

INSTITUTIONAL MANAGEMENT OF CHANGE. RESISTANCE OF THE EMPLOYEES AGAINST ORGANIZATIONAL TRANSFORMATIONS

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Abstract: *The concept and practice of managing change has become more and more popular among organizations in recent years. The change, being a systematic process, involves several stages. Staging is a logical succession of pre-arranged, interfaced, and flexible operations. In order for change to be beneficial at all levels, it must be well-grounded and deployed according to a concrete situation-based methodology.*

Change management is a process that allows an organization to modify any part of its structure, so that it can cope efficiently in an ever-changing environment. This includes activities designed to provide support, acceptance and approval for the necessary and agreed changes. The goal is to control changes, while maintaining the integrity and quality of services in the production environment.

Keywords: *human resources, competitiveness, social phenomena, organizational transformations*

1. INTRODUCTION

Change is a continuous process that manifests everywhere in nature, in society, in organizations and also in small collectivities in our everyday life. The change addresses phenomena, things and living beings from birth to cessation of biological processes, specific activity.

Transformation is an indispensable process to life, no matter how it manifests itself, it is continuous and never ends, it does not have a final point. Organizations, structures are also subject to the change process. Change is determined by the extremely complex and dynamic way it is [1].

As a result, all organizations, as well as living organisms, are constantly subjected to new processes, adaptation and rehabilitation attempts and their reactive capacity of adequacy becomes, in this context, an essential premise of success, a condition of survival, living on new coordinates. Change is a reaction of the organization's response to manifestations, increasingly frequent changes in the environment, to the needs, requirements and conditions that are perpetual.

Changes in the internal and external environment are not only inevitable, but also necessary, because in nature, in the infinite universe, everything is in an evolutionary/involutive state in relation to the age and the life cycle of beings, foundations, things and phenomena. Changes in the organization's internal environment are primarily determined by changes in the mass of resources (human, technical, technological, innovation, information, real estate etc.) that the organization has at one time.

In my opinion, changes in the external environment are those that decisively impose organizational changes. The external environment is unmanageable at times. Change is the phenomenon of metamorphosis, changing from a relative stability state to another, a reaction to adaptation to environmental variations, consisting of transformations in form and content.

Under these circumstances, the organization becomes the object of change. The organizational management is subject to great responsibility for redesigning the structure appropriate to the new conditions in order to function in step with the dynamics of the location environment.

Transformations may concern all or part of the organization's (substructure) compartments in relation to the direct/indirect action of environmental factors.

The depth of change on the structure, character or nature of the organization requires reconsideration of the organization's mission, policy conception, policies, strategic planning and other relational elements.

The organization is subjected to the action of the external environment, which generates internal responses, resistance to defeat, or rather, to adapt to the new conditions imposed by the external environment, determining new approaches and responding to the outside world through the new attitude regarding the services better quality, then adopts the reaction response of other factors of the external environment for other adjustments.

So we have three phases [2]:

- inputs from the outside;
- the internal processes of the organization;
- organization's responses, outputs;
- reverse link, feedback response.

Change management is a complex process of organizing, coordinating and evaluating the transition of the organization from a relative stability to the society under the influence of environmental factors in order to adapt to the new conditions for the proper fulfillment of the planned mission and objectives.

Addressing change has become a habit for competitive advantage. Change is the attribute of the manager. And, hence, the need for him to know in depth the environment of the organization, the threats, the vulnerabilities, the opportunities, the possible arrangements etc. Environmental factors must be well monitored in their dynamics and continuously analyse, alert change signals to timely intervene in order to identify challenges and avoid possible dangers. First, the hazards of the external environment with major impact on the organization must be identified [2].

In an external fluid environment, anything is possible: some customers become competitors, suppliers can become partners and competitors move to other intangible areas with the organization in question. Understanding the need for change in a timely manner and immediate action can place the organization on an advantageous place that can influence an important segment of the environment. This sets the rules of the game and chooses a comfortable place to eat.

Change is inevitable and, as a result, no one should oppose it. Any opportunity should be exploited, even a 180° change if promising.

2. FACTORS THAT CAUSE CHANGE

Transformations must be well prepared. The management, the responsible field of initiating and monitoring change, must be aware of, analyse in depth the action scenarios, test them when needed, pilot stations and only later to prepare for the organization; furthermore, there comes planning, organizing, coordinating and continuously evaluating the process of change.

Change is not for the sake of change and not in any way, but after a proper management of concrete conditions, not copied from others. Each organization has its own peculiarities, which determines us to say that there is no generally accepted preset prescription.

Creative solving involves finding innovative scientific ways appropriate to each particularity. Even the inside of the organization does not match the same methods of change.

