

Strategies of Dealing with Resistance to Organizational Change in The Algerian Company

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ABSTRACT

An Algerian company of juice adopts a pay system based on competency assessment, asking it to take measures to set it up. However, the procedures that the organization adopts in its leadership of organizational change will not be effective if it does not mobilize all the necessary resources for the change to achieve its goals. Change and reduce workers' resistance to it. This is what we will present in this article on how workers have been involved in this new wage policy, by touching on the most important communication channels in the organization, the means accompanying the change process, as well as the criteria to be taken in the event that it is not accepted. On the basis of assessing competencies on the worker and on the organization.

Keywords: strategic management- remuneration – competency-based management– organizational change – organizational approaches- communication- resistance.

INTRODUCTION

In light of the changes taking place in the world, and within the framework of these new organizational contexts, we find that organizations today are facing a challenge to realize themselves and impose their position in the market, by reconsidering their various organizational policies and management strategies. The wage policy is considered among the important policies that the human resources department in every organization must be concerned with, as wages are considered "as a means used by the organization to preserve its human resources on the one hand and to bring in the best resources, on the other hand" (TESSIER, 2013)

The current model of wage management in Algeria, based on work responsibilities (or on the basis of the job), may seem today a traditional system that does not serve the objectives of the organization, since it encourages workers to reject the additional work assigned to them² as it does not fall within their work responsibilities (St-ONGE, 1999) and this stands an obstacle to the continuous improvement of their performance and the achievement of the organization's goals.

Therefore, it was necessary for organizations to adapt to the current changes and adopt new wage policies that are compatible with contemporary

organizational contexts and seek to achieve their goals and ensure their position, by changing the wage policy based on the responsibilities of work and position to be based on competence (PRETTI, 2001). PERETTI defines it as "comprising three types of knowledge: theoretical knowledge, scientific knowledge and behavioral dimensions that the individual uses to accomplish his tasks in a better way» (PERETT, 2001)

The topic of competencies has been the concern of many researchers specialized in the sciences of organization, management and administration, especially after many organizations have become dependent on competency assessment in determining wages, as This new wage system allows the human resources department to achieve effectiveness for the efforts of workers, by satisfying their needs through allowance and compensation that reflects their efficiency and performance, which contributes in building the competitive advantage of organizations, in light of the challenges of globalization and economic openness.

Consequently, we find that some organizations in the world have tried to implement this new wage system. For example, in a study conducted by Lawler in the United States of America, he confirmed that 60% of companies pay their

workers based on competency assessment. In Europe, 29% of companies pay their workers depending on their competencies, while in Canada, in a study conducted on 320 private and public companies, the study concluded that 10% of these companies consider competencies in wages, while 24% of these companies intend to adopt it (ST-ONGE, KLARSFED, HAINES, 2004)

So far, the application of the wage system has not been reached based on performance and competency assessment in Algerian companies. The issue of wages, in its economic and social dimensions, is one of the most important topics that needs studies before its implementation, since any defect in the wage system leads to socio-economic problems. However, this did not prevent an Algerian company from trying to implement it due to its importance on the organizational level, such as improving the performance and efficiency of human resources and their turnover, increasing the quality of the product and improving productivity (ST-ONGE, KLARSFED, HAINES, 2004).

The determination of wages based on competencies in this company is a new system applied to the workers of the company who have long been paid based on their jobs. This change in wages has inevitably a direct impact on employees' attitudes, behaviors and motivations. Any organizational change expresses a radical or gradual movement from a current reality to a new state. This change that includes improving or developing the nature of the work or the activity of the company in order to better achieve the goals is followed by procedures and steps aimed at improving the performance and efficiency of the organization and improving its ability to solve the problems it faces.

In addition, studies on workers' attitudes and behavior towards organizational change in the various stages of its application are very important, neglected, though, by researchers and even companies. Besides, understanding the constants of workers' attitudes about organizational change helps human resource specialists in leading this change, especially in the stage of "Defrosting", thus allowing for appropriate interventions while implementing the change (GIRAUD, AUTISSIER, JOHNSON, 2013).

Since wages have an impact on the productivity of the company and on its organizational practices, adopting a wage policy based on competencies leads decision makers to take into

account standards and procedures, in order to implement the new wage system that will replace the traditional system and this makes us wonder:

To what extent does this change in the wage system affect the behavior of workers in the company and their attitudes? How are they involved in adopting a wage policy based on assessing their competencies?

Models of Organizational Change According to Different Social and Organizational Contexts:

Although many researchers have dealt with the topic of organizational change, it is still considered a fertile topic. The richness of this field for more than half a century has made many researchers, either in the field of management, media and communication sciences and even sociology, to attach strong importance to this topic (COEDELIER, MONTAGNAC-MARIE, 2008).

Hereafter we will present the developments of organizational change models (BARABEL, MEIER, 2006):

Stage 1: Change as A Model of Organization and Growth: (1950 - Mid 1960)

Change was viewed according to the social and economic context at this stage, as a vector for development and organization; it Utilisateur Windows was defined at this stage, within the framework of organizational development and growth. According to this perspective, change was synonymous of progress and it met the requirements of profit maximization.

During this period, basic theories have developed, which focus on two questions: What should be changed in the organization? In addition, what should we change to ensure its success?

Organizations at this stage have experienced internal changes, as the change touched the board of directors, management, workers, and the union. Thus, the company has to change in order to stimulate progress and meet the increased demand for new services and goods.

Stage 2: change as an adaptation of organizations to the environment: (mid 1970 - early 1980)

In this period, change was seen as a threat to organizations so their structures had to adapt to the evolving environment.

The brunt of change at the end of the seventies was no longer internal, but took an external direction with the opening of markets, the increase in competition and the development of technology; it did not become optional or planned, but sudden or coercive resulting from the development of the external environment.

Stage 3: change as a dynamic continuous process (early 1990)

Here the change has become an inevitable reality for various actors, and it has become impossible to avoid the process of change that is dynamic, complex and practiced in a continuous manner in organizations, forcing them to change to keep pace with globalization, the development of modern technology and increasing competition. Three main explanations have been identified that make change today different from what it was before. In the previous stages:

Time pressures and the emergence of modern technology as information is rapidly spreading.

Increasing economic and social pressures.

Globalization has become much more severe.

Stage 4: the ability to change: (mid 1990)

The focus at this stage was on the organizations' ability to change, in light of the internal forces that could enhance or constrain the change process. This change in perspective helps to pay attention to a specific characteristic of the manager's role and his qualities for the success of change management in the organization.

