, that the participation of individuals and makes them feel that they are part of a system, and that the administration does not hide anything about them, and that participation can show some good ideas from individuals may suffer from problems that require such a change, it may be the most appropriate ways of participation is in the diagnosis of problems, and discuss the work diseases and symptoms and consequences, it was easy for individuals to carry out the diagnosis, it would be easy for them to propose or accept treatment.

2. To provide individuals with information continues: the withholding of the individuals in the darkness of the lack of knowledge including urges, and giving them limited information, or inadequate information or incomplete information is an index of the start of the concern of what is happening.

3. Taking into account the customs and values of the work: the planning and organization of the change process that takes into account only spoil or harm the working habits and values, and which might affect the cohesion of the groups and sections and departments of labor, and friendships working n and dates of attendance and leave, and the habits of central Baltimore, rooted in the behavior of workers to summarize if it harmless and non-malicious in nature.

4. Provoke Hamas: Hamas to raise the workers lead the desire of the individual to participate in the commitment to change, as it should, and can be jobs enthusiasm in many ways, for example, to provide an opportunity for self-expression, and achieve self-reliance, and the desire to get information, and The desire to learn to work with new colleagues, and a sense of belonging to the creative work and the work of the product, and the desire for growth and development through innovation and development, and other Allergy-free room enthusiasm and motivation.

5. The use of the method of resolving problems: it is said that the process of development and change is a continuous process, the degree to which the plant specific conduct in the hearts of the workers is the possibility to accept any development in the future, laying the desire to discuss the things that need to change, and the development of awareness and sensitivity of the existence of the problems surrounding, and this usually happens when it can be to convince the managers and staff of the need to use scientific logic in the solution of problems and the adoption of the resolution, which begins with learning to identify problems, and then to address the identification of alternatives to the solution and evaluate alternatives and decision-making or access to the best alternative to the durable solutions, and finally the implementation of and follow-up to the solution, as it can be beside this encouraging collective decision-making (Likert, 1961, p.162).

Resistance to change and organizational development: Change management is one of the most difficult things which interested in administering Powers to deal with them, for the simple reason that individuals prefer to what they were used to, and therefore the natural reaction to change is often resisted strongly in the beginning, because individuals' threat of patterns and methods of the list of relations and fear that affects their interests, but in this context is the transition and positive development, which aims to improve the ability of a system to carry out his duties, by increasing its ability to take the right decisions, and by increasing its capacity for adaptation and renewal until does not become unusable and lose the support of the environment, as the good organization must be Consider himself an organic entity affects and is affected by the environment.

And the change from this perspective must not meet the resistance of the largest number of workers because in the end will be the beneficiaries of this change. Therefore, the management of change to attempt to explain the reasons for the change and its objectives for workers, the lack of understanding of the motives and goals is that there is a spirit of resistance to change and not the change itself. And do not get resistance to change spontaneously, there are multiple causes that lead to the appearance, the most important:

a. Aware of the optional protocol: any that the individual nature of mental things of COMPOSITIONAL aware of negative trends toward the organization, recognizing the choice for change and development will be negative and will try to resistance.

b. The habit: often the individual to deal with things in a certain way, one is satisfied because they do not have to think about all the new position in a radical way, but becomes routine and programed to some extent, in a radical way, but becomes routine and programed to some extent, if the change requires new patterns of behavior, the individual usually tends the resistance because it will have to abandon the habits and patterns of behavior, known and identified him, and this needs to physical and psychological power and new mentality so that air-conditioning with the new situation.

c. Satisfaction power and fear of the Unknown: individuals usually tend to love the things familiar to them because it made them feel satisfied, and uncommon per capita is the situation in which the behavior and expectations and reactions and his predictions known results and the Organization of the change faces new individuals to unfamiliar, where forecasts are difficult behavior and opaque, most often, the interference of the situation raises in people feelings of anxiety and fear and may push them to resist change and development.



d. Misunderstanding: when individuals do not understand change and development objectives and modalities of the implications of them clearly they tend to resist and raise negative rumors around it, and play the wrong information or not available play a role in the events of this misunderstanding (Steers, 1972, p.259).

e. Personal interests: that the change and development may threaten some interests of workers such as administrative centers and their powers and their powers, and thus resist change for fear of loss of those vested interests.

f. Conflict of Interest: resistance to change when an individual or group feels that there is a contradiction between reconciliation and its commitments and its relations and with the requirements of the new situation.

g. The sunk costs: There is an investment in the current situation of some of the veterans in the organization in terms of a long period of learning in certain ways to work and in the development of the positions and specific trends, and that the change is causing such a feeling of loss long effort exerted by them to reach the current situation.

