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# **Managing change**

Case study: HAMK University of Applied Sciences, Valkeakoski




Bachelor's thesis

International Business

Valkeakoski, BNI09

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Valkeakoski  
Degree program in International Business  
International Management

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<b>Subject of Bachelor's thesis</b>	Managing change	

ABSTRACT

In response to changes imposed by the Finnish government on the Universities of Applied Sciences system in the near future, HAMK has proactively adopted several programmes to prepare for future challenges and reinforce the organization's competitiveness. However, organizational change has never been an easy, straightforward issue and how to manage change effectively has become an interest to the organization.

The study aims at providing suggestions for a more successful change implementation in HAMK, Valkeakoski unit by reducing resistance and motivating employees towards change. To achieve the objective, critical aspects of organizational change theories have been explored. In particular, resistance to change and role of change agents in facilitating change process by minimizing resistance and motivating, supporting employees to adapt with change were fully discussed. In addition, the study also examined two main approaches to change which are planned approach and emergent approach. These are the foundations for change management theory. In conjunction with theoretical research, a survey was conducted for a deeper understanding of change management in practice, within the context of HAMK, Valkeakoski unit.

According to research findings, certain aspects could be improved for a more effective change management. Recommendations are given to address those issues. For example, breaking down the change process is suggested to establish more local change agents, enable effective employee involvement and delegation. More support and direction from the superior is also critical during change. Besides, raising employees' awareness of the need to change and impact of change through team briefing or informal communication with local change agents is advised. Furthermore, training, managing change for internal transferred employees, setting consistent goals for change throughout the entire organization and the application of prototype change are other potential rooms for improvement

**Keywords** managing change, change agent, change resistance

**Pages** 74 p. + appendices 4 p.

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## Appendix 1 Questionnaire

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## List of Abbreviations

FUAS: Federation of Universities of Applied Sciences

HAKKY: Häme Municipal Federation for Professional Higher Education

R&D: Research and Development

UAS: University of Applied Sciences

UASs: Universities of Applied Sciences

## 1 INTRODUCTION

### 1.1 Overview of the organization and topic motivation

HAMK University of Applied Science (UAS) is one of the Finnish institutions of higher educational that operates under the UAS system. While universities are more concerned with scientific research and providing postgraduate education, polytechnics aim for more practical training in response to the demand in the labour market. In Finland, the system of polytechnic is considered as a quite new educational system since it was just developed about two decades ago (Polytechnic education in Finland, n.d). The dual system of higher education in Finland has led to some criticisms about the low level of student mobility between UAS and university. It is also argued that there is a mismatch between educational output and the demand of labour market. If it is true, the situation in Finland seems that there is redundant of graduates with university education but inadequate workers with both technical and professional skills (Ruzzi, 2005).

Another issue in Finnish high educational system is that it has a low rate of return in comparison with other countries because students take so long time to finish their degree. On average, a student at UAS can graduate after three to four years of studies, which is quite acceptable length of duration. The duration is even longer in university because students tend to pursue master degree. Change in the field of study is another factor that contributes to the procrastination of student's graduation and slow transfer to the labour market. The Finnish government and Ministry of Education has tried to shorten the studying duration, accelerate the speed of degree completion by cutting the duration of financial aid scheme and requiring completion of degree within a fixed period. (Ruzzi, 2005)

HAMK, which is one of the ten biggest UASs in Finland, provides a wide range of quality educational services. HAMK has thirty-six degree programs in which twenty-nine are for bachelor level and seven are for master level. Several of them are internationalised and taught in English but the majority is in Finnish. It also engages actively in research, development and innovation activities. HAMK can be considered as a quite big UAS with numbers of students count up to more than eight thousands. However, it is divided into eight sub-units and spread into different areas of Southern Finland. HAMK organization as a whole has a healthy finance but there are big gaps between different divisions. (HAMK's website, HAMK's strategy 2015)

HAMK has been authorized as a higher educational institution with defined educational missions, field of education and number of students. The Häme Municipal Federation for Professional Higher Education (HAKKY) is in charge for maintaining HAMK and has responsibility to set objectives for key operations and finances in HAMK. However, HAMK is self-managed organization and it has the authority and responsibility to deal with its own operations. (HAMK's website)

In recent years, HAMK has faced increasingly competition, as it perceived the “oversupply of education”. Higher demand and expectations from students for the quality of not only teaching but also school’s additional facilities also place a great pressure on HAMK (HAMK’s strategy 2015). Recently, the large number of students in UAS, particularly in the field of Business and Engineering, has raised a debate about the excessiveness of future graduates in comparison with demand in labor market. This issue is probably caused by the problems in funding policy to UAS. UASs receive fund based on the number of students enrol, which apparently, creates a tendency to take more student in order to maximize the fund. (University of applied sciences (Finland), n.d).

