Human and Social Factors of Change That Affect Leadership Dynamics in the Work-Place, Beyond the MDGS: (Opportunities, Challenges and Dilemmas Faced by Traditional Organizations)

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ABSTRACT: *The effective management of change must be based on a clear understanding of human behavior at work. Most people are not detached from their work but experience a range of emotional involvement's through their membership of the organization, they feel threatened and disoriented by the challenge of change. Emotions such as uncertainty, frustration are common reactions. It is understandable therefore that people often adopt a defensive and negative attitude, and demonstrate resistance to change.*

Keywords: *Change Management, Workforce, Human behavior, Intervention, Organization Development, Transformation.*

I. INTRODUCTION

Elliott explains change as a complex, psychological event. The power of change needs to be respected and managed. Managing change places emphasis on employer (and customer) needs as the highest priority. To be successful, organizations need a dedicated workforce and this involves the effective management of change. But not everyone reacts to change in the same way. Change impacts each person different and management must accept the individual nature of change. For example, senior managers responsible for initiating a restructuring may be filled with great exceptions. They do not see the sense of resistance and find it hard to accept the negative impact of change. But the change may mean inconvenience, uncertainty and loss for other people. Loss and grief are just as normal reactions to change as are excitement and anticipation.

In a similar vein, Riches refer to the emotional stages of change, and to the feeling of loss arising from unexpected and unwanted changes.

When organizations go through change, for example a restructure, a merger, downsizing, the installation of new information technology, outsourcing, a shift to customer focus or anew location – many employees experience a sense of loss. This is obvious if it means losing a job. Yet often the reasons for the senses of loss are not clear but the effects may be just as profound – both for individual and on the organizations bottom line.

i) Culture, Change and Information TechnologyIn An SME environment

According to Bali, almost every business, whether large or small, has recognized the role and importance of information technology (IT) in today's commercial environment. Change programs, which introduce new technical practices into an organization, can be notoriously difficult to consummate. This may go some way in explaining why such implementations can fail in a company and deeper probing can reveal further explanations for the failure. Turning the spotlight on to the organizational unit, term 'culture' is often used to describe the organization, the management and their internal attitudes. The management area of organizational culture is an increasingly popular topic but to date, empirical research applying the constructs to the small to medium-sized enterprise (SME) sector has been slight.

**ii) Style of Managerial Behavior**

One of the most important factors in the successful implantation of organizational change is the style of managerial behavior. In certain situations, and with certain members of staff, it may be necessary for management to make use of hierarchical authority and to attempt to impose changes through a coercive, autocratic style of behavior. Some members may actually prefer, and respond better, to a directed and controlled style of management.

In most cases however, the introduction of change is more likely to be effective with a participate style of managerial behavior. If staff are kept fully informed of proposals, are encouraged to adopt a positive attitude and have personal involvement in the implementation of the change, there is a treated likelihood of their acceptance of the change. However, Reis and Pena maintain that too often, management ignores human resistance issues and the need to address them in the implication plan.

The success of any change depends on the willingness of employees to accept it with enthusiasm and implement it with care. Yet, business changes at time are undertaken without understanding how the human element influences the success or failure of a project. Frequently, companies develop impressive technical plans and simply assume the change- technical or organizational-will occur. The difficult and often neglected part of such initiatives is leasing and managing behavioral change with those persons who interface with the new technology or the new initiatives.

McHugh et al. Point out that many public sector organizations has embarked upon far-reaching programmers of unsettling strategic change. They argue that such change programs initiated by senior management without involvement of organizational members are unlikely to be successfully. Organizations are more likely to experience the desired metamorphosis where the change is led by relatively junior front line staff with senior management practitioners acting as facilitators of organizational transformation.

