

Change management and its role in achieving local development in Algeria

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Abstract---The concept of change management has been linked to the rapid changes and developments that the world is witnessing today at all levels and political, economic and social levels, so it is also related to the concept of local development. Many studies and research confirm this relationship between the two variables. Serving as the main driver for local development processes and the advancement of the local community to achieve its goals and provide it with a decent life. The study also aims to highlight the role of change management in achieving local development and to reach methods that enable local units to play a positive role in achieving development policy in line with and adapted to the developments taking place in the world and to create a stimulating environment for interaction with various local actors within the framework of cooperation and solidarity in order to improve the quality of life, progress and sophistication, and keeping pace with modern developments.

Keywords---Change Management; Resistance to Change; Local Development; Development Plans.

Introduction:

The topic of change is one of the most prominent topics that has received great attention from researchers in light of the rapid changes and developments that the world is witnessing today, where the influences are numerous and the forms of competition are diverse. It affects organizations of all types and sizes without exception. The pressures and challenges arising from this dynamism have made it imperative for organizations to update their systems in order to manage situations and circumstances effectively and efficiently in the best possible way.

The importance of the study is evident in the need for organizations to develop their role on a large scale with the aim of providing various services and introducing modern concepts and strategies aimed

How to Cite:

Guesli, H., & Berrezoug, A. (2025). Change management and its role in achieving local development in Algeria. *The International Tax Journal*, 52(6), 4779–4789. Retrieved from <https://internationaltaxjournal.online/index.php/itj/article/view/455>

The International tax journal ISSN: 0097-7314 E-ISSN: 3066-2370 © 2025

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Submitted: 23 Feb 2025 | Revised: 08 March 2025 | Accepted: 17 April 2025

at improving the quality of services , rationalizing the use of resources, and achieving comprehensive and sustainable development.

As the issue of change has become important, studies have grown on the role of change management in achieving local development, enabling the organization to plan for it in a way that directs change towards a positive path and relies on strategies that can achieve the growing aspirations and needs of the local community.

The study also aims to identify the following:

- Identifying the most important aspects related to change management and local development, highlighting the relationship between them, and how change management affects local development.
- Identifying the mechanisms and strategies that characterize change management in achieving local development.
- Providing some suggestions to those in charge of local development, such as practical methods that enable them to conduct an objective and comprehensive analysis of the importance of change management in achieving comprehensive and sustainable local development.

Based on the above, we can pose the following problem:

How does change management contribute to achieving local development in Algeria ?

The following sub-questions fall under the problem at hand:

- What is the concept of change management? And what are its principles?
- What do we mean by local development? And what are its goals?
- What are the factors for successful change management in achieving local development in Algeria?

Study axes:

To answer the problem posed and verify the hypotheses, the study was divided into two axes, with the first axis representing The first is the conceptual framework of the study, which included the concepts of both change management and local development. As for the second axis, it was It addresses change management and local development in Algeria, including the organizational role of change management in achieving local development . In addition to the planning and adaptive role of change management in the local development process, there is also an evaluation of the organizational and planning role. Adaptive to change management in the local development process in Algeria.

Axis the first : The conceptual framework of the study

First: The concept of change management :

A- Definition of change management :

Change management is defined as the prior preparation through the availability of technical, behavioral, managerial and cognitive skills to use available resources (human and material) efficiently and effectively to transition from the current reality to the desired future reality within a specific period with the least possible negative impacts on individuals and organizations, in the shortest time, with the least effort and cost.

It is also defined as organized efforts aimed at improving an organization's ability to make decisions, solve problems, and create balanced relationships between it and its surrounding environment.

It is also defined as the effective handling of the changing daily pressures that a person is exposed to as a result of progress and development in material and moral aspects of life, and interacting with them inside and outside business organizations through the efficient and effective practice of administrative processes to reach the desired goal.