Tackling with change and expectations from the external environment, maintaining and improving its competences, HAMK has developed its own strategy in 2008 to be implemented till 2015 in which outline important aspects for improvements. As its strategy point out, the organization will need to restructure and reform its educational model. HAMK also plans to renew the teaching process and improve its productivity. Furthermore, HAMK also joined in FUAS (Federation of Universities of Applied Sciences) with other two UAS (Lahti and Laurea). A common strategic intent is applied for all three members of the FUAS. All factors mentioned above is an implication for a long-term change process to be implemented at organizational level in HAMK.

This thesis is done with the desire to contribute to a more successful change management in HAMK UAS, Valkeakoski unit. Organizational change is not a new issue. However, many organizations attempted to change failed miserably or struggled with many problems arising in the period of change. Research by McKinsey & Company has found that seventy percent of changes in many organizations failed. Lack of a deep understanding about what should be prepared and how to gain employees’ support in implementing change might be the main reasons for failures (Maurer, 2010). Therefore, this study partly aims at providing necessary knowledge about change management that can benefit HAMK’s managers in steering change. However, it is also argued that there is a gap between what people know and what they actually do. Having the knowledge is the key to solve the problem but how to apply it in to practice is even more important.(Maurer, 2010). This is another issue that this thesis will concentrate on. Being able to use the appropriate strategy for different context and different group of people is a huge advantage in handling change.

Because uncertainty and complexity is the inherent nature of change, so often, organization may find that it cannot carry out the change in the way it was planned. Change is a complex process and it may grow up into a big mess without sufficient guide and direction from people who have adequate understanding about organizational change. If no one takes the responsibility for the process, it will hardly happen smoothly. For any organization implementing any type of change, the role of change agent is apparently undeniable. And HAMK UAS is not an exception. Identifying

those change agents and their impact as a catalyst to promote change and maintain the consistence of organizational vision through different units of HAMK is regarded as a critical element for an effective change, which is another motivation for this study. It is also the reason why this study will include research about the change agent in theory and practice. In short, change - one of the highlighted issues in HAMK recently-should be examined for the purposes of evaluation and improvement.

### 1.2 Purposes and objectives

This study focuses at the area of change management in HAMK University of Applied Science, Valkeakoski unit, especially how people react to change and how managers can work to facilitate the change process. On the successful completion of this study, the question: "How to improve the effectiveness of change management in HAMK UAS, Valkeakoski by reducing resistance and motivating employees towards change." will be answered. Research will be carried out to examine employees' opinions about change and assess the quality of change management in HAMK UAS. The study also attempt to propose suggestions for a more successful change implementation in HAMK organization.

The first objective of this thesis is to introduce change management related theories. Planned approach and emergent approach to change will be analyzed in detail and comparison between the two approaches, their shortcomings are also mentioned. More importantly, change agents' role in during the change process is discussed and critical findings about why people resist to change is also included. Those aim at achieving the necessary knowledge to support latter research.

The second objective is to research and evaluate change management in HAMK UAS, Valkeakoski. Research will focus on how employees perceive the impact of change, the level of effectiveness of method and management style used by change agent in introducing and implementing change. Based on the data collected, analysis will be given to demonstrate the current situation in HAMK and find out any potential problems occurring during change process.

Finally, possible solutions and suggestions will be provided for HAMK to amend and overcome those issues that it faces. This part will emphasize potential strategies and tactics for effective change management and provide advices for managers and change agents in dealing with certain aspects of organizational change.

### 1.3 Research method

Different methods are used to support the completion this study. Theoretical part of the thesis will be built based on valuable information from recent paper books. Important foundations on change management written by many famous theorists and researchers from years are also retrieved



through the sources of e-books and e-journals. Moreover, useful information from internet is selected thoroughly to contribute for more essential perspectives on change management theory. Relevant lectures' notes are also utilized. Basic information about HAMK organization will be found on its official website.

