

Organizational Change Fields: A Comparative Essay on Divergent Perspectives

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Abstract: Fields of organizational change play a key role in organizations because it affects the power exercised through decision-making within the organization, the organization's strategy, leadership pattern, authorities and motivation, effectiveness and efficiency. It is noted that it is possible to distinguish between an organizations in light of the form taken by the dimensions and techniques of the structure. The paper offers a comprehensive review of the topic and draws from literature in fields of organizational change, organizational structure within the organization, process redesign and the employee behaviour at work. The review provides researchers with a multi-theoretical framework that allows for an integration of the divergent perspectives presented in the literature.

Keywords: organizational structure, process redesign, employee behaviour at work

1. INTRODUCTION

The goal of this paper is to find the extent to which the organizational structure is compatible with the main activities of the organization. Whether this structure or organizational chart evolves the organization's activity; whether it is easy to track; whether it is constructed on a scientific basis; whether as serial organizational priorities; whether their functions are consistent with the activities of the organization. All these points must be dealt with through analysis so the organization can build a balanced organizational structure capable of supporting its main centre of activity. The analysis of the organizational structure and its goals also calls for study of the current policies adopted in various areas, the systems and regulations and instructions that govern it, how to understand them, how employees understand them, and also to what extent their contribution develops it.

2. CHANGING ORGANIZATIONAL STRUCTURE

"An organizational structure is a system for accomplishing and connecting the activities that occur within a work organization. People rely on structures to know what work they should do, how their work supports or relies on other employees, and how these work activities fulfill the purpose of the organization itself" (Principles of management 2015).

o Main Characteristics of Organizational Structure:

Important characteristics of an organization's structure include: organizational complexity, formalism, centralization and decentralization.

A- Management techniques (the centralization and decentralization of management): Centralization means the degree of concentration and taking important decisions as one or in the hands of senior

management. We find now that the organizations are deliberating whether to adopt both the Centralization and Decentralization of organizational structure to help either in the decision-making processes, communication, coordination, flexibility and effectiveness of the organization, or their relationship to creativity. In adopting Centralization topics such as finance, organizational development, organizational strategy and management development must be taken into account, but in the event of a decentralization approach topics such as authorization of departments with some terms of reference and implementation some activities or new work programs must be considered. Scientific research has shown that some types or patterns of organizational structure could be more appropriate for certain regulatory cases (Carnall 1999). Organizational structures can be classified into a number of types, including functional and divisional. Moreover, there is some controversy over the adoption of centralization and decentralization; it all depends on the conditions faced by the organization. The centrality of influence and control over the operations focuses on a particular group of individuals, and thereby increases the chances of quick decision-making, coordination and control and communication in the organization (Carnall 1999).

B- Decentralization characteristics, which include:

- It can delegate tasks in the work process or reduce the burden on managers in senior executive positions, especially when organizations are large

and complex; when the burden on managers increases, control becomes virtually non-existent.

- It is believed that decentralization can encourage people by giving them more self-censorship on some of their work, giving them more opportunity in decision-making and participation, leading to satisfaction and commitment from workers.
- Large organizations that are growing constantly need of managers capable of dealing with the unknown and uncertainty about what will happen in the future because of the complex tasks they must perform.
- Delegating work or functions allows greater flexibility by creating a rapid response to problems that occur in different administrative levels, without the need to return to the senior management levels.

By creating separate units (or fewer units) within a single organization, where the middle management is responsible for operations, a delegation of responsibilities will lead to an increase in the efficiency of control and performance measures (Child 1998).

C- Organizational complexity: There are three elements of the degree of complexity: the division and specialization of horizontal and vertical division and the geographical division. The horizontal division and specialization to the activities of the organization and professional, groups of diverse disciplines in which more organizational units and subdivisions have increased the number and diversity of professions and disciplines, increasing complexity of the organizational structure and vice versa. The vertical division refers to the depth of the organizational structure if the number of organizational levels is increased, organizational structure is increasingly complex and vice versa. The geographical breakdown refers to the prevalence and geographical distribution of the operations and activities of the organization. Organizational structure is characterised by high complexity; whenever increasing the number of units of the organization in the regions or different locations this increases the proportion of employees and increases the distances between them (Hareem 2002).

D- Formalism: This characteristic indicates the extent of the organization in adopting laws, regulations,

rules, instructions and decisions, procedures and standards for guiding and disciplining the individual and their actions during the performance of their work; not necessarily regulations and instructions in writing, but enough to inform and guide the workers (Hareem 2002). On the other hand, formalization means there are precise rules for each task, and freedoms given to the workers are few. Formalization is also important in large-scale enterprises so as to control the institution, but this makes decisions slow and reduces the capacity of innovation.

