

THE CONSEQUENCES OF ORGANIZATIONAL CHANGE ON THE HUMAN FACTOR IN THE TEXTILE INDUSTRY

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Abstract: *The study of this paper emphasizes the aspects of change in organizations from the textile industry and the consequences of their implementation on human resources. The present paper falls within the non-experimental quantitative research, as well as having an explorative side due to the fact that it explores a reality in order to discover whether there are certain relationships between the chosen variables. The research is transversal because the data collection is achieved by applying a one-time, ad hoc questionnaire that was built specifically for the conduct of a research, partially presented in this paper. The research method or the procedure used is the survey, the technique employed is the one of the questionnaire applied through the process called "self administration" and the investigative tool is the questionnaire on paper.*

Along with a change in design or implementation plan and organizational culture, human resources contribute significantly to the success of any kind of change. Compared to the current process of globalization in which the economies and the financial markets are closely linked, and given the highly dynamic industrial climate that is characterized by items such as restructuring, relocation and subcontracting, Romanian companies appear to be aware that the social and ethical role of firms attracts increased attention on the living standards of employees. The resources of an organization in solving the arising problems are many, varied, and it depends only on its willingness to discover and capitalize. Difficult moments generated by implementing changes or the onset of seizures are such problems, which can not only have technical, but also human aspects. In managing the latter the human capital owned by the firm is undoubtedly important, but this must be combined with the quality of good management. The literature is replete with conceptual models of effective organization that can improve or streamline the industrial process, but a strategic orientation towards effective personnel policy is not very expensive, it being very necessary to ensuring the sustainability of the firm. For the textile industry to be successful, we need a better communication between industry and the education system and training, so that the needs and the qualification skills be clearly indicated in order to have a properly trained human resource. So, we can say that for the successful implementation of changes in the textile enterprises the material components, the financial and the human ones, should be combined, organized and updated with the aim of improving human resources management by specializing and training the personnel.

Keywords: Textile, human resources, organizational change, organizational culture.

JEL classification: J24

1. Introduction

If the "structure" is the skeleton of the organization and the "process" is the nervous system or its infrastructure then the "employees" are the blood and the internal organs. Without understanding and mobilizing the energy of teams and individuals, no change, no matter how brilliantly conceived, will be viable. Understanding the employees, both as an inertia factor and as a lever for change, is a full understanding of what the company has and what are its needs in terms of complex skills, if the attitudes and leadership styles are suitable for the future trying to be created. (Kenney,1988).

To achieve a change strategy resources are required. These human resources can not be created overnight, because every "step" - training, restructuring through layoffs, retraining, recruitment, takes time. Changing culture raises the same issues. As for the success of a change in the company, the "corporate culture" is a double-edged sword. It is the mark of an organization that makes it unique, reflecting the history, ideas, values and behaviors of the organization. Without a good understanding of the traditions that underlie a particular organization changes that contradict them can be easily targeted and therefore will be rejected.

For the Romanian textile firms, the authors believe that successful implementation of change is determined by the following factors, shown in Figure 1: model and implementation plan for change, organizational culture and human resources that contribute decisively to the success of any kind of changes.



Figure 1: Factors contributing to the successful implementation of a change Source: (authors)

It can be said that the most valuable asset of a company is considered to be the human capital and its management lies at the boundary between science and art, therefore HR managers must possess equally relevant theoretical knowledge of business and personal skills in working with people(Armstrong,2001).

A strong culture can be considered the internal mark that gives to the organization's staff the same value as that given by the company's public relations department on foreign markets. Creating a suitable culture in a dynamic market is a challenge for

the current context: Culture is more important than the product. Increasingly often, companies have to sell culture and brand image, not just products, to defeat their competitors.

In the case of companies that have a strong culture, how to act is clearly systematized, it is communicated to the staff and even the newest employee knows and understands it. After all, in the case of the human resource management, forecasting plays a key role, if not a decisive role, in difficult times such as changes or crisis situations because the actions or the activities of a company are accomplished through people who have to be prepared for these moments, both professionally and individually, personally

2. Continuous training in the technological development

The orientation towards a knowledge-based society requires investment in human resource development in order to encourage employees to acquire new skills and accept occupational mobility. At the same time, it is important to promote quality training offer and ensure its relevance in relation to skills, knowledge and individual needs. The acquisition of knowledge and skills can improved labor market position, while at the same time increasing productivity. Rapid changes in all areas cause a more dynamic spectrum of needs for new skills. „Human resources are seen as the crucial production factor, active and decisive, and the investment in training benefits both the person and the society” (Vlăsceanu,2003).

