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The Effect of Organizational Change and Development Management on Sustainable Development

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Abstract
This article aims to investigate the impact of corporate change and development management on sustainable development within companies. By the interaction between corporate transformation processes and sustainable development goals, the study aims to identify the best practices and strategies that can help achieve long-term success. In this process, it aims to identify the best practices and strategies that can help businesses while maintaining their economic, social and environmental sustainability commitments.

Keywords: Organizational Change, Development Management, Sustainable Development

1. Introduction

Corporate change and development management are the basic elements of business success in today's rapidly changing world. Due to reasons such as globalization, technological advances and changing consumer preferences, companies are facing increasing challenges, and their ability to adapt and grow is extremely important. At the same time, sustainable development has become a vital paradigm for businesses trying to balance economic growth with social justice and environmental protection. This article aims to understand how institutional change and development management can contribute to sustainable development and to identify strategies and practices that can provide meaningful progress in this area..

2. The Term Organizational Change

Institutional change refers to the process of making significant changes to the structure, processes, culture or strategies of an organization. The reasons for this may include changes in the market, technological advances, or changes in the goals and objectives of the organization. Dec. Corporate change can occur in many different ways, such as restructuring the hierarchy, introducing new technologies, changing communication channels, reviewing business processes, or redefining the organization's culture. It can be a planned or unplanned process and it can take place at different levels at the individual, group, department or organization level. Corporate change can be challenging and create disruption, but it can also offer opportunities for growth and innovation. Effective change management requires careful planning, communication and cooperation with stakeholders related to employees in order for change to be successfully implemented and sustainable for the long term.Institutional change is a complex process involving various stages within an organization, and different stakeholders need to be involved and cooperate in this process. Here are some basic elements and stages of organizational change: Determining the need for change is related to recognizing the need for change within the organization, and this may vary depending on internal or external factors. The need for change can be determined through such means as data analysis, feedback from employees or customers, or performance indicators. Once the need for change has been determined, it is necessary to make a change planning. This includes determining the scope of the change, developing a plan for implementing the change, and creating a timeline. The implementation phase of the change involves the implementation of the plan. This may require training employees, introducing new processes or technologies, or changing the organizational structure. The implementation phase requires careful communication and

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cooperation with employees and stakeholders so that they understand and support the change.After the implementation of the change, it is important to evaluate its effectiveness. This includes measuring the impact of change on the organization's performance, evaluating the level of employee satisfaction, and determining the unexpected consequences of change (Güven,2021,p.1). Based on the evaluation of the change, adjustments can be made to increase its effectiveness. This stage requires continuous improvement and continuous monitoring to ensure that the change is sustainable and achieves the desired results.Corporate change can be challenging, and it is important to manage it effectively for it to be successful. This requires strong leadership, effective communication and cooperation with employees and stakeholders in the process of change. Ulusoy and Civek (2020) researched that the covid pandemic changed the order of human needs.Burke (2017) presents different theories and approaches related to institutional change from an overview point of view and offers practical guidance on managing change within organizations. It covers topics such as resistance to change, the role of leadership in change management and the impact of technology on corporate change. Kotter (2012), based on his field research and experiences, has designed an eight-step process for managing institutional change. It emphasizes the importance of creating a sense of urgency, building a coalition of support and communicating a clear vision for change. Bridges (2009) focuses on the human side of institutional change and explores the emotional and psychological effects of change on individuals and groups within organizations. It offers practical advice on managing transition processes and helping employees on their journey through the change process. Holman et al. (2017) provide a comprehensive overview of the different methods and approaches of institutional change, including large-scale change initiatives, participatory change processes, and continuous improvement methods. It includes case studies and practical guidance on the implementation of change in many different organizational contexts.

