



## Organizational change and its role in crisis management in modern systems

التغيير التنظيمي ودوره في إدارة الأزمات في النظم الحديثة

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### Article abstract:

Large-scale organizational change represents a challenge and requires investing time and energy and achieving the required improvements in performance, as it is considered among the strategies that allow achieving success in organizations as well as the flexibility of workers. So organizational change, although it may destabilize the psychological stability of the actors in the organization, but it contributes significantly in gaining a defense mechanism towards various crises. We found that change is accompanied by innovation and development that makes the organization more powerful, also contributes to crisis management and maintaining the stability of the organization.

**Keywords:** organizational change; crisis management; organization; worker.

### ملخص المقال:

يعتبر التغيير التنظيمي على نطاق واسع تحدياً يتطلب استثمار الوقت والطاقة وتحقيق الجودة المطلوبة في الأداء، حيث يعتبر من بين الاستراتيجيات التي تسمح بتحقيق النجاح في المنظمات وكذلك مرونة العاملين. فبالرغم من أنه قد يزعزع الاستقرار النفسي للفاعلين في المنظمة، إلا أنه يساهم بشكل كبير في اكتساب آلية دفاعية تجاه الأزمات المختلفة، حيث توصلنا إلى أن التغيير التنظيمي يساهم في تحقيق الابتكار والتطوير ويجعل المنظمة أكثر قوة كما يساهم في إدارة الأزمات والحفاظ على استقرار المنظمة.

**كلمات مفتاحية:** التغيير التنظيمي؛ إدارة الأزمات؛ المنظمة؛ الفرد العامل.

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## Introduction

Due to the great development witnessed by man in various aspects of his life, including these organizations in which he works, which witnessed a great expansion, the traditional methods of management became incapable of managing these organizations, which prompted man to search for ways that can improve the performance of the organization. As well as achieve the goals for which it was established, through talking about organizational change, we find that it is based on a set of axes that aim to modify human behavior in a way that makes him able to assume responsibilities and achieve organizational goals and creativity.

Additionally, organizational change is one of the organizational management patterns and behaviors that are followed to transfer workers, organizations and different departments from one situation to another in a way that ensures the satisfaction of all stakeholders, and makes positive changes to different business environments. Moreover, this comes in the form of organizational structures, some of which are hierarchical and regularly sequenced, starting from the higher departments to the lower ones, and some of them are divided into a group of departments, where each department works independently to achieve the overall goal of the organization.

On the other hand, maintaining the quality of the organization's outputs and its competitive potential and protecting it from organizational crises that may affect the continuity and stability of the organization. Crises are the worst nightmares for officials in organizations, as they require planning, intelligence and the ability to control the situation and exit from them requires a lot of human and material efforts.

Moreover, finding appropriate strategies requires making decisive decisions in dealing with crises that may affect the continuity of the organization and contribute to the continuous monitoring of various crises while seizing opportunities that serve the organization in the presence of competencies capable of managing and deciding the fate of the organization by introducing changes. That allow maintaining the continuity of the organization, its reputation and the quality of its outputs, and that doing so requires attention to an essential element, namely the human resource, at the psychological and organizational level.

As crisis management requires finding appropriate ways to deal with the working individual in order to convince him of the seriousness of the crisis and the importance of organizational change in the continuity of the organization's development. Also maintaining its survival in the world of organizations and in light of the above, we can ask the following question: What is the role of organizational change in crisis management in modern systems?

## 1. Organizational change

### 1.1 The concept of organizational change:

Change is necessary focus on the importance that individuals or employees could occur in change management. In addition, research examining employee's reactions to change has been steadily growing since employees are identified as the key role in determining the change success. (Daham & Bellakhdar, 2021)

**A-Terminological definition:** Organizational change is defined as “a shift from the current equilibrium point.” To the target equilibrium point, which means moving from one state to another in space and time. (Layadi & Argoub, 2024)

**B-Procedural definition:** Nuwansala sees that: “the organizational change examines the process through which a corporation or organization change its operating procedures, organization structure or strategies, as well as the consequences of those changes”. (Nuwansala, 2021, p. 49)

Organizational change is a long-term plan to improve the organization’s performance in the way it solves problems and changes its business practices. This plan depends on a cooperative effort among managers, taking into account the environment.