Optimum Improvement in Organizational Performance
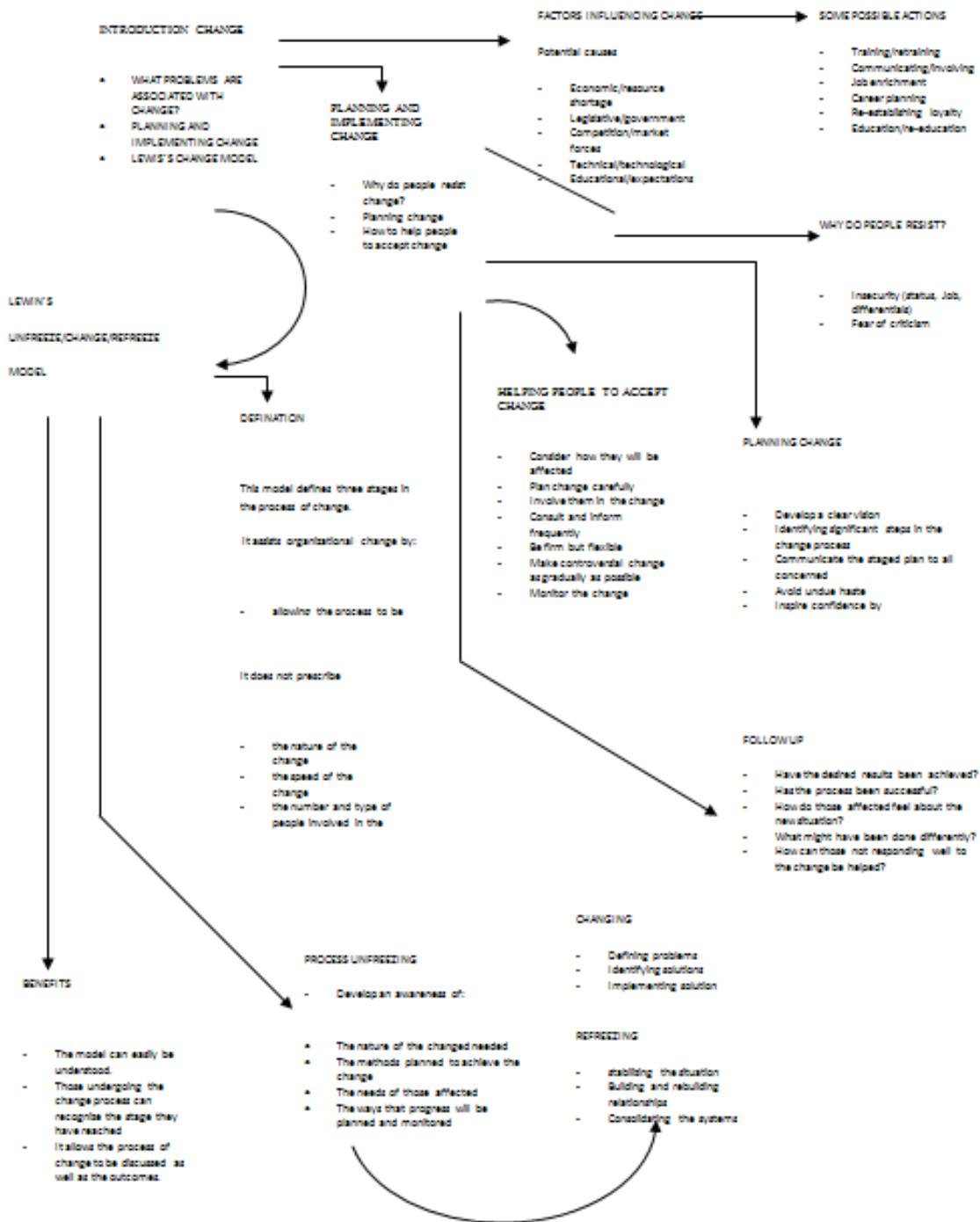
II. DISCUSSION

Minimizing the Problems of Change

Activities managed on the basis of technical efficiency alone are unlikely to lead to optimum improvement in organizational performance. A major source of resistance to change arises from the need of organizations to adapt to new technological developments. The following discussion on how to minimize the problem of change centers on the example of the impact of information technology. The general principles, however, apply equally to the management of change arising from other factors.

- An important priority is to create an environment of trust and shared commitment, and to involve staff in decisions and actions which affect them. There is a considerable body of research and experience which demonstrates clearly the positive advantages to be given from participation. It is important that members of staff understand fully the reasons for change. Organizations should try to avoid change for the sake of change as this can be both disruptive and lead to mistrust. However, considerations of the need to change arising from advances in information technology simply cannot be ignored.