At this stage, the stakes for change changed profoundly, the pressures for change moved outside the organization, and controlling it became difficult. The organizations sought to achieve a competitive advantage to keep pace with all these changes in the environment 10

METHODOLOGY OF STUDY

Our study seeks to describe change management at the level of wage policy in Algerian juice company and how the wage system was adopted based on competency assessment, after it was based on the requirements of the position. However, the procedures that the company adopts in leading the organizational change will not be effective, if it does not mobilize all the necessary resources. The participation of workers in bringing about the organizational change is among the factors that help the success of the change and reduce workers' resistance to it. Therefore, our study focused on how the workers were involved in this new wage policy, by

addressing the most important channels of communication in the company, the means accompanying the change process, as well as the criteria to be taken in the event that it is not accepted. To finally address the impact of the wage system based on competency assessment on the worker and the organization.

To reach the results of our study, we conducted survey studies on the subject through presence in the company twice a week. The interview technique was the technique on which our study relied on, as we targeted the categories of executives and CEO, given that these two groups drove the change in its various stages. Based on this, we have prepared the interview guide, which includes 11 open-ended questions, divided into three (03) axes:

Axis 1: the personal data of the respondent:

This axis aims to give a picture of the studied population, that is, an overview of the age of the respondents, with regard to their gender, educational level, and professional category, i.e. position they occupy and their seniority in the company.

Axis 2: the steps and measures taken to adopt the wage system based on competencies:

This axis came to show the factors that led the company to take the competency assessment as a basis for hiring its personnel. We presented in this axis the objectives that the company seeks, from implementing this system, until all the means and procedures that the company has devoted to managing this change.

Axis 3: the involvement of personnel in the wage policy based on the assessment of competencies:

this axis is included in the interview guide. Its purpose was to show the extent of the organization's management interest in its employees, how they were involved in this new policy, and how the decision makers will face the personnel's reactions towards this system.

Accordingly, and since the change process was adopted by the management of Algerian juice company, we interviewed the company's executives. Our selected sample should be reflective of the aim of the study. In the first stage, our target were the high officials of the company in order to understand all the stages and procedures taken when adopting the wage policy based on competency assessment, previously based on the requirements of the position. Accordingly, we interviewed ten (10) respondents: (05) of the department managers

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who represent the category of high executives out of 25 high executives and 05 of the departments' officers who belong to the category of officers out of 71 officers.

We conducted five (05) interviews with the managers of the various structures of the company: the Human Resources Manager, the Audit and Control manager, the Investment Manager, the Integrated Management Manager and the Information System Manager. We also conducted 05 other interviews with departmental executives represented in: the Supply Officer, the

Operations Officer, the Quality Control official, the Positions and Competencies' prediction management officer, and the Audit and Control Officer.

In order to know the characteristics of the target community on which our study was conducted, we compiled them in the following table, which shows the distribution of the respondents interviewed, according to their socio-professional category, age, educational level, gender, position they occupy and seniority in Algerian Juice Company.

Table. N°01: Profile of the interviewed persons.

Category S.F	Age	Education level	Gender	Position Held	Length of service
Senior executive	41	University graduate	Man	HRD	1 year
Senior executive	49	University graduate	Woman	Chief operating officer	24 years
Senior executive	42	University graduate	Woman	Integrated management system manager	19 years
Senior executive	61	University graduate	Woman	Audit & Control Manager	17 years
Senior executive	46	Vocational training	Man	Information system Manager	22 years
Senior executive	51	University graduate	Man	Development & Research manager	27 years
Senior executive	41	University graduate	Man	supply chain manager	02 years
Senior executive	38	University graduate	Man	Finance & accounting manager	04 years
Senior executive	51	University graduate	Man	Marketing manager	01 years
Executive	36	University graduate	Man	Control & quality executive	07 years
Executive	28	University graduate	Man	GEPEC executive	03 years
Executive	49	University graduate	Man	Procurement manager	23 years
Executive	45	University graduate	Man	Packaging executive	15 years
Executive	51	University graduate	Man	Operations executive	29 years
Executive	35	University graduate	Man	Accounting chief	6 years

As shown in the table above, our sample included 15 respondents, 09 respondents from senior executives representing different stakeholders, and 06 respondents from middle-grade manager representing interest officials.

we can see about the characteristics of our sample that all the respondents are academics, as the position they occupy and as the frameworks of the institution and decision makers, makes the

level of education they have reflects the position they occupy, especially if we know that the company accords importance to the educational level of its managers and this is what we observed during our visit field and our interviews with the workers.

In terms of experience in the company, the majority of respondents have between one and seven years (01-07) in the company. This reflects

the organization's desire to bring competencies, both foreign and national, to the presence of many competitors in the field of beverages and the desire of the company to maintain. The company has realized that achieving profit and ensuring continuity will not only increase production and quality, but also possess highly qualified human resources that will ensure their competitive advantage.

The table shows as well the dominance of the male category in senior positions. We interviewed three female managers who were "managers" versus 13 male respondents. This can be attributed to the monopoly of senior management positions and leadership by men, as proved by many studies, that there are cultural and social factors that prevent the access of women to fill these positions (LAUFER, 2014)

ANALYSIS AND DISCUSSION OF RESULTS

Algerian Juice Company's adoption of a wage system based on competencies resulted in a change in the worker's relationship with their organization, and this is what made the organization adopt the project called "the Human Capital Improvement". Today, the worker has not only become a resource but a capital that participates in the success of the company. It is an effective way of adapting workers and making use of their competencies and skills. Algerian juice company's endeavor to implement the wage system based on competency assessment reassesses relations with the worker as we explained in the previous chapter, and therefore this changes their organizational participation and their integration in this new policy adopted by the company, especially as it relates to their wages".

The company's adoption of a wage system based on competencies makes the worker the focus of attention, because wage is linked to his competence as a person, with his skills and competencies, and not based on the requirements of the job position. This is what affirms one of the company's executives: "workers today have understood that we should not be paying attendance, but rather competence"

Besides Algerian juice company's executives see that the adoption of a wage system based on competency assessment contributes more to the integration of workers into the organization and even more than it used to be, since this wage system is related to the competencies and skills of workers, and any decision that the management takes in this regard is directly

attached to them, so paying workers on this basis relies on the annual evaluation interview. In this regard, one of the interviewees says: "This wage system makes workers see their career path at any moment, through an annual evaluation of their skills, which allows them to see the degree of experience they have attained, as well as the extent of their achievement of the established goals." This statement gives us the idea that the annual evaluation contributes to the integration of workers in the organization, because the level of their wages depends on the results of the evaluation, and the annual evaluation interview allows the two parties (the worker and his boss) to meet and evaluate the worker's ability to progress and estimate his efforts and competencies, so the worker is paid fairly based on this assessment.