Based on the above, change management can be defined as the process of harnessing all of an organization's human and material resources in order to manage the change process efficiently and effectively towards achieving the desired goals within an effective, well-defined and well-thought-out

strategy, so that it can cope with the successive changes taking place in the internal and external business environment.

b) Characteristics of change management :

Change management has several key characteristics, most notably the following:

- 1- Integration and compatibility: The change process seeks to achieve a degree of integration between it and the various forces and to satisfy their needs, because the change process is not an intellectual luxury exercised on a group of individuals, but rather it is based on the ratio of mutual satisfaction in a way that serves the interest of the organization and its human resources.
- 2- Participation: In order for change management to take place in a safe environment, it needs a kind of harmony, and this can only be achieved through effective participation between the change leaders and the forces affected by it.
- 3- Capability and Effectiveness : The success of change management depends on its ability to have a margin of freedom to make decisions in order to direct the active forces within the organization and make changes to the administrative systems that need to be corrected.
- 4- Creativity: Creativity is a characteristic associated with contemporary organizations that adopt a change approach to maintain their capabilities. Change plays a leading role in instilling the values of innovation and quality within the organization's environment. It also works to develop the driving force for development and raises the cognitive level of human resources.
- 5- Reform: In order for change management to succeed, it must strive to reform existing defects and address existing imbalances in the organization.
- 6- Realism: The organization must realize that the change process must be within the limits of its capabilities, available resources, and available capabilities.

C- Principles of change management :

The principles of change management are as follows:

- 1- The principle of unilateral power: This principle, when effecting change, relies on the functional and formal power that officials possess, such that they propose change through the exercise of three methods of functional formal power:
 - The decree or decision method : where the manager or official announces the change that will be made and specifies the roles and duties that subordinates must perform. This method is considered unilateral in bringing about change.
 - The method of substitution or replacement: This principle is based on the manager or official using the authority derived from their position to change the jobs and roles performed by individuals, believing that this change will lead to improved organizational performance. This change is often made by the manager or official without consulting their staff.
 - The method of changing work relationships within the organizational structure: This principle is based on the manager or official changing the work relationships that individuals need to accomplish new tasks in certain circumstances instead of making decisions or changing their jobs. The assumption in this method is that changing the relationships that govern employees will lead to positive change in both behavior and production.
- 2- The principle of power-sharing: This principle is based on the premise that subordinates have the authority to carry out tasks, but this authority must be used with caution. This principle can be employed through the following methods:
 - The method of collective decision-making: This principle is based on the idea of subordinates participating in the process of choosing the most suitable work alternative from among the alternatives that managers have previously identified. That is, the group will choose the one that it believes or is convinced is the optimal work alternative. This principle is concerned with obtaining the collective approval of subordinates, and based on this, it is assumed that commitment to the chosen alternative will increase due to collective participation.

- The method of solving problems collectively : This principle involves discussing problems collectively, meaning that the group in this case has a wider scope not only for the process of selecting and analyzing problems and difficulties, but also for developing appropriate solutions to these problems.

3 - The principle of delegation of authority: This principle is based on delegating authority to subordinates to participate in the change program or plan from the moment of preparation until the implementation and execution stage. This principle has two approaches:

- Group discussion approach to the case: In this approach, both individuals and managers conduct open meetings to discuss the desired outcome, taking into account all possible alternative solutions. The goal of these meetings is to motivate employees through active participation in solving the problems facing the organization or department.

- Group training method: This method aims to train individuals in small groups and focuses on increasing self-awareness. The expected result of this training is an improvement in self-awareness, which in turn leads to an improvement in the mutual relationships between individuals, resulting in improved performance.

By reviewing these principles, we can point out that an organization can adopt several principles in the change process, depending on its nature and the situation it is in. It can also be noted that the principle of participation is one of the most effective principles, by enabling individuals to participate in the change process and decision-making. This, in turn, is an incentive for employees to continue performing well and to ensure job satisfaction.

D- Resistance to change:

Resistance to change is one of the most difficult things that change management faces, for a simple reason: people prefer what they are used to, even if it is bad from their personal point of view. Therefore, the natural reaction to change is to resist it strongly at first, as change threatens existing relationships, methods, and interests.

1- Definition of resistance to change:

It is the refusal of individuals to change, or their failure to comply with it to the appropriate degree, and their preference for maintaining the status quo.

Therefore, resistance to change is the fear and reluctance of individuals to accept the new situation that arises in the work environment, primarily due to psychological reasons, because the individual is familiar with what he is used to, so everything new is frightening to him.