3. The General Effects of Organizations Change in terms of Organization itself

Changes in an organization can have both positive and negative effects on the organization. Here are the effects of organizational changes in general:

Organizational change implemented effectively can improve performance, efficiency and effectiveness. The ability to provide products or services can be improved by applying new technologies, improving processes, or restructuring the organization.Change within an organization can support innovation by encouraging an environment suitable for creativity and experimentation. With new ideas, technologies or processes, the organization can become more adaptable and responsive to changing Sunday conditions. Increasing competitiveness: Organizational change can increase competitiveness by enabling the organization to respond to new challenges and opportunities. Through the adoption of new technologies, processes or strategies, the organization can improve its Sunday competitiveness. Employee resistance can be caused by organizational change, especially if employees perceive change as a threat to job security or business processes. Resistance can lead to a decrease in morale, an increase in layoffs, and a decrease in production. Organizational change can be distressing for employees, especially when there is a sudden or significant change. Employees may experience emotions associated with anxiety, uncertainty, or loss, which can have a negative impact on their well-being and job performance. The deterioration of the culture of the organization can be caused by organizational change and can be difficult to manage. A change in leadership, restructuring, or other changes in the structure or processes of the organization may have an impact on culture and values. The effects of organizational changes on the organization are influenced by change management and implementation. Effective change management requires careful planning, communication and the participation of employees and stakeholders to ensure long-term success and sustainability of change (Carnall, 2007) (Cummings et.al., 2014) (Kotter, 1996) (Senior and Fleming,2006) (Tushman and O'reilly,2007).

4. The General Effects of Organizational Change in Terms of Economy Itself

Institutional change can have significant impacts on local and global economies. Here are the general economic consequences of corporate change:

Corporate change can increase the competitiveness of a company by enabling it to respond to market demands and changing economic conditions. This can result in increased innovation, efficiency and productivity and have a positive impact on the entire economy.Corporate change can lead to job creation in some areas, such as new technology or product development, and job loss in other areas due to outsourcing or automation. This can affect the overall employment rate and the distribution of job positions throughout the economy.Changes in consumer demand: Institutional change can cause changes in consumer demand, which can have implications for the entire economy. For example, a company that offers a new product or service may create new demands, while a company that moves production to a different country

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may change consumer preferences or spending habits.Suppliers and partners may be affected by corporate change, especially for businesses if they are dependent on this organization. Changes in production procedures, supply channels or strategic partnerships can have reverberating effects on the entire economy.Institutional change can also affect local economies, especially if the organization is a large employment provider or located in a small community. Changes in production or employment levels can cause economic recessions and negatively affect the well-being of local residents and businesses.The effects of institutional change on the economy depend on many variables, such as the nature and magnitude of the change, the relevant sector or industry, and the global economic climate. Effective change management and strategic planning can help organizations and the entire economy reduce negative impacts and maximize positive outcomes.Pyka and Cantner (2016) investigate the effects of structural change (changes such as industries or technology) on the economy. It addresses the effects of structural change on employment, productivity and innovation and offers guidance on how governments and businesses can manage these changes effectively.Driffield and Taylor (2016) examine the effects of globalization on the structural transformation within the labor market and the economy. It addresses issues such as the effects of outsourcing, the impact of technology on employment, and the role of education and training in adapting to structural change.Drucker (2014) examines the impact of innovation and entrepreneurship on economic development and structural transformation. He discusses the importance of developing new products and services, adapting to changing Sunday conditions and creating an innovative culture within organizations.Dodgson et al. (2014) provide a comprehensive overview of innovation management. It addresses issues such as the economic impacts of innovation and the role of organizational change made to promote innovation. It includes topics such as open innovation, information management and strategic innovation planning.These resources provide information on the effects of institutional change on the economy and the importance of managing structural change.

5. The Term of Development management

Development management is the process of organizing, planning, and directing the different phases of a project or initiative to ensure its successful completion. In the context of municipal planning, development management is the administration of land use, infrastructure, resources, and the constructed environment in order to facilitate sustainable growth and development. This procedure typically involves coordinating with stakeholders, balancing competing interests, and adhering to regulations and policies.

