

STUDY REGARDING THE IMPROVEMENT OF THE ATTITUDE TOWARDS CHANGE IN THE KNOWLEDGE-BASED ORGANISATION

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ABSTRACT: In this paper, the authors' intention was to present the results of the research carried out at a modern organization regarding the influence of the attitude towards change, but also of the mentality towards work. They took into consideration the importance of the resources of the organization, also emphasizing the human resources. There is a strong connection, a mutual determination between the general management of the organization and the state of the organizational climate. By applying two standardized questionnaires regarding the attitude towards change and the mentality towards work, valuable information has been obtained, regarding the general state and the state of the influential factors taken into account. By analyzing each factor at a time, we could realize the problems of the organization regarding the analyzed and approached aspects, allowing us to present a series of conclusions and personal proposals to the management team of the organization. We may state that in fact our conclusions and proposals were truly appreciated and were comprised in programmes of remedying the signaled deficiencies.

1. INTRODUCTION

Organizations carry out their activity in a competition economic environment which is permanently changing, which compels them to permanently adapt to new conditions. [6]

This adaptation involves an organizational change which comprises changes of attitude, processes, structures, mentalities and which has effects both on costumers and on the members of the organization. [5]

The change may be caused not only by external factors, but also by internal factors such as: low productivity, conflicts, strikes, absenteeism, forces which may occur as a response of the organizational changes meant to deal with the external environment. [4]

The success of an organizational change depends on a certain attitude of the members of the organization towards change, on the way in which they understand its role, on the way in which they participate in the building and the implementing of the strategy of change. [3]

The attitude towards the organizational change is strongly connected to a certain mentality towards work, through which work is perceived in a positive way, as a condition of personal existence. [2]

In an organization, management is performed by people, through people. Essentially, the organizational transformation resides in a holistic approach, emphasizing the human dimension of the company, which simultaneously takes into account the changes for purposes on the whole, the structures, the culture and the strategy of the organization, based on new perceptions, ways of thinking and of behaving. [1]

2. THE RESULTS OF THE STUDIES AND RESEARCH

The studies and research regarding the attitude towards change and the mentality towards work were carried out by a research group of our university, at an industrial organization which produces electricity, using two standardized questionnaires of diagnosing them.

The questionnaire „Attitude towards Change” represents a standardized instrument of diagnosing the attitude towards change of the employees of an organization, referring to dimensions such as the direction of change, as well as the attitude of acceptance or rejection of the change.

This questionnaire analyzes three factors, whose interpretation is as follows:

- The „Personal” factor emphasizes human values, trying to perform the change by3 intervening in the social system, the working conditions, the degree of satisfaction of the staff;
- The results are shown in diagram 2.1.

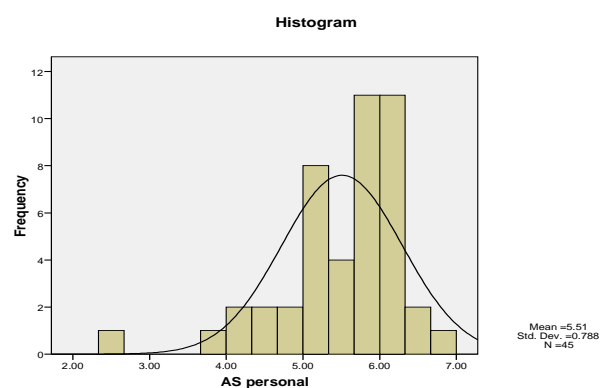


Figure 1. Histogram capture-type diagram-The Attitude towards Change-the „Staff” subscale

The strong negative asymmetry may suggest the fact that a great part of the employees expect changes in the staff department, in the context in which high scores denote a very weakly developed „Staff” dimension.

- The „Productivity” factor emphasizes the values connected to productivity/efficiency, trying to perform the change by4 activating the values connected to productivity, organization, efficiency, favouring the economic system;

- The results in diagram 2.2 show us a negative asymmetry and, in the context in which high scores mean a very weakly developed productivity dimension, it can suggest the fact that most employees expect changes in the productivity department;
- The „Conservatism” factor shows us the employees’ opinion regarding the maintenance of the existing situation in the organization or its change, considering it to be dissatisfactory;
- The average of the scores obtained is pretty high and the amplitude is low (diagram 2.3), showing a desire for great changes, maybe even drastic ones.