The integration of workers into the company through adopting a wage system based on competencies gives them an opportunity to express their opinions and discuss the merits of this new policy with their superiors. Here we are talking about an organizational change that will only succeed with the participation and integration of all workers, as this creates an atmosphere of cooperation and trust between management and workers. Therefore, adopting this system requires Algerian juice company to share its decisions, goals, and methods of implementing this system with all of its workers, by actively engaging them, which raises morale and satisfies the need for respect for them.

This will be discussed in the forthcoming articles, where we will present the methods by which Algerian juice company workers have been involved in adopting this new wage policy based on competency assessment

Communication as A Means of Engaging Workers in Algerian Juice Company:

Communication is considered the first process in any organizational change and one of the most prominent factors that establish social relations between individuals, as the company is made up of a set of interactions and relationships between its members. Therefore the importance of communication emerges as a necessity for the company to achieve its goals as it is the focus of all operations, whether formal or informal, so it contributes to strengthening Loyalty to the company, helping the company's employees to keep pace with the developments taking place in it, and is considered a necessary means in directing and changing behavior at the individual and collective levels in the organization, and

through which information, data and concepts are transferred through its various channels, which contributes to administrative decision-making and the organization's achievement of its success and growth.

Organizational communication is the written and spoken human communication that takes place within the organization at the individual and collective level. It contributes to developing work methods and strengthening social relations between employees, and it includes formal and informal communication (DELIOU, 2003) "

It is also defined as communication within organizations, and communication between those companies and their environment. Organizational communication also means the dissemination of information among members of the group within the framework of certain limits, which is the organization, in order to achieve its goals. (Hidjab, 2004)

including this element in our study was intended to show whether the organization is listening to its workers when they resort to it, and thus to identify the most important communication channels in the organization and the extent of its contribution to leading the change that the Algerian juice company seeks at the level of its wage policy. It is important, thus, to know the relationship of workers with their organization and their executives, and whether the internal communication in the company actually contributed to achieving the goals of change

During the interviews conducted with Algerian juice company officials to find out how workers were involved in the process of adopting a wage policy based on competencies, we asked the following question: Does the management listen to its workers when they resort to it, especially after adopting this wage system? All the executives interviewed confirmed, without exception, that the administration listen its workers regardless of their different professional categories and problems. One of the executives says: "Clearly yes, if the administration does not listen to its workers, it cannot enter into this type of process, as these changes are somewhat heavy, but they bear positive results, so we must listen to the workers, understand their concerns and answer their questions. "

Another officer adds: "I say yes, I do not think there is a company, such as Algerian juice company, and I confirm my words through conversation we have with people outside the

organization, everything is done transparently. We can even show the wage network."

Through these answers, the organization's officials confirm that it is striving to listen to its workers, especially after adopting this new wage system, which requires the participation of all professional groups in order for this process to succeed. One of the officers says: "If the organization does not listen to its workers, this wage system cannot exist. Because it listens well to everything that happens in the company, this system exists today, as there is an effective role for the general administration and directions of the company in setting up this system. "

Internal communication is an essential element in the organizational change process, so the organization must use it by involving workers in this change and listening to their concerns and answering their questions, especially since the change affects their wages and is directly related to their competencies, and the lack of understanding of what is happening around them hinders the change process.

Failure to answer workers' questions and concerns results in their inability to perform their tasks and achieve their goals, as the success of the wage policy based on assessing competencies in a company depends on the clarity of its objectives and their absorption by all workers. Communication is a fundamental pillar of any organizational change, so those in charge of this change process must answer the questions and concerns of workers by giving sufficient information about it, and involving workers in this process.

The lack of good communication in the organization hinders the change process because it remains opaque and unclear to the workers, as this process requires the participation and interaction of all professional groups in it, as the worker's wage is a sensitive matter that affects the worker's performance. Therefore, if the company seeks to make a change in the wage policy to be based on their competencies, it must provide sufficient information about this change to remove ambiguity in the perceptions of its workers and to reduce workers' resistance to it

As we mentioned in the previous chapter, there is a set of external and internal factors that led the Algerian juice company to develop a wage system based on competencies. among these factors is the large size of the company, which includes 535 workers split up over different structures, this means the presence of many

supervisors, which makes the communication process Difficult as a result of several factors such as the worker's fear of their bosses at work or shyness of not comprehending their orders and prohibitions. The worker at the lower levels of the organization, especially the one with an ambition for promotion and ascension, tends to distort information raised to management. This, in turn, affects the process of change and hinders its progress and the achievement of its goals.

As we have also indicated, the organizational change led by the Algerian juice company is a result of the external environment changes that have affected the organization's practices internally, thus the change has become an imperative to adapt to this environment. Therefore, the success of the organizational change process led by the Algerian juice company on the level of its wages policy depends on the extent that information is available for convincing the workers of this change, so that they accept it, and integrate in it, especially since they are the direct stakeholders in it.

In this context, communication channels play an important role for the success of this change, as these channels are considered the way in which they conduct or transmit the various information and messages that officials wish to convey to workers, and they may be either verbal, written or technical.

Through the interviews we conducted with the Algerian juice company's executives, we wanted to know the most important communication channels it uses to convey information to its employees, and to what extent it contributes to answering workers' concerns about this wage policy based on competency assessment.

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This wage system is considered new to the Algerian juice company's workers who have long received a fixed monthly wage. Furthermore, this system today makes the workers' wages variable, according to their competencies, skills and what they can provide to the organization. They start to have conceptions and doubts about this new system and if it serves their interests or those of the company. Thus, the absence of sufficient information and the failure

to answer questions reinforce this feeling in them. Therefore and in order to avoid workers' resistance to this system and not understanding it, the organization uses certain channels of communication to avoid obstacles to the change it has adopted.

