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FORMATION OF THE MECHANISM OF OVERCOMING RESISTANCE OF ORGANIZATIONAL CHANGES IN THE INDUSTRIAL ENTERPRISE

Об'єктом дослідження є процес подолання опору організаційним змінам на підприємстві в контексті їх управління. В результаті аналізу функціонування промислових підприємств виявлено негативний вплив опору організаційних змін на ефективність їх діяльності. Визначено, що відсутність єдиного алгоритму дій щодо подолання опору змінам через виклики бізнес-середовища ускладнює впровадження нововведень.

В результаті аналізу термінологічного апарату уточнено сутність механізму подолання опору організаційним змінам. Запропоновано розуміти його як систему принципів, методів маніпулювання (спонукання до дії), інструментів, прийомів впливу, що функціонує відповідно встановленим нормам і правилам в межах існуючих соціально-економічних відносин на підприємстві з урахуванням впливу внутрішнього та зовнішнього середовища. Визначено, що головною метою механізму подолання опору організаційним змінам є виявлення та усунення опору з боку персоналу щодо здійснення організаційних змін на підприємстві. Це дозволить підвищити керованість процесу якісного проведення організаційних нововведень на підприємстві відповідно до загальної стратегії його розвитку.

У роботі запропоновано концептуальний підхід до формування механізму подолання опору організаційним змінам, який ґрунтується на використанні процесного підходу та включає певну сукупність етапів, на кожному з яких вирішується комплекс завдань із зазначенням виконавців. Це дозволить у подальшому регламентувати послідовність їх дій в процесі подолання опору персоналу змінам на підприємстві. Обґрунтовано структуру запропонованого механізму, яка представлена такими елементами: мета, об'єкт, суб'єкт, чинники внутрішнього середовища, чинники зовнішнього середовища, забезпечення, принципи, методи подолання опору, та сам процес подолання опору змінам.

Реалізація на практиці механізму подолання опору організаційним змінам дозволить керівництву підприємства налагодити функціонування, підвищити потенціал та конкурентоспроможність, а також отримати інструменти управління поведінкою персоналу на заплановані нововведення.

Ключові слова: механізм подолання опору організаційним змінам, методи подолання опору, ефективність діяльності підприємства, впровадження нововведень.

1. Introduction

The latest analysis of the results of a study of the competitiveness of countries according to the Global Competitiveness Index 2017–2018 confirmed Ukraine's weak positions among other countries [1]. Such trends indicate a low innovativeness and insufficient technological effectiveness of the national economy, which is associated with ineffective institutional environment for its development and outdated technological base of most industrial enterprises. So, they worsened in 2017–2018. Compared to previous years, some components of performance enhancers (subindex groups) and, according to Ukraine, moved noticeably in the ranking. Among them are flexibility and the use of talents in the context of ensuring the efficiency of the labor market and technological borrowing and the use of information and communication technologies in the context of ensuring technological readiness. So, given the need for the company to respond quickly to the rapid changes occurring in all sectors of the economy, in order to maintain the existing competitive advantages, the problem of overcoming resistance to organizational change becomes very relevant. This is explained by the natural negative attitude of the staff towards all changes that occur in the

enterprise. These and other circumstances necessitate the development of a theoretical and methodological approach to the development of an organizational change management system, a key element of which is the formation of a mechanism to overcome resistance to organizational change.

2. The object of research and its technological audit

The object of research is the process of overcoming resistance to organizational changes at the enterprise in the context of their management. In the conditions of the urgent need to ensure the preservation of competitiveness of the enterprise in the long term, the timely management principle is the cycle of continuous monitoring and improvement at all stages of the product life cycle («plan → do → check → act»). It was proposed with the aim of increasing the activity of management, in terms of using the process and system approach to management, customer focus, and staff involvement in quality management activities [2].