Key development management components may include:Project management: Determining the project's scope, objectives, and timeline, as well as the required resources, personnel, and budget. Regulatory compliance entails ensuring the project complies with local, regional, and national laws, policies, and regulations. Collaboration with stakeholders, including community members, government agencies, developers, and investors, to resolve concerns, solicit feedback, and promote cooperation. Risk management is the process of identifying potential risks, devising strategies to eliminate or mitigate them, and monitoring progress to ensure risks are adequately addressed. Incorporating environmental, social, and economic factors into the project in order to promote sustainable development and mitigate negative impacts on the community and environment. Monitoring and evaluation entails tracking the project's progress, measuring its success against predetermined goals and objectives, and making any necessary adjustments to ensure optimal results. Financial management includes securing funding, managing budgets, and supervising resource allocation to ensure the financial viability of the undertaking. Conflict resolution entails addressing disputes and conflicts that may arise between parties and working towards solutions that are mutually beneficial.The purpose of development management is to ensure the effective and efficient implementation of initiatives and ultimately contribute to the development of societies, cities and regions. This phase involves the creation of a comprehensive project plan that sets goals, scope, deliveries, milestones and completion dates. In addition, it defines the resources required, such as personnel, equipment and materials. It is important to plan a project, set realistic goals, allocate resources efficiently and create a solid foundation for the entire development process. Development initiatives should follow various laws, regulations and policies such as land use, construction and environmental impact. Compliance includes conducting research to determine applicable regulations, obtaining the necessary permits and certificates, and ensuring that the design and implementation of the project comply with all legal requirements. Non-compliance may result in fines, penalties or even cancellation of the project. Effective communication and cooperation with stakeholders are important for the success of any development initiative. This includes the identification of all stakeholders, including residents, businesses, government agencies and environmental organizations. Regular consultation meetings, meetings and seminars can be organized to collect feedback, resolve concerns and incorporate the views of stakeholders into the design and implementation of the project. Development initiatives face many risks such as cost overruns, delays and regulatory changes. Risk management involves identifying potential risks, evaluating their likelihood and impact, and developing strategies to reduce or mitigate them. Regular monitoring of project progress and risk factors allows for timely changes to the project plan, thereby reducing the

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likelihood of negative consequences. The sustainable development initiative takes into account environmental, social and economic impacts on a long-term basis. This includes environmentally friendly construction projects, the use of energy-efficient technologies and measures to reduce resource consumption. Economic sustainability ensures that the project contributes to local economic development and offers long-term benefits to society, while social sustainability focuses on creating inclusive, accessible and egalitarian spaces.

Monitoring and evaluation is the process of measuring the progress of a project by using performance indicators according to its determined goals and objectives. Regular monitoring helps to identify problems, assess the effectiveness of implemented strategies and make necessary corrections. Evaluation is usually carried out at different stages, such as project implementation and completion, and is used to evaluate the overall effectiveness and impact of the project.

Financial management is important to ensure that development initiatives remain within budget and are financially sustainable. This includes obtaining financing from various sources, such as government grants, loans or funding from private investors, managing budgets, monitoring expenditures and changing fiscal plans when necessary.

These processes represent the basic elements of the development management process. Each of them plays an important role for the successful implementation of development projects and contributing to the development of societies.Conflicts may originate between parties due to competing interests, divergent perspectives, or misunderstandings. Effective conflict resolution requires communication, negotiation, and mediation to reach mutually agreeable solutions. In some instances, mediators or arbitrators may be brought in to assist in the resolution of disputes. Development managers can maximize the success of their projects and contribute to the sustainable development of communities and regions if they comprehend and effectively manage these key elements.