The current situation shows that Romania has made progress in restructuring the system of continuous training. One of the courses of action to provide the necessary skilled labor / skills for companies is the lifelong learning policy correlated with labor market developments through wide consultation of social partners, businesses, other institutions / organizations involved in the system. (European Strategy for Employment).

2.1. The results of the research

The Environment in which the research was done consists of textile profiled companies from Romania. For data collection a questionnaire was prepared for all human resource textile companies.

We chose in the sample to include the staff of several companies (SMEs and large companies), their structure reflecting the structure of human resources in this area. The choice of sampling strategy was made with judgment, thus companies in different cities namely (Arad, Timisoara, Baia Mare, Iasi and most of Satu Mare) having been selected in order to ensure a maximum possible representation, (Lewin).

After a verbal participation agreement given by the management of each company, 1400 questionnaires were anonymously distributed, and of all the questionnaires we received a rate of 53%, that is 740 questionnaires. The period of practical research was 20.02.2012 -20.12.2012.

Following the questionnaire applied, we found: for employees to perform tasks properly, continuous training is required even if the utility is not always seen by the operators.

To "Question.1.3.": *The fact that a person goes through several organizational changes accumulating some experience helps him/her to overcome more easily the*

current changes?" I had the following response: Much more difficult, more difficult, does not help, a bit easier, much easier.

Table 1: Usefulness of experience acquired throughout organizational changes

	Answers	Percent	Valid percent
Valid responses from 710 subjects	30	4.0	4.2
Much more difficult			
More difficult	57	7.7	8.1
Does not help	40	5.4	5.6
A bit easier	380	51.4	53.5
Much easier	203	27.4	28.6
Total answers	710	95.9	100.0
Missing answers: 30 subjects did not answer this question	30	4.1	
Total subjects	740	100.0	

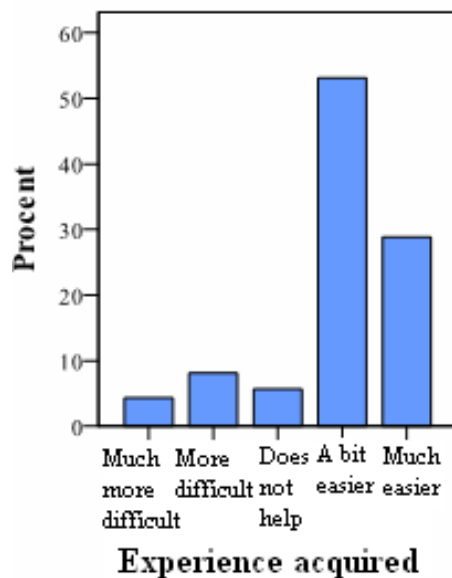


Figure 2: Usefulness of experience acquired throughout organizational changes
Source: (authors)

Responses were:

- 53.5% of respondents believe that any professional experience helps them to overcome a bit easier the present organizational changes;
- For only 28.6% of subjects work experience helps them move much easier through present changes ;

- The research results show that with age it is more likely to accept that professional experience may counteract any change;
 - There are differences between the answers given by the management of companies and the operators. The latter, in a small percentage believe that experience does not help, or helps quite little (much more difficult)
- To "Question. 2.5. *"In performing professional duties in terms of organizational change what experience helps more? The "fidelity" type (accumulated after many years of practicing one job) or that of "know more" (accumulated by practicing many professions)?*" I had the following response: "Fidelity", "knows more" Also, I do not know.

Table 2: Type of experience

	answers	Percent	Valid Percent
Valid responses from 732 subjects			
"Fidelity"	267	36	36.5
"Knows more"	309	41.9	42.2
The same	99	13.4	13.5
Don't know	57	7.7	7.8
Total responses	732	99	100.0
Missing answers: 8 subjects did not answer this question	8	1.0	
Total subjects	740	100.0	

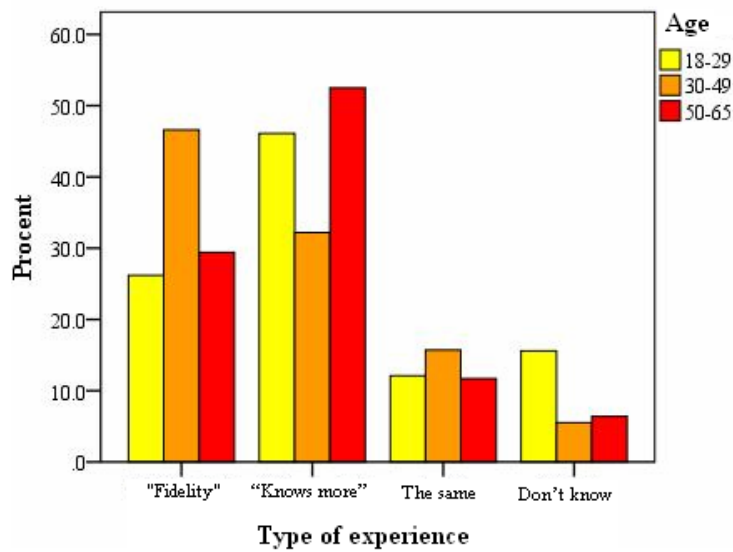


Figure3: Type of experience and age
Source: (authors)