When examining the conditions for triggering change, consideration should be given to political, legal, social, economic, educational, traditional-cultural, psychological issues etc.

The main determinants of change:

- legislative particularities (constitutional, organic and special legislative framework) in the field of interest;
- the local, national, subregional, regional, global economic environment;
- the degree of price liberalization;
- the exchange rate;
- the degree of stability/instability of inflation;
- ownership structure;
- access to information from the organization, versus access to citizens' information;
- internal order status;
- the banking system;
- the degree of state involvement in stimulating the field;
- influences of local, regional, global conflicts emerging (deployment);
- financial bottlenecks;
- law enforcement;
- the level of corruption on different levels of power etc.

We find that the politico-socio-economic environment is experiencing a process of accelerated transformation. These phenomena translate organizations into a situation of increasing the pace of change. Courageous managers, willingly, who believe in change impose development shocks and succeed. Change is accentuated and is a feature of our everyday life, must be perceived, conceived and applied [3]. The previously mentioned change is a complex process. Like any process, it must be well-guided and, as a result, well-known. Although the literature does not abound in explanations, we still intend to classify this process.

The change is classified according to several criteria:

- a. By the magnitude of the changes:
 - partial. It targets only certain aspects of the organization (resizing substructures, managerial reorientations etc.);
 - total. Consider the whole organization (total or overwhelming majority of substructures).
- b. By the degree of readiness:
 - planned changes. They are anticipated in advance and implemented according to already prepared methodologies (procedures), reducing the risks of precipitated actions in a hurry. In this case, everything is moving in the way the organization wants;
 - unplanned changes. They are reactive in response to environmental fluctuations. We have to deal with adaptation to imposed conditions and, as a result, there is always the risk of mistakes in how to design and implement change. Causes can be produced by justified, wide-ranging actions, loss of influence due to conflicts, natural disasters etc.
- c. By the way of determination:

- imposed changes. They take place in emergency situations, under environmental pressure. As a rule, it creates dissatisfaction, opposition, tension. They are imposed either by management or by the structures of execution;

- participatory changes. In which, in one form or another, part of the organization's entire staff. Resistance to change is virtually null. It targets long-term changes;

- changes caused by re-technology. Performing technologies directly or indirectly influence the whole organization, such as putting into use an intranet, introducing high-performance industrial robots, replacing technology and modernizing transport means, introducing high-performance surveillance and control etc. All of this dismisses some of the employees, increases the professional-cultural degree of the organization, increases productivity, profit, product quality, lowers maintenance costs, widening sales outlets and more. Consequently, for redundant staff, solutions have to be found. For example, one of the solutions could be to set up new service substructures by re-training the workforce and adequately endowing with means of production, but there are certainly other profitable alternatives for the organization and its employees for the nation;

- negotiated changes. They are based on discussions aimed at harmonizing the interests of the negotiating parties and the joint agreement to support the implementation process.

2. THE STAGING OF CHANGE

Being a systematic process, change involves several stages. Staging is a logical succession of pre-arranged, interfaced, and flexible operations. In order for change to be beneficial at all levels, it must be well-grounded and deployed according to a concrete situation-based methodology [4].

Stages of change:

- external environment analysis;
- assessing the organization's response capacity;
- identifying, appropriating the need for change;
- preparing human resources for change;
- understanding the need for change;
- diagnosing the organization in sensitive areas;
- identifying variations of change;
- anticipating and overcoming resistance to change;
- choice of time and duration of change;
- maintaining the trend of change.

a. *The external environment analysis* is determined by the manifestations that take place. The change is driven by state-of-the-art technologies, new markets and citizens' preferences, government pressures and social expectations. The world has become anxious, hastened and so will it be in the future. The organization, through the possibilities it has, can not influence the external environment. It obeys the action of these external factors. Here are some of their manifestations:

- the withdrawal of global, regional, subregional political influence limits; social transformations in the area of the markets (demographic issues, population preparedness, urban/rural population ratio, average family members, population and age ratio, all analysed in dynamics);

- the trend of globalization of markets and the expansion of global cooperation in production (for example, a Volkswagen car, in fact, organizations from all continents);

- the unprecedented acceleration of technological upgrades (new information and communications technologies shorten life cycles, shorten communication times between people, generate new systems, infrastructures, unpredictable conceptions and developments);

- changing attitudes towards environmental protection (organic and chemical products and substitutes are increasingly being sought after).

As easily deduced, the organization, no matter how strong it may be, is not capable of confronting these phenomena from outside.

b. Assessing the organization's response capacity. The organization behaves like a living organism. It is born, grows, matures, reaches its peak, falls into decline and then goes bankrupt. Throughout the journey, it must be conserved, readjusted, redeployed, maintained through a specific treatment system at functional parameters. Management is the one who views at any point the stage of the organization and, depending on the state in which it is located, applies the appropriate measures.