h. Community standards in the Organization: the criteria is a social system of information each group its own standards agreed upon by the members of the group. They determined the pattern of behavior of the individual in the group, these standards help and facilitate interaction and dealing between the members of the group through the commitment to behaviorally, and difficult to change these criteria from the outside and therefore the acceptance or resistance to change depends on the extent of the organization's success in changing the criteria for the group which rejects the new changes.

i. The obligations or previous engagements: individuals or organizations that might be contrary to the new changes due to commitments and previous engagements with individuals or other organizations such as contracts signed by the organization and its members with the trade unions, or contracts with suppliers.

j. The intensity of diversity and disparity in the system of values: some empirical research has demonstrated the following (Davis, 1972, p.93):

- The greater the diversity and disparity in the system of values among employees in the organization, the more likely the perception of important changes in the organization;
- The greater the diversity and disparity in the system of values of the employees in the organization, the more likely to make proposals for change and development;
- Whenever the differences and diversity in the system of values of the employees in the organization whenever an uncommon difficult the adoption of the proposals for change and development.

Why fails management of change and development in organizations - in many organizations fail to change efforts in achieving the targeted results, and the reason is that these companies commit errors when tolerating change and these mistakes:

1. Satisfaction about the current situation, the occurrence of a type of inaction the change requires a sense of urgency, and the Organization satisfied with themselves does not mobilize the efforts and do not break the promises for change.

2. The absence of a strong alliance between the administration and the individual needs to change the alliance between people who have the power through their positions and their experience and their relationships to transform the process of change from words to deeds.

3. Lack of vision: without a vision to decompose change efforts on the list of projects and non-compatible cumbersome and time-consuming and that move in opposite directions, or to go without guidance.

4. The Vision: The big change requires the people willing to sacrifice and able, but individuals not been changed, unless it is the reason for their sacrifices (Herzberg, 1968, p.116).

5. The Administrative obstacles: the big change requires action from a large number of individuals, and many initiatives fail because of the obstacles put in the way of these people, and there are no fundamental challenges, partnership bureaucracy based system, and the existence of strong centers of influence opposed to the change (Argis, 1964, p.105).

6. Failure to achieve rapid successes: lose the complex efforts to change or restructuring are an organized cover-up for, strategies, a short motive to be achieved and the celebration of that and invoked as evidence of deep divisions on the preference change, without victories in the short term, the people lose faith and join the ranks of the passive resistance to change.

7. The speed of the Declaration of the great victory: after work hard to implement the program of change, the employees can be TEMPTED imprecatory victory with or a significant improvement in performance, then relax their focus and their commitment and return to the existing corrupt practices of the past.

8. The non-arrival of change to the roots of the culture of the Organization: Stop change when we hear the words, "This is the way in which the work here," if it is not inherent in change and take root in the culture of the organization will die in the Nativity.

## Conclusion

Among the success factors in the management of change and development in organizations, the most important are:

- to provide the appropriate climate to accept the change and resistance and the development of the skills of individuals to establish training programs and stimulate their talents and abilities through interest and promote proactive opportunities and development and encouraging proposals and activities and initiatives and innovative and creative, and create an environment in which accept such efforts studied and rewarded, giving workers the opportunity to form a new strategy of growth and change and the development of their organizations.

- to support and administrative leadership in the organization's support for the efforts of change and development which induce individuals and workers in the organization to accept the change.

- the presence of agents of change from the advisers specialists have the necessary technical skills and for change and development actually with persuasion and clarification of workers to prepare them for change and development.

- the participation of employees in change: there must be the participation of workers who will be affected by the executed by and that they have sufficient information on the causes and consequences of change and you have adequate information on the reasons for the change and its benefits expected results subscribing stimulate employees and reduce their resistance (Steers, 1983, p.82).

- focus on groups: where the group's values affect the patterns of behavior of its members and must work with the skill groups to support the change.

- knowledge of the sources and the level of dissatisfaction of the workers or the resistance to change, which helps to diagnose problems in a scientific manner to support change (Robbins & Coulter, 2006, p.56).
- the provision of human resources and the technical material and create change and development and assist in its implementation.
- timing of change: it is necessary to examine a range of factors relating to the organization and the workers and the environment for the timely introduction of change and also a suitable plan for change and development.
- the feedback: The change to be successful there must be an information system that allows employees to express their reactions and their feelings and their problems of change and development, this information must be up to the supreme court, that the presence of the feedback from the important factors that help in determining the effectiveness and feasibility of change plans and problems.
- the temporary entry of change: intended by the presence of the trial period for the application of the proposed change in the staff during the interaction with the changes and show the reactions around.

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