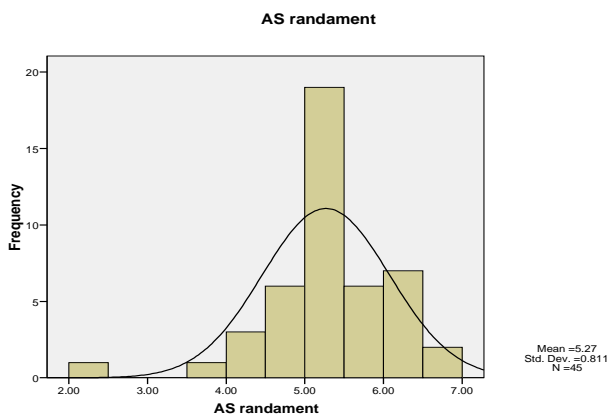


Figure 2. Histogram capture-type diagram-The Attitude towards Change-the „Productivity” subscale

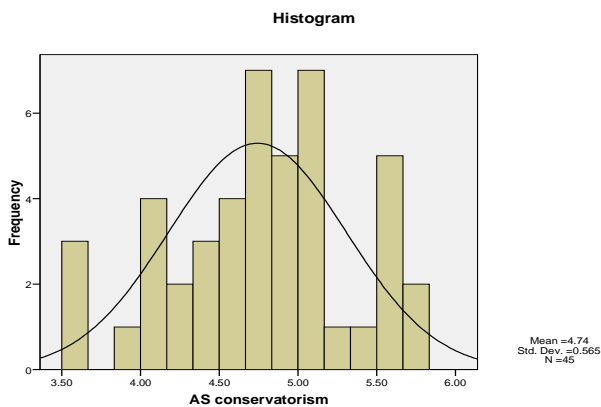


Figure 3. Histogram capture-type diagram-The Attitude towards Change-the „Conservatism” subscale

The questionnaire “Mentality towards Work” practically presents to us an attitude towards work, towards the way in which it is actually performed in economic organizations.

The questionnaire analyzes three factors, the results being as follows:

- The „Mentality towards Work” factor, a general factor, expresses a negative attitude towards work (low scores) or a positive attitude towards work, as a condition of personal existence;
- The results in diagram 2.4 allow us to think that the general attitude towards work is a positive one, at the level of the

questioned employee sample, quality work being asserted as a condition of personal existence, because the general average score is high and the amplitude of the score distribution is very low, lacking the extreme values (which denotes the heterogeneity of the opinions);

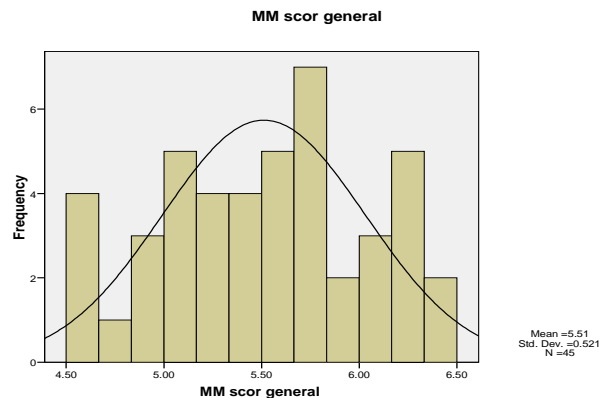


Figure 4. Histogram capture-type diagram-The Mentality towards Work-the general score

- The „Accomplishment and Determination” factor, a secondary factor, shows us whether work is perceived in a positive way, as a condition of existence;
- Because of the results in diagram 2.5 we can assert that accomplishment through work tends to be perceived positively, as an existential necessity, which offers a feeling of personal welfare;
- The „Obligation and Avoidance” factor, a secondary factor, is characterized as a tiresome activity (low scores) or it is enthusiastically evaluated, with an authentic involvement;
- The average score it obtained (diagram 2.6), which denotes a high intensity of the manifestation of the factor, shows us a positive evaluation of work, with an authentic involvement in the activity (work is not perceived as an obligation).