Daham and Bellakhder see that: “ the organizational change is: “the process by which organization move from their present state to some desired future state in order to foster the achievement of one or more organizational objective”. (Daham & Bellakhdar, 2021, p. 353)

Organizational change also defined as the capacity of the organization to adopt a new idea or behavior that reflects a fundamental change in some part of the organization.

Organizational change is a modification of management objectives and policies or any element of organizational work aimed at one of two things: adapting organizational conditions or creating new organizational conditions, administrative methods and aspects of activity that give life to the organization. (Kassimi & Zreiq, 2018)

In the other hand, Organizational change is the administrative method by which an organization moves from its current state to another more efficient state, it is also a dynamic movement using new methods. It also leads to a transformation in the essence of the organization in terms of products, services, customers and skills.

In our point of view, It defined as making adjustments in management objectives and policies and in any other element of organizational work in order to create new organizational conditions, new administrative methods and new aspects of activity that provide the organization with a comparative advantage.

### 1.2 Characteristics of organizational change:

- **Focus:** Change is a movement of intelligent help to achieve a desired goals and specific objectives.
- **Realism:** Change management linked to the practical reality and it must take place within the framework of its capabilities, resources and circumstances.
- **Compatibility:** There must be an appropriate degree of compatibility between the change process and the desires, needs and aspirations of the various forces.
- **Effectiveness:** Change management must be effective.
- **Participation:** Change management requires positive interaction, and the only way to achieve this is by consciously participating in the ideas and forces. (Mohammed, 2016)

### 1.3 Objectives of organizational change:

- The objectives of organizational change are as follows:
- Increase the organization’s ability to adapt to the environment in order to survive and grow.
- Increase the ability of individuals to self.
- Create positive attitudes towards work.
- Increase the organization’s ability to cooperate between different groups to achieve its objectives.
- Develop leaders and help human resources to be creative
- Improve the public's mental impression of the organization.
- Increase the organization’s human resources to improve its ability to survive and grow. (Bourguiba, Racha, & Hassaya, 2019)

#### 1.4 Causes of organizational change:

##### A- Internal causes:

- Improve service quality.
- Increase intensity of external competition.
- Comprehensive quality requirements.
- Increase the tendency to respect the consumers. (Ben Mazari & Akrouf, 2019)

##### B- External causes:

- Political and economic variables: These changes, whether negative or positive, require work organizations to adapt and create a balance within their activities with political and economic developments. In the event that the organization is unable to adapt to these changes.
- 2-Social and cultural variables: Changes in the structure of social relations, developments and other social phenomena require organizations to respond consciously and continuously to these variables in order to achieve adequacy and harmony.
- Changes in laws, regulations and legislation: all systems and legislation issued by governments, councils or departments of organizations react with the aim of harmonizing with these changes and creating a permanent budget to adopt these legislations as working guidelines.
- Among the causes of organizational change are changes in the environment of the organization. Including innovations and inventions, as institutions live in the world of the marketing, including materials (products) or services (education and health). (Bouattit, 2015)

#### 1.5 Changes made by the organizations:

- ★ Change of machines and products.
- ★ Changes in employment structures.
- ★ Change in methods and procedures used at work.
- ★ Change in the core functions of the organization such as production, marketing and finance.
- ★ Change in methods of planning, organizing, coordinating and controlling.
- ★ Changes in authority, responsibility and centers of influence. (Kassimi & Zreiq, 2018)

## 2. Crisis management

### 2.1 The concept of crisis management:

Crisis management is defined as the strategies, plans and methods followed by organizations and their management to deal with abnormal situations that threaten the organization's objectives and activities. This means focusing efforts on using strategies to control the organization's responses during a crisis. (Al-Anzi & Nahla, 2020)

Hamidovic see that: "Crises could stem from incident but not necessarily. Some suggest one can assume that a crisis is reached when the organization moves beyond its abilities to contain the task demands of the event and it escalates still further beyond the limits of contingency plans". (Hamidovic, 2012, p. 2)

Crisis management is an intentional process aimed to eliminating crises for the last time by relying on a set of processes and following a set of steps based on planning and training, with the aim of predicting crises and identifying their internal and external consequences. In addition to identifying their human causes and using all the methods and means available to prevent or deal with them in order to succeed. (Hamel, 2009)

Kahn and Wighter presented a comprehension approach to crisis:

- 1) The turning point in the events and unexpected consequences for his actions.
- 2) While the immediate reaction of the participants demand.
- 3) The conditions that create uncertainly.
- 4) Reduction of control over events.
- 5) The circumstances in which the available information is severely reduced.
- 6) The circumstances that increase pressure and stress for employees and communities.) (Mehr & Jahanian, 2016)

## 2.2 Stages of crisis management:

The stages of crisis management are as follows:

- Identify the facts of the crisis in order to make appropriate decisions.
- Distribute and organize sources of strengths and weaknesses, while identifying expected risks.
- Prepare press kits.
- Handle media requests and make the necessary communications.
- Organize and coordinate press conferences and national and international conferences to explain to the public the causes of the crisis and the degree of its severity.

