

## Changing Tendencies in the Commercial Society with Limited Liability Rafeba

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### Abstract

*In my present paper I have proposed to present a tendency for change in an organization with the profile of guarding the objectives, goods, values and protection of the persons, but also with the mounting, calibration, configuration of the surveillance systems.*

*Because in organizations, changes can generate resilience on the part of employees, materializing in a difficult, delayed and even impossible implementation, a special role for the manager, his ability to create and maintain a climate that reduces resistance behaviors, encouraging participation, acceptance and support.*

*Among the reasons for the emergence of change resistance I could include: uncertainty, fear of the new, loss of feelings, economic fears, endangering status and personal qualifications, the impossibility to perform in a new environment, etc.*

*Thus, employees oppose the change because they think they do not deserve their time, effort or attention.*

*That is why we manage the resistance through education and communication, involvement, moral, financial support, negotiation and obtaining the agreement, co-optation.*

**Key words:** management of changing, changing resistance, environment, managing plan, motivation

**J.E.L. classification:** M54

### 1. Introduction

"In a changing world, the only constant is change" (Carnall, C.A., 1990, p. 3).

As it is well known, the management of the process of change aims at the clarity of objectives at all the levels of organization, at the planning of the activities and participation of managers and specialists to solve all the problems involved; it is also about the responsibility of the entire staff to support change initiatives, performance evaluation and the feedback system, focusing on the ideas of the entire staff of the organization and on the acceptance of the fact that change implies a learning process (Cornescu, V., 2004, p. 121-122).

There are countless questions such as (Dalota, M.D., Donath, L., 1995, p. 17): What does change mean for the employees ? , But for the managers ?; How can we gain benefits out of the change process ?; How can we help ourselves and how can others keep up with the ongoing stress of change?

How can we make sure we can know and direct change for our own benefit? How can we create more efficient organizations? Is it possible to implement change and even encourage people to learn to grow and be fulfilled?

Can we do all this and earn money at the same time? We can certainly pursue each of these goals by a better understanding of the need to address management and its practical mechanisms. Adapting to changes in the company's external environment remains some of the most important challenges faced by managers today, both in the private and public sectors.

Commercial society with limited liability Rafeba was established in 2006, in Dambovita County. The company is licensed under license number 1389 according to the Law no.333 / 2003 regarding the guarding of objects, goods, values and protection of persons.

Rafeba deals with the installation, configuration and calibration of surveillance systems, through surveillance systems, meaning both audio-video surveillance equipment and anti-burglary surveillance equipment. At the same time, the company also deals with the service and post-service of the installed systems as well as with the maintenance, improvement, assistance and reconfiguration of these systems.

Today Rafeba holds about 45% of the security services market in Dambovită County.

Employees of the company by departments:

- in the sales department: 3 sellers and 1 assistant, 1 marketing assistant and 2 employees in the supply chain;
- in the technical department: 8 electronics technicians, 2 IT systems administrators, 1 clean-up staff, 2 dispatchers;
- in the accounting departments: 3 economists;
- 30 guards guarding the objectives in working shifts of 8 hours each;
- 10 employees for intervention.

## 2. Methodology of research

In order to evaluate how employees of Rafeba perceive the change of the planned organization due to the need to implement the new managerial plan, we conducted a study based on a questionnaire of 63 copies, structured in 10 questions. The questionnaire was distributed in a number 63 copies by e-mail and telephone for 63 employees between 1 November 2017 and 31 December 2017, to a sample of 63 employees whose structure is presented by type of age, marital status and length of service.

The response rate was 100%, 63 questionnaires were distributed and 63 questionnaires were completed.

## 3. Research objectives

The overall objective of the present research is to measure the level and type of resistance to change of employees within the organization "Rafeba", the questionnaire applied with the purpose of determining how they perceive the change and also how to adjust some of the change.

The specific research objectives relate to:

1. Finding the issues for which employees are pro or against change.
2. Analyzing, assessing and evaluating the influence of changes in the professional behavior of employees.
3. Identifying change accommodation.
4. Identify factors that influence employees' behavior in terms of change.
5. Measurement of change resistance.
6. Identify the most appropriate steps to achieve change.

### 1.2 Research assumptions

The assumptions from which research is based are:

1. The present paper shows the level and characteristics of the factors that determine the resistance to change of the employees of an organization.
2. The more familiar the usual tasks of the employees, the higher the level of resistance to change. There is generally a higher or lower level of change resistance.
3. The leading style positively influences the resistance to change: the higher the prospect for the people is, the higher the level of opposition to change.
4. Resistance to change has the highest odds. Change is inversely correlated with motivation, resistance to change decreases as the employee's motivational level increases.
5. The vision to change is positive.
6. The level of employee satisfaction is increased (over 50%).