- There should be full and genuine participation of all staff concerned as early as possible, preferably well before the actual introduction of new equipment or systems. Information about proposed change, its implications and potential benefits should be communicated clearly to all interested parties. Staff should be actively encouraged to contribute either own ideas, suggestions and experiences, and to voice openly their worries or concerns. Managers should discuss problems directly with staff and handle any foreseen difficulties in working practices or relationships by attempting to find solutions agreed with them. The use of working parties, liaison committees, steering groups and joint consultation may assist discussion and participation, and help to maintain the momentum of the change process.

- Team management, a co-operative spirit among staff and unions and a genuine feeling of shared involvement will help create a greater willingness to accept change. A participate style of managerial behavior which encourages supportive relationships between managers and subordinates, and group methods of organization, decision-making and supervision, are more likely to lead to a sustained improvement in work performance. There is an assumption that most people will direct and control themselves willingly if they share in the setting of their objectives.

- As part of the pre-planning for new technology there should be a carefully designed 'personnel management action programme'. The action programme should be directed to a review of: recruitment and selection; natural wastage of staff; potential for training, retraining and the development of new skills; and other strategies to reduce the possible level of redundancies or other harmful effects on staff. Where appropriate, arrangements for a shorter working week, and redeployment of staff with full financial support, should be developed in full consultation with those concerned. If job losses are totally unavoidable, they should be a fair and equitable redundancy scheme and provision for early retirement with protected pension rights. Every possible financial and other support should be given in assisting staff to find suitable alternative employment.

- The introduction of incentive payment schemes may help in motivating staff by an equitable allocation of savings, which result from new technology, and more efficient methods of work. Incentive schemes may be on an individual basis, with bonuses payable to each member of staff according to effort and performance; the group as a whole. An alternative system is 'measured day work'. Staff receives a regular, guaranteed rate of pay in return for an agreed quantity and quality of work-based on the capabilities of new equipment and systems. Management may also be able to negotiate a productivity bargain with unions. By accepting changes in work methods and practices, staff shares in the economic benefits gained from the improved efficiency of information technology and automated systems.

- Changes to the work organization must maintain the balance of the socio-technical system. Increased technology and automation may result in jobs becoming more repetitive and boring, and providing only a limited challenge and satisfaction to staff. It is important, therefore, to attempt to improve the quality of work, to remove frustration and stress from jobs, and to make them more responsible and interesting. Actual working arrangements rely heavily on the informal organization and effective teamwork. Groups and teams are a major feature of organizational life and can have a significant influence on the successful implementation of change. New working practices should take account of how best to satisfy people's needs and expectations at work through the practical application of behavioral science.

- Careful attention should be given to job design, methods of work organization, the development of cohesive groups, and relationships between the nature and content of mobs and their task functions. The introduction of new technology has also highlighted the need to give attention to the wider organizational context including the design of technology itself, broader approaches to improved job design, employee involvement and empowerment, the development of skills and problem-solving capacity, and the effective management of change.

III. PEOPLE THE KEY FACTOR

The successful implementation of new work methods and practices is dependent upon the willing and effective co-operation of staff, managerial colleagues and unions. People are the key factor in the successful management of change. If change is to work it must change the perceptions, attitudes and behavior of people. For example, as Murdoch points out change management is potentially the most effective way to improve an organization.

Organizations have realized that all the structures in the world are of no use if the people implementing them are not convinced of their necessity … changing management means much more than changing the chart. It means changing the nature of an organization. And this involves people… in good times or bad, the key to success is good communication within the company.

However, Lucas reminds us that a high proportion of change initiates fail, derailed by the people factor. Given that change has become such a fact of business life, it is worrying that so many change management programs fail to fulfill their potential. The consensus among the experts is that it is often the people factor that derails the effort. Put simply, organizations know where they want to go-but they are not taking their people with them.

Continued technological change is inevitable and likely to develop at an even faster rate. Managers must be responsive to such change. Attention must be given not only to products and processes but to people. The full, potential benefits of information technology and automation will only be realized if the management of change takes proper account of human and social factors, as well as technical and economic factors.

iii) Responsibilities of Top Management

The successful management of change is a key factor of organizational performance and effectiveness and should emanate from the top of the organization. Top management has a responsibility for the underlying philosophy and attitudes of the organization, for creating and sustaining a healthy climate; and establishing appropriate and supportive organizational processes. The successful implementation of change demands positive action from top management and a style of transformational leadership in order to gain a commitment to change.