(Al-Ruwaili & Ali, 2012) believes that facing and managing the crisis requires compliance with several basic principles, which we will explain as follows:

- **Setting priorities:** by establishing primary and secondary objectives, gathering information and data on the crisis, its location and the extent of its severity.
- **Achieving the surprise effect:** This reduces the risk of a crisis and helps to eliminate it. It also affects the parties involved in the crisis, preventing them from making informed decisions and revealing their weaknesses.
- **Mobilize energies and capacities:** by providing all human, financial and material efforts to resolve the crisis by delegating responsibilities and participating in decision-making, which increases their level of motivation, in addition to working to provide equipment.
- **Providing information:** Providing information to those facing the crisis is an urgent and important issue, not only during crisis management, but also before and after it, as it will help to make correct and judicious decisions.

## 3. Organizational change and its role in crisis management in modern systems

Business organizations are exposed to rapid changes in their surrounding environment in various economic sectors in general, and the banking sector in particular, as a result of the development of communications, the technological revolution, increased competition, change in work methods and procedures, increase in the quality of service provided to customers, and change in customer needs and expectations. These factors have imposed on business organizations the need to bring about the necessary change for business organizations to successfully adapt to these factors, to maintain their continuity and progress, justify their existence, and preserve their achievements.

In addition, modern organizations need leaders with a clear vision of what the future holds, and with the ability of passing this vision to others. Recently, the leadership style can no longer successfully meet the demands of change and adapt to it; so, the change- leadership is primarily responsible for introducing all the variables that aim to improve the organization's performance. Especially, those concern with the capabilities and skills of its human resources as the most important element in the change process. (Esselimani & Bassour, 2020, p. 532)



Organizations have adopted many strategies to bring about the desired change, whether this change is planned or sudden as a result of exposure to expected or sudden crises. Therefore, it is necessary to choose the appropriate strategies to bring about the desired change to ensure its success, according to the nature of the crisis it faces in order to achieve the objectives of strategic change, which is to enhance the effectiveness of the organization and improve its level of performance, organizational change can take many forms. It may involve a change in a company's structure, strategy, policies, procedures, technology, or culture. The change may be planned years in advance or it may be forced on the organization due to a shift in the environment. Organizational change can be radical and change the way an organization operates, or it can be gradual and slowly change the way things are done. In any case, regardless of the type of change, when a crisis occurs, change involves abandoning the old ways of doing things and adapting to new ways that ensure that the crisis fades away or at least gets under control. Sometimes change is driven by rapid developments in technology. This change motivates companies to change their technology quickly. In order to streamline operations and control the crisis, sometimes technology produces developments so profound that companies struggle to adapt to them and ensure that workers conform to the new ways. (McGoon, 1995)

On the other hand, a crisis is a sudden and unexpected event that requires quick and improvised decisions because it poses a danger to the life of the individual and society. It also affects the internal environment and what surrounds it externally, so the individual must be on constant alert and have predictive plans for these imbalances, which affect society and organizational levels and hinder all fields with different specializations, because they are characterized by interdependence and complexity. So much so that a single crisis can lead to the occurrence of several crises at the same time, making it difficult for decision-makers to control the situation.

Crises are usually triggered by a series of issues that are mainly related to the policies of different organizations; As a result, we cannot evaluate crisis management by favoring one method over another, unless we can distinguish between the available methods according to the temporal and spatial conditions, taking into account the social and cultural variables. Especially the economic, political and communication variables, to end up with the best solution, in order to achieve true understanding, proper diagnosis of the situation, and strategic principles of work, communication and public relations work in line with flexible approaches and models so that they can be utilized in successfully managing the circumstances. (Mokhtari, 2022)

A crisis zone exists only because it is invisible; otherwise, the imbalances that need to be corrected keep developing before the lack of clarity on the part of the leaders. In the face of a crisis, an organization has a real shock to deal with. Thus, the first point to emphasize will be the process of organizational flexibility by reducing resistance to change. In the face of a crisis, organizations react more or less in the presence of actors working together to find the right decision to solve the crisis. (Gahlam, 2024)