The responses were:

- 42.2% of respondents believe that for the achievement of professional duties in terms of organizational change, the "know more" type of experience accumulated by practicing more jobs, is more helpful while 36.5% believe that only the "fidelity" type of experience accumulated by practicing for several years one single job, can help in a time of change;
- subjects aged 30-49 consider that the "fidelity" type of experience accumulated by practicing for several years one single job, helps more. To be noticed however, that younger generations have felt the labor market as being very flexible and appreciate the experience of "knowing more" (accumulated by practicing many professions).
- The managers are those who want subordinates with experience, practicing several professions, while operators believe that for the achievement of professional duties in terms of organizational change, the "fidelity" type of experience accumulated by practicing more jobs, is more helpful.

To "Question. 2.7. *Before a change, or even during it, the organization can make available to its employees theoretical and practical knowledge through courses and trainings. How much would this knowledge help move more easily over change and get accustomed to the new circumstances?*" I had the following response: Helps a lot, helps to some extent, helps a little, does not matter.

Table 3: Professional knowledge

	Responses	Percent	valid percent
Valid responses from 724 subjects			
Helps a lot	324	43.8	44.8
Helps to some extent	331	44.7	45.7
Helps a little	32	4.3	4.4
Does not matter	37	5.0	5.1
Total responses	724	97.8	100.0
Missing answers: 16 subjects did not answer this question	16	2.2	
Total subjects	740	100.0	

Source: (authors)

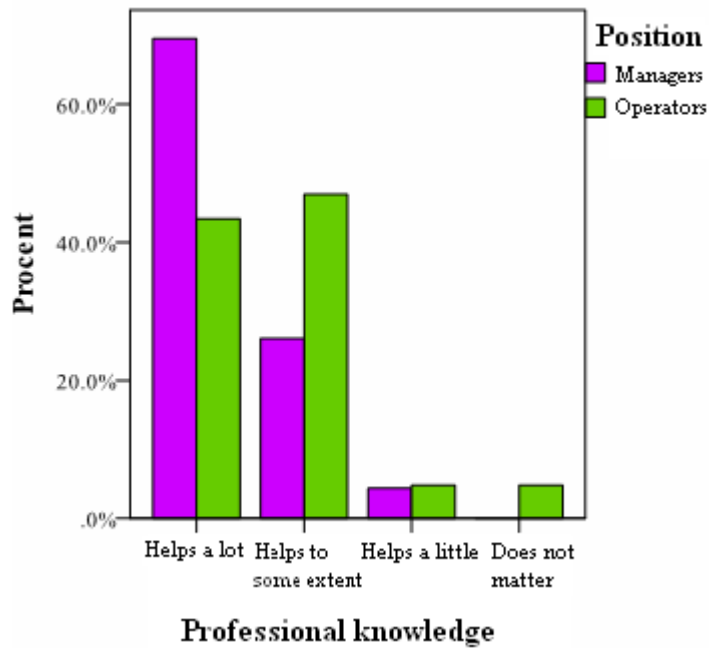


Figure 4: Professional knowledge depending on the position in the company
Source: (authors)

The responses were:

- approximately 90% of subjects considered that both the theoretical knowledge and the practical one help in a time of change;
- Managers argue that professional knowledge helps a lot, but most of the operators feel that it helps only to some extent;
- most respondents regardless of age, believe that by continuing professional qualifications they can adjust easier during organizational changes.

3. Conclusions

It can be said that the human factor is the key of the organizational changes if we take into account its qualifications and experience.

Garment textile and leather industry in Romania needs strong and relevant skills and abilities to successfully compete on this market. Of course they are different for each company. However, there are some common problems of competencies, skills, education and training that have an important role in increasing the competitiveness of many companies in the Garment Textile and Leather Industry.

It is needed now more than ever that manufacturers invest in training and in the specialization of labor, which is an important condition in the growth of the competitiveness on the textile and leather market. We must understand that the application of the law concerning the employer's obligation to periodically improve the workforce is also needed (NSTGLI).

In conclusion, the life of an organization, the change of any kind or the crisis situations are done through the people who have to be prepared for these times,

both professionally and individually-personally. Obviously, the human resources manager must act before these events take place, prediction playing an essential role.

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