

STUDY ON RESISTANCE TO ORGANIZATIONAL CHANGES IN S.M.E.S IN DÂMBOVIȚA COUNTY

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Abstract:

For the individual, but also for the organization it is essential to adapt to changes imposed by the competitive environment and the economic and political context. Resistance to change makes the one that's prepared and informed to gain ground. There are a variety of reasons that make people be reluctant about accepting the change. On the one hand people are scared by what's new and on the other hand they have strong personalities and hardly accept something that comes from outside. Among the factors that generate resistance to change are the psychological ones, but also the material ones.

In the first part of this study we approached the concept of resistance, and in the second part we conducted a research based on a questionnaire survey. The goal of the research is to observe the extent to which the human resources within an SME in Dambovita county shows resistance to change.

Keywords: *change, resistance, resistance to change, change management.*

JEL Classification: O15

1. Introduction

Change, especially the change management is a topic widely debated by academics and practitioners. Experts argue that change should come from the top to the bottom, meaning they rely on the existence of an information flow in both directions, which starts from the top. If the manager is not an example for their employees, then he fails to co-opt them his side.

In all sectors, organizational change was made mainly under the constraints of political change, but also under the economic environment which was rapidly changing, especially in the last period of economic crisis. The political environment was to Romania in recent decades, a volatile area.

2. Theoretical Approach

Change means modifying, replacing something deficient with something with a higher degree of efficiency. Human resources must be aware of the importance of adapting to change. Specialists in the field talk about four levels of change: those related to knowledge, attitude, individual behavior, organizational or group behavior changes.

Change is perceived as a real difference between two situations that succeed to a person, a team, an organization or in a relationship (Kubrat M, 1992). From the perspective of the authors Nicolae Popescu and Costel Florescu change is a broader category that includes applied novelty. They believe that "change is any replacement, modification, transformation in form and / or content of an object, product, work, business or organization" (Florescu C., Smith N, 1998).

John Kotter and L. Schlesinger believe that "in general, change management focuses on identifying sources of resistance to change and providing ways to overcome them" (<http://www.oppapers.com/subjects/kotter-and-schlesinger-theory-page1.html>, Harvard Business Review, 1979)

Eugen Burduș, Armenia Androniceanu, George Căprescu believe that "change management is the whole process of planning, organization, coordination, training and control of replacement, modification, alteration or improvement measures in form and content of the organization, with the purpose of increasing efficiency and competitiveness." (Burdus E et

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all, 2000). Professor Aurelian Leca revealed a more succinct definition, but sufficiently broad "change management" is the process that helps organizations successfully introducing change "(A Leca, 1997).

3. Analysis of resistance to change in human resources within an SME

3.1. Methodological framework

Goal: Identifying female employees attitude about change in an SME.

Objectives:

- a. Observing the relationship with the staff
- b. Identifying the involvement of staff when it comes to change
- c. The extent to which the change occurs as a result of its imposing
- d. Knowledge of the extent to which change is accepted without displayed reticence

Assumptions

1. In order to successfully impose the change the involvement of the whole staff is necessary
2. The correlation of the work environment with the adapting one has to be positive when it comes to change
3. The first step in changing is being aware that the change is needed

Organizing the research

Sample size: 20 people, the organization's human resources

Sampling Method: face to face

The application of the questionnaire. Questionnaires were filled by me with answers from the people taking part in the research.

Preparing the questionnaire

Editing. The questionnaire contains eight questions regarding attitudes to change.

For this research we used non-random sampling. The research was conducted through surveys and it's a quantitative one. Face to face interview.

3.2. Interpretation of results per sample

1. When you have to make a change in the organization, do you consult with the employees after a long reflection. ?

Table 1. Reflection before taking the decision to cooperate

Answer	Number of people	Percent
Strongly agree	6	0
Agree	5	25
Neither /Nor	4	20
Disagree	4	20
Strongly disagree	1	5
Total	20	100

Criteria Score = 3.55. The attitude of the respondents is one of agreeing. They turn to partners (co-worker) only after analyzing the situation well. This reflects that they are confident in themselves, but are willing to accept other opinions.

2. If there is confidence, implementing the changes should be smooth

Table 2. Organization's confidence impact on change

Answer	Number of people	Percent
Strongly agree	12	60
Agree	6	30
Neither /Nor	2	10
Disagree	-	
Strongly disagree	-	
Total	20	100

Criteria Score = 4.50. Respondents show almost complete agreement. The organization's human resource thinks change gives a greater efficiency if there is the right environment, an environment that does not generate tensions.