#### 4. Interpretation of results

1. Of those interviewed we notice a 48% share of those aged 25-30 years, 21% of those aged 45-53 years, with the opposite being those over 53 with a percentage of 4% (see Figure no. 1 – Annex 1)

2. Among the employees, most of them are male due to the specific activity, respectively 86%, the rest being female 14%. (see Figure no. 2 – Annex 1)

3. 63% of those surveyed are high school graduates, 32% graduate from a university, and the remaining 5% have a master degree in the field. (see Figure no. 3 – Annex 1)

4. The professional experience from the questionnaire is as follows: 48% are those with experience between 5-15 years, followed by 21-30 years with 21%, 16% with experience between 15-21 years, in percentage of 11 % are up to 5 years old in work, at the opposite end, those over 30 years old are only 4% old. (see Figure no. 4 – Annex 1)

5. Most 47% employees are guards, followed by the technical department 21%, the intervention department 13%, the commercial department 11%, the accounting department being 4%. (see Figure no. 5 – Annex 1)

6.1. The result of the weighted score calculation was a value of 3.15, on a scale of 1 to 5, where 1 meant "strong disagreement" and 5 "strong agreement", resulting in a "neither agree nor disagree" interval regarding the achievement of workplace transformations.

6.2 In regard to the opposition to new ideas, the weighted score calculation is 1.87, which means "disagreement".

6.3. The weighted score calculation is 3.42, resulting in "neither agreement nor disagreement" among employees who enjoy the changes in the company.

6.4. Leadership's support of changes achieved a score of 1.87, which means "disagreement", so that it is interpreted that workers do not sustain change.

6.5 The weighted average of 3.60 represents "agreement" for the changes that are in favor of the firm in the range from 1 to 5.

6.6 The weighted score of 3.23 falls within the "nor agreement or disagreement" range for the company-unfriendly adaptations.

6.7.If the question "Is change necessary?" occurs a score of 3.38 is obtained, which means "neither agree nor disagree", that is change is not considered a necessity.

6.8. Regarding workers who use their influence to resist change, a 3.80 weighted score has been found which falls in the "agreement" category.

6.9. The question 'Are there staff who frequently suggest methods to resolve difficulties?' obtained a score of 2.38, generating answers in the "disagreement" category.

6.10. Following the weighted score of 3.74, representing the "agreement" category, there are people who often feel less convinced of a change in the management of the organization.

6.11. The question "Does change significantly improve work?" the score of 2.98 was obtained, meaning "neither agree nor disagree," meaning that they consider transformation as an intrinsic characteristic of the activity.

6.12. The weighted score of 2.30 falls into the category of "disagreement" in the case of people who accept a replacement only if everyone agrees with it.

6.13. Following the weighted score calculation, a value of 2.30 emerged, resulting in the "disagreement" category on adapting to new conditions related to the position held.

6.14. The result obtained after calculating the weighted score of 2.93 was within the range of "no agreement or disagreement" in case of change, which implies the possibility of controlling the results of the activity.

6.15 The result of the weighted score has a value of 2.47, resulting in the "disagreement" category for the group of employees and the degree of acceptance of transformation.

6.16. Some organizational aspects impede the changes, the interviewed employees being placed in the "neither agree nor disagree" range as a result of the weighted score of 2.60.

6.17. For the weighted score of 3.69 we obtained the "accord" category, i.e. between the departments that are involved in the change, communicating with each other.

6.18 The weighted score has a value of 2.73, resulting in a "no disagreement" or "disagreement" interval with respect to the manager, who tends to block some innovations that diminish his effectiveness and influence.

7. Employees surveyed are of the opinion that the main positive aspects of change are: enthusiasm, challenges, new knowledge and useful experience with over 50%, rewards, new beginnings, survival and enthusiasm at the opposite end up to 40%. (see Figure no. 6 – Annex 1).

Employees surveyed are of the opinion that aspects of the main change are poor health, stress, insomnia of over 50%, insecurity, conflict, disorientation, fear having as much as 40%. (see Figure no. 7 – Annex 1)

8. Employees surveyed are of the opinion that the greater resistance of individuals to change is influenced to the greatest extent by economic motives, dependence on others by more than 50%, selective perception, habits, fear of the unknown, norms and cohesion the group being on the opposite side with more than 40%. (see Figure no. 8 – Annex 1)

Employees surveyed are of the opinion that the greater resistance of the organization to change is influenced to the largest extent by the organizational structure by 79%, the opposite being the fear of changing power and influence, the minor resources, the high share of fixed activities and organizational culture. (see Figure no. 9 – Annex 1)

9.1. As a result of the weighted score calculation, a value of 4.39 was found on a scale of 1 to 5, where 1 means "very weak" and 5 "very good", resulting in a "good" situation regarding the effectiveness of some actions of the organization.