Most of the specialists identified five phases of the organization's evolutionary cycle [1]:

- development through creativity (specific to the incipient period of the organization when the founder, with his vision and visionary style, is in the spotlight); towards the end of the phase there is the crisis of authority;

- development through management (when the need for an authoritarian manager appears, as the founder maintains in a melancholy state as a "good parent"); at the end of the phase there is the crisis of autonomy;

- development by delegation (when authority has become unbearable, and it has to be delegated to more hierarchical employees. This creates a strong sense of involvement of management teams in key-issues with the responsibilities arising from this phase). There is a power crisis, in which the power struggle takes place between professional managers;

- co-ordination development (when aligning top-down and bottom-up planning communication becomes essential, managers on different hierarchical stages behave according to the new requirements, a new organizational culture is born, and also a new perception of the employees). The crisis that occurs represents the bureaucracy in which the local initiative is stifled;

- collaborative development (where bureaucracy is replaced by simplification and integration of information flows, temporary multidisciplinary team work, co-ordination, co-operation is initiated from inside, not imposed from above). Expecting a new manifestation of crisis.

We notice that at the end of each phase there is a crisis that helps the organization to make the next step and move forward, which means a new challenge, agitation, emotions meant to create new opportunities for change, but that does not have to represent a fear factor. However, the most difficult thing in management is to think about the modalities to interpret and act. This involves careful business monitoring, reporting reactions and well-directed actions.

The real assessment of the organization's capacity in relation to the external environment is of great importance, thus avoiding cosmetic, façade changes with no substance, consuming resources and time in vain at the expense of profound transformations. It is worth mentioning that the external and internal environmental factors could also be compared with a vector-powered coupler of communication. The more multidirectional the communication is, the more the result of the vectorial couple is to the advantage of the organization [1].

In the process of change, environmental conditions determine the response of management, which through appropriate strategic planning determines the necessary reorganizations in relation to the existing resources (human resource is essential), the technological changes and other internal factors. The strategy is the lever of change, provided that it is applicable at all organizational levels, that is, to be the fruit of their ideas, based on reality and flexibility. The trend in the organizational construction is

horizontal, citizen-oriented, network-based and autonomous cell-based (based on Integrated Information Technology) horizontal organizations (with a small number of hierarchical levels).

c. *Identifying and appropriating the need for change* is an important foresight stage. The role of infrastructure is essential, in particular, as regards:

- the forms and extent of organized cross-border crime;
- the migration and traffic routes etc. are only a few of the factors that give the first signals of the need for change. The manager needs to consider, diagnose and administer "appropriate treatment".

d. *Preparing human resources for change*. Within this concept, the signal of change must be given by the manager by facts, not only by speaking. The manager is the receiver, the sensitive sensor of the messages of satisfaction/dissatisfaction of citizens and employees. It must ensure the transition from the vertical to the horizontal management by decentralizing the responsibilities and responsibilities to management on the inferior hierarchical levels, to be the catalyst of change, to reconsider the importance of work and the particular life of human resources, to promote the use circuits and information flows [5].

The manager needs to have expertise in evaluating strategies, in managing human resources, in intelligence, in settling misunderstandings and as such dividing its working time. Then human resources have to be taken into account in their organizational integrity (rewards, career development, self-evaluation, communication, effective operation etc.).

Competitiveness in the profession on the labour market is decisive. With well-trained people, change is perceived as appropriate and applied unswervingly. Self-evaluation and evaluation must be real [6]. Electronic mail, teleconferencing, internet and intranet, voice mail are the first-ever elements of change. Progress in information technology places humanity, with or without our will, on other coordinates. Getting rid of obsolete "agendas", moving to computerized technologies. New behaviour involves abandoning old habits. A core component of the organization is organizational culture (traditions, history, ideas, values, behaviours, titles, merits, medals, and other characteristic elements).

