

Confronting the Consequences of a Permanent Changing Environment

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Abstract: *Businesses and governments choose how they wish to deal with change. Whether this change is organizational, technological, political, financial etc or even individual pursuing actions as usual is likely to lead to a downward path. The authors of this paper are giving a set of tools for confronting and understanding the consequences of this era of permanent changes by building strengths and seeking opportunities within organizations (private or public) and within family (including friends). The work environment and the personal life of the individual have a common point which is adaptability, coping efficiently with changes, a demanded ability of the 3rd millennium human being.*

Key words: *organizational change, employee, family, technological environment*

JEL Classification: D23, M12, L2, D1, L86

Introduction

Organizational change is seen as a step forward, as a consequence to continuous improvement and development. In the same time it is seen as a delicate subject with employees as first actors. The question that rises within this context is what an organization can practically do to minimize the negative impact that a change might have on its employees and to maximize the positive one that leads to satisfaction. Moreover, recent changes in the world and the workplace have proved to effects/impacts also the family life from the founding of a home to the parents relationships with their children.

Effects of the organizational change

Organizational change can be perceived positively or negatively. Sometimes it could be difficult to respond to dissatisfaction, but actions like addressing to other employees, to ask to speak with the manager or fill in a complaint file are to be taken into account. With all these in mind, there are many individuals who do not express their complaint and choose to adopt a negative attitude, become unfriendly with colleagues, friends, and family (Lovelock and Wirtz, 2007, p. 381). To underline, this has a negative influence on the quality of service delivered to the company's clients, as such an employee cannot deliver the customer's expectations.

The necessary actions are to be taken internally, by implementing certain procedures and ways of communication that aim to prevent such situations and underline the benefits the change brings.

The major problem in unsuccessful change is a lack of communication. Studies show that many companies fail to keep

managers and employees informed about how changes are to proceed in their organizations. Communicating the organization's new mission and vision is seldom carried out in an effective and satisfactory manner.

Moreover, top-level executives often do not provide training for the middle-level managers who are responsible for implementing change. Communicating with employees, determining employee expectations about what will happen, reducing uncertainty and ambiguity by providing relevant and timely information, and addressing the issue of job security can mitigate the negative effects caused by mergers.

Multiple forms of employee communication resulted in higher satisfaction, commitment, and perceptions of trust and caring than in a control group that did not receive this information. However, from a social exchange perspective, it is still necessary to inform employees about progress in a timely manner, clarify how employees will be treated after the changes are implemented, and then build and maintain employee commitment to the new organization. Communicating with employees, keeping them informed about the progress of the changes, and providing adequate training gives people both the confidence and skills necessary to smoothly make the transition. As employees become more familiar with the change and how it may affect them, their support for management and the change effort increases, according to Chiang (2010, p. 159).

According to the traditional understanding, employees have to adapt to organizational change and learn new strategies to achieve redefined goals while being resilient to setbacks during change. Employees' adaptive behavior is driven by their emotions.

Prior studies on employees' emotions during change often characterize emotions in terms of hedonic tone or pleasantness. They are classified as either positive emotions, such as joy and excitement, or negative emotions, such as fear and grief.

In the context of organizational change, positive emotions include being confident about change and enhance trust, leading to commitment and emotional engagement, while negative emotions include feeling stressed or insecure about change, leading to mistrust and resistance (Klarner et al., 2011, p. 333).

Failure of change is frequently due to the lack of commitment and motivation of the employees, but their emotional intelligence could predict organizational readiness for change (Norshidah, 2011, p. 129). Not surprisingly, studies went on to investigate the causes of and solutions to, resistance. Causes were typically conceptualized in terms of shortcomings in an individual's attitudes, emotions and/or behaviors.

Other deficiencies on the part of employees included misunderstanding the change; a lack of tolerance for change; and cynicism towards change. Some work did argue that resistance could be caused by the mishandling of the change by change agents but, even here, subordinates were still blamed for engaging in resistance. Solutions to this continued challenge of resistance are manifold. Some appear to be benign insofar as they revolve around communication, education, and participation, according to Thomas and Hardy (2011, p. 323). It is important to emphasize the fact that the internal relationships between employees and between management and employees might be impacted by the change and here comes into discussion

the importance of the internal marketing procedures and strategies.

Mahin (2010, p. 1798) considers that managers who understand the psychological aspects of organizational change can better plan what methods are used, when and how, and under what specific conditions they may lead to more positive results. Yet, positive organizational changes, in many situations, rely on managers' creativity, enthusiasm, improvisation, exploration, and enterprise. Finding creative ways of implementing organizational changes that motivate positive responses of employees is a worthwhile challenge.

Consequences of the labor market changes over the family life

Lim and Loo (2003) state that the recent changes in the world and in the workplace have generated considerable feelings of job insecurity among today employees. These changes had effects/impact also in the family life beginning with the founding of a home to the parents relationships with their children. First of all the age that the young people get married had increased because they consider housing a big problem along with economic problems and work-life conflicts (Kong, 2012). After they get married the appearance of children which implies at first nursery and kinder-garden costs and later the payment of various studies are raising pressures on all parents - mothers and fathers, couple and single - to work for payment (Strazdins et al, 2010). According to Edwards (2001), parents are placed on the labor market primarily financial uncertainty and the desire of wealth for the whole family.

