

THE ORGANIZATIONAL CHANGE AND THE EMPLOYEES REACTION

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The resistance to change is a daily reality with which is confronted the companies managers. This resistance, opposition to change and innovation can be owed by the person, by the company or by the society. The reasons which start the resistance to change, can be grouped in two big categories: individual and collective, which help us to identify the measures which should take to diminish the resistance to change. The researches in this area praise the specifics features of the resistance to change, especially at national level. It can be observe that the key of success at the resistance to change is the communication and collaboration between managers and employees of any hierarchical level.

Key words: the resistance to change, fear, failure, traditional, skeptic, communication absence, adaptation capacity.

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The resistance to change represent opposition up against the change, the new and the innovation which can be owed both the person, like any employee of an organization and the hole organization. For a person, the resistance to change, is a mood, into the human mind which reflect the refuse or indifference at an activity which has the main purpose the change of an present mood. This resistance to change is a normal reaction to routine because inevitable appears the fear of failure, uncertainty and instability. The intensity grade of the resistance to change is different from a person to another, from an organization to another organization and including from a society to another one.

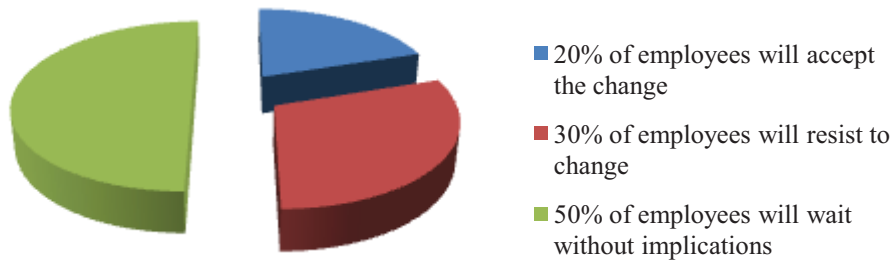
It's considerate that this attitude of the resistance to change like being more meet at low hierarchical level, because the employees at this level have a small capacity to assimilate the new, promoting indirectly the routine; in opposition there are coming another studies which sustain that the persons who keep the resistance to change are TOP Managers and Middle Managers, because they lose more if the change failed, having the obligation to reinvent themselves permanently.

Corresponding to the study made by Sheffield University into each change process of an organization; the employees will be divide in three big *categories*, like:

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- the employees who will accept the change, will be about 20%;
- the employees who will resist the change, will be about 30%;
- the employees who will wait without implication, will be about 50%.

Fig.1 The employees attitude into each change process of an organization



The research made by Sheffield University has at the base, a fortuitous sample from United Kingdom, which represent that those statistics looking the positions, the employees attitude into change process of organization are the same indifferently of their size, when change is only in the purpose stage. Those percents (Fig.1 The employees attitude into each change process of an organization) will be modified, when will be explain the necessity to make the change and their implications. Those changes has on their base a lot of factors, enumerated lower under individual and collective form.

From the study made by Sheffield University, goes up that the success or failed of making the change will depend of the 50% from employees, who don't have an opinion, who wait to see what will happening, without any action. If we will try to persuade the employees who already resist the change and of its utility, even if it's efficient; we will exhaust our energy, because those employees will give up harder. That's why our force of persuasion must be focused on irresolute employees, demonstrating them how necessary is the change, attracting a highest percent of them, we will succeed to disarm the opponents, who will be open for a dialogue and that's how we will assure the success of change implementation.

With desire to report this research at reactions of the employees from Rumanian companies; we think that the percents becomes to the medium and big enterprises, modifying for microenterprises and small enterprises in the sense of growing up the percent of employees who resist the change and diminishing the percent of employees who wait the change, without involve. Of course those percents are real just for the impact of change, when the employees know about a change in the informal organization. This percents are modified with the information of employees by the managers.

Individual reasons of the resistance to change can be grouped into the following categories:

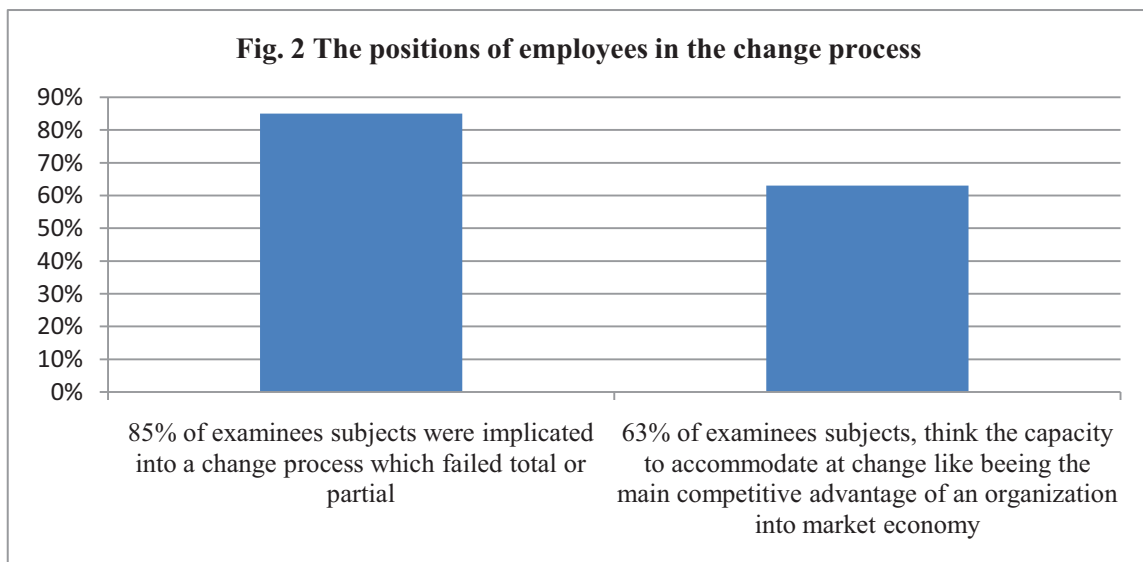
- The inexistence of change need.
 - Sock of the new.
 - Selective attention and memory.
 - The fear to lose what they won.
 - Incertitude.
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- Dependence.
 - Incommodity.
 - The fear of unknown.
 - Fears at symbolic level.
 - The threat of interpersonal relationship.
 - The threat at statute and calcification.
 - Security need.
 - Different opinions.
 - The moment of change was bad choose.

- The absence of resources.
- Financial and economic fears.

At individual reasons can be add also **collective reasons of the resistance to change**, like are the following categories:

- Norms and the cohesion of the group.
- The change of power and of influence.
- Organizational structure.
- Organizational culture.
- The immobilization of assets.
- Limited resources.
- Agreements between organizations.

At national level was recently made a study by Achieve Global Romania, which illustrate the spirit mood of employees, bounded by the organizational changes, extremely alarming for managers, like in the following graphic:



The sample choose, is format by employees with execution and managing functions, from Romania. Like emerge from the study (Fig. 2 The positions of employees in the change process) 3/4 of examinees subjects were implicated almost in one process of change which failed total or partial, having like results just tiredness, dissatisfaction and even frustration, which drive this

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category of employees at opposition, resistance and hostile attitude through any purpose of change coming from management, With all of this, more than half of examined subjects, including those who have negative experience made by change process, think the main competitive advantage is the adaptation capacity at change.

With the research made by Achieve Global Romania which contain only the companies from our country, it was observed the necessity of those to cope with challenges and movements at which are suppose, giving up at the idea to do changes like they think or like the mother-company want in the case of multinationals.

The experts from Achieve Global Romania found behind this research, a change formula as well simple as efficient. From the analyze in which the companies realize meaningful changes and which benefit of success, there result three *elements on which can be based any process*:

- the preparation before change;
- the communication into change process;
- the pursuit and valuation of change.

In contrast with the study made by Sheffield University, the research made by Achieve Global Romania keep out five big typologies which reflect *the employees reactions into change process*:

- the traditional peoples;
- the skeptics peoples;
- the pragmatics peoples;
- the receptive peoples;
- the innovative peoples.

Another side, which arise from the research made by Achieve Global Romania, the same importance, was that the attitude of employees is different, it depends about the type of change. The same person can be traditional or receptive in two different situation. The employees reaction at change is determinate by many individual or collective conjectural factors, being mentioned previous, but almost motivation, interest and implication of many person into change process.

There are some simple approach but efficient, **measures which can be take to diminish the employees resistance to change**:

- The correct information of staff at the realities activities which determinate the change process and their later instruction.
- Active implication in the change implementation starting with TOP Managers and closing with the employees from the lower hierarchical level.
- The negotiation with employees therefore both sides being winners represent a modality, in which can increase the number of those who sustain the change process.
- Underlining the actual successes and the power points of team. This is the base which can motivate the members of team to mobilize for change.
- Using the energy and enthusiasm of receptive and innovative peoples, of those who want the change and who can be the motor of change.
- Supporting the staff on the whole process is essential, because in the conditions in which they have at their disposition all the necessary means for counteract the fear of unknown or by how to react upon a new situation, the process will be more accepted.
- Serving the mistakes and fails like normal and acceptable results of experimentation (learn from mistakes).

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- Evaluating and being aware of managers reactions at change, before to communicate to the team, the necessity of implementation the change with its implications.
- The frequent, unswerving and individualized communication with the members of team, cheering up the honest feed-back from their side.
- In the conditions there are employees who don't want to accept the change under any aspect, it can be resort to unwanted methods, like: manipulation and radical decision.

The change must be careful followed and managers must tell the peoples the progress made and offer a prop for surpassing theirs fears. The same attention need to be given to the review of systems, methods, techniques, practices and politics adopted, to follow the must adequate way for touching the purposed objectives.

In conclusion, paraphrasing what said a spokesman of Sheffield University "Change is all about people, people, people!", we are reserving the right to assert that "The resistance to change is all about communication absence". So a tight and open collaborate between managers and employees, will drive at the increase of success chances into the touch of targets which aim an organization.

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