From a study of 25 of chief executives in the UK and abroad, Hooper and Potter investigated what were thought to be the crucial attributes for effective change leaders. They point out that effective change leadership is not easy but found the following key factors and behaviors that have been crucial to the success of top people:

- Effective communication of the reasons for change and developing an open communications culture;
- Releasing the potential of everyone involved in the change, and championing innovation and creativity;
- Setting a good personal example; and
- Self-pacing to avoid unnecessary stress.

An interesting proposition is put forward by Drucker who contends that 'one cannot manage change. One can only be ahead of it. We do not hear much anymore about "overcoming resistance to change" Everyone now accepts that change is unavoidable.

But in a period of upheavals, such as the one we are living in, change is the norm. To be sure, it is painful and risky, and above all it requires a great deal of very hard work. But unless it is seen as the task of the organization to lead change, the organization-whether business, university, hospital and so on –will not survive. In a period of rapid structural change, the only ones who survive are the Change Leaders. It is therefore a central 21st-centrury challenge for management that its organization become a change leader. A change leader sees change as opportunity. A change leader looks for change, knows how to find the right changes and knows how to make them effective both outside the organization and inside it. This requires:

1. Policies to make the future.
2. Systematic methods to look for and to anticipate change.
3. The right way to introduce change, both within and outside the organization.
4. Policies to balance change and continuity.

Organizational development (OD) is concerned with the dimensions of organizational health and performance as well as adaptability to change. OD is a generic term embracing a wide range of intervention strategies into the social process of an organizational change and transformation.

The following are some of the OD interventions that can be engaged in an organizational set up to improve performance:

1. Diagnostic Activities. Fact-finding activities designed to ascertain the state of the system, the status of a problem, the "way things are." Available methods range from projective devices such as "build a collage that represents hour place in this organization" to the more traditional data collection methods of interviews, questionnaires, surveys, meetings, and examining organizational records.

2. Team-Building Activities. Activities designed to enhance the effective operation of system teams. These activities focus on task issues, such as the way things are done, the skills and resources needed to accomplish tasks, the quality of relationship among the team members or between members and the leader, and how well the team gets its job done. In addition, one must consider different kinds of teams such as formal work teams, temporary task force teams, newly constituted teams, and cross-functional teams.

3. Inter-group Activities. Activities designed to improve the effectiveness of interdependent groups-groups that must work together to produce a common output. They focus on joint activities and the output of the groups considered as a single system rather than as two subsystems. When two groups are involved, the activities are called Organizational Mirroring.

4. Survey Feedback Activities. Activities that rely on questionnaire surveys to generate information that is then used to identify problems and opportunities. Groups analyze the data regarding their performance and design action plans to correct problems.

5. Education and Training Activities. Activities designed to improve individuals' skills, abilities, and knowledge. Several activities are available and several approaches possible. For example, the individual can be educated in isolation from his or her own work group (say, in a T-group comprised of strangers), or one can be educated in relation to the work group (say, when a work team learns how better to manage interpersonal conflict). The activities may be directed toward technical skills required for performing tasks or may be directed toward improving interpersonal competence. The activities may be directed toward leadership issues, responsibilities and functions of group members, decision making, problem solving, goal setting and planning, and so forth.

6. Techno structural or 'Structural Activities. Activities designed to improve the effectiveness of organizational structures and job designs. The activities may take the form of (a) experimenting with new organization structures and evaluating their effectiveness in terms of specific goals or (b) devising new ways to bring technical resources to bear on problems. In chapter 12 we discuss these activities and label them "Structural interventions," Included in these activities are job enrichment by objectives, socio-technical systems, col-lateral organizations, and physical settings interventions.

7. Process Consultation Activities. Activities that "help the client to perceive, understand, and act upon process events which occur in the client's environment.". These activities perhaps more accurately describe an approach, a consulting mode in which the client gains insight into the human processes in organizations and learns skills in diagnosing and managing them. Primary emphasis is on processes such as communications, leader and member roles in groups, problem solving and decision making, group norms and group growth, leadership and authority, and inter-group co-operation and competition.