- **Institutional variation in the organizational structure**

Variation in institutional structure or the organizational map is composing along the general framework of the lines of the institution. It is the form that shows locations of posts and administrative transactions and relationships between individuals, and also shows the lines of authority and responsibility within the organization. Organizational structure starts from the highest level of top management and ends with the lowest management level of employees.

Prior to the preparation of the organizational structure it is necessary to identify the objectives of the institution, taking into account the flexibility in this structure has changed so that if the goals remain proportionate this is a relationship with the so-called ‘dynamic organization’. After identifying the target the process of preparing the organizational structure begins through the division of labour, job creation and administrative units in the following steps:

- A- Conversion activities and objectives for beginning the major activities and the sub-divided and secondary activities.
- B- Gathering of activities based on functions and standardising them.
- C- Compilation of similar posts at the administrative units.
- D- Identify tasks and functions of administrative units in the organizational structure.

The factor of modern technological developments is forcing organizations to make changes in production methods or in their methods to provide services, and even more so, the manner in which the techniques are used by the organization and in particular the information which affects the organizational structure accordingly, as shown by Figure.1.

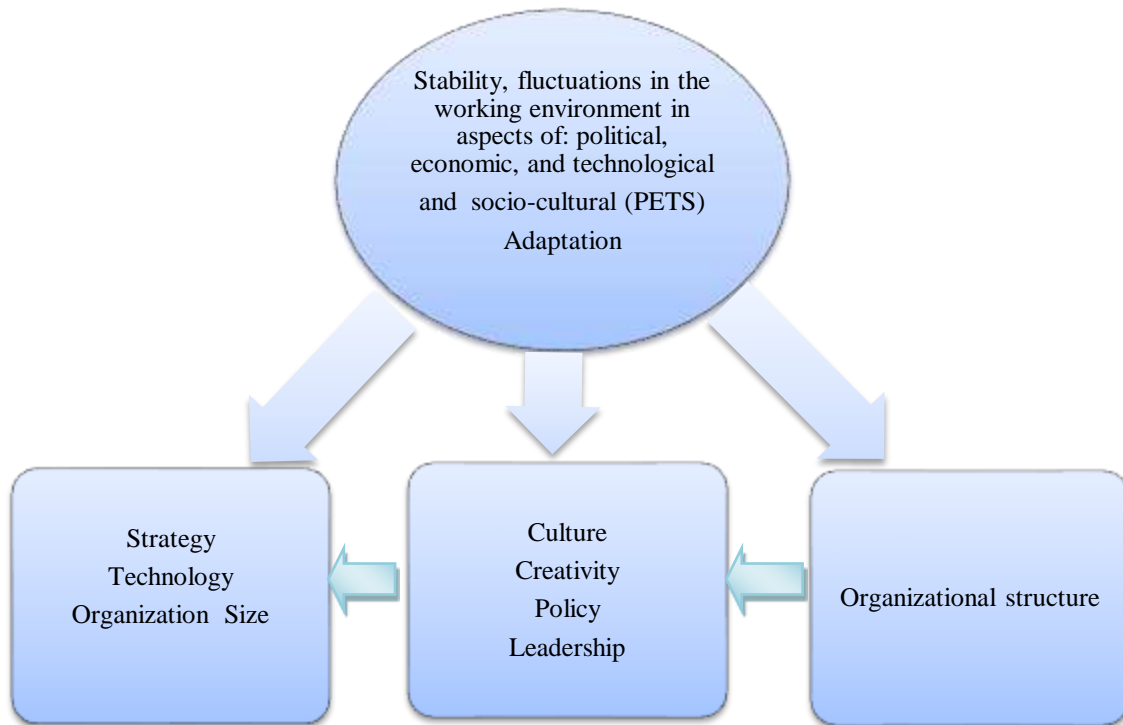


Figure 1: The Determinants of Organizational Structure [95]

On the other hand there are many factors imposed by the organizational culture and policy decisions based on the organizational structure, that are difficult to observe clearly all round, and resorting to one of the ways will mean the exclusion of others. Therefore, it appears Figure.1 that these two factors are variables and intermediate rather than direct influences. Fig.1 can be offered as a descriptive way that could help to summarize the factors that affect the identification of organizational structures. Here we might note there is much literature to help decision-makers in determining the best organizational structures, depending on the different circumstances surrounding the organization (Senior 2002) [95].