When conducting interviews with the Algerian juice company's executives, they assured us that during the development of this new pay system, several channels of communication were used that existed originally before it was put in place, which are as follows:

Open Doors:

This channel is one of the means that the Algerian juice company uses to communicate with its workers, as one executive states: "We have developed many ways to be close to our workers, such as organize open doors that allow the general manager and the executives to meet workers in groups."

The Algerian juice company officials organize these doors once a year, whereby workers go to the departments' managers to whom they belong to raise their concerns. The managers credibly write their inquiries without giving answers and then put them in front of the general manager for discussion. The next day the workers receive all the answers to their questions. One of the interviewed executives confirms this: "We allow workers to ask questions through the open doors. At this stage, the manager does not answer these questions, but rather relays them as they were posed to the general manager who looks for answers to the concerns raised by all workers."

Relying on open doors to communicate with workers allows them to raise their concerns directly to their bosses, which provides feedback to the public administration by informing them of workers' problems. Open-doors policy contributes to resolving disputes and eliminates ambiguities that may afflict workers about matters pertaining to their organization. It also encourages open communication, feedback, and discussion about work-related problems, in addition to enhancing trust and understanding in the organization between employees and their supervisors, and increases their satisfaction.

The Social Partner:

When putting in place the wage system based on competency assessment, the Algerian juice company involved the social partner in this process, as it considers it one of the most

important means by which it could reach the workers being their representative.

In this context, one of the executives we interviewed declares: "The organization always organizes meetings between the human resources department and the workers, and between the human resources department and the union. These are the channels of communication between the Algerian juice company and its employees."

The change in social relations in - the Algerian juice company - stems also from collective negotiation and dialogue with the social partner, as work relations are based on a collective agreement that regulates these relationships. The collective agreement, as defined by the Algerian legislator in Article 114 of the Labor Code, is "a written agreement that includes the total conditions for employment and work in relation to one or several occupational groups⁵." Therefore, the Algerian juice company's adoption of a pay system based on competency assessment was negotiated and discussed with the social partner. An interviewed executive confirms this by saying: "There is also the social partner, as workers in the Algerian juice company are close to their social partner, "the company's culture", "and as a result, he plays a good role in communicating information about the policies set by the company.

We find that this negotiation, which takes place in order to develop a wage system based on competencies, adapt the articles and rules of the collective agreement to the goals that the Algerian juice company aims to achieve. The need for the company to increase its productivity and turnover made it change its wage policy by consulting and negotiating with the social partner who represents workers and conveys information to them about this new wage policy.

The wage policy based on assessing competencies developed by the Algerian juice company, in which the social partner plays the role of social control in negotiating with employers about the aspects of this system, since the collective negotiation process results in a common understanding, and contributes to the workers' response and acceptance of this new system, as it came as a result of negotiation and consultation between employers and workers' representatives, since the involvement of workers' representatives in the process of setting the wage system on the basis of competency assessment gives this system a kind of legitimacy, that workers feel fair because the

policies adopted by their company involve them, on the one hand. The social partner seeks, on the other hand to "protect the future of workers in the face of new stakes" (EUSTACHE, 2001). By stakes, we mean the goals that the Algerian juice company seeks to achieve by adopting this wage system. Thereby, the role of workers' representatives emerges.

By adopting the remuneration system based on competency assessment, the Algerian juice company is drafting new rules in line with this new wage policy in agreement and consultation with the social partner. The new rules that the company is putting affect other human resource management practices, thus setting new rules for training, evaluation, as well as annual evaluation interviews, as these practices are related to wage policy.

We conclude that collective negotiation with the social partner is an essential element for developing new policies in the organization, as it has become a necessity to involve workers in the various decisions taken by the organization. The social partner is an important communication channel for strengthening social dialogue with the workers in the company.

We can add that this new system of wages established by the Algerian juice company constitutes a type of social control, by which the company aims to regulate and direct the behavior of workers to achieve common goals, represented in achieving economic goals as we mentioned previously. At the same time pushing the worker to acquire skills and competencies, receive the appropriate remuneration, and therefore a "winner-winner" relationship, and this is what confirm the company's officers interviewed.

Social Care Observatory:

The Algerian juice company has established an observatory for care, which aims to measure the general environment that distinguishes the company by conducting research and surveys. The company has also formed a «SPI» committee in order to address the results obtained, as an officer state: "I have conducted satisfaction related surveys, especially with regard to wages, working conditions, which did not exist before. »

This observatory and committee were set up after diagnosing the whole company, by involving the Human Resources Department, the Management and Personnel Department, through interviews, meetings and work sessions, which concluded that the company's talents, dialogue and innovation contribute to improving the

company's practices, by integrating the principles of sustainable development and the concept of equity. In an interview with the Company's General Manager, Salim Osmani, he states, "this idea came from various observations and from the close relationship that binds me to the workers. I tried to understand their motivations and aspirations and to understand what leads them to good or bad performance." Care is one of the drivers of motivation for workers in the organization. "

These surveys carried out by the observatory address many aspects of the Algerian juice company, such as communication, company's policies, and workers' expectations about these policies, perceptions about the company, wages, and relationships.

In order to conduct these surveys, the company designed an application that guarantees the confidentiality of information and answers, as well as the confidentiality of the researcher under a username. For workers who do not know how to use computers, the management uses an external office to fill out the forms, taking into account confidentiality.

After filling out the forms, either on the application or through the interview, the SPI committee processes the data and follows up all the projects launched by the company. As this committee consists of main department managers and workers' representatives, it urges this process to measure the evolution of the company's activities and its internal impacts.

This observatory, established by the Algerian juice company, aims to attract the best resources to strengthen the motivation of workers and their participation in the company's projects, to provide a decent environment for improving competencies, performance and innovation. This is for workers. As for the management and management team, the observatory looks forward to obtaining structured indicators that are useful in formulating development goals, in addition to enhancing objectivity in evaluating human resources management and management quality. As for what the company expects from its shareholders and financial partners, it is to enhance management practices, leadership and management tools to achieve benefit, and to value human resources as an important resource for the company's strategy.

It is confirmed through the respondents' answers, that before adopting the wage system based on competency assessment, the company conducted

a survey on this policy, by distributing forms to workers related to wages. In this regard, one of the respondents confirms this: Through the Care observatory, we distributed forms to workers on the wage policy and among the results of the survey was the dissatisfaction of workers with the wage policy. The same officer adds: "Based on this study, the General Management saw the truth as it is, that the workers were dissatisfied, and we wondered how we could develop this wage system and respond to the needs of the workers, and how to develop a new wage system other than the one criticized by the workers."