2- Reasons for resistance to change:

Resistance to change takes different forms and shapes, some of which are obvious, such as forming opposing groups or unions or quitting work, and some of which are hidden and appear in different ways, such as boycotting, slowing down work, increasing the size of the error, or workers feigning illness and increasing the rate of absenteeism.

According to some researchers, the reasons for resistance to change are due to structural pressures, the lack of understanding of the change project by various actors, the ambiguity surrounding the change process, or the feeling of unfairness, the lack of an incentive system, and the absence of motivation for change.

Employee resistance to change can generally be attributed to the following reasons:

- Feeling comfortable with the current situation, as individuals generally prefer stability.
- The fear of losing the acquired experience and its usefulness in light of the change taking place.
- Fear of losing power or some acquired rights.
- The threat of change to personal interests.
- Lack of conviction in the usefulness of change.

Individuals differ in their understanding and perception of change.

- The organization's management failed to present the change project to the employees in the right way.
- The current organizational climate is not conducive to change.
- The current organizational structure lacks flexibility, which hinders the successful implementation of change.

3- Strategies for dealing with resistance to change:

Some of the most important methods for dealing with resistance to change are:

- Participating in change: Enabling employees to participate in change makes them more aware of how it is implemented, its results, its goals, and the problems that may arise from it. It also gives them the opportunity to influence the change process through their own ideas. Participation helps reduce some of the anxiety associated with change and gives individuals a sense that they are the owners of the change, thus increasing their commitment to it.
- Education and communication : This strategy helps employees see the need for change and understand its logic. It takes several forms, including individual discussions, memos, or reports. This method is used when there is a lack of information about the change or a misinterpretation of the information published about it. One of the most prominent advantages of this method is that when employees are convinced of this information, they will contribute to the process of implementing the change. However, it is criticized for taking longer, especially if the number of people concerned with the change is large.
- presentation Facilitation and support: This method is based on training employees in new skills, providing them with the necessary support, and giving them a break. After the change, the advantages of this method are that there is no other better method, while its disadvantages are that it requires a long time in addition to its high cost, but the high cost does not matter and cannot be considered a negative as long as the change will have advantages and contribute to achieving the organization's goals, and improving its performance and the performance of human resources.
- Negotiation and agreement : This method is used when there is a party that is greatly affected by the change process and at the same time has the ability to resist it. Here, the organization needs to negotiate with this party, and this is done by providing incentives, benefits , and services in order to ensure that the organization does not resist them and commits to not obstructing the change.
- Manipulation: This method is used when previous methods fail. It means attempts to influence employees indirectly by providing them with information, changing it, withholding unwanted information, and spreading false rumors to influence them to accept change, such as manipulating the system by granting benefits to employees who show their agreement to change from the outset, without others. This would make opponents reconsider their positions regarding their resistance to change.
- Implicit and explicit obligation : Implicit obligation is represented by any unwritten formula or implicit hint through which the target of the change realizes that there is no escape from adhering to the change, while explicit obligation is represented by a policy or decision that is communicated to the target of the change as an official directive that must be adhered to.

Therefore, in order to reduce individuals' resistance to change and develop their commitment to it, it was incumbent upon the organization's management to choose the right timing and appropriate circumstances to bring about the change, and to convince them that the change would be in the interest of both the organization and the employees. Pressure tactics could also be used to demonstrate that there was no alternative to it.

A distinguished organization is one that knows when, where, and how change occurs, and how to deal with its members' resistance to change by studying all aspects of their behavior and emotions so that it can influence them by choosing the most effective strategies and the latest methods and techniques possible to counter resistance to change in order to ensure the achievement of its goals and its survival and continuity.

Second: The concept of local development

Talking about local development is closely linked to talking about national development, by virtue of the interactive relationship between the two, which is governed by the principle of the part being contained and dependent on the whole. It is not possible to imagine, from an official standpoint, the existence of local development that does not respect the development orientations and choices set out at the national level.

A- Definition of local development:

Local development is the process of change that takes place within the framework of a local public policy that expresses the needs of the local unit through local leaders who are able to exploit resources and convince citizens to participate without dispensing with the material and moral support of the government, in order to raise the standard of living of individuals in all areas.