9.2. The result of calculating the weighted score is 4.80, obtaining a "very good" situation of the company's technical equipment.

9.3 Calculating the weighted score for the material resources used in the change, we obtained a value of 3.85, which fits into the "good" situation.

9.4 The overall structure of the firm achieved the score of 3.95, which means "good".

9.5 The weighted score is 2.87, which means "average" situation regarding the level of attention paid by the company to the increase labor productivity.

9.6. The re-engineering activity of the firm obtained the weighted score of 3.42, being in the "average" situation.

9.7. The result of 2.76 places the company in the "average" situation in terms of the company's interest in the advancement of employees.

9.8 The "average" status obtained as a result of calculating the 2.68 weighted score was found for advancement that sustains success.

9.9 Weighted weight has a value of 2.61 resulting in a "good" situation in the case of equality in solving difficulties.

9.10. Free speech during meetings is promoted, a weighted score of 4.11 being obtained which means "good" situation.

10.1 The calculation of the weighted score has a value of 3.09 resulting "average" situation of satisfaction with the workplace.

10.2. The questioned employees answered the question "Are you satisfied with the atmosphere in the company?" By answers in the "average" sessions drawn from the calculation of the weighted score of 2.77.

10.3. After calculating the 2.80 weighted score resulted in an "average" situation in terms of respect for the manager.

10.4. Recognition for the employees was in the "average" situation, this being obtained after calculating the weighted score of 2.34.

10.5. The result of the weighted score calculation is 3.38, resulting an "average" situation in terms of gratitude to comrades.

10.6. The employee's gratitude to the direct boss has fallen into the "average" situation, resulting in a weighted score of 2.80.

10.7. Regarding the satisfaction in terms of the gain on the effort made, the employees gave answers that fell within the "average" situation, calculating the weighted score of 2.85.

10.8. For the question "Are you satisfied with your advancement so far?" employees have the answers in the "average" situation with a weighted score of 2.60.

10.9. Regarding the satisfaction with the advancement, the answers were given in the "average" situation, with a weighted score of 3.30.

10.10. The weighting of the 2.42 weighted score led to "poor" responses in terms of satisfaction with their own standard of living.

## 5. Changing trends

1. Expression of conflict resolution protocols. Reconsidering previous decisions has led to long-term disagreements. That's why the company called for a qualified facilitator who was trained to handle these situations, so testing was needed to help the company evolve.

2. Draw new clients through a new marketing campaign (local media call).

3. Implemented a lifetime health insurance for employees.

4. Introduction of a counseling system provided by a psychologist for personal problems that could affect performance at work.

5. The company's pyramidal managerial structure is rigid and lifeless. The whole team must function organically, each member has decision-making power and initiative, employee transparency is essential to help them understand the business and contribute to its development.

6. The command and control command line no longer works, more leniency due to employees' mistakes.

7. Externalization of services.

8. Management should focus on the potential energy available in the form psychological, intellectual and social capital.

## 6. Conclusions

Change is the result of the forces that support and those who oppose changing the current situation. When driving, change must be based on the trust of others. The success of a change depends on how those involved are informally discussing that change. When deciding change, it would be a good idea for the process to proceed as quickly as possible so that the transition is as short as possible.

People tend to accept the change harder but change quite easily, with the change being accompanied by negative emotions.

Change also occurs from the external environment that puts pressure on enterprise management. The good intentions of a change do not guarantee the success of its implementation, not even accepting it by all the subjects involved.

So the best way to accept change is to convince employees that the idea of change or their need came from them. If you make people a more objective analysis of the situation and ask them to draw conclusions and propose a solution, there are chances that they will propose the change that is desired.

Following the questionnaire survey, the following breaks out:

- consciousness of human reactions to change and the fundamental principles that generate them;

- facilitating and giving support to others to accept and help them accept and overcome change;

- evaluation of progress and capitalization of experiences following each change;

- ability awareness and personal gains following change;

- managers approve and support these changes to the advantage of the organization.

