

Organizational Change Management’s Actuality and its Effect on the Economic Institution’s Performance

(Case Study of Algeria’s Public Water Service- Médéa Unit-)

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Abstract:

Nowadays, economic institutions live in a turbulent environment, which is characterized by a dynamic movement and continuous change. This forced them to keep up and adapt these challenges for the sake of survival and continuity by following the planned and targeted change’s strategy in order to reach the desired goals. This study mainly examines the effect of organizational change management on the economic institution’s performance through analyzing the binary relation between the two variables. The study finds that the effective management of organizational change in the economic institution increases the workers’ productivity, directs the decisions of sub-managers, reduces conflicts within the organization, reduces defects and errors, and also contributes in improving the company’s performance and increasing the employee’s motivation.

Keywords: Change Management, Organizational Change, Performance.

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1. INTRODUCTION

Modern organizations live in an environment that is known by its profound changes and developments in various fields, especially cognitive, technical, management, and informatics field. Then; due to its association with various aspects of the organization, the organizational change is considered as one of the most important types of change in the organizations' business in terms of its operations and tasks, in terms of its organizational structure, and even in terms of the workers' behaviors, attitudes, and the organized procedures. The aim from that is to search for a permanent fit between the organization's systems and the changes of the environment

As a result of these changes that are taking place in the world nowadays, new management ideologies and trends have emerged to represent a different philosophy from the previous management ideas. This philosophy was reflected on the institutions and their methods of facing changes. Among these modern management trends; engineering management, total quality management, Strategic planning and organizational change management, which has attracted the attention of researchers due to its necessity in bringing the change, and adapting to the circumstances that face the economic institution today.

Therefore, the problematic that we would like to address is: **to what extent can the management of organizational change affect the performance of an economic institution?**

To address the main problem of this study, we can ask the following sub-questions:

- How does managing organizational change affect the performance of an economic institution?
- Is there an interrelationship between organizational change and other organizational variables?

In answering the previous problem and sub-questions, the following hypotheses can be adopted:

- The management of organizational change directly affects the performance of the economic institution.

- There is an interrelationship between organizational change and other organizational variables.

To answer the previous problematic, the study will adopt this following hypothesis: the organizational change management directly affects the economic institution's performance, in which there is an interrelationship between the organizational change and the other organizational variables. To answer the problematic, the research is divided into three axes or sections. The first section addresses the organizational change management, the second section studies the relationship between the organizational change and some other organizational variables. However; the third and the last section examines the organizational change management's actuality of the economic institution, case Study of Algeria's public water service.

2. Organizational Change Management

The concept of organizational change management is one of the modern administrative concepts that emerged and developed during the last two decades of the last century, and it is still in the process of construction and crystallization, in which research centers and universities make every day a new addition through research or a book in the East or West. The interest in change management comes as a tool to improve random changes arising from individual and personal desires.

2.1 Organizational Change Management's Definition

Organizational change management is defined as human and material activities within a well-thought-out business plan that contains typical administrative procedures, dominates change and determines its direction and extent, It is also helps the administration to face new situations and rearrange things, so that it takes the advantage of positive change factors, and avoid or reduce the negative ones because it expresses how to use the most effective economic methods to bring the change that serves the desired goals, It is also known as the process of transforming the organization by applying an inclusive, practical, and gradual approach from the current actuality to the one that need to be reached, through developing business and behaviors and following practical methods to promote the

desired change, So, it can be said that the organizational change management is a philosophy to manage an organization, in which it involves the planner's intervention in one or some aspect of the organization to change it, to increase its effectiveness and to achieve the desired compatibility with giving justifications for this change. (Asli, 2015, p. 196)

2.2 Change Management Techniques

Determining the method of change that the administration will follow while carrying out the change process is one of the important things for the success of this process. Then, the change-management uses three main approaches:

- The Step-by-Step “Gradual” Change Method:

It is the change that a person or an administration makes in a slow way and over time periods, where the fixed time rate is predominant. This method may lead to unsatisfactory and undesirable results because it is not in accordance with what was planned by the managers and decision's makers of this change in case the change leading developments are unexpected or are going faster than planned in the organization. However, this process becomes even more important when combined with a large-scale non-limited program to change in order to improve productivity, reduce costs, and develop employees. (Dievernitch, 2014, p. 94), The gradual change can also be defined as follows: the step-by-step or gradual change method is one of the slow methods of change that is related to the nature of the circumstances in which the organization lives in a crisis situation. Organizations resort to it as its results are considered guaranteed and it is more effective. (william glick, 1993, p. 147)