Local development is also considered as an organized activity whose purpose is to improve living conditions in society and develop its ability to achieve social integration and self-direction of its affairs. The method of work in this field is based on mobilizing and coordinating cooperative activity and self-help for citizens, accompanied by technical assistance from government institutions.

It is also defined as a comprehensive change process targeting all areas of life at the local level, with the citizen being the main actor and driver, with guidance and management by leaders and officials at the local administration levels, and seeking to improve the living standards of the local community, and ensure their well-being and decent life.

b) Characteristics of local development:

The characteristics of local development are shown below:

It is a dynamic, continuous, and renewed process of interaction, as it requires continuous movement within the social system and its diverse components in order to satisfy the renewed needs and demands of the political group.

Local development is a directed, deliberate, and conscious process targeting the sub-regions of the nation; this means it is not random or spontaneous. Rather, it is a deliberate and planned process, and planning here means deliberation and looking towards the future. Determining one's own capabilities objectively and striving to achieve the goals of the political group with maximum effectiveness and efficiency.

Local development is a conscious and deliberate process that requires a collective popular will. It is the will to think and get rid of backwardness, and this requires awareness and feeling of this backwardness and the desire to get rid of it.

Local development in general is integrated and indivisible, and integration means that local development proceeds in a balanced manner across all sectors and levels. It is impossible to develop industry, for example, without education, or to solve the problems of the city without a similar focus on the problems of the countryside.

The basis of the concept of integration is that society forms a single organic whole, and here the idea of integration and inclusiveness plays a fundamental role in affirming Interdependence between all aspects of activity and integration in development.

C- Local development goals:

The objectives of local development are as follows:

- To provide a decent life for the local community and to bring it out of suffering in all its forms to a life in which it feels completely secure.
- Contributing to positive change This is achieved by ensuring the individual's participation in serious and positive teamwork.
- Restoring confidence to the local area, especially the countryside, which has been marked by a feeling of inferiority in front of the city, which has been dominated by a feeling of superiority. This has caused the people of the countryside to lose confidence in their customs and traditions, seeking to migrate from the countryside and imitate the city dwellers.
- Planning the process of civilizational change and estimating the costs, means, and results socially, economically, and culturally.
- Achieving greater social integration and cohesion, and developing more effective and efficient methods in the political sphere.

Furthermore, the main objective of local development is to provide an opportunity for local authorities to assume part of the responsibility for community development alongside central authorities. In

pursuit of the principle of regional balance, which in turn opens the door for regional units to take initiatives that would meet the demands of the region's inhabitants locally, as required by necessity and circumstances. Because of her proximity to them and her sufficient knowledge of the social, cultural and economic environment of the region, which, if these dimensions are taken into account, will result in success in embodying local economic, social and cultural development.

Second axis : Change management and local development in Algeria

Within the framework of the reforms that Algeria is witnessing , through which it seeks To keep pace with rapid global changes And the successive attempts to change the reality of society and move it towards development and catching up with developed countries, and to ensure the fulfillment of the various needs of citizens . This is achieved through upgrading and modernizing the various sectors in the country , and perhaps the most prominent of these is the attention given to modernizing local administration, given its closer proximity to the citizen. It is considered the engine of various development projects in the country, and it contains effective elements through which goals and objectives are achieved. Such as tight organization and effective planning that fall within the framework of change management that aims to achieve development at the local level .

The focus on change management in achieving local development in Algeria is evident in the state's enactment of a set of laws and regulations. In accordance with the policy of change and reform Its goal is to achieve comprehensive development, including local development.

Therefore, in this section we will try to address the role of organization, planning, and adaptation in achieving local development in Algeria .

First: The organizational role of change management in achieving local development:

The beginning of interest in change in Algeria in order to achieve local development The history of local communities after independence in this field shows that it has witnessed three important stages , the first of which was between 1967 and 1990 , the second after 1990, and the last stage was when the Municipal Law of 2011 was issued, which is the reference for its beginning.

and final stage in managing the local authorities sector can be considered the most important in the history of this sector. The set of laws and regulations, coupled with financial resources, made the intention to modernize local administration and the goal of local development possible.