Mullins (2017) provides insights into business development, including evaluation and management of firm growth. Verzuh (2015) provides a comprehensive overview of the principles and practices of project management that can be applied to development management within organizations. Harnish (2014) discusses the obstacles and strategies for expanding enterprises, with an emphasis on the role of development management in fostering organizational growth. Austin (2008) examines strategies for managing research, product development, and commercialization in the context of the biotechnology and pharmaceutical industries, focusing on development management. Ries (2011) presents a methodology for managing the development of new products and services within organizations, with an emphasis on experimentation, iteration, and learning. Kogon et al. (2015) provide practical advice on project management, including development management within organizations, with an emphasis on the skills and techniques required to effectively manage projects. Kim and Mauborgne (2005) discuss the blue ocean strategy and the application of development management to create new market opportunities for businesses. Osterwalder and Pigneur (2010) present a framework for designing, evaluating, and administering business models with an emphasis on development management within organizations

6. The Term of Sustainable Development

Sustainable development is a concept that involves meeting the needs of the present without compromising the ability of future generations to meet their own needs. It aims to balance economic growth, social equity, and environmental protection to ensure long-term well-being for all.Terms, backround, practices are as follows: (Elkington, 1997), (Porter and Kramer,2011) (Dyllick and Muff, 2016) (Savitz and Weber, 2014) (Schaltegger and Wagner, 2006) (Esty and Winston, 2009)(Willard, 2012)(Epstein, 2008)Economic sustainability is the process of ensuring that economic growth and development are durable and beneficial for all members of society.Promoting social equity, inclusion, and cultural diversity while addressing fundamental human requirements such as health, education, and social welfare is social sustainability.Environmental sustainability is the safeguarding of natural resources and ecosystems while minimizing the adverse effects of human activities on the environment.Late in the 20th century, in response to growing concerns about the environmental and social consequences of accelerated industrialization and urbanization, the concept of sustainable development emerged. The 1987 report "Our Common Future" by the World Commission on Environment and Development, also known as the Brundtland Commission, was instrumental in popularizing and defining the principles of sustainable development. Subsequently, the 1992 United Nations Conference on Environment and Development (UNCED), also known as the Earth Summit, reinforced sustainable development's position as a global priority.As businesses recognize the long-term advantages of incorporating sustainability principles into their operations, the importance of sustainable development has increased. Among the methods by which businesses can integrate sustainable development into their practices are:Adopting environmentally favorable practices: Businesses can reduce their environmental impact by implementing energy-efficient technologies, waste reduction, and sustainable material procurement.Through initiatives such as equitable labor practices, philanthropy, and community engagement programs,

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businesses can support local communities and resolve social issues as part of their social responsibility.Firms can develop products and services that have a positive impact on society and the environment while generating a profit using sustainable business models. This may include circular economy models that promote resource efficiency and waste reduction.Businesses can monitor and communicate their sustainability performance via regular reporting, utilizing standardized frameworks such as the Global Reporting Initiative (GRI) or the Sustainability Accounting Standards Board (SASB).Engagement of stakeholders: Businesses can involve a variety of stakeholders, including employees, consumers, and investors, in their sustainability initiatives to promote shared responsibility and nurture collaborative solutions.By incorporating sustainable development principles into their operations, businesses can not only enhance their long-term viability but also contribute to the larger objectives of social equity and environmental protection.

6. How organizational change and development management can contribute to sustainable development?

Organizational transformation and development management, there are various methods that can contribute to sustainable development. Companies can better align their businesses with the principles of economic, social and environmental sustainability by implementing effective change management strategies and creating a culture of continuous improvement. Change and development management can help businesses align their strategic goals with the sustainable development goals. For this purpose, it is necessary to integrate economic, social and environmental factors into decision-making processes and to place sustainability at the center of the organization's vision and mission. Change management can work to reduce resource consumption, reduce waste and improve environmental performance by detecting and solving inefficiencies in business processes. By improving operations and adopting more environmentally friendly practices, organizations can contribute to environmental sustainability while also increasing their overall competitiveness. Corporate development management can provide enterprises with the opportunity to develop new products, services and business models to solve sustainability problems by creating an innovative culture. This may include steps such as the creation of environmentally friendly technologies, the adoption of circular economy principles, or the establishment of social enterprises that address social problems. Encouraging employee participation in sustainability initiatives and providing the necessary skills and resources to support change can ensure more efficient implementation of sustainable practices. Change management can facilitate employee participation in sustainability initiatives by ensuring that employees understand the importance of these initiatives and feel empowered to contribute to success. Change and development management can help organizations build solid relationships with external stakeholders, including suppliers, consumers, and local communities. By involving these stakeholders in sustainability initiatives and participating in collaborative projects, organizations can address complex sustainability challenges by using resources and expertise together.