Paying due attention to a significant refinement of scientists, it should be noted that the issues of a comprehensive approach to defining a clear algorithm for management's actions to overcome resistance to organizational changes in the frame-

work of ensuring the effectiveness of their implementation remain insufficiently studied. This confirms the importance of developing a mechanism to overcome resistance to change, both before and during the transformations in the enterprise.

3. The aim and objectives of research

The aim of research is forming a mechanism for overcoming resistance to organizational changes in the enterprise. To achieve this aim, the following tasks are decided:

1. To determine the essence of the mechanism of resistance to organizational change.
2. To propose a conceptual approach to the formation of a mechanism for overcoming resistance to organizational changes.
3. To justify the structure of the proposed mechanism to overcome resistance to organizational change.

4. Research of existing solutions of the problem

Various aspects of this issue are devoted to the developments of scientists. The theoretical foundations of managing organizational change in the enterprise were given a lot of attention in [3], focusing on improving process management, project management, change, knowledge and resources, but the practical component of this issue has not been fully disclosed. An alternative version of leveling this problem is set forth in [4], where the author substantiates the expediency of applying the design approach to managing organizational transformations, which will allow for the effective implementation of the changes planned at the enterprise without disrupting its functionality.

The question of justifying the need for leaders at all levels of management is investigated in [5], however, this work is a bit outdated in the context of the use of modern organizational change management tools, the principles of leadership presented in it and the process of forming a culture is irrelevant. In turn, a more adapted to the conditions of modernity is the work [6], where the authors propose to reveal the potential of the organization by overcoming resistance to change.

Key factors for overcoming resistance to change at all levels of management are analyzed in detail in [7]; tools for making optimal strategic decisions are particularly useful for practical application.

The basics of organizational development are presented in detail in [8], but the issues of overcoming the resistance of managerial staff are not fully disclosed. The classification of approaches to managing the implementation of strategic changes is specified in [9], however, no possible obstacles to organizational change are described. This aspect is fully disclosed in [10]. The implementation of organizational transformations is an important mechanism for the formation and development of the enterprise management system according to the authors of [11], but in this work the issues of ensuring the effectiveness of organizational changes are not fully disclosed.

Thus, despite the presence of a significant variety of conceptual approaches to change management and practical recommendations on how to overcome resistance, the existing tools for managing organizational changes should be adapted to the latest standards and modern requirements of enterprise management.

5. Methods of research

Set of methods are used, including:

- theoretical generalization, analysis and synthesis, induction and deduction – to clarify the essence of the concept «mechanism of resistance to organizational change»;
- system and process approaches – to form a mechanism for overcoming resistance to organizational changes;
- formalization method – to justify the elements of the proposed mechanism for overcoming resistance to change.

6. Research results

An analytical study and a detailed analysis of the practice of implementing organizational changes at agricultural engineering enterprises are carried out. The obtained results allow to establish that the effectiveness of organizational changes in the enterprise is influenced not only by the proper management of the company's resources and the detailed development of a plan for organizational changes, but also by the personnel of the enterprise. In addition, the influence of resistance to organizational changes on the performance of the enterprise is determined. This analysis confirms the importance of measures to improve the enterprise management process, on the one hand it is a conductor of organizational changes, and on the other hand, it is the object of influence from changes. In this regard, a conceptual approach to the formation of a mechanism for overcoming resistance to organizational change was proposed (Fig. 1).

Taking into account the existing achievements of scientists [12] regarding the terminological support for the concept of a mechanism, the essence of the mechanism for overcoming resistance to organizational changes is determined. So, this concept is a system of principles, methods of manipulation (inducement to action), tools, methods of influence, operates in accordance with established norms and rules within the framework of existing socio-economic relations in an enterprise, taking into account the influence of the internal and external environment. It is determined that the main goal of this mechanism is identification and elimination of resistance from personnel on the implementation of organizational changes in the enterprise. This will increase the controllability of the process of high-quality organizational innovations in the enterprise in accordance with the overall strategy of its development.

A conceptual approach to the formation of a mechanism for overcoming resistance to organizational changes in an enterprise involves the implementation of the preparatory, main and final stages.

The preparatory stage involves the following actions:

- identifying the need to overcome resistance;
- determination of the level of potential resistance;
- identification of potential resistance zones;
- determination of personnel readiness for changes;
- identification of sources, causes and factors of resistance;
- analysis of existing models to overcome resistance and the choice of the necessary;
- justification and choice of methods for overcoming resistance;
- prediction of a possible situation by building trend models of the influence of resistance to organizational changes on the efficiency of the enterprise.



Fig. 1. A conceptual approach to the formation of a mechanism for overcoming resistance to organizational changes in an enterprise

The implementation of the main stage begins with the development of measures to overcome the resistance to change and ends with encouraging staff to implement organizational changes. In addition, the following processes are important:

- familiarization of staff with the volume of necessary organizational changes and involvement in this process;
- formation and implementation of the strategy for introducing organizational changes;
- adaptation, training and professional development of staff.

The last stage is final and involves the development of criteria for evaluating the effectiveness of overcoming resistance to change and, accordingly, an assessment of the effectiveness of overcoming resistance to organizational change using simulation modeling. The main criterion for the effectiveness of overcoming resistance to changes and, accordingly, the effectiveness of the functioning of the proposed mechanism in an enterprise is the readiness of personnel to make changes, an understanding of their necessity and importance.

The reasons for the activation of possible personnel resistance to organizational changes in the enterprise are:

- organizational, that is, there is a discrepancy between the organizational structure and corporate culture of future changes, characterized by a high duration of the period of introduction of innovations, as well as the lack of effective systems of labor motivation;
- cognitive, is the lack of necessary knowledge of the management of the enterprise in the field of management psychology and psychoanalysis, which leads to the appearance of an invisible «barrier» in the social and labor relations between management and staff;
- mental, expressed on the one hand in the low interest of the enterprise staff in the introduction of

innovations, on the other – in a high dependence on the cultural and political orientations in the team;

- social, is the referent of the informal group (small group) in the enterprise the great importance of group values and norms for the individual, the cohesion of the team, which leads to a lack of personification, and the like.

It is also necessary to make certain explanations about the presence of certain structural elements in the proposed mechanism for overcoming resistance to organizational changes. So, the choice and justification of factors of external and internal environment due to the nature of the process of resistance to organizational change and its overcoming.

The basis of the mechanism for overcoming resistance to organizational change in an enterprise is based on the principles of managing organizational change – the fundamental rules, a certain basis for carrying out those actions that are provided for in the framework of the managerial process of organizational changes.

Methods of overcoming resistance to changes in the mechanism are considered as a set of techniques (methods of introduction) for the practical solution of a particular established task to achieve the goal. Thus, the priority methods of overcoming resistance to the introduction of changes are the introduction of various kinds of negotiations with the performers, the conquest of «hearts and minds» and the provision of personnel with full information about the changes. This is necessary so that they can understand why they need these transformations and what benefits will be specific to each employee.

The priority methods of overcoming resistance after the introduction of changes is personnel support, concluding an agreement on mutually beneficial conditions, attracting leaders to your side in order to reduce the resistance from the personnel as quickly as possible. So, staff needs to

constantly feel not only the support of management and leaders, as well as their own benefit from this innovation.

Since the choice of receiving effects on personnel is a decisive component in overcoming resistance to change, an important step is their classification and scope. Methods of exposure are classified as [13]:

1. Administrative. Methods of management and educational impact, which have the following features:

- a direct impact on the will of subordinates, manifests itself in the unambiguity of orders given and the obligatory nature of their implementation;
- gratuitous nature, which does not provide for the use of incentive tools.

The main advantages of these methods of exposure are:

- the effectiveness of their use in standard situations (in conditions of stability);
- strict adherence to production technology and management.

2. Socio-psychological. Methods of psychological pressure and manipulation, which are manifested in the active impact on the human psyche through various techniques, gestures that allow to turn off logical thinking. This leads a person to a state of confusion and leads to certain actions. The use of these techniques can lead to:

- suppression of the personal qualities of the individual;
- even a violation of the stability of the psychological climate in the enterprise.