In addition to this, health and medical care is also provided by this observatory to the workers of the company and this is what we have noticed during our multiple visits to it, as the center guarantees periodic medical examinations for all professional groups in the company. It is also a source of information when the company wants to implement its new policies such as the wage policy based on competencies. One of the interviewees says in this regard: "There was a dysfunction in the classical wage system, and based on this study and listening to the workers, a new wage system was put in place, this observatory is an added value to the company." We conclude, then, that this observatory is an important and effective source of information.

In addition to this observatory, the Algerian juice Company harnesses other communication channels, such as the General Assembly session, as these sessions are considered one of the communication channels that the Algerian juice company relies on to be close to its employees, considered by one of the officers, " as an important communication channel for dialogue with workers In addition to publications. "The General Assembly is a meeting of all employees, which is held at least once a year in which organizational matters are discussed in order to take joint decisions.

There is also another communication channel that the Algerian juice company relies upon, to be close to its employees and listen to their concerns, which is the committee of wise men. In this regard, one of the officers interviewed says: "We also have a committee of the wise, which consists of representatives of the public administration and representatives of workers, that discusses problems raised, and removes the misunderstanding to comfort the workers "

the Algerian juice company 's Committee of wise men allows making suggestions and solutions, with the participation of workers' representatives,

on organizational problems that hinder the smooth running of work.

We notice through this axis that the Algerian juice company is trying to be close to its workers, especially with regard to adopting new policies. Therefore, adopting a new policy such as a wage system based on assessing competencies requires effective internal communication in its various channels for the success of the change process and for clarifying the objectives of the company, through adopting this new wage system, as well as its prospects and what the company expects from its workers. Contact with its various channels contributes to providing workers with the entire information about this new system and discussing it with representatives of the administration. Besides, internal communication contributes to involving workers in the process of change, and ensuring its success being considered as a way to reduce resistance.

The communication channels contribute to the effectiveness of the process, especially if the person responsible for the change process possesses the competence and skills needed in communication to manage this change. The Algerian juice company is leading organizational change at the level of the wages of its workers. This wage which importance lies in the economic and social dimension that this concept carries. Therefore, the involvement of workers in the change process contributes to the success of the process. By involving workers we mean providing them with various information about this new wage policy, its reasons, its importance, its impact on their work and their relationships in the organization. This is done through the communication channels that the company mobilizes to provide explanations and clarify the goals and prospects of the change process. Thus, we can overcome workers' attitudes if they are negative and show resistance to this change.

Company's Strategies in Dealing with Resistance to Change

On accompanying the wage system based on competencies:

Transition from the wage system based on the responsibilities of the position to a new wage system based on assessment of worker's competencies in the Algerian juice company Company, contributes to the emergence of many uncertainties. Like any organizational change, the worker wonders about his fate in the organization. Does this new system adopted by the company affect his relationships with

officials and colleagues? Does this system serve primarily the interests of the company? What are the responsibilities and duties assigned? Organizational change in the company leads to insecurity and fear of changing what the workers are accustomed to. Workers usually see that the change serves the interest of the officials and does not contribute to achieving their goals, and is a tool of pressure and control over them. This is what we noticed among some workers we interviewed during our field visits to the company.

Therefore, the Algerian juice company, through its implementation of this new wage system, accompanied it with means to support workers and involve them in a change that concerns them and affects their profitability. The interviews we conducted with the executives concluded that the company devoted a set of means to accompany this change so that workers can participate in the change, remove ambiguity around it, and reduce their rejection of it. The means of accompaniment are training, meetings and written documents

Subjecting the Human Resources of The Company to Training:

The worker is the cornerstone of any organizational change, since change is related him, his training is considered one of the most important means in any change process, as it is an investment for the development of human resources, and thus the success of the change process. Training is defined as "those efforts aimed at providing the worker with the information and knowledge that would make him acquire the skill of performing work and/or developing his experiences, skills and knowledge, which would increase his competencies in performing his current work, or performing higher level work in the future¹⁶"

Training leads to the development of leadership methods, rationalization of administrative decisions, and building an effective base for internal communications and consultations. It also helps to raise morale and develop workers' capabilities to accept adaptation to the changes taking place in the organization. Besides, the Algerian juice company, in leading its organizational change in its wage policy, accompanied its workers by subjecting them to training, as one of the officers interviewed affirms: "All workers are assigned to training, such as management personnel, and managers. There are regular and organized trainings, with

specialized consultants and supervisors, and there is accompaniment for sensitization”.

This was noticed through our field visits to the company, and through the workers' conversations with each other. When any worker looks for a colleague, he is told that he is on a training session. The same for the officers who have taken training. Each time we had to postpone meetings due to training on remuneration based on competency assessment. In this regard, one of the officers stresses: "There is special training for managers with experts who came to subject us to an internal training around this new system”. From these answers, we conclude that the company, in its application of this wage system, subjected its workers to training, as it is an important means that accompanies and supports organizational change, and considered a means of improving communications between officers in various positions.

During our field visits, we attended a training day on wage policy based on competency assessment. The Human Resources manager and the Wage Department Officer attended this workshop. The workshop was chaired by an expert from the consulting office with whom the The Algerian juice company cooperated in adopting this system. The aim of this training was to explain the basics of the wage system based on competencies, how wages are calculated in this context, and how the transition from the pay system based on the responsibilities of the position to this new system took place. The Wage Department is responsible for the wages of workers in the organization and verifying them, lies within the human resources manager' competency, so this training included them both.

In addition, other trainings comprised managers and officers of various departments around this system based on competencies, to facilitate the communication process and its transfer to subordinates and to ensure that it reaches them properly, in order to avoid hindering the change that the Algerian juice company is seeking to achieve. Failing to answer the worker's questions on their concerns over this system increases their resistance to it.

On the other hand, subjecting managers and officials to training does not related to this new wage system only, but rather to a special training on how to edit job descriptions card, job evaluations, as well as how to manage the annual evaluation interview, all of which are related all to wages, as the job description card designed by the company's managers, reflects the

responsibilities, skills and competencies that every worker occupying a particular position should possess. The job evaluation sets a unified policy for paying wages for equal jobs by comparing jobs with each other. However, the evaluation interview gives rise to decisions on policies related to wages, allowances and incentives based on worker performance and competencies, especially as this new system adopted by the Algerian juice company Company is based on the competencies that the worker possessed and acquired within a specified period in the job description card. Besides, the evaluation interview allows identifying the training needs of workers, and their enrollment in training to improve their performance and develop their skills and competencies.

Consequently, it may be concluded that training is considered to accompany and support the change process, as it helps workers to integrate into this process by convincing them that the success of the change depends on their participation in it, and is an effective way to make workers more accepting of it.

Holding Periodic Meetings:

In addition to training, meetings were held to accompany the change process that the Algerian juice company led when adopting this system, as these meetings are considered a communication link between the members of the organization, and a means of conveying information to them regarding this wage system that the company will start implementing. The meetings held by the Algerian juice company to manage this change were in the form of workshops, meetings, reports on the progress of this new policy, in addition to a presentation on this project that the company brought in to value its human capital. These meetings were held between the human resources manager and the departments' managers and officials in order to structure information and communicate it to the workers. One of the officials interviewed says:“meetings where held during which every manager explains this system to his subordinates, and all workers are informed about this, as managers and officials explain to the department upon which they have responsibility.”

Workshops, which are meetings that explain the fundamentals of this system and how to apply it, were carried out in cooperation with the consultancy office that was hired by the Algerian juice company to set this pay system. In this regard, one of the officers interviewed assures: “the project was presented, and we organized

many workshops, along with the consulting office and the managers, we had several working sessions»

Meetings are one of the most important means of communication accompanying change, as their vital role is considered as a means of importance and effectiveness in removing ambiguity about this change led by the company, through consultation and providing explanations about it, especially since a method of communication based on free and open discussion. Meetings also provide an opportunity for workers to express their opinions, regardless of their professional category, which increases their morale and makes them participate in the decisions of the company, as it is an opportunity for communication between the managers and their subordinates.

Written Documents:

Written documents included stickers, CDs, pamphlets and brochures of the pay system. An officer that we have interviewed gives this statement: "We made written supports available and gave them to workers, either in electronic or paper form, and through them and thanks to the human resources department, the wage system that we are about to put in place is being explained."

This type of accompaniment allows providing information to workers who cannot read. One of the interviewed officers says: "There are, for example, workers who cannot read and write, and that is why we designed brochures supported with pictures to inform about what is happening in the company, because here we are talking about their income, and their wages, so they need to know that there is a change. "

Through stickers, the administration seeks to broadcast its official announcements and inform employees about urgent and important matters, and the changes occurring in the organization. The notice board is one of the most important means of displaying, as we noticed that the Algerian juice company puts stickers in this board, for example, when determining the annual goal that workers must achieve. Since we were conducting periodic visits to the company, we also noticed stickers about the annual interview, which indicated the need to prepare for this interview for both parties (the subordinate and his boss), since the annual interview is the stage of evaluating the performance and competence of the worker. Therefore, the worker's wage is proportional to what he provides to the company.

With regard to booklets, we have reviewed them, as the company has dedicated a booklet about the new wage system consisting of 15 pages written in Arabic, French and even colloquial supported with drawings, so that workers can understand this new policy. In this booklet, the worker receives explanations about calculating the annual allowance he receives after evaluating his performance and efficiency. One interviewed officer states: "We have developed a booklet about this system, which is an important means of communication."

As for the CD-ROMs, they were devoted to managers and officials; since there are special discs for training that, they take about designing job description card, job evaluation, as well as managing the evaluation interview, accompanying managers in their conduct of the workers under their supervision.

Training, meetings and written documents are among the most important tools that the Algerian juice company has relied upon to accompany change in its pay system.

workers' resistance to change and the recommended standards to curb it:

As we mentioned above, the Algerian juice company is leading a change in its wage policy. What we have also noticed is that it has fixed standards and taken procedures to adopt this new wage system and accompanied it with means in order to provide explanations about it and answer workers' concerns about it.

This organizational change led by the Algerian juice company is like any organizational change that results in reactions that express workers' resistance to it. This is natural because the person by nature prefers to maintain the current situation, as he sees the change as a threat to his current privileges and does not believe in his success or his goals.

Change becomes harder if it is faced with negative reactions from workers, in the form of resistance, which, as we have already indicated in the theoretical chapter devoted to the sociology of organizational change, is "an outward or mystical expression of reactions rejecting change, which is a natural phenomenon like the change itself." (SALAH, EL AMIRI, EL GHALI, 2007)

Including this element in our study does not aim at provoking workers' resistance against this wage system based on competencies, since the Algerian juice company is still going in its first

steps in developing this system. We conducted interviews with the organization's officers at the beginning of the development of this system, i.e. before its application, which means that we have lived through the stages of this change, and therefore we cannot monitor the workers' resistance at this stage. Rather, the goal of the two-part question that we put to the offices is as follows: In your opinion, how will the workers react to this new wage system? What strategies will management take in case of workers resistance? The purpose of this was to see the organization's alternative plan or strategies to confront workers in the event of their resistance to this system.

One officer answers the first part of this question by saying: "Everyone is supposed to accept this system, and from time to time there may be resistance, any new step in the company or any change faces opposition, but in the end everyone will accept it."

From this answer, we see that the Algerian juice company expects workers' resistance to this system. As with any organizational change, resistance is an expected result to repel it, and it is considered a natural behavioral response. To maintain their stability.

Asking this question, gives us the idea that the company recognizes the existence of resistance and accepts it, as one of the interviewed officers adds: "There is resistance. However, all workers who take steps to develop and acquire competencies we find that they accept this change, as the evaluation of competencies within the framework of this system allows every worker to know his place in his career path, and this is very important." another officer adds: "At the beginning, there is resistance, and this is normal, but when we begin to explain and communicate with the workers about the advantages of this system, I think that they will trust us and believe in this system, and this is how things progress in the company."

From this answer, we notice that the organization sees the change it has adopted at the level of its wage policy tries to push workers to develop their competencies, by motivating them to learn and adapt to all situations and all circumstances, and this reduces their resistance to change. In addition, the worker within the framework of this system is evaluating his performance in order to be paid with a wage that matches his competencies. By involving him in the evaluation process, the worker is able to know the strengths and weaknesses of his performance and

his competencies. Involving workers in discussing their level of performance and competencies helps remove their fears from this new wage system. On the other hand, it confirms their position and role in participating in decision-making within the organization, which will allow the mitigation of negative effects resulting from the resistance to change.