3. PROCESS REDESIGN (ORGANIZATIONAL WORK REDESIGN)

“Organizational design is the process of setting up organizational structures to address the needs of an organization and account for the complexity involved in accomplishing business objectives” (Principles of management 2015). The processes of re-engineering and the method of work redesign are aimed at the fundamental rethinking and redesigning of substantial business operations to enable dramatic improvements in performance measures, such as specialization of labour, quality, cost and speed, contributing to an efficient and successful workplace, and to support the implementation of an effective change model in organizations.

The approach of process reengineering, which is one of the latest concepts that has revolutionized the world of modern management, is a bold call for review of all business procedures to undergo examination, evaluation and dramatic restructuring. In other words, a total renunciation of old methods helping to meet the effects of sudden changes that may affect the market, production conditions and the challenges of competition and the provision of necessary resources for production. Radical redesign, rapid operations and strategic management of value-added systems, policies and infrastructure can help those operations with a view to achieve the aspirations of high regulatory objectives, analysis and design work flow and procedures of the organization, and between organizations to change the basic curriculum for action to achieve substantial development in performance in the areas of speed, cost and quality. In addition, it can be a prelude to a radical change or transfer and focus on the need for exploration of the many processes involved in the function of the organization, as well as to identify the most appropriate means to facilitate the implementation of these processes.

The completely new processes design or work to diagnose the existing processes and redesign are in the realization of the objectives of administrative processes. While the primary means is to achieve a short time and minimize the efforts required by the diagnosis process, the second means is redesign, include diagnostic and analytical reading of the important existing operations. Table .1 below illustrates the comparison between Business Processes Reengineering (BPR) and Continuous Improvement.

Table 1: Comparison between Business Processes Reengineering (BPR) and Continuous Improvement

BPR	Continuous Improvement
gradual change basis stems from the process leadership by the Director timely and a variety of projects	radical change basis stems from the vision leadership by management a limited number of initiatives

The first method is known as total quality management (TQM) which focuses on the emergence of Incremental Improvement and flow, starting from the bottom of the formal organization (Organization Hierarchy). The second method is defined as core processes re-engineering (CPR). This trend is usually is a Top-down Approach of administrative hierarchy, aiming to make a fundamental or radical changes on How Processes Are Designed. Moreover, the management of each

of the CPR and TQM methods is usually a multifaceted effort aiming at introducing broad-based developments for a range of activities and initiatives. It may be useful for this study to demonstrate the points of difference between TQM and CPR to change its relationship with the pattern followed by each and the direction of change as well. Table.2 points out differences between them:

Table Error! No text of specified style in document.2: Comparison between CPR & TQM (Miller 1998) .

Total Quality Management (TQM)		Core process redesign (CPR)
Start with what is actually present and working forward direction for development.	Approach	Start with what the work must be, and then being re-thinking the opposite of what must be changed.
Developments increasingly through Kaizen.	Scope	Radical changes through re-engineering or construction
Achievement through the fulfilment of several unique goals.	Scoring	Achievement through the fulfilment of few goals
Improvements within the overall framework or system of work	Within/on	Developments on aspects of a broader and far from the general system of work.
From the bottom-up	Direction	From top down
Members of the team are usually lower management, supervisors and employees.	Staffing	Members of the team are usually in the middle and senior management
The participation of many members of the labour force	Involvement	At the level of the few in senior management
Usually contains 20-100 per development site	Numbers	Usually contains 3-5 per development site
Usually includes posts in some cases, departments and units	Boundaries	Usually includes sections and units and up to the organization as a whole.
Development efforts are managed as a continuous flow of successive projects.	Continuity	Restructuring is not a local constant; it can freeze operations at the end.
The customers is internal	Customer	Often customer is external

Kaizen includes ongoing developments, while the re-construction or structural evolution moves intermittently. Figure.2 shows the possibility of the development of the organization during a certain period of time, with a series of characters (S). Each character (S) represents a generation in the design of certain operations. The CPR process leads the organization to move from one phase to another, and therefore it is working on the general system of organization, consisting of business processes, which together constitute the operations of the organization. This kind of development is called discontinuous, in order to distinguish between the

past and the present situation, and also to distinguish between CPR and TQM and within each generation of any design (each of the designs) the workers are using TQM to raise the possibilities of operations and capabilities of the organization, to benefit as much as possible from a specific design. This work is a part of the general trend mainly in the organization, the form (S) intended to show that a continuous improvements. This is all to reach the maximum or optimum use of the possibilities available. The organization is applying both types in the modernization and development processes (Miller 1998).