In this context, the organization needs to open direct lines of communication with its members, and adopting an open two-way communication policy between the organization and its public enables it to overcome many difficulties, as information becomes of paramount importance during a crisis, and this information is not only about the crisis, but also about how to manage it. Crisis management is a set of functions or processes that aim to identify and study potential crisis situations, predict them, and develop special means that enable the organization to prevent, deal with, and overcome a crisis with the least possible consequences and as quickly as possible to return to normal. Thus, crisis management is an acronym for all types of activities directed at dealing with a system in a state of disruption: Prevention, preparedness, readiness, mitigation, and recovery. It is a matter of modeling actions, agreements, and decisions that affect the course of the crisis and includes organization, preparations,



measures, and resource allocation for the purposes of overcoming it. Crisis management usually takes place under conditions of organizational chaos and under the pressure of numerous external media. (Aissaoui & Elhazzam, 2021, p. 1140)

In addition to includes defining the roles and responsibilities of the change and its effect on crisis management team, communicating the strategy and expectations to the relevant stakeholders, and then implementing the plan, which includes implementing the actions and interventions that are part of the change and crisis management strategy. Also, monitoring and evaluating their progress and results. It also involves managing resources, risks and issues that arise during the process, adapting and adjusting the plan as needed, and finally reviewing the results, which involves measuring and evaluating the outcomes and impacts of the change and crisis management process, and identifying lessons learnt and best practices. It also includes recognizing and rewarding the achievements and contributions of the change and crisis management team and stakeholders, and celebrating and promoting positive changes and improvements. Every crisis is an ordeal, starting with a series of malfunctionsseries of failures, and with a catalyzing event, the company finds itself in real distress. This need to take a number of actions to lower the crisis curve and address it finally, in preparation for another crisis. Good crisis preparedness is the logical starting point for good crisis preparedness. (Aïmeur, 2017)

The key to effective crisis management is effective and well-thought-out communication whether internally or externally in normal times or in crises where decisions must be made with the participation of all actors in the organization, and the introduction of change. That eliminates the crisis requires psychological preparation through joint work so that the actors in the organization do not feel neglected and their opinions are not taken into account. Which causes resistance to change, so participation in decision-making contributes to the flexibility of the actors and makes them more acceptable and willing to change, which facilitates finding solutions to the crisis. In crises, organizational change requires a flexible and agile approach. Organizations must be prepared to quickly adjust their plans and strategies to align with rapidly changing circumstances. During a crisis, clear and transparent communication becomes even more important. Leaders must provide regular updates, convey accurate information, and address concerns promptly. Transparent communication builds trust and fosters a sense of unity among employees. Leaders must gather relevant information, engage key stakeholders, and make informed decisions immediately. By prioritizing speed and accuracy in decision-making, organizations can effectively navigate the crisis and adapt change strategies accordingly. During a crisis, employees may experience increased stress and uncertainty. Change management in such situations should focus on providing support and ensuring employee well-being. Leaders must actively engage with employees, provide resources and assistance, and create a supportive and empowering environment to contribute to change efforts. (Golhar, 2023)

Conversely, organizational change is seen as a preventive factor in protecting against crises, because effecting change within organizations requires prior study of material and financial resources, particularly human resources. In terms of studying behavior, personality, individual characteristics and skills, because this enables a wealth of information to be gathered on everything about the organization in order to achieve the required change, giving decision-makers greater control over the risks that could threaten the stability of the institution or its demise.

At length, organizational change goes hand in hand with good training and education for workers, enabling them to acquire new experience and skills. We can see that organizational change plays an important role in improving various organizational processes, as well as in increasing the effectiveness of workers.

## Conclusion:

Organizational change is essential to ensure successful outcomes. This requires the active participation of leaders and managers throughout the organization; to set the direction, involve and motivate people, set examples, incorporate new ways of working, and control crises by relying on its functions of planning, organizing, controlling and monitoring changes within the structure.

In addition to changing managerial behavior to raise the level of workers' performance and efficiency, which makes them more vigilant before the crisis, more controlled during the crisis, and wiser after the crisis. Therefore, continuous organizational change makes workers flexible and able to accept surprises without fear so that they have the psychological mechanisms that enable them to control crises, which is the ultimate goal of crisis management, which helps to achieve the success and continuity of the organization.

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