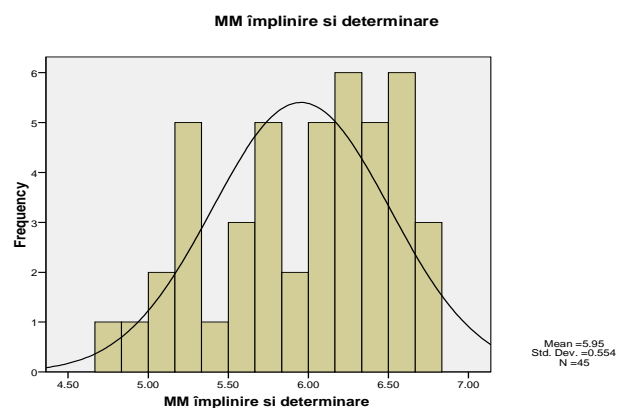


Figure 5. Histogram capture-type diagram-The Motivation for Work-the „Accomplishment and Determination” subscale

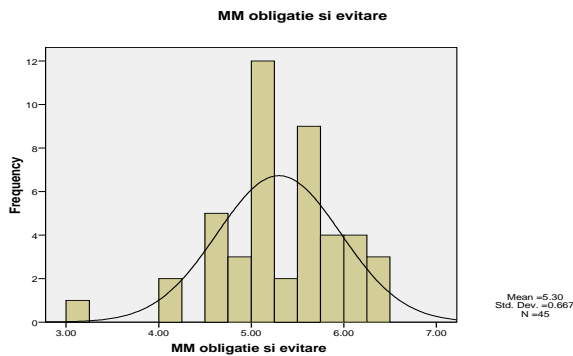


Figure 6. Histogram capture-type diagram-The Motivation for Work-the „Obligation and Avoidance” subscale

3. CONCLUSIONS AND PROPOSALS

By analyzing the results obtained by applying the two questionnaires, we will present the conclusions and the proposals we thought of.

Because the general average score is high and the amplitude of score distribution is very low, lacking the extreme values (which denotes the heterogeneity of opinions), the general attitude towards work is a positive one on the level of the questioned employee sample, quality work being asserted as a condition of personal existence.

We may thus state that work tends to be perceived by most of the subjects as a positive factor of personal accomplishment.

Most questioned subjects think that only through work can they ensure their existence and that work is an existential necessity, stating they cannot sit and do nothing because the lack of activity makes them feel powerless.

Being involved wholeheartedly in their work creates a feeling of personal accomplishment and they totally disapprove of superficial work, emphasizing the authentic personal involvement.

The staff think assiduous work is a condition of a good life standard and they consider honest work to be the only way to self-accomplishment.

From the perspective of the attitude towards change, the improvement of the quality provisioning with raw materials, the purchase of gear or equipment to ensure a high quality level of the provided products or services is considered a priority of a strategy of change.

At the same time, the promotion of a better economical strategy and of a more efficient marketing strategy should be disregarded.

Most employees think it is necessary to change the way in which the work of each employee is planned and organized, to clearly state new objectives or tasks for each employee.

A tight collaboration between departments/sections is considered to be important and more consistency is needed to respect plans and contracts.

A high percentage of the questioned employees think that their institution is strong enough to adapt to any situation and

declare themselves willing to put into practice a change plan proposed by the management of the organization.

Most employees embrace the changes that lead to the improvement of the working conditions and the stimulation of the employee who perform a quality activity, the stimulation of the initiative, are also ways of carrying out a real change.

We think that changing the management style of the bosses, improving the relationships between the employees and building closer relationships between the bosses who are directly involved in the production with their co-workers may prove to be beneficial for the organization.

Organizing classes/seminars for the employees of the organization is useful for changing their mentality.

The more open and flexible the organization's attitude towards change is, the more appreciated, valued on a subjective level, work tends to be.

The more the organization is perceived as ensuring the resources and working conditions necessary to an efficient activity, the more open is the general attitude towards change and the more the organization is perceived as more efficient from the point of view of reaching its purposes and cutting down on costs, the less urgent is considered the necessity of changes in the productivity department.

Taking into account the conclusions presented above, it is imposed that the company should promote a better economic strategy and purchase efficient working gear or equipments, which should ensure a high quality level of the provided products or services.

It is imposed that the bosses should be more receptive to new ideas, that they should involve the employees in individual and collective activities by offering them suggestions and recommendations, that a better communication should be set between bosses and those lower in rank, that the bosses should offer feedback, a better and more precise definition of the roles and tasks of each employee (in the terms of the flexibility and the liberty to change the working method), a more rigorous planning and organization of collective and individual activities.

Taking into account the fact that the mentality towards work and the attitude towards change are positive and not disregarding the conclusion and proposals offered, we may state that the organization has a good staff and it can deal with some possible changes coming from the external and the internal environment.

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