For the practical part of the thesis, quantitative research will be carried out in form of survey and interviews to gather more detail information. Survey will be conducted among academic and non-academic staff in HAMK Valkeakoski. Aiming at ensuring high level of response, questionnaire will be delivered and collected personally in paper form. Online form is also used as an additional mean to collect responses. Questions included in the survey are mainly ready-made alternative question. To gain an inside view of change process in HAMK, several interviews will take in place with people in managerial position of the organization. Phone interview was also taken due to long distance but it has some limitations in comparison with face-to face interview.

### 1.4 Scope of the thesis

Change management is a broad subject. Basically, change in organization relates to everything. External factors such as economic situation, political environment, technology, etc. could be driving forces for change. The organization's internal environment apparently will be impacted by the implementation of change. It is fair to say that once an organization decides to change, it should be prepared to face many issues from planning (long-term and short-term, strategic and operational, etc.), leadership, organizing (human, budgets, etc), controlling and many other unnamed problems that occurs during the process. This study limits itself to change only in the aspect of how people react to change and how managers as a change agent can lead and facilitate change by helping their people through the process.

This study restricts the focus of research on HAMK UAS, Valkeakoski unit. Survey will be designed and conducted in particular for employees of HAMK UAS in Valkeakoski. As mentioned before, focal point in this study is to better understand employees' attitude towards change and the way change is implemented in HAMK, Valkeakoski. Based on the information collected from the survey, change management style can be assessed and suggestions will be given, tailored for developing change process in HAMK, Valkeakoski unit. It may be not wise to apply this study as a universal use among other units of HAMK UAS since change is very complex in its nature and each division has its own particular circumstance.

This study is made at the time when HAMK is in the beginning phase of its long-term changing process and still in the transition period. Therefore, result of the practical research will only reflect employees' opinions and the effectiveness of current change management method at that specific time. As change process develops into another phase, this result may be no

longer valid. However, its framework of research is beneficial for any future study on the related issues and its core values remain the same.

## 2 CHANGE MANAGEMENT THEORETICAL BACKGROUND

Change management related theories are introduced in this part with several targets. Its first goal is to deliver fundamental knowledge about change and change management to readers in an easy understanding way. Secondly, the theory in this chapter will serve as a basis to be used in practical research and evaluation as part of the thesis. Lastly, it aims to act as a platform to support other future researches on change management and organizational development. Structure of this part starts with a definition about change and the four different types of change initiatives. The next following topic concentrate on two approaches to change: Planned change and Emergent change. Those will be discussed in detailed, showing appropriate situation where each type of approach is best use and their drawbacks. After that, the issue on change recipients and their reaction towards change, especially why change is usually resisted, will be examined. The final part's focus is about change agent and their role, as well as their style in managing change.

### 2.1 Definition of change

Robbins and Decenzo (2005) define organizational change as “any alterations in people, structure or technology”. This simple definition covers the true fact: change is simply change, and any difference in the way of doing thing in the organization can be counted as a change.

However, coping with change is not a simple matter at all since organization is a system that contains “a set of interdependent parts which function as a whole to achieve objectives” (Morley, Tiernan, Foley, 2006, p.23). This indicates that change in one part is also related to others, which makes the manager's job become more complicated. For instance, introducing new technology may require staff training, may lead to change in working behavior and organizational culture as well.

### 2.2 Change initiation

#### 2.2.1 Top-down change

In many cases where the company is in the crisis and need to change rapidly, it may require the direction from top-managers to impose strategic, radical change. “In top down change, senior executives generally conceive, plan and direct implementation. Middle management is responsible for detailed coordination and internal management of change, while non-managerial employees are vital with respect to embedding change, even though they generally have little say in the decision-making process.” (Ryan, Williams, Charles, Waterhouse, 2008)

Since change starting point is from the top of organization, effective leadership is very important for the success of the change. Although the role of leaders and their direction in top down change is undeniable, the change process can also be implemented with some elements of employees' involvement and participation. Because high level managers already outline missions, visions of the organization and impose the changing program, employees have clear view in mind about what the organization is going to be and thus, the changing process can be less time consuming. (Balogun&Hailey 1999, p.28)

### 2.2.2 Bottom-up change

In a situation where a top-down change approach is not suitable to generