

ORGANIZATIONAL CHANGE IMPACT - BETWEEN CONFLICT AND WELLBEING

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Abstract

As the pace of change accelerated, organizations lost sight of their employees. Without the desire and ability of every employee to change, organizations reduce their ability to change.

Thus arose the need for entrepreneurial thinking, based on finding the answer and exploiting change considered an opportunity, so a managerial activity based on flexibility, adaptability and creativity, by reducing interpersonal conflicts and improving employee well-being.

This study explores the idea that our challenge is not our methods of change, but rather the human element.

Keywords: change management, conflict management, wellbeing, school organization.

JEL Classification: O10, I20.

1. Introduction

Managing change and the ability to anticipate the response to changing human resources are challenges for any organization.

In the current period, the pace of change in all areas of activity generates different reactions among employees. That is why an increasing number of studies in the field focus on the recipients of change and their reactions to change (Bartunek et al., 2006).

Thus, in the discussions on organizational strategy, three types of resources must be taken into account: tangible resources (financial, physical), intangible resources (technology, culture, reputation) and human resources (ability to collaborate, motivation). (Grant, Marshak, 2011). Only when these resources work together do organizations become successful in achieving their goals.

The practice and theory of human resource management have evolved in the last three decades (Guest, 2017) and research has made considerable progress in explaining how human resource management performance is associated with organizational performance.

Studies in human resource management do not unanimously agree for development now significant progress and Kaufman (2012) stated that development is unsatisfactory and vital answers are sought in this area (Guest, 2011). Thus, researchers in human resources management have paid more attention to performance-related outcomes and their relationship to employee well-being. Rapid changes in working conditions require organizations to focus more on people's well-being, as this influences the organizational level and outcomes (Guest, 2017; Hsieh et al., 2019).

2. Literature review

Adapting to organizational change and achieving goals are almost impossible without people doing the work. Maintaining their well-being is essential for organizational success.

This practice encourages the active participation of employees who share ideas within the organization. It acts as a channel to achieve an appropriate and effective solution to complex business challenges. Improving well-being in the organization is a type of practice that, over time, leads to maximizing the efficiency of human resources.

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Under these conditions, the literature offers various angles of approach to well-being, observing their evolution with the expansion of this practice in organizations. Below we make a brief review of the concept approach:

Table no. 1: Approaching the concept of wellbeing

2003	Frederickson B.L.	Positive emotions can fuel growth at both the individual and organizational levels, with the ability to broaden an individual's ways of thinking and acting and help organizations survive and thrive in difficult times.
2005	Spreitzer & all	Well-being increases the level of individual involvement and long-term adaptability to the workplace.
2006	Cartwright & Holmes	People's feelings about themselves, their work, and others around them can be important to their work performance.
2008	Lilius, Worline, Maitlis, Kanov, Dutton, & Frost	The feeling of connection and belonging has a positive impact on people's commitment to their organization.
2008	Heaphy and Dutton	Positive social interactions are an additional source of involvement in the workplace. When people experience positive social interactions in the workplace, they put in extra effort to accomplish their tasks and can more easily cope with challenges when they arise.

Source: Author interpretation



Fig. no. 1: Loehr and Schwartz's full engagement model

Source: Loehr & Schwartz, 2003

In 2003, Loehr and Schwartz describe the model of a full commitment of human resources in an organization: "The challenge of high performance is to manage your energy more efficiently in all dimensions to achieve your goals", using four separate energy sources, but related (Fig. no. 1):

- *Physics*: this dimension refers to strength, endurance, flexibility;
- *Emotional*: this dimension identifies how connected individuals are;
- *Mental*: this dimension measures the degree of concentration of employees;
- *Spiritual*: This dimension reflects tolerance for values and beliefs that are different from one's own, as long as they do not harm others.

3. Research methodology

The well-being of an organization reflects the interaction between employees as well as between manager and employees and can help reduce interpersonal conflicts and improve the efficiency of the organization by increasing commitment and satisfaction with work results, so organizational performance in general.

The aim of the research:

Identifying how promoting well-being among employees can reduce conflicts generated by organizational change.

Demography

The sample of this research consists of teaching staff, teaching-auxiliary staff, non-teaching staff and collaborators of a kindergarten, 36 respondents, out of a total of 39 employees, women - in the proportion of 100%, aged between 21 and 60 years, as follows: 8.33% of respondents are 21-30 years old, the largest share is respondents aged 31-40 years (41.66%), 30.55% are 41- 50 years and 19.44% are 51-60 years old.

Operationalization of the concept

To measure the role of well-being in reducing interpersonal conflicts generated by organizational change, we operationalized the five dimensions identified by Rath and Harter (2010):

- *Career well-being*: the pleasure of coming to work every day, intrinsically motivated;
- *Social welfare*: involvement in social relations, collaboration and teamwork;
- *Financial well-being*: managing economic opportunities to ensure financial security.
- *Physical well-being*: creating good working conditions provides enough energy for employees to solve everyday situations.
- *Community welfare*: involvement in activities in the nearby area creates a sense of involvement and connection with it.

Table no. 2: Operationalization of dimensions

Dimensions	Indicators	Items
<i>Career well-being</i>	Career development	The opportunity to promote people according to skills and competencies increases the well-being of the organization
<i>Social welfare</i>	Interpersonal conflict	Interpersonal conflict at work has a negative influence on the well-being of employees
<i>Financial well-being</i>	Pay	Improving the payroll system contributes to increasing the well-being of employees and reducing interpersonal conflicts
<i>Physical well-being</i>	Working conditions	Improving working conditions could lead to an increase in the well-being of employees
<i>Community welfare</i>	Social entrepreneurship	Promoting social sustainability in the community in which the organization operates reduces conflicts and improves well-being

Source: Author interpretation

Thus, we formulated five operational items, which were coded using a five-value Likert-type scale, on which the subjects must specify the level of agreement, respectively disagreement with the statements in the questionnaire. So:

- value 1 - the total disagreement of the respondent;
- value 2 - partial disagreement;
- value 3 - neutral attitude towards the statement present in the questionnaire;
- value 4 - partial agreement;
- and the value 5 - the total agreement of the respondent.

The results of the case study

The answers of the 36 respondents to the first item reflect the fact that employees positively associate the efforts made for professional and personal training with well-being. Vocational training, by improving skills, contributes to increased self-esteem, confidence in action, personal motivation. All this results in the well-being of the employees, in particular, and of the organization, in general. (Fig. no. 2). The relationship between well-being and career well-being).

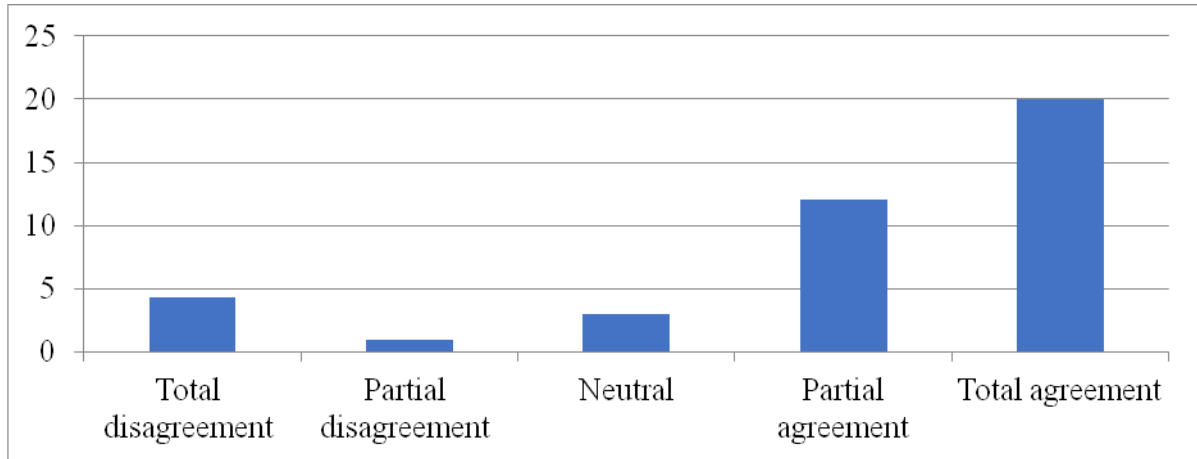


Fig. no. 2: The relationship between well-being and career well-being

Source: Created by the authors

For the second item, the respondents answered unanimously that their well-being is negatively influenced by the appearance of an interpersonal conflict (Fig. no. 3). This reflects the need to manage conflict situations within the organization.

Although in recent years studies also indicate the positive acceptance of conflict (Haynes, J., M., Haynes, G., L., Sun Fong, L., 2004), as a factor that determines innovation and progress, there is the traditional perception that the conflict triggers negative emotions in the initial state.

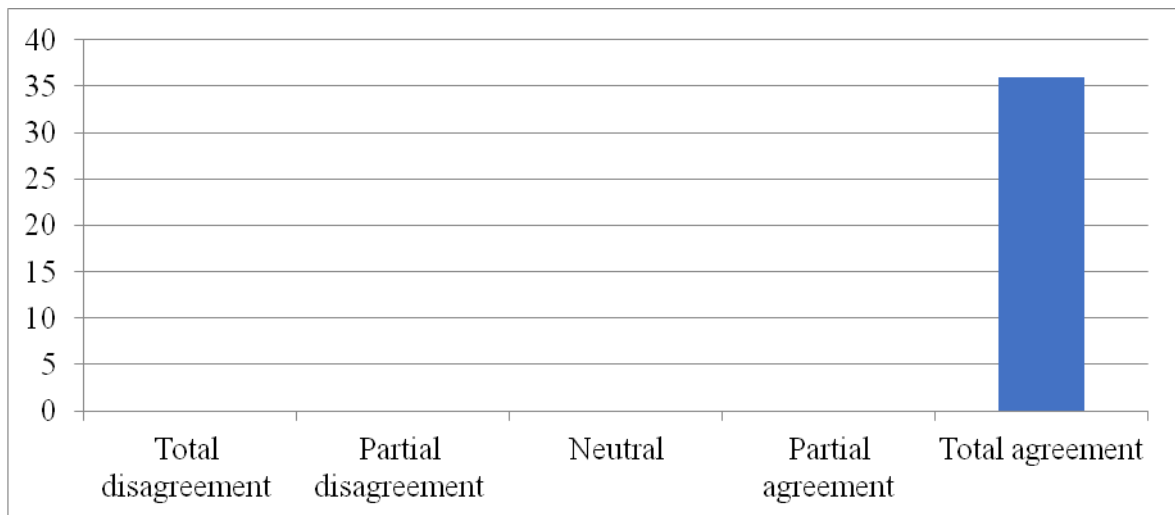


Fig. no. 3: The relationship between well-being and social welfare

Source: Created by the authors

On the item on increasing the well-being of employees and reducing interpersonal conflicts by improving the pay system, the responses of survey participants based on the questionnaire leaned towards the positive influence of the financial factor (Fig. no. 4). Respondents positively associated well-being with pay, neglecting the issue of reducing interpersonal conflicts.

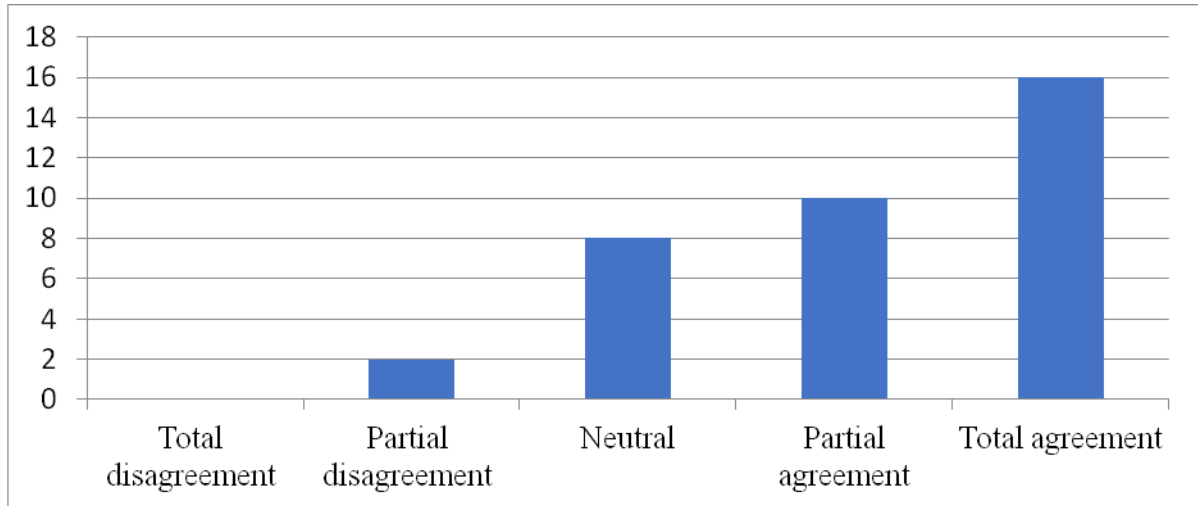


Fig. no. 4: The relationship between well-being and financial well-being

Source: Created by the authors

Regarding the conditions and the power of working conditions that lead to an increase in the well-being of employees, the answers confirmed item 4 (Fig. no. 5). The quality of the physical working environment positively influences well-being, the comfort and the usefulness of the environmental components are closely related to the pleasure of working.

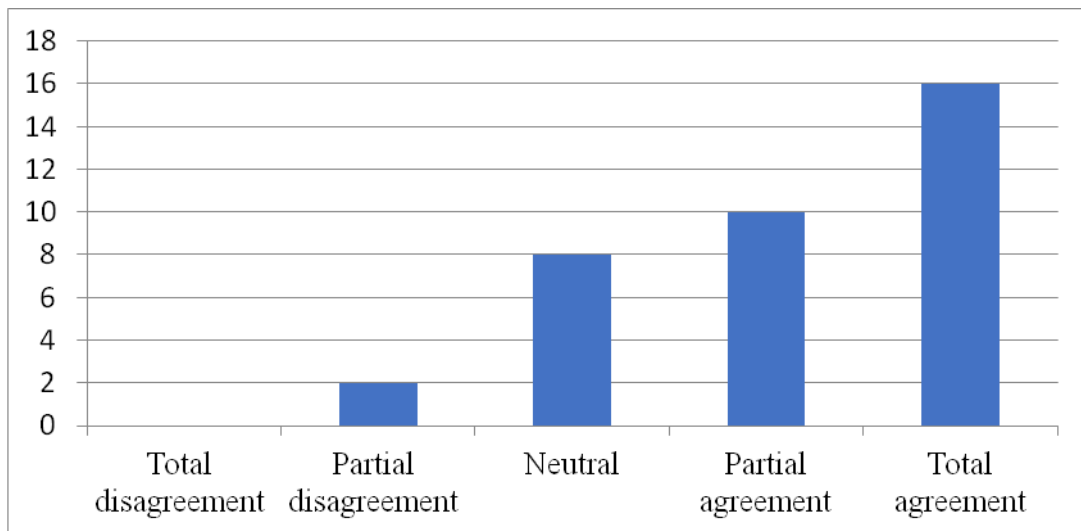


Fig. no. 5: The relationship between well-being and physical well-being

Source: Created by the authors

Social entrepreneurship adds an affective component to a business. Therefore, well-being is directly addressed in the community welfare dimension, and item 5 was validated by employee responses that identified the positive relationship between promoting social sustainability in the community where the organization operates and reducing conflicts and improving well-being (Fig. no. 6).

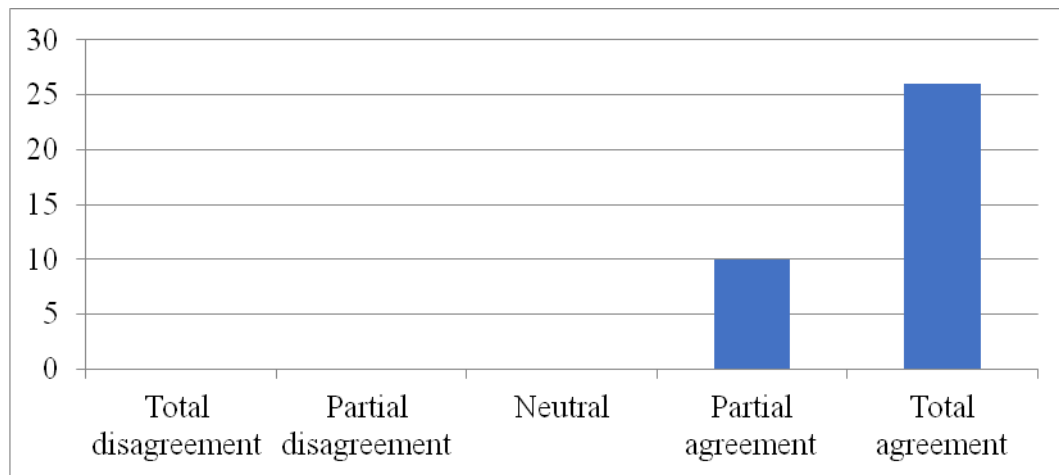


Fig. no. 6: The relationship between the well-being and the well-being of the community
Source: Created by the authors

Social entrepreneurs focus on the well-being and development of the environment and the community they belong to. They identify barriers, obstacles and gaps in these environments or among people in these environments and act to address those gaps (Kahn, 2013). Convergent efforts to achieve community goals lead to friendships and well-being.

The results of this study suggest that improving well-being in the workplace reduces interpersonal conflicts, involvement, responsibility and autonomy. Based on the data collected, it is confirmed that the well-being of human resources seems to contribute greatly to reducing employee stress and maintaining high levels of commitment and loyalty.

A new but appropriate concept in these times is social entrepreneurship, in which we must use those mechanisms that make an organization move to produce social change, by developing innovative and sustainable business models and plans.

Social innovation shifts the focus from the good and needs of the individual to the good and needs of society.

4. Conclusions

Organizational change is not possible without adapting employees' behaviours and mentalities.

The present case study supports this finding and describes five dimensions of well-being that can act on employees either as a facilitator or as a barrier to implementing change. This study addressed the implications of five relevant dimensions individually and collectively (career, social relations, income, environmental facilities and community).

Practitioners in the field highlight the need for a complex evaluation process conducted ex-ante, interim and ex-post to measure the level of well-being of employees in the organization, as well as the discovery of possible interpersonal conflicts.

Thus, implementing an infrastructure to strengthen good practices in well-being and conflict management is one of the most tangible ways in which an organization can have a positive impact on the well-being of employees in the process of organizational change.

Employees have the responsibility to manage their well-being. The correlation found between the well-being of employees and organizational change emphasizes the importance of taking responsibility for one's change by correlating the five dimensions. At the same time, employees have the opportunity to learn to redefine and reframe the change in a way that eliminates or minimizes stressors that can lead to interpersonal conflicts.

Well-being is a complex concept that goes beyond the scope of this study. But, given the limited number of researches on the implications of change on well-being and conflict in an organization, this study sets a precedent for continuing research to validate the link

between these concepts and practical solutions to improve both well-being. individual well-being as well as organizational performance.

This study does not diminish the importance of change management models and processes used in organizations. Employees still need to understand when, how and why change is needed. However, referring to the current changes, we can initiate new methods of their application, combining known techniques with ideas of awareness of the need to improve the well-being of employees physically, emotionally and mentally to be willing and able to adopt organizational change.

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