Current changes in workplace, social and demographic structures are increasing children influence on both their parents' decisions and their general involvement

in the family making decision (Aldea and Brandabur, 2012). First of all, as mentioned before, the realization of a family and of course bringing up a child is delayed until the workplace provides a satisfaction for the individuals involved (Pelsmacker, 2002). Second of all, regarding the changes occurred in parent-child relationship concerning the influence level that the child has, a major role was the necessity of a bigger income per capita. There by, the entrance of mothers on the labor market (Pelsmacker, 2003) made the communication between mother and child difficult. These days mothers can no longer refuse so easily the children demands for different products or worse they accept the bad behavior changes of their children (Berry and Gubber, 1993, Yavuzer et al., 1993).

The more the age of giving birth increases, the more the influence on parents is bigger because the payment that they have offers the satisfaction of various needs and desires.

Besides all of these, it is imperative to mention that the instability and the stress from the job have an important part in the parent-child relationship, but this time in a negative sense. Namely individuals experiencing work stress have been found to be more irritable and hostile in their family interactions, leading to more punishing and unresponsive parenting behaviors with their children (Almeida et al., 1999). Job stress has large and persistent negative effects on family (Coelli, 2011). Thereby the working place of the parents can place the mark on the children because they can confront with experienced social and school-related problems.

The problems of the parents from the job area should not influence the children on the social level and much less on the school

level. The parent-child interaction must be warm, serene, elaborated from the job stress to avoid the changes which parents accumulate. In this sense, children will no longer have to suffer from the changes occurred with the mothers establishment on the labor market or different changes that happen with their parents at work (deadlines, job changing, various pressures from the boss or colleagues etc.)

Technological tools at hand

The set tools of tools for preparing and facing changes is necessary both on a conceptual level and by experimental applications. About the conceptual level, the set of tools comes directly under the influence of the digital evolution over the individual. There are three general directions of strategies used to educate the individual:

1. Online training
2. Sharing using social websites
3. Internet (re-)searching

These three directions work both ways, one from the company/government institution to the individual, being completely controlled, positive, or defensive, explanatory, and the other from the individual itself, being partially controlled, but full of opportunities for the business/the state.

The Internet Revolution started a new era of economic development, significantly increasing productivity and enhancing the prosperity of small to multi-national businesses and governmental institutions. The variety of information available to consumers and the ease in obtaining them altered the structure of industries and the internal organization of companies.

For defining the social network tools we must understand that the core of this

phenomenon is information. Companies and governments thrive to find solutions to permanently adapt to the changes of the information technology era and effectively restructure over and over again to gain from the use of web-based technology.

A BBC profile report made about Romania spread the information that "Romania, a slower developer than other former communist countries of Eastern Europe, took a major step away from its past" after the World War II, under the communist rule.

According to the Internet Usage Statistics and Market Report in 2010 more than 35% of the Romanian population was active Internet users. In 2012 the Percentage of Population Online grew to 39.2%.

In January 2011 the U.S. Public Intelligence reported that the most popular place for people to access the Internet in Romania (46.4%) is at home and is followed by work (15.6%) and school (8.4%). Businesses should focus their strategies on two aspects: first the number of employees using the internet (at work) is below European average and this is a full professional reflection over the Romania labor market and second over 20% of Romanians use the Internet while on the move having more than one mobile device and access to free public access points.

The cell phone market has reached its saturation point, accordingly to the U.S. Public Intelligence (2011) there are more than 24.5 million active cell phone SIM cards in use in Romania, against a human population of less than 21 million, giving a penetration rate in excess of 110%. This, combined with the limited level of fixed line infrastructure explains the relatively high level of mobile internet use at 22.7%.

The Internet has proved to be a creative environment for the companies and helped

growing the productivity of its employees if involved in this activity.

From the management point of view the Digital Revolution gives a pallet of online tools for project management, for time

management, for tracking an enormous amount of details, for remembering ideas, collecting needed supplies and seeing the big picture all the time.

Conclusions

There are many individuals who do not express their complaint, that choose to adopt a negative attitude, become unfriendly with colleagues, friends, and family. The necessary actions that need to be taken are internally, by implementing certain procedures and ways of communication that aim to prevent such situations and underline the benefits the change brings (individual strengths and opportunities).

The major problem in unsuccessful change is a lack of communication. Communicating with employees, determining employee expectations about what will happen, reducing uncertainty and ambiguity by providing relevant and timely information, and addressing the issue of job security can mitigate the negative effects caused by changes.

From a social exchange perspective, it is necessary to inform employees about progress in a timely manner, clarify how employees will be treated after the changes are implemented, and then build and maintain employee commitment to the new organization.

The Internet has proved to be a creative environment for the companies and helped growing the productivity of its employees.

Managers use multiple tools for project management, for time management, for tracking an enormous amount of details, for remembering ideas, collecting needed supplies while seeing the big picture of the business.

Managers who understand the psychological aspects of organizational change can better plan what methods are used, when and how, and under what specific conditions they may lead to more positive results.

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