Organizational change and development management allows enterprises to follow new sustainability trends and respond effectively to new challenges, ensuring the creation of a culture of continuous learning and compliance. Regular evaluation of sustainability performance and identification of improvement areas allows organizations to continuously improve their strategies and practices.

In general, organizational change and development management provides the necessary frameworks and tools to integrate sustainability into business activities. In this way, companies can contribute to the sustainable development goals while achieving long-term success.

By focusing on several important aspects, organizational change, and development management can contribute to sustainable development in greater detail. Change and development management can contribute to the creation of a culture that places a premium on sustainability by instilling sustainable values and behaviors throughout an organization. This may involve developing leadership commitment, establishing defined sustainability objectives, and communicating the significance of sustainability to all levels of employees. Change management can facilitate the incorporation of sustainability into fundamental business processes such as product design, supply chain management, and marketing. This can be accomplished by incorporating life-cycle assessment tools into product development, selecting suppliers based on their environmental and social performance, and promoting sustainable consumption through responsible marketing practices. By providing employees with specialized training and development programs, organizational development management can increase their capacity to contribute to sustainability initiatives. This may consist of seminars on sustainable practices, leadership development for sustainability champions, and cross-functional team-building exercises centered on addressing sustainability challenges. Change and development management can facilitate

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the establishment of comprehensive performance measurement and reporting systems for sustainability, enabling organizations to monitor their progress and identify improvement opportunities. This may involve implementing standard reporting frameworks, such as the Global Reporting Initiative (GRI) or the Sustainability Accounting Standards Board (SASB), and devising customized performance indicators that correspond with the organization's sustainability objectives. By addressing potential obstacles and resistance to change, effective change management can facilitate the successful implementation of sustainability initiatives. This can include developing a clear project vision, constructing a persuasive case for change, engaging key stakeholders, and providing ongoing support and resources for project implementation. By establishing forums for cross-functional collaboration, fostering best practice sharing, and celebrating success tales, organizational development management can promote learning and knowledge sharing around sustainability. This can contribute to the formation of a positive feedback cycle that promotes the continual enhancement of sustainability performance. Change and development managers can help organizations respond effectively to emergent sustainability risks and opportunities by nurturing a culture of resilience and adaptability. This may involve the development of scenario planning capabilities, the establishment of flexible organizational structures, and the promotion of a growth mindset that encourages experimentation and failure-based learning.

Aguinis and Glavas (2012) examine the connection between corporate social responsibility and organizational performance. It emphasizes the significance of effective change management in attaining sustainability goals and makes recommendations for future research on the subject. Beer and Nohria (2000) investigate the factors that contribute to effective organizational change, concentrating on two distinct change management approaches Theory E (which emphasizes economic value) and Theory O (which emphasizes organizational capability). The authors contend that the most effective change management strategies incorporate elements of both theories to facilitate long-term transformation. Cameron and Green (2019) provide an exhaustive overview of change management theories and practices, detailing how to effectively manage change within organizations. The authors discuss a variety of change management models, tools, and techniques, as well as the associated challenges and opportunities. Addressing topics such as organizational culture, leadership, and stakeholder engagement, Dunphy et al. (2007) examine how organizations can implement change management strategies to promote corporate sustainability. The authors provide guidance and case studies to demonstrate how organizations can accomplish sustainable development through effective change management. Eccles and Serafeim (2013) discuss the concept of the performance frontier, which represents the trade-offs between financial performance and sustainability performance that organizations must make. The authors contend that organizations can extend the performance frontier by pursuing innovations that create value for shareholders and stakeholders while minimizing negative social and environmental impacts. The focus of Lozano's (2015) research on the determinants of corporate sustainability is organizational change and development management. The author proposes a framework that takes internal and external factors, as well as organizational capabilities and resources, into account when determining an organization's approach to sustainable development. The paradox theory developed by Smith and Lewis (2011) can help explain the tensions and contradictions that arise when pursuing sustainable development.

7. Identify the strategies and practices

Here is a list of strategies and practices that can assist organizations in contributing to sustainable development by leveraging change and development management:Ensure that the vision and mission statements of the organization reflect a commitment to sustainability, laying the groundwork for aligning business strategies and operations with sustainable development objectives. Create a strategy that integrates economic, social, and environmental objectives and includes setting clear, measurable goals for enhancing the organization's sustainability performance. Establish a cross-functional committee to supervise the implementation of sustainability initiatives, monitor their progress, and report on their performance. Incorporate sustainability into all business decision-making processes, from product development to supply chain management and beyond. Facilitate the successful implementation of sustainability initiatives by employing change management techniques such as creating a sense of urgency, forming a guiding coalition, and devising a vision and strategy for sustainable change. Encourage employees to adopt sustainability as a fundamental organizational value by providing training, resources, and support for sustainable practices, in addition to recognizing and rewarding sustainability efforts. Engage stakeholders, including suppliers, customers, local communities, and regulators, to identify shared sustainability challenges and opportunities and to develop collaborative solutions. By nurturing a culture of innovation and providing funding for research and development, we can encourage and support the creation of new products, services, and business models that contribute to sustainable development. Assess the organization's sustainability performance regularly using established frameworks and metrics, and use this information to identify areas for

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improvement and drive continuous progress toward sustainable development objectives. Transparently share with stakeholders the organization's sustainability performance via reporting and other communication channels, demonstrating the company's commitment to sustainable development and fostering stakeholder trust.

By implementing these strategies and practices, organizations can leverage change and development management to effectively contribute to sustainable development, thereby creating long-term value for their stakeholders and fostering a more sustainable future.

Reexamine and revise the organization's vision and mission statements to include sustainability objectives. Engage stakeholders in the process of redefining the vision and mission, including employees, customers, and investors. Ensure that all organization members are aware of and comprehend the updated vision and mission. Assess the current sustainability performance of the organization to identify areas for improvement. Establish SMART (specific, measurable, achievable, pertinent, and timely) objectives for each pillar of sustainability (economic, social, and environmental).To guide the implementation of the sustainability strategy, create a road map with milestones and deadlines. Appoint a sustainability officer or leader to supervise the team and coordinate the organization's sustainability initiatives. Include representatives from various organizational departments and levels to guarantee a variety of perspectives and expertise. Provide the sustainability team with the necessary authority and resources to drive change and track progress. Develop criteria and guidelines for integrating sustainability into routine decision-making processes. Educate decision-makers on how to evaluate the implications of their decisions on sustainability. Implement tools and systems that facilitate the organization-wide evaluation and monitoring of sustainability performance. Identify potential organizational barriers and resistance to change and develop strategies to overcome them.

8. Results and Conclusions

Organizational change and development management facilitate sustainable development by aligning strategic objectives, nurturing innovation, engaging employees, collaborating with stakeholders, and promoting continuous learning and adaptation. Businesses can create enduring value for their stakeholders and contribute to a more sustainable future by integrating sustainability principles into their change and development management processes.

In conclusion, organizational change and development management can play a crucial role in advancing sustainable development by creating a sustainability-oriented culture, integrating sustainability into core business processes, building employee capacity, establishing performance measurement systems, managing sustainability projects, fostering learning and knowledge sharing, and promoting resilience and adaptability. By focusing on these essential factors, organizations can achieve long-term economic, social, and environmental sustainability.

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