But with the correct approach of the leadership to the psychological impact on subordinates it becomes possible:

- reduction of tension in the team;
- strengthening interpersonal relationships in a team;
- formation of loyalty to the introduction of innovations in the enterprise.

3. Socio-economic. Methods of psychological planning and programming, which consist in a monotonous, stubborn impact. The advantages of these techniques are:

- unity of the will of the head and the interests of staff in achieving the goal;
- focus on impact, taking into account the economic component.

Justification and selection of a model for overcoming resistance, taking into account the specifics of an enterprise, is a key element in the context of the proposed mechanism. After all, its correct implementation in the enterprise allows leveling the very problem of personnel resistance. A detailed analysis of the situation in Ukrainian enterprises regarding the overcoming of resistance to change has confirmed these trends. It is extremely difficult for management to clearly define and select appropriate, effective and timely methods for overcoming resistance to change due to the lack of a clear and simple algorithm of actions.

It is important to note that measures to overcome personnel resistance to organizational changes are an obligatory component of the organizational and economic bases for ensuring the effectiveness of organizational changes, therefore they should be carried out taking into account the following provisions:

- is a mandatory element of the system of management of organizational changes in the enterprise;
- are developed taking into account the level, nature, causes of resistance, as well as based on the need to achieve high results;
- are implemented simultaneously with the implementation of the program to encourage staff to carry out

organizational changes in order to prevent systemic insolvency;

- are relied on informing, training and, accordingly, engaging staff in the implementation of changes.

7. SWOT analysis of research results

Strengths. The strengths of research and application of the proposed mechanism to overcome resistance to organizational change is that these measures allow:

- improve the management of organizational changes and minimize the negative impact of changes in business processes of the enterprise;
- ensure the confidence of management that changes are being implemented to meet the needs of the enterprise;
- optimize the cost of changes and the like.

Weaknesses. The analysis of the process of overcoming resistance to organizational changes in enterprises confirmed the absence of monitoring procedures for monitoring the implementation of changes. In addition, as a weakness of the proposed mechanism, one can note the presence of certain subjectivity in the choice of methods and models for overcoming resistance to change due to the use of analysis of Saaty hierarchies.

Opportunities. It should be noted that further use of the proposed mechanism for overcoming resistance to organizational changes will be more correct in the context of a parallel assessment of the impact of changes on the efficiency of the enterprise. This will minimize the risk of resistance from the enterprise.

Threats. The threats to the formation of a mechanism for overcoming resistance to organizational changes include the following:

- lack of necessary knowledge of the management of the enterprise in the field of management psychology;
- incompetence of top managers in the implementation of a mechanism to overcome resistance to change in the enterprise;
- significant negative impact of environmental factors.

8. Conclusions

1. The essence of the mechanism of resistance to organizational change is clarified, which is understood as a system of principles, methods of manipulation (inducement to action), tools, methods of influence, operates in accordance with established norms and rules within the framework of existing socio-economic relations in the enterprise, taking into account the influence of internal and external environment. It is determined that the main aim of this mechanism is identification and elimination of resistance from personnel on the implementation of organizational changes in the enterprise.

2. A conceptual approach is developed to form a mechanism for overcoming resistance to organizational change, presented in the form of Fig. 1 in order to visualize the relevant stages in the formation of a mechanism for overcoming resistance to organizational changes and its components. This mechanism is based on the application of the process approach and is a set of stages, each of which solves a complex of tasks with an indication of the performers. This allows to regulate the sequence of their actions in the process of overcoming the resistance of personnel in the enterprise.

3. The structure of the mechanism for overcoming resistance to organizational change is substantiated. The use of the developed mechanism for overcoming resistance to organizational changes allows an industrial enterprise to manage the response of personnel to changes in the development process. In addition, it becomes possible for an enterprise to return to sustainable operation, increase its development potential, competitiveness and market value.

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