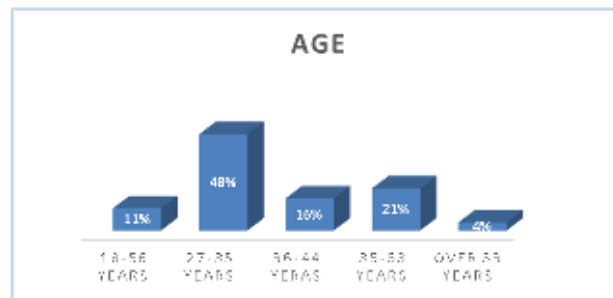
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## Appendix 1

Figure no. 1



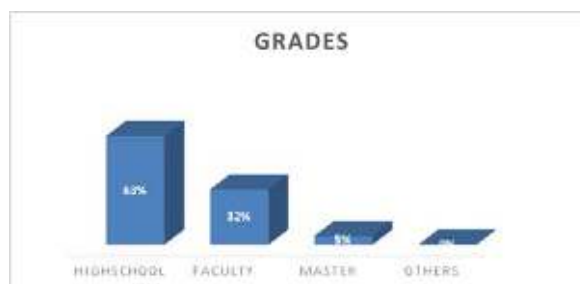
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Figure no. 2



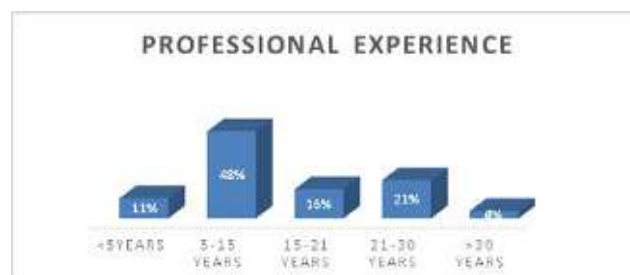
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Figure no. 4



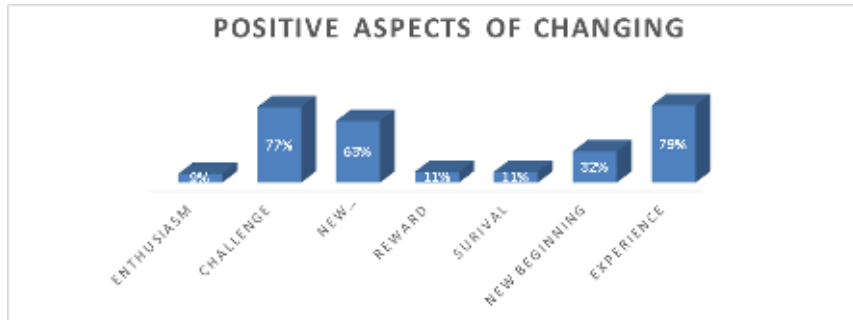
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Figure no. 5



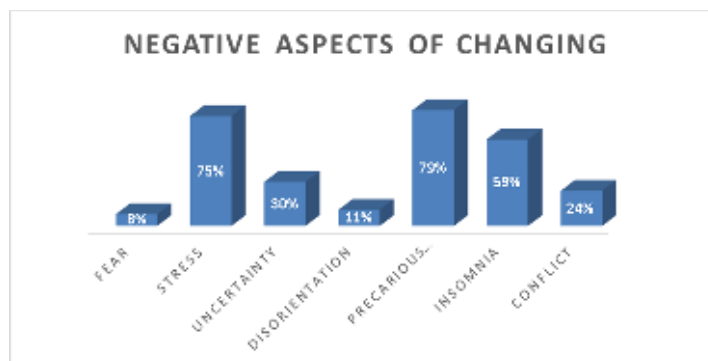
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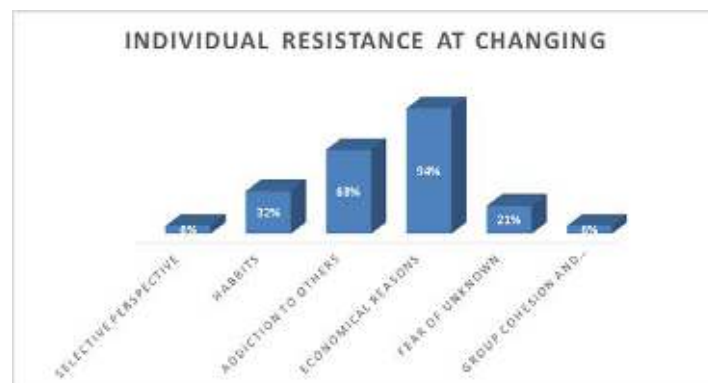
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Figure no. 7



Source: Data and information from Society with limited liability Rafeba, personal interpretation

Figure no. 8



Source: Data and information from Society with limited liability Rafeba, personal interpretation

Figure no. 9



Source: Data and information from Society with limited liability Rafeba, personal interpretation