Change can not be cast out. The reality is that it presents itself as a continuous dynamic process. All we have to do is change our mentality. In this direction, the preparation of human resources for the acceptance of change must be oriented.

e. *Understanding the need for change*. Human resources must be encouraged to understand the coordinates of the organization and where it should be. The past is history and must not be insisted too much on it. It is good to draw conclusions from the past, in order to enrich our experience. The main focus has to be on what is no longer the result of new learning in the field, the circumstances of change, practical opportunities, encouragement, the creation of support mechanisms, rewards/sanctions, evaluations, the continuous training of human resources. The risks, the ambiguities, the social safety conditions, the need for emulation that is favorable to change and the long-term change should be explained.

f. *Diagnosing the organization at sensitive points*. It is, indeed, of great importance for finding the symptom, what to do and how, what results are expected. Often, the crossroads are not well formulated. In order to clarify them, meetings between managers and employees are important, and appropriate questionnaires are applied. This way, the scale of specific problems will be better outlined and, therefore, better addressed. After diagnosis, goals of change, attitudes, morality etc. are set. All this must lead to the growth and development of the organization, competitiveness, efficiency, effectiveness and flexibility in new conditions

g. Identification of variants of change. At this stage, it is aimed at changing the structure, behavioural aspects of employees, technological renewal. Structural change refers to improving the performance of substructures, optimizing management-execution ratio, hierarchical levels, relational and informational procedures and structural interdependencies.

Behavioural issues are in the field of motivation, education, professional competence, attraction in decision making etc.

Technological renewals must be related to the structures and the level of user training.

h. Anticipating and overcoming resistance to change is the main attribute of management at all hierarchical levels. Resistance to change is an attitude, however normal, for the fear of the unknown, the uncertainty, the care of tomorrow. That is why all these manifestations must be anticipated, identified and treated accordingly and knowingly [3].

Resistance to change is due to some causes:

- doubt in managerial capacity to implement change;
- the suspicion that the timing and methods chosen would be inappropriate;
- neglecting employees' proposals;
- the consequences of mistaken decisions previously taken;
- low tolerance to uncertainties and ambiguities;
- misunderstanding the implications of change;
- the fear of losing the job, of power, of freedom, of authority;
- ad-hoc formation of groups, outbreaks that promote resistance to change.

On a case-by-case basis, management intensifies training, education and communication with employees, engages in explaining the reasons for change, providing support, organizing and conducting negotiations to improve asperities and resilience points, manipulating and cooping those who resist due to their optimism, correcting the attitudes of those who persist in resisting change through threats (job loss, transfer, non-promotion). Tact and diplomacy must characterize the way management is approached by change.

i. Choice of time and duration of change. Optimum time is sought depending on the previous operational cycle of change. The duration of change is determined by the influence of environmental factors, the scale and complexity of the process, technological operations, investment, procedures, culture and organizational traditions and others. Planned and monitored compliance with preset deadlines.

j. Maintain the trend of change. The change must be irreversible. For this, most members of the organization need to accept and support it [6]. It is also necessary that its propagation within the mass of the organization be manifested as a wave that trains everything in the way.

3. CONCLUSIONS

In order to overcome the insecurity of those who resist, as well as the undecided, intense, multi-point communication is required to propagate in all directions and the media of the organization, from top to bottom, from bottom to top, horizontally and diagonally.

Transition periods create insecurity and crises because it starts from the known to the unknown. The ambiguities, insecurity, inherent stings in such situations can be combated, clarified and elucidated only through open, trust-based, active, continuous communication, differentiated by socio-professional categories, hierarchical levels and preparation from superior management to the last formation and member of that organization.

Communication is an exchange of information. Whoever holds the information holds the supremacy and control. Information is the antidote to fear and panic. In order for the change to have an upward trend, the information needs to be unitary, customized where it is needed, well-directed and monitored. The open, bilateral and bidirectional communication style has proven its effectiveness for irreversible and lasting transformations. Honesty is the sure success in communicating change, in the understanding of its valences by the subjects. The change also has good news and bad news, it has to be openly discussed, male and solved consensually as such. In most cases, the manager does not know what he is expecting, he does not know the answers to all the questions, so repeated and well-thought-out talks and negotiations are to be held. From these, answers will be born. But this requires time, patience, tact and perseverance, finality.

Any dynamic business creates surprises and that is why the manager has to get involved early (preventative) in discussing tricky issues. All members of the organization are interested in how change will affect them, the reasons for change and, as such, it is very important to communicate the vision of change and destination. The mode taken for change is the greatest weight for management. Members of the organization need to inoculate the idea of "ownership" on their place of work, and then they will join more easily and become more receptive to change.

Communication channels and streams are kept permanently open. It is preferable to set up teams for cascade communication, to present documented videos, to employ specialized organizations for bilateral exchange of opinions.

Specialty literature also sets out some benchmarks about the manager's attitude to communicating change:

- not to criticize his predecessor;
- not to attend the meetings without being prepared in detail;
- not to disinform the subordinate staff;
- to prevent communication void;
- to accompany the message of communication with measures to be taken;
- not to consider himself absolute master;
- not to discourage close collaborators and employees in organizing meetings for change;
- not to rely solely on reports and information from subaltern echelons, but to focus more on discussions with people;
- to realize that the change affects the organization as a whole, not only the individual per se.

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