8. Grid Organization Development Activities. Activities developed by Robert Blake and Jane Mouton, which constitute a six-phase change model involving the total organization. Internal resources are developed to conduct most of the programs, which may take from three to five years to complete. The model starts with upgrading individual mangers' skills and leadership abilities, moves to team improvement activities, then to inter-group relations activities. Later phases include corporate planning for improvement, developing implementation tactics, and finally, an evaluation phase assessing change in the organization culture and looking toward future directions.

9. Third-Party Peacemaking Activities. Activities conducted by a skilled consultant (the third party), designed to "help two members of an organization manage their interpersonal conflict." These activities are based on confrontation tactics and an understand of the processes involved in conflict and conflict resolution.

10. Coaching and Counseling Activities. Activities that entail the consultant or other organization members working with individuals to help (a) define learning goals, (b) learn how others see their behavior, and (c) learn new behaviors to help them better achieve their goals. A central feature of this activity is no evaluative feedback others give to an individual. A second feature is the joint exploration of alternative behaviors.

11. Life and career-planning Activities. Activities that enable individuals to focus on their life and career objectives and how to go about achieving them. Structured activities include producing life and career inventories, discussing goals and objectives, and assessing capabilities, needed additional training, and areas of strength and deficiency.

12. Planning and Goal-Setting Activities. Activities that include theory and experience in planning and goal setting, problem-solving models, planning paradigms, ideal organization versus real organization "discrepancy" models, and the like. The goal is to improve these skills at the levels of the individual, group, and total organization.

13. Strategic Management Activities. Activities that help key policymakers to reflect systematically on the organization's basic mission and goals and environmental demands, thereat, and opportunities, and to engage in long-range action planning of both a reactive and pro-active nature. These activities direct attention in two important directions: outside the organization to a consideration of the environment, and away from the present to the future.

14. Organizational Transformation Activities. Activities that involve large-scale system change; activities designed to fundamentally change the nature of the organization. Almost everything about the organization is changed – structure, management philosophy, reward systems, the design of work, mission, values, and culture, Total quality programs are transformational, so are programs to create high-performance organization or high-performance work systems. Socio-technical systems theory and open systems planning provide the basis for such activities.

IV. CONCLUSIONS

From the various discussions in this paper the following conclusions have been reached. A central and critical feature is the effective management of change. Application of organizational behavior and the effective management of human resources are dependent upon organizational culture and climate. Organizational culture helps to explain how things are performed in different organizations. Culture is, however, a general concept, and difficult to explain precisely. There are a number of ways to classify different types of organization culture. It develops over time and in response to a complex set of factors. The pervasive nature of culture has an important effect on the behavior an actions of individuals, the process of management and on organizational performance.

Organizational climate is based on the perception of members towards the organization, and can be seen as the state of mutual trust and understanding among members of the organization. Climate influences the attitudes which staff bring to bear on their work performance and personal relationships. A healthy organizational climate might be expected to exhibit a number of characteristic features. Among the factors, which contribute to a healthy climate, are staff morale and the extent to which employees have a sense of commitment to, and psychological bond with, the organization.

It might be expected that a healthy organizational climate would be reflected by complete harmony in working relationship, but conflict is a reality of management and organizational behavior. There are contrasting views of conflict and it can be seento have both positive and negative outcomes. There are many potential sources of organization conflict related to individual, group, organizational and environmental factors.

Although a certain amount of conflict may be seen as inevitable, the important point is how conflict is handled and managed. Managers need to adopt appropriate strategies for dealing with the harmful effects of conflict.

Organizations operate within an increasingly volatile environment and are in a state of constant change. Change is a pervasive influence and an inescapable part of social and organizational life.

There are a wide range of forces acting upon organizations which make the need for change. Inevitable Change can affect all aspects of the operation and functioning of the organization. Planned organization change involves a process of behavior modification. Change is reciprocal and changing organizations may affect the nature of managerial work.

Despite the potential positive outcomes, change is often resisted at both the individual and the organizational level. Resistance to change can take many forms and it is not always easy to pinpoint the exact reasons. It is important therefore for management to adopt a clearly defined strategy for the successful initiation of change, is including attention to the style of managerial behavior, and the human and social factors of change. The effective management of change is a key factor of organizational performance and competitiveness, and should emanate from the top of the organization.

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