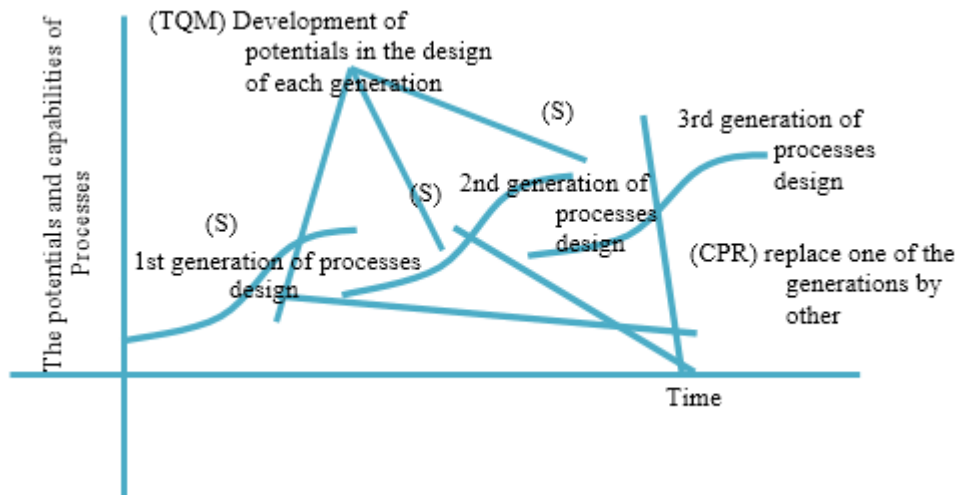


Figure 2: Kaizen Involves Continuous Improvement; Reengineering Involves Discontinuous Improvement (Miller 1998).

Processes are the product of common functional activities, performed by the people and mechanisms with the potential and capacity to transform inputs to outputs. These processes are important given the level of the organization’s goals and performance level through individuals, so operations can be measured effectively when applied to re-design operations in many manifestations and enhancements in the modern business environment, especially important factors like time, quality, benefit and cost.

o **Analysis functions and characteristics of work**

Study posts in the organization are located in terms of responsibilities and burdens to determine the design work required for each post and to identify knowledge and skills required to complete the job effectively. Analysis of tasks designed to ‘determine the type of skills and information, trends and required to complete the work and standards of the individual collection of these requirements, and be done through development of specifications incumbent or employment, the goals of the post, and rates of performance’(Saati 1998).

The objective analysis of personnel about the functions ‘of their duties, responsibilities and the direction of the organization is enabling them to perform their jobs appropriately and then determine the type of information and skills they need’ (Al-Tani 2002). Helps to obtain an integrated visualization, and thus the shortcomings in the completion of tasks or functional roles during the comparison between the standards set for performance and the actual delivery. Furthermore, the most important criteria that rely on the analysis of the functions and characteristics of work are:

- A- Job description: Typically, the preparation of the job description requires a complete analysis of the nature of all duties, and this is supposed to prepare a written document containing a detailed description of the duties and responsibilities and job requirements, as the lack of clarity in the description leading to a lack of clarity in the requirements’ (Alioua 2001). The job description is a list of the

general tasks must include the name of the post on the condition that the name included in the function of any organizational structure is not random, as well as the purpose or aim of this function, their fundamental duties, lines of authority and an accurate explanation in the organizational structure, and usually ‘Job description in line with its specifications, which means identifying information and knowledge and behaviour, and skills to be met by the incumbent’ (Alioua 2001).The importance of this type of description and identification usually lies in overcoming the weaknesses of the incumbent, also to prepare the organization for rehabilitation of staff.

- B- Setting goals: After defining the job description we come to another stage: defining the objectives of the work at the individual level’ to request each individual to identify its objectives of the post occupied by, which they aspire to achieve in the future, On condition that these are multiple objectives so that the individual working to reconcile his duties and achieve the desired objectives’(Alioua 2001).The individual is working in cooperation with his direct superior to analyse the differences and the variations between the achievements and objectives to identify gaps to be met through training.

4. INFLUENCE ON EMPLOYEE BEHAVIOUR AT WORK

“Employees’ must have the ability to absorb and adapt to change in order the secure their employment. It will seek to understand the skills manager need such as the ability to effectively manage and lead change efficiently to maintain and improve performance as well as an appreciation of human factors in the change process. Better acceptance of change will result in better employees’ performance; therefore, this can be achieved through motivation of the employees to work hard, providing guidelines to complete the task and help them

in problem-solving of issues” (Alshahrani 2019). Various studies have shown that the changes in personnel behaviour result in a need to intervene using the methods of organizational development. What has changed in individuals and altered the compatibility between individuals and their organizations?

- A- Increase in the confidence of subordinates in terms of their ability to act properly.
- B- Confidence in the usefulness of sanctions regimes, and their ability to distinguish between good and bad.
- C- Participation in decision-making.
- D- Temporary loss of a sense of the importance of progress.

When talking about the individual, we find there are some considerations that must be taken into account; the elements and variables affecting the behaviour of the individual:

- A- Recognition: how the individual explains what is happening around them and how they interact with events, and how it affects the individual and his awareness of others.
- B- Learning: according to managers this is a source of strength in the understanding of workers and their behaviour patterns, and how they can strengthen and weaken certain patterns of behaviour for them.
- C- Motivation: it is important for managers to know which factors increase enthusiasm.
- D- Personal: another important point, enabling managers from personal knowledge and understanding of the components of working and personal characteristics they have to understand how this element impacts on the behaviour of individuals within their jobs; it is important because of its role in enabling managers to advise and guide the functioning of subordinates.
- E- Psychological trends: learning the views and feelings of people and their tendencies to act in certain situations, and how it can impact on the work environment.

○ **Analyzing the characteristics of the individual**

There is a need to specify the individuals by measuring their performance and productivity at work, by identifying possible deviations between the performance of each individual, and the expectations of any organization. Identification of the work redesign is needed to clarify the objectives of the program and there must be clear goals understood by all for the general tasks, duties, lines of authority and responsibilities of a position, in addition to sound implementation of achievable goals. This level is an important one since it ‘shows us the required human resources in the formation and organization development, both for the treatment of weak points, or to improve its strengths, to develop and improve its performance in the future’ (Aquili 2005). This is done through the design work programs that will come later in the context of human resources development. What distinguishes

this level is that it depends on the performance analysis of the individual, by identifying the strengths and weaknesses in the performance of his duties, and this itself greatly assists in determining the nature of knowledge and development needs of individuals to conform to scientific models of change. Aspects of performance may be in shortage in an individual, but preparations would enable him to acquire those capabilities. Training and preparations would encourage the possibility of developing the capabilities of the individual to upgrade the performance (Garbi, A. et al.2002). But the individual does not have the necessary capacity, then there is no need to form a training program, and the study should be directed towards the motivation of the individual, or discuss working conditions and external factors specific to performance.

Analysis of the individual’s ‘aims helps identify the type of information, skills and trends that required of the incumbent, in order to develop their performance and raise productivity, and satisfy their career and personal motivations. The training administrator studies the following:

- A- Functional specifications of the individual regarding qualifications, experience, skills.
- B- Personal characteristics such as motivation, willingness to learn (Saati 1998).

There are also other ways to identify the training needs for individuals, including: listening to personnel on an ongoing basis; discussions on the status of work and their circumstances, and receive suggestions and complaints to determine training course needs to, help them perform their duties better (Saleh 2004). The advantage of this method is where the individual shows weaknesses in ability the management would then be able to address it. The result of performance appraisal is an important source, providing rich information and showing clearly the need of individuals in the organization for training and development, both for the treatment of weaknesses and to support or strengthen its current development performance.

5. CONCLUSION

Several classifications were established to define and qualitatively characterize the structural approaches to the development of the organization according to the following four categories: Organizational Structure; work redesign ; Influence on Employee Behaviour at Work Moreover, the use of some organizational principles derived from the theories of traditional regulation, adopted logically ,and not based on experimentation - such as: the principle of division of labour; the characterization and definition of work redesign; identifying the relationships between business; the extent of liability; the definition of areas of responsibility; authority; and strengthening the management chain of control.

The findings associated with organizational structure tend towards the importance of the characteristics of an organization's structure in affecting its strategy formulation and implementation process. Organization is either

centralized or decentralized: a small and decentralized organization will have a larger degree of freedom in deploying change models in terms of rapid response to their surrounding environment.

The idea of focus on decentralization will help to increase motivation and behaviour-oriented goals. The idea of decentralization is also the flexibility and diversity in the organization, structure and financing resources, so that the decentralization can be a mechanism for organizational development through the provision of administrative autonomy at the local level.

The goal is to modify the behaviour of individuals in order to improve the performance of the task, by modifying the structure and therefore the work flow. Planning designed will directly affect the work ethics, behaviour and productivity of staff.

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