- Radical Change Method:

This method of change is characterized by being sudden and having noticeable effects; for example, it causes comprehensive revolutions in the organization's strategy to enter new markets and this may relate to the organization's composition- structure. However, this does not happen on a large scale, and mainly only successful large organizations turn to. This is to to achieve more gains, survive and compete strongly; yet, the risk is so high, It is also known this type of change affects the organization in all its

dimensions as it extends to the strategic directions of the organization so that this type of change affects all stakeholders.(william glick, 1993, p. 176)

- **Gradual and Radical Combination Method “Mixing the Two Methods”:**

When implementing the change, it may be necessary to mix the two previous methods. This process can be interactive on a large scale in the organization; For instance, when the reaction is negative towards making a drastic and rapid change, having a graduated program to track achievements is important to apply a graduated program concurrently, make real improvements to operations and the way how they work, and also to change the ways of thinking among the administrators because of the changing circumstances and priorities.(Asli, 2015, p. 225)

2.3 Stages of Organizational Change Management

The process of managing the organizational change passes through a set of stages that allow the organization to move from one situation to another at the lowest cost, and within its available possibilities and time in order to ensure the achievement of the organization's objectives.

- **Query Stage:**

At this stage, the manager conducts an exploratory study to understand and evaluate the current situation, and also to establish a future vision for the organization in order to explore the gap between them, and discuss the need for change and for the expected timetable of the operation and the necessary capabilities.

- **Response and Reaction Stage:**

This stage represents the period of time required by the organization's administration to study the possibility or impossibility of the change. The response stage varies from one organization to another. A vigilant organization operates on the principle of proactivity or initiation, and it is prepared to improve opportunities and make change. However, the organization that operates on the principle of reaction, it has a slow response, and this makes her missing so many opportunities.(Tupper & Dezca, 2008, p. 129)

- **Design Stage:**

During this stage, if the decision is to adopt organizational change, the organization begins to develop an accurate plan and program, in which experts and consultants are sought, whether from within or outside the organization.

- **Implementation Stage:**

At this stage, the decisions and actions taken are realized and implemented; then, the plans are transformed into actions. In addition to that, the manager plays a key role in influencing employees to achieve the desired goals as quickly as possible.

- **Evaluation Stage:**

At this stage, the results of the change process begin to appear, and here the impact of the change must be evaluated to determine the extent of the deviation between what was planned and what was achieved, then judge the success or the failure of the change. (Jabri, 2017, p. 156)

3. The Relationship between the Organizational Change and Some Other Organizational Variables

The world is constantly changing, and so that the institutions. Their change instead is a must in order to continue and survive. The same applies on managers, employees and working- individuals in the organizations .All of them follow the processes of change and try to reduce its negative repercussions.

3.1 Organizational Structure and Organizational Change

The organizational structure is considered as the basic mechanism in which the institution is managed. It defines the tasks of individuals and the method of communication between managers and subordinates.

- **Organizational Structure's Definition:**

The organizational structure is defined as a set of ways in which the work is divided into clear and specific tasks in order to achieve a coordination between them, It is also known as a framework that shows divisions, units, or administrative departments that make-up the organization and being arranged in the form of levels above each other. It takes the form of a pyramid linked by an official authority in which orders, instructions and

directives are made from the higher or lower level. This will clarify the points of decision-making, the centers of power, and the responsibility.(David, 2002, p. 223)

So, the organizational structure is the internal structure of the organization from all its components' organizational- divisions. The structure clarifies the relationship between these divisions in terms of the subordination of each division, its components from the lower divisions, and both the authority and responsibility of each division.The organizational structure is called the administrative hierarchy, and it consists of five elements are, the strategic top, the middle line (middle management), the technical structure, the supporting device, and the operating center (executive level).(Tupper & Dezca, 2008, p. 187)

- **Changing the Organizational Structure and the Design:**

When talking about changing the organizational structure and design, the change can happen in various forms such as changing organizational design, job's design, or basic job's divisions. This includes managers and subordinates' relations, and the distribution of powers. Parts of the human resource management system, such as the criteria of selecting people and evaluating their performance, can also change.(Aquinas, 2008, p. 83)

- **Organizational Change and Technology:**

Technology aims at knowing the methods used to convert the inputs into outputs. So, when talking about technical conditions, we mean the application's level of the scientific knowledge used in the business environment. The change in technology includes the computing dimension. It is represented in the phenomenon of the growing trend in the use of computers and data systems based on those computers; such as management information systems, decision support systems, and the expert systems in the various activities of the organization; especially, when it comes to the diversity and complexity of those activities and the conditions of uncertainty in which the organizations operate.

In addition to the computing dimension, there is the mechanistic dimension that means the use of machinery at work. The current regulatory environment has become widely dependent on machines or robots to carry out its activities, in which some have described this phenomenon as a

robotic explosion. Practical practices indicate that many organizations mix computing and automation to make a technical change. (Algor, 1993, p. 237)

3.2 Leadership and Organizational Change

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.

There is no doubt that organizational culture is an important variable in determining the leadership' successful style because it affects how responding to the leader's instructions and directions. Here, the role of the leader emerges as both a change- conductor, and an individuals or groups' behavior influencer. Each leadership style has its own methods of managing change, such as the democratic-based leadership style that helps to participate in organizational change through encouraging innovation and initiation among employees. This makes them feel more committed to the changes, in which the leader takes the direction while giving the employees the freedom to do the tasks with their own way as long as those tasks are applicable. (David, 2002, p. 256)

- Organizational Culture and Organizational Change:

Organizational culture is an idea in the field of organizational studies and management, and, it describes the psychological state, behaviors, experiences, beliefs, and individual or social values of a certain organization. The culture of the organization can be strong or weak depending on its components and results. The culture of the organization is the result of a number of intertwined forces so that if these forces are favorable to the organization, it will have a culture that is embraced and accepted by all its members, because it depends on uniting them strongly towards achieving the general goal of the organization.

Organizational culture plays a major role at all levels and activities within the administrative management. It contributes in creating an appropriate organizational climate, which seeks to improve and develop the

performance in an appropriate and effective way. This helps to achieve individual, and common organizational goals by developing modern values, trends, behaviors and standards that work on the development of job's performance.(Ingvar, 2018, p. 94)

Organizational culture is an essential component of the overall organizations' system; so, the organization's leaders and managers have to understand its dimensions and elements because it is the environment in which organizations live. This environment affects the type of the organization's behavior and interaction, either with other organizations or with its workers. Organizational culture performs several functions for the administrative organizations. Its outputs affect negatively or positively the feeling of satisfaction, solidarity, cooperation, and belonging among workers and leaders; especially, since its characteristics are characterized by relative continuity, and affect the behavior and performance of individuals and also the cohesion of the social structure of the organization.

Concerning the organizational culture, there are prevalent beliefs in the organization's members about how to encourage individual initiatives, the availability of creativity's conditions, the degree of risk's acceptance, achievement and high performance, and also the focus on results. All this creates a unified culture among the employees, which contributes in one way or another to increase the organization's effectiveness. The organizational culture influences the behavior of the employees, as it makes them act in accordance with the prevailing values and beliefs of the organization.(caluwé, 2003, p. 267)

The organizational culture greatly affects the employees and the work's procedures of the organization. Some of the culture's effects may be obvious and clear, while other effects may be hidden and not clear. The organizational culture puts pressure on employees to be conformed to. This means they have to think and act in a way that is compatible with the organization's culture. So, if the organizational culture focuses on the importance of the products quality and excellent services provided to customers, they will notice that their problems are solved politely and efficiently. However, if the culture focuses on the volume of production, no matter what it costs, customers will find many difficulties.(Demers, 2007, p.

183)

4. Organizational Change Management's Actuality of Algeria's Public Water Service as an Economic Institution

The economic institution should adapt to the conditions and necessities of the new reality, and it should have necessary flexibility and dynamism to advance towards the future, in which it should adapt to the transformations imposed by the globalization's area by using modern techniques. This requires leaders with a forward-looking vision towards the future in order to make a comprehensive development in the cognitive, cultural, professional and research fields; for promoting the culture of quality and excellence, focusing on developing strategies, modernizing organizational structures, changing traditional systems, and developing current skills, shared values and effective leadership styles.

4.1 An Identification Card of Algerian's Public Water Service

Algerian's Public Water Service is a commercial and industrial nature's company. It is maintained by the Ministry of Water Resources; yet, it is financially independent. It was created under the Executive Decree No. 01-10 issued on April 21, 2001, and it is considered as one of the most important sensitive institutions that have an active role in the Algerian national economy. For society, it is considered as the most important pillar of life's continuity because it has worked with all its technologies to deliver water to the homes of citizens and all private and public institutions.

Its tasks are; implementing the national drinking water policy all over Algeria. Managing the production, distribution, treatment and storage of drinking water, renewing its base structures, developing these structures across its various regions, and monitoring the quality of the distributed water.

4.2 Field Study

Any scientific research is based on a set of steps and general rules that are compatible with the nature of this study, which gives the researcher the possibility to carry out scientific and objective data analysis collected from the research field. The quality of the data to be collected and the nature of the study itself are what compelled us to use this approved applied study tool represented in the questionnaire.

- **Study Population and Sample:**

In order to be able to rely on the sample, whose answers can be judged on the hypothesis put forward, the focus was on the tires of Algerian's Public Water Service- Unit of Médéa in a simple random sampling method.

- **The Study Sample:**

It is part of the study population that includes the characteristics of the original community. After carrying out the necessary procedures required for the application of the questionnaire after modification, 35 questionnaires were distributed, then 28 questionnaires were retrieved, and 7 questionnaires were lost, and one was excluded. The total percentage valid for statistical analysis was 77.14%, and the data was statistically processed by using the (spss) program. Then to achieve the objectives of the study and answer the main problematic, the statistical methods that are usually used in statistical studies are used here, which are repetitions, percentages, arithmetic average and standard deviation; in order to determine the responses of the study's sample- members towards the questionnaire' axes.

The study tool: is the construction of the questionnaire, which represents the main tool of this study, and it includes two main parts:

-Part One: Personal data to identify the characteristics of the sample and determine the extent of their impact on the results of the study, that are; age, educational level, and the professional seniority.

-The second part: includes the statements that make up the questionnaire, which is divided into two axes:

- **The first axis:** the organizational change management and the nature of change in the organization and, it includes 5 statements.

- **The second axis:** the impact of organizational change management on the performance of the institution, and it includes 5 statements as well.

After verifying the reliability and validity of the study tool, we should analyze and interpret the results.

4.3 Analysis and Interpretation of the Study Results

-Presenting the Personal Data:

The questionnaire includes a special section of personal information to identify the characteristics of the study sample and to distribute the

members of the sample according to age, educational level and professional seniority variables, and the results were as follows:

Table No. (1): The results obtained by analyzing the personal data of the study sample

Variable	Categories	Repetition	Percentage%
Age	Under 30 years old	16	57.14
	From 30 to 39 years old	05	17.85
	From 40 to 49 years old	02	07.14
	From 30 to 39 years old	04	14.28
Educational Level	High School	09	32.14
	License	14	50.00
	Higher Education	04	14.28
Professional Seniority	Under 5 years	05	17.85
	From 5 to 9 years	08	28.57
	From 10 to 14 years	04	14.28
	From 15 to 19 years	07	25.00
	20 years and over	03	10.71

Source: Prepared by the researchers based on the results of the questionnaire.

From the previous table, the remarks are as follow:

- Distribution of the study sample according to age: 57.14% of tires are less than 30 years old, and this is due to the fact that most of them fall into this category
- Distribution of the study sample according to educational level: it turns out that most of the study sample have a university educational level, about 64.28%, because the selected sample were from the

employees and the tires of the administration that requires high levels.

- Distribution of the study sample according to the professional seniority: the table shows that most of the study sample do not exceed their experience in the institution from 5 to 10 years, with a percentage of more than 47%, because of the age group to which they belong.

- **Analysis and Interpretation of the Study Variables' Results**
- **Evaluation of Organizational Change Management and the Organization's Change Nature**

This axis aims to give a general assessment of the institution's tires –vision on the management of organizational change, and the nature of change in the organization through 5 statements. In order to analyze these statements, frequencies, percentages, probable arithmetic averages and standard deviations were calculated to know the degree of the employee's approval (organization's tires) of each statement, and the following table shows that

Table No. (2): Evaluation of organizational change management and the nature of change in the organization.

Statement	Totally Agree	Agree	Neutral	Disagree	Disagree	The Probable Arithmetic Average	Standard Deviation	Direction
	Repetition	Repetition	Repetition	Repetition	Repetition			
	Percentage	Percentage	Percentage	Percentage	Percentage			
1-The top management is working to create a culture of change	11	14	1	0	1	1.74	0.859	Totally Agree
	40.7 %	51.9 %	3.7 %	0 %	3.7 %			

2- The institution is working to change its goals	6	14	4	3	0	2.15	0.90	Agree
	22.2 %	51.9 %	14.8 %	11.1 %	0%			
3-The institution has the ability to adapt to changes in the external environment.	3	14	6	4	0	2.41	0.888	Agree
	11.1 %	51.9 %	22.2 %	14.8 %	0%			
4-Employees are trained to adapt to organizational changes.	6	10	8	2	1	2.33	1.038	Agree
	22.2 %	37%	29.6 %	7.4 %	3.7%			
5-The institution is working to involve employees in the decision-making process of the organizational change	3	17	5	1	1	2.26	0.88	Agree
	11.1 %	63%	18.5 %	3.7%	3.7%			

Source: Prepared by the researchers based on the results of the questionnaire.

It is clear from Table No. 2 that most of the opinions of the institution's tires were compatible with the direction of organizational change management and the nature of change in the institution. This is reflected in the probable general arithmetic average for this axis, as it reached (2.178) and with a standard deviation of (0.9086), Which indicates that there is no discrepancy in employee attitudes about what was stated in this axis.

Based on the results stated in the table, the statements formed for the axis of organizational change management and the nature of change in the organization can be arranged in descending order from the strongest to the least. This is based on the probable arithmetic average and standard deviation of the employees' answers in the study sample as follows:

Statement 1, which included "the institution has the ability to adapt to changes in the external environment" ranked first in terms of the approval degree of the institution's employees; where the probable arithmetic average was (2.41) with a standard deviation of (0.888). So, the statement falls within an agreeable zone, as 51.9% from the point of view of the study sample agree with what was stated in the statement. However, there is a

large dispersion in the sample's answers of the respondents, and this is explained by the standard deviation.

Statement 2, which included "employees are trained to adapt to organizational changes," came second in terms of the approval degree by the institution's employees, as its probable arithmetic average was (2.33) with a standard deviation of (1.038). So, the statement falls within an agreeable zone, and 37% from the point of view of the study sample agree with what was stated in the statement. However, there is a large dispersion in the sample's answers of the respondents, and this is explained by the standard deviation.

Statement 3, which included "the institution is working to involve employees in the decision-making process for organizational change" came third in terms of the approval degree by the institution's tires, where its probable arithmetic average was (2.26) with a standard deviation of (0.858). So, the statement falls within an agreeable zone, as 63% from the point of view of the study sample agree with what was stated in the statement. However, there is a large dispersion in the sample's answers of the respondents, and this is explained by the standard deviation.

Statement 4, which included "the institution is working to change its goals." came fourth in terms of the approval degree, with a probable arithmetic average of (2.15) and a standard deviation of (0.907). So, the statement falls within an agreeable zone as well, whereas, 51.9% from the point of view of the study sample agreed with what was stated in the statement.

Finally, statement 5, which included "the top management is working to create a culture of change," came fifth in terms of the approval degree of the institution's employees with a probable arithmetic average of (1.74) and a standard deviation of (0.859). So, the statement falls within an agreeable zone as well, whereas, 51.9% from the point of view of the study sample agreed with what was stated in the statement.

- Evaluating the Effect of Organizational Change Management on the Institution’s Performance:

This axis aims to give a general assessment of the institution's tires –vision on the impact about the effect of the organizational change management on the institution’s performance through 5 statements as well.

Table No. (3): Evaluation the organizational change management’s effect on the institution’s performance

Statement	Totally Agree	Agree	Neutral	Disagree	Disagree	The Probable Arithmetic Average	Standard Deviation	Direction
	Repetition	Repetition	Repetition	Repetition	Repetition			
	Percentage	Percentage	Percentage	Percentage	Percentage			
1- The performance of the employees is periodically evaluated, based on the criteria previously set by the concerned administration	5	11	7	4	0	2.37	0.967	Agree
	18.5 %	40.7 %	25.9 %	14.8 %	0 %			
2- The performance’s evaluation is concerned as the first step of changing the performance of the institution's employees.	8	9	7	2	1	2.22	1.086	Agree
	29.6 %	33.3 %	25.9 %	7.4 %	3.7 %			
3- The responsible administration prepares those in charge of the performance evaluation process by training them on an ongoing basis.	3	11	7	5	1	2.63	1.043	Neutral
	11.1 %	40.7 %	25.9 %	18.8 %	3.7 %			
4-The method adopted by the	2	11	10	2	2	2	1	Neutral

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administration in evaluating the performance is considered a successful method.	7.4 %	40.7 %	37 %	7.4 %	7.4%			
5-Performance's evaluation is the basis of the administration's decision-making	1	7	9	3	7	3.30	1.235	Neutral
	3.7 %	25.9 %	33.3 %	11.1 %	25.9 %			

Source: Prepared by the researchers based on the results of the questionnaire.

According to Table No. 3 it appears that most of the employees' opinions were neutral about the organizational change management's effect on the institution's performance. This is reflected in the probable general arithmetic average for this axis, as it reached (2.646) with a standard deviation of (0.79). This indicates that there is no discrepancy in the institution's employees' attitudes about what was stated in this axis.

When relying on the same approach of the previous axis, and the results stated in the table, the statements that form the organizational change management's effect on the institution's performance can be arranged in descending order from the strongest direction to the least one. This is based on the probable arithmetic average and the standard deviation of the institution's tires-answers in the study sample as follows:

Statement 1, which included “performance's evaluation is the basis of the administration's decision-making” ranked first in terms of the approval degree of the institution's employees;where the probable arithmetic average was (3.3.) with a standard deviation of (1.235). So, the statement falls within a neutral zone, as 33.3% from the point of view of the study sample are neutral on what was stated in the statement.

Statements 2 and 3 that include, in order, “the responsible administration prepares those in charge of the performance evaluation process by training them on an ongoing basis”; “the method adopted by the administration in evaluating the performance is considered a successful method” came

second in terms of the approval degree of the institution's employees. Their both probable arithmetic average was (2.67) with a standard deviation of (1.043) for statement 2, and standard deviation of (1,000) for statement 3. Accordingly, the two statements fall within a neutral zone, as 40.7% from the point of view of the study sample are neutral on what was stated in the two statements.

Statement 4, which includes "the performance of the employees is periodically evaluated, based on the criteria previously set by the concerned administration" came third in terms of the approval degree, as its probable arithmetic average was (2.37) with a standard deviation of (0.967). So, the statement falls within an agreeable zone, in which 40.7% from the point of view of the study sample agreed with what was stated in the statement.

Finally, statement 5 which includes "the performance's evaluation is concerned as the first step of changing the performance of the institution's employees." came fifth in terms of the approval degree of the institution's employees. Its probable arithmetic average was (2.22) with a standard deviation of (1.086). So, the statement falls within an agreeable zone, as 33.3% from the point of view of the study sample agree with what was stated in the statement. However, there is a large dispersion in the sample's answers of the respondents, and this is explained by the standard deviation.

- **Testing the Field Study- Hypothesis:**

The first hypothesis came as follows: "Organizational change management directly affects the performance of an economic institution" To validate this hypothesis, a *Spearman's Correlation Coefficient* was used at the statistical significant level 0.05, then the results are shown in this following table.

The second hypothesis came as follows: "There is an interrelationship between organizational change and other organizational variables" To validate this hypothesis, a *Spearman's Correlation Coefficient* was used at the statistical significant level 0.05, then the results are shown in this following table.

Table No. (4): Shows the results of the Spearman's test for the hypothesis of the study.

Statement	Correlation coefficient	Indication level
The relationship between the organizational change management and the institution's performance	0.684	0.001
The relationship of organizational change management with other organizational variables	0.661	0.001

Source: Prepared by the researchers based on the results of the questionnaire.

From the table, we notice that the relationship between the organizational change management and the performance of the institution represents 68.4%, and it is a direct correlation statistically significant at 0.05. (Because the significance level is 0.001 less than 0.05. This means that the more the principles and mechanisms of the organizational change management are applied in the institution, the more there is an improvement in the performance of the institution, This confirms the validity of the first hypothesis.

From the table, we notice that the relationship of organizational change management with other organizational variables represents 66.1%, which is a direct statistically significant relationship at 0.05 (because the significance level is 0.001 less than 0.05), meaning that there is a clear and statistically significant relationship between each of the organizational variables and the management of organizational change, and this confirms The validity of the second hypothesis.

- Estimation of the study model:

Through the statistical treatment of the answers of the study sample members using the spss program, a model for the study was estimated as follows: $y = 0.814 + 0.690 x$ where x represents the independent variable (organizational change) and y represents the dependent variable

(institutional performance). Where it becomes clear that the general trend of the study model represents the aforementioned straight linear relationship.

- Evaluation of the study model:

In order to evaluate the study model, several measures were relied on, the most important of which are the coefficient of determination R^2 , the Fisher F test, and the Student T test.

1- The coefficient of determination R^2 : where the coefficient of determination according to the outputs of the statistical program was equal to 0.428, meaning that 42.8% of the changes that occur in institutional performance are caused by organizational change, and this means that the estimated model expresses 42.8% of the real model.

2- Fisher's F test: After doing Fisher's test, we found that the value of $F = 13.481$ and this indicates the overall significance of the model, that is, the model has an acceptable explanatory power, in other words, it means that the slope of the regression line for the independent variable is statistically significant.

3- T test: After doing the T test, we found that the value of $T = 3.672$, and this indicates that the model is statistically professional and that the independent variable (organizational change) affects the dependent variable (institutional performance).

5. CONCLUSION

Any organizational change in the institution, especially the economic institution, has circumstances to be required, whether are internal circumstances or stemming from environment shifts. This change must take place according to methodological, sequential stages in order to reach its goal. This change can also occur from various entrances, functional, structural, human entrance, and others..., and each entrance has its own requirements and conditions for its success.

Through our treatment of this topic in this research paper, we conclude that the most important elements of the organizational change success are the involvement of workers in searching and discussing the need for it, and also thinking about its means and methods of implementation. On one hand, this helps a lot to remove their fears; on the other hand, it confirms their position and role in participating in the institution's decision-making. This

will reduce the negative effects resulting from the change's resistance.

Results:

- Sub-managers believe that the institution has the ability to keep pace with the ongoing technological development, and to meet its needs with qualified human resources that are aware about the causes and results of organizational change.
- Sub-managers believe that the institution focuses on giving service to the customer easily and effectively, by providing accurate information through feedback.
- Sub-managers believe that the institution is working to adapt to the external environment by taking advantage of the coming opportunities, and facing threats and risks.
- Some sub-managers do not believe that the administration is working to create an atmosphere for change.
- Sub-managers believe that the institution is working to spread the culture of encouraging teamwork as a result of the nature of its work. It takes decisions based on scientific foundations, and focuses on raising customer's satisfaction through its adoption of the organizational change management approach within the institution.
- The organization seeks to adopt the organizational change management approach in order to achieve the provision of a social atmosphere for work that allows achieving goals in the best conditions. This comes by reducing the intensity of conflict and spreading the spirit of teamwork and a sense of responsibility, as well as spreading a new culture within the institution by supporting the spirit of belonging.

Recommendations:

- The need for the Algerian Water Corporation to define a comprehensive plan to implement the process of organizational change, and this should include the appropriate timing for the implementation of the necessary studies for the change process.
- The Algeria's Public Water Service- Médéa Unit-should work on finding how to get rid of the weaknesses that prevent it from achieving organizational change, with the need for the quality of the

- various administrative levels around the philosophy of organizational change, application requirements, conditions and pillars of its success
- The Algeria's Public Water Service- Médéa Unit-should pay attention to the change in reorganizing and restructuring the human resource management function and creating the necessary systems to motivate and encourage workers to exert themselves and improve their performance level.
 - The need for the Algeria's Public Water to develop plans to ensure the review of routine procedures in the implementation of tasks and the conduct of work in a more flexible manner after the process of organizational change.

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