3. Every time you make a change, inform your staff so they become engaged in the change and possibly come up with solutions.

Table 3. Employee involvement in actions designed to produce change

Answer	Number of people	Percent
Strongly agree	9	45
Agree	7	35
Neither /Nor	4	20
Disagree	-	
Strongly disagree	-	
Total	20	100

Criteria Score = 4.25. Interviewees agree on the fact that employees must be part of the change, get involved and come up with suggestions.

4. Does it seem essential that change be accompanied by the establishment of clear procedures.

Table 4. Attitude towards clear procedures accompanying change.

Answer	Number of people	Percent
Strongly agree	17	85
Agree	3	15
Neither /nor	-	-
Disagree	-	-
Strongly disagree	-	-
Total	20	100

Criteria Score = 4.85. According to the results that respondents strongly agree with the fact that changes must be followed by the establishment of clear procedures.

5. You must know how to impose change. If staff is expected to change by itself, then no change is possible.

Table 5. Imposing the change

Answer	Number of people	Percent
Strongly agree	4	20
Agree	6	30
Neither /Nor	6	30
Disagree	4	20
Strongly disagree	-	
Total	20	100

Criteria Score = 3.5. Respondents agree. They believe that by imposing the change, it will be accepted by all those working in the organization.

6. You don't accept change easily because you found that people are against it

Table 6. Attitude towards acceptance of change

Answer	Number of people	Percent
Strongly agree	4	20
Agree	3	15
Neither /Nor	10	50
Disagree	3	15
Totally disagree		-
Total	20	100

Criteria Score = 3.4. Respondents attitude is one of indifference. Human Resources that were part of the research show neither agreement nor disagreement when it comes to not accepting change because people are against it.

7. Changes! Do you believe that there is a lot of talking about them and you're waiting to see what will happen.

Table 7. Attitude regarding the things generated by changes

Answer	Number of people	Percent
Strongly agree	1	5
Agree	1	5
Neither /Nor	5	25
Disagree	13	65
Strongly disagree	-	
Total	20	100

Criteria Score = 2. The attitude of the respondents is one of disagreement. Thus they consider that they don't expect to see changes as a result of implementing change, but rather by people acting for change.

8. Do you agree with the saying „it's better stay in one place in order, than to advance in disarray”.

Table 8. Attitude regarding

Answer	Number of people	Percent
Strongly agree	4	20
Agree	6	30
Neither /Nor	5	25
Disagree	5	25
Strongly disagree	-	
Total	20	100

Criteria Score = 3.45. Respondents show an attitude of agreement. In the opinion of respondents you must first see what happens, do the necessary investigations and act after, because a wrong decision can generate strong negative effects.

Conclusions

In an organization, it is very important to adapt to change. Both the organization and the individual meet changing situations, lacking the power to control them. The organization

will evolve more quickly when staff is more open to change. Adapting is supposed to establish structured methodologies that need to respond to changes in business or making adaptive mechanisms in order to meet the changes made in the workplace (new technologies, new policies).

In order to make a change it is required that the parties involved understand its necessity. In most cases because of their employees (who do not accept the change) the organization will not align with market demands, cannot cope with the movements of the competitive environment, but also cannot anticipate competitor actions.

A relevant study regarding change was made in 2011 by Daniela Oros in her doctoral dissertation on the topic of adapting to change. The author had an approach more focused on the psychological side. In her work she sought to observe the implications of adapting to change on the quality of work.

Another significant study was presented by Tripon Ciprian in the Transylvanian Magazine of Administrative Sciences. The research aimed to study the resistance to change within the institutions of public administration in Romania. Results of this study showed that the factors that most influence resistance to change are: goal, organizational culture, organizational structure, communication and leadership. Factors with the least influence on the resistance to change are exogenous (both categories) and the size of the organization.

The added value of the present article is that resistance to change is seen in organizational terms. If in the first case the focus is on the psychological side, and in the second on the causative factors of resistance to change, this article is an approach that has not been treated by specialists in the field, the attitude of the employees of an SME to change. The tables shown in the research, and also the data collected stressed that all assumptions made in this research check. In conclusion I can say that resistance to change brings financial and image loss to the organization.

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