Whatever the workers' resistance to change, the organization must, take measures to curb it, and convince the workers of the need for change. The Algerian juice company, as we saw at the beginning of this topic, expects workers' resistance, as this is a natural reaction to every organizational change, especially if the issue is related to wages, so when we asked the question: What strategies will management take in the event of workers resistance? On our research community (High executives and officers), most of their answers saw communication and discussion as one of the most important approaches that the Algerian juice company's senior leadership would take to overcome worker resistance, along with training, and negotiation.

COMMUNICATION AND DISCUSSION:

Our research community believes that communication is the most important means that the Algerian juice company leadership will use to convince workers of the need for change and gain their trust, as one of the respondents states: "In case of resistance, we explain more, and listen more to the workers' problems and try to understand them... We hold meetings where all workers give their opinions and we give enough time to explain the arguments along with experts as well the human resources manager". We see through the respondent's answer that the Algerian juice company is preparing to address resistance to change by providing various communication channels, especially meetings in which opinions are exchanged and ideas are discussed about this new wage system and the reasons for the company to resort to it.

Failure to provide sufficient information about the new wage policy adopted by the Algerian juice company on the basis of competency assessment, leads workers to reject this change, and this is what we saw when we conducted some interviews with them, as they see that if the organization makes the change, it will serve its interests. (REYNAUD, 2001)

Providing adequate communication channels to answer workers' inquiries regarding this change will reduce resistance. As Jean-Daniel

REYNAUD believes, "The worker is careful in dealing and the employer, is cautious as well. The worker looks for guarantees before involving himself in the offer or game proposed by the employer. He accepts the offer; still there remains areas of suspicion and doubt, as the worker is not completely sure that the employer will pay him on this basis" (REYNAUD, 2001)

What we are trying to explain here, from what Raynaud said and his reflection on the reality of driving change at the wage level in the Algerian juice company, the relationship of workers and employers is one of caution, as each party has goals and stakes that it seeks from the organization. The Algerian juice company has adopted a wage system based on competencies and this is what is meant by "the way of playing" as the employers demand certain competencies acquired during a period, in order to pay the employees. We, thus, find that the worker finds himself forced to participate in the game even though he is not am that employers will fulfill their promises of paying them based on their competencies, which makes workers always suspicious of this new system.

This is due to the absence of sufficient information about it, so we find that workers are resisting it, and rejecting it to preserve their interests. Therefore, the communication channels were of great importance in reducing resistance and convincing workers of the need for change so that they can help in implementing it, if they have sufficient information about it. As one of the officers assured that, the company will strive to overcome resistance through "explanation, dialogue, communication, persuading personnel of the positivity of this system, thinking about the future, and I think that we will always find solutions through discussion."

Resistance to change is mainly the result of insufficient information available or poor communication. Therefore, activating the communication component and the flow of information about this new wage system was a necessity to limit workers' resistance to it.

Training:

It is considered one of the other methods that the Algerian juice company seeks to use in the event of resistance, as one the officers interviewed affirms: "If there is resistance, we will try to accompany workers with training. These trainings are intended especially for managers, since they are in charge of leading this change, and they need to get involved well in this new

system for awareness purposes, because they are the ones who will run the workers' groups that work under their responsibility. "

Subjecting workers to training after undertaking the change, reduces their resistance to it, leads to improvement of behavior and attitudes about change, and convincing them of the need to develop their competencies and behaviors.

Training the Algerian juice company managers around this new wage system also helps in reducing worker resistance, as training increases the manager's leadership and communication skills, develops methods of social interaction with workers, and contributes to the development of the orientation process. In the Algerian juice company, high executives and officers lead the change that touched the wage policy, and therefore their training in this way makes them communicate information about this wage system in a flexible manner to the workers who are under their responsibility due to their daily friction with them, which contributes to the creation of positive attitudes among the workers, and to change or modify their negative attitudes about this change in the wage policy, and consequently their morale increases, relations within the organization improve, and workers' resistance to this new wage policy decreases.

Negotiation and agreement:

Negotiation is considered one of the strategies that the Algerian juice company plans to use to thwart workers' resistance to the wage system based on competency assessments. In this regard, an executive asked about whether the organization has strategies to reduce worker resistance says: "We will use negotiation, and we will suggest other ways to find solutions. As we find resistance to this change, we will find solutions so that all professional groups accept the change, this is our goal. "

The negotiation method is based on convincing workers of the advantages of the new wage system, which is advantageous for both parties; the worker and the organization. The success of this process depends on choosing an effective method of persuasion as well as individuals who can be relied upon to agree and negotiate with workers.

When the company convinces its workers about the reasons for the change, its goals and what it expects from its implementation, then it justifies this change through negotiation with them to absorb their rejection and resistance to this new system. We can also say that the negotiation

method is a reciprocal relationship between the leaders of change and workers, in which each party raises its concerns and suggestions. what we noticed in the Algerian juice company while filling out the forms, is that the majority of workers are engaged in the union, since negotiation takes place mainly with workers' representatives to limit their resistance, as the union is an important channel for communication and information dissemination to workers about this change in wages adopted by the Algerian juice company, given that the social partner involvement and making him a fundamental bet in negotiation, allows workers to understand the content of this change, due to the sufficient information made available by their representatives. In this regard, one officer declares: "The social partner plays an important role in communication, as well as explaining the steps of this system that we are about to put in place."

The workers' representatives have an important role in negotiation, as that they can exert pressure on employers, especially since the organizational change that the organization seeks is a change that affects one of the sensitive and important matters in the lives of workers which is the wage policy, on the one hand. It is known that one of the most important concerns of Workers' representatives is "Wage" which is mainly determined through negotiations, and failure to agree upon it leads to many damages that are the result of overt resistance to it, such as workers' strikes. Therefore, we find that the organization, in order to avoid these losses, seeks to negotiate and agree with workers representatives on this change.

From the aforementioned, we conclude that communication, discussion, training, and negotiation are strategies that the Algerian juice company seeks to resort to in order to reduce resistance when implementing change, providing as much information about change and its advantages through discussion and meetings, as well as training and worker participation in the change process. In addition to the negotiation strategy and the agreement thanks to which the workers resisting can turn into supporters of this change are one of the most important methods used to confront resistance to change. Although resistance to change is a natural and necessary stage that precedes the integration of workers in the new system, but the effect of change depends on Workers' acceptance of it and the extent of their cooperation to make this process a success.

CONCLUSION:

Through the subsection presented on the participation of workers in the process of adopting the wage system based on competency assessment in the Algerian juice company Rouiba, where we touched on the relationship of workers with their organization, as well as the organization's expected strategies to reduce resistance to change, we concluded that the organization's higher leadership expects workers' resistance to this change, which will affect their wages, because resistance is a natural thing for any organizational change, which requires strategies and methods to reduce it for the success of the change process and the change to achieve its goals

Areas of suspicion over the wage system based on competency assessment:

As mentioned earlier, any organizational change that the company makes is accompanied by workers' resistance that refuse change, because of workers' fear of what this change may hide. Individuals usually prefer stability and fear change, because it is a source of anxiety and disturbance of their relationships and practices, as well as their fear of inability to adapt to the requirements of the new stage.

-In its adoption of a wage policy on the basis of competency assessment, as we have seen in the merits of this chapter, the leaders of change in the Algerian juice company expect workers' resistance to this system, based on the logic that every organizational change results in resistance due to workers getting used to working in a certain way and in certain circumstances, and that developing a new wage system, considered of great importance to them, requires them to learn skills and acquire new competencies.

The worker's resistance stems from his fear and suspicion of the new organizational conditions imposed by the change. When adopting this wage system based on competency assessment, the Algerian juice company shows that this system is not similar to the prevailing system, in which the worker's wage was fixed based on the requirements of their job position.

The wage system based on competency assessment that the Algerian juice company seeks to implement introduces the worker into a new context that requires him to assume new responsibilities, learn skills and acquire competencies, in addition to adopting new behaviors and attitudes consistent with this change. These changes that the wage system

based on assessing competencies imposes on the worker, are considered as pressure that make him feel afraid of everything new. For him they represent a risk and, therefore he refuses to change because he is accustomed to his status quo.

The source of the worker's suspicions mainly revolves around the competencies he needs to acquire in order to be paid with the appropriate wage. These competencies and skills are specified in the job description card that the Algerian juice company has redesigned to conform to this new wage system, based on which the worker is evaluated. After a while and when the evaluation period starts, the worker is in doubt and suspicion about whether he was able to acquire the necessary skills specified by the job description card during this period, and besides, the extent to which the person responsible for evaluating him recognizes these acquired competencies, and thus the level of wages is affected. Unlike the traditional system of wages where the worker did not have the slightest doubt about his wage, as he receives the same monthly wage that is characterized by stability, whether he performs his work tasks or not.

Among the sources of worker suspicion, we also find his fear that the company will not apply this system as it should. The worker is afraid that even though he make efforts and acquire skills and adopt certain behaviors and attitudes to perform the work, in return he is not appropriately paid for his competencies, in another way the worker doubts whether the company really takes into account his competencies in giving him the appropriate remuneration.

Communication and negotiation as two methods of controlling resistance to change:

The uncertainties that we have mentioned make workers resist change in order to preserve their interests and increase their fear of the effects of the Algerian juice company's adoption of a wage system based on competency assessment. As we concluded in the content of this chapter that the organization's executives, leaders of change, expect this resistance as a natural response to change. the Algerian juice company has taken strategies to reduce and control resistance so that the change would achieve its goal

By adopting this new wage system, the Algerian juice company is changing the procedures by which employees are paid. As we concluded in

the previous chapter on the measures taken by the company to adopt a wage policy based on competencies, we saw that the Algerian juice company has redesigned its organizational structure, description cards and job evaluation, in addition to laying foundation for the annual evaluation interview, since they are all linked to the wage system. Moreover, the company has changed the rules for paid workers, as their wages will no longer be fixed and linked to the responsibilities of the position, but will be linked to what they provide to the company, and according to the skills and competencies they acquire.

These changes brought by the company to its practices have an impact on its general functioning, therefore it seeks to absorb this resistance and change in workers' attitudes through communicating and negotiating with them. Consequently, creating appropriate conditions for change, as well as effective methods to reduce workers' resistance to it, affects their organizational values and their perceptions about this new wage system.

the Algerian juice company comprises 500 workers split up over different professional categories and various departments. The size of the organization can sometimes be considered an obstacle to achieving the objectives of change. For example, the human resources manager cannot communicate all information about the wage system based on assessing competencies to all employees of the organization with their different professional categories, the same for resistance, the manager, is unable, on his own, to absorb and reduce it, so he needs channels to control this resistance and achieve the goals of change.

Through our interviews with high officials and executives at the Algerian juice company, we concluded that this category is leading the change in the organization and responsible for communicating correct information about the new wage system in the company, and therefore, it is the same category that the human resources manager will seek to rely on in reducing workers' resistance to this change. This is due to the daily connection with the workers who are under their supervision. Thus the communication process in this context is characterized by flexibility and ease due to lack of centralization, because they spend more than half of their time interacting with their workers, in addition to their ability to deal with different situations and behaviors that they face when performing duties.

Communication by itself is not sufficient to deter workers' resistance. As we have seen in this chapter, the Algerian juice company institution will not depend only on communication for the success of change. It rather, uses strategies for this purpose such as negotiation as a solution to reach common interests between it and the workers.

The negotiation that the company seeks to take as a means to reduce workers' resistance was mainly reached with their representatives. As we concluded from the results of our research, the union plays a prominent role in the change, especially since the workers of the Algerian juice company are close to their representatives, so the company would rely on them to reduce worker resistance of this wage system based on competency assessment.

In order to give itself the legitimacy for applying this new wage system, considered as a new rule in its organizational practices, the Algerian juice company resorts to negotiation with workers to reach this legitimacy, resulting in decreasing worker's resistance, especially since the negotiation between the company and the workers' representatives takes place through agreements that guarantee the interests of both parties. So each time, the Algerian juice company engages the social partner in the process of developing a pay system based on competency assessment, it is ready to involve them in the process of addressing workers' resistance to this change.

Bringing about an organizational change in the Algerian juice company is a response to a new reality affected by the external and internal environment of the company, by applying deliberate strategies to bring about change, as well as addressing resistance by engaging multiple parties to ensure the success of the process, starting with managers, workers, and their representatives, as well as the necessary means that make workers accept this change, a change affecting their wages in the first place, as well as their skills and competencies.

After discussing in the previous two chapters the objectives and importance of the pay system based on competency assessment in the Algerian juice company, as well as the factors that led to its adoption and the actions taken by the leaders of the change when putting it in place, in addition to how workers were involved in the implementation process, we will move on in the next chapter to seeing workers' attitudes about

this system, each according to their professional category.

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