A- Local administrative organization and local development in Algeria: In Algeria, the images of organization and change appear through the laws, decrees, and regulations issued by the authorized governmental authorities. The state has issued a set of laws related to organizing the administration and local administration in particular, in line with the transformations and changes taking place in the internal and external environment.

The Municipal Law issued in 2011 and the State Law issued in 2012 are among the most prominent changes introduced by the state in the field of local organization. In an effort to change the lived reality.

This is where the intention to develop and reform this sector began to materialize. It is not possible to definitively say whether the law is ready and capable of achieving local development and promoting local participatory work. Transparency in management and the revival of the principles of good governance at the local level, and making the local elected official the development planner and innovator of local financial resources without following the decrees and regulations issued, as the law itself is the basis for change and modernization of the local administration system in Algeria.

Furthermore, Municipal Law No. 11-10 of June 22, 2011, is considered the most important in the field of local development due to an important consideration: the municipality's proximity to the citizen, as it forms the regional decentralization base . It is a place for practicing citizenship, so that it forms a

framework for citizen participation in the management of public affairs. The municipality exercises its powers in all areas of competence granted to it by law, and also contributes with the state in particular to the management and development of the region, economic, social and cultural development, security, as well as maintaining and improving the living environment of citizens.

b) State initiatives in achieving local development through local organization: The beginning of change in the local development system was embodied in the appreciation of the human resource of municipalities in Algeria, with the issuance of Executive Decree 11-334 concerning the basic law for employees of the administration of regional groups. Despite the delay in its issuance compared to the various laws concerning employees of the public service sector in Algeria, this law can be considered to have provided a solution to many of the obstacles that hindered local management.

The recent municipal law also included a set of organizational principles that seek to change the situation and improve the lives of citizens, as some of its provisions stipulate the following:

- The municipality forms the institutional framework for the practice of democracy at the local level and for local governance.
- Taking all measures to inform citizens of their affairs and consult them on the options and priorities for economic, social and cultural development and planning, in accordance with the conditions specified in this law.

In this field, in particular, available media and communication tools can be used.

- Presenting a report on the annual activity to the citizens.
- Ensuring the development of a suitable framework for local initiatives aimed at motivating citizens and encouraging them to participate in resolving their problems and improving their living conditions.
- This framework is organized in accordance with the applicable legislation and regulations.

The local organization in the municipality also formed specialized committees to address issues related to achieving local development, specifically:

- Economics , Finance and Investment.
- Health , hygiene, and environmental protection.
- Regional development, construction, and traditional industries.
- Irrigation, agriculture, and marine fishing.
- Social, cultural, sports and youth affairs.

As a result of the number of citizens' demands and the diversity of their needs Due to the continuous increase in population, the state recently made a decision The national administrative reorganization, through the creation of new administrative districts, aims in essence to bring decision-making power closer to the citizens.

In this context , it is clear that this decision is in the interest of the residents of the newly created administrative districts and is beneficial to them, given that the developmental effort currently being made in these new administrative districts will qualify them to become independent states in the future, as demonstrated by the new division of states at the national level, whereby ten states have been added in various regions of the country .

Second: The planning and adaptive role of change management in the local development process:

The indicators of planning and attempts to achieve adaptation in Algeria are also evident through the various laws and regulations that define the planning processes for various development projects and their attempts to achieve adaptation. The state's initiatives are evident through the aforementioned municipal law to achieve planning and adaptation for the purpose of achieving local development, as follows:

A - The National Plan for Sustainable Development: The Municipal People's Council prepares, approves, and oversees the implementation of its various annual programs, within the powers granted to it by law, in the framework of the National Plan for Sustainable Development and Planning of the Region, as well as the sectoral guiding plans , and participates in the procedures for preparing and

implementing regional development and sustainable development operations in accordance with the applicable legislation and regulations.

The Municipal People's Council also initiates every process and takes every measure that would stimulate and promote the development of economic activities in line with the municipality's capabilities and its development plan.

B : Areas of local development planning:

1 - Municipal plans :

These are regulatory procedures undertaken by the municipality in the economic and social fields , which allow for the determination of development priorities and the means of achieving them. They consist of three types:

- Municipal development plan:

It is a plan for counting and recording the various aspects of investment and projects prepared for the benefit of municipal development, without going outside the framework of the national development plan and the decisions of the finance law for that year.

- Master plan for development and construction:

It is considered a detailed report on the economic, social, cultural and demographic situation of the region concerned , as it includes information and data that explain the pattern and quality of development, the predominant specialization of the land, and the drinking water network plan.

- Land use plan:

Through it, methods of land use are determined within the framework of the master plan for development and construction .

2 - State-specific plans:

An example of this is the decentralized sectoral plan, which includes planning for various development projects and programs in various service sectors, and is supervised by the provincial directorates affiliated with the ministries in the capital.

The provisions of the law also gave importance to the local elected official in that he represents an important axis in the field of local development, as he is the legislator and planner of local development, and one of the important pillars of good local governance.

Third : Evaluating the organizational, planning , and adaptive role of change management in the local development process in Algeria:

Anyone who reflects on the role of change management and the development reality in Algeria Despite the efforts and endeavors undertaken by the state, they are not at the level of the local community's aspirations. The required standards for change management were not met, and there is a significant difference between development plans in our country and development plans in developed countries.

The role of change management in Algeria is largely negative, characterized by a lack of organization, planning, and adaptation in achieving local development. There are many negative aspects that have characterized local administration in its relationship with local development in the country.

We note that there is no actual application on the ground of the provisions and principles brought by the laws and legislation regulating and planning development at the local level , as many experts in the economic field have confirmed the ineffectiveness of development programs and the state's adherence to the same management style, and they have confirmed that monitoring, controlling projects and planning constitute a major weakness.

The most significant negative aspects can be summarized as follows:

A- Failure to complete all planned programs and projects This is due to the lack of a clear vision regarding coordination between the various bodies and institutions tasked with overseeing projects that are usually classified within the strategy.

B- Ineffectiveness and lack of efficiency in managing financial resources.

C- Directing economic projects without prior serious and practical planning.

D- Hasty implementation of massive development projects and programs , such as the establishment of schools to accommodate the increasing number of students. These projects are financially costly, while

the local community suffers from a deficit in its budget. This highlights the lack of conformity and proportionality between the expected financial estimates and the actual cost of the project, which causes the project to fail to be completed or not to conform to what was previously planned.

and- Awarding some deals and projects to public and private institutions and contractors It lacks the necessary financial resources and suffers from an operational deficit .

E- Weak monitoring of restricted programs in municipal and state development plans, coupled with a lack of coordination between these two plans.

Conclusion:

In conclusion, and through our study of the role of change management in achieving local development, We concluded that:

First: Results :

The effectiveness and power of change management lies in the organization's utilization of its human and material resources to efficiently and effectively manage change in achieving its goals and objectives. This is achieved through the strategies, organization, and meticulous planning that characterize it. This has a positive impact on development processes .

Change management relies on effective strategies that enable it to achieve the organization's goals.

We conclude that the local human resource in Algeria It faces obstacles and impediments that prevent the actual and practical implementation of change management and local development.

From this study, we conclude that The role of change management in achieving local development in Algeria has not yet reached the effectiveness and efficiency promised by the principles and foundations of change management. The actual implementation of local development projects and programs on the ground has not been achieved, and while there are signs of change and development projects, they have not yet reached the required level to provide for and meet the diverse and growing needs of the local community. And also keeping pace with rapid and successive developments.

Our study underscores the critical importance of change management as a necessity and a fundamental requirement for achieving local development in a constantly evolving world. Therefore, we offer several recommendations that will contribute to opening a deep discussion and a comprehensive, objective analysis of the reality of change management and its role in driving local development. And finding scientific standards to create a comprehensive development strategy based on effective change management and in line with the political, economic, social and cultural specificities of Algeria .

We can also provide a range Some suggestions include :

- It is necessary to emulate the successful models of countries that have implemented change management in their societies, and have led them to the highest levels of prosperity.
- Paying attention to human resources by meeting psychological and material needs, as they are the most important resource of all.
- Designing effective incentive systems .
- Focusing on training and educating the local human resource .
- The participation of all elements and actors in the change process is what creates a sense of the importance of change and motivates contribution to achieving the goals .
- Careful and meticulous organization and planning Taking one 's time in making decisions, and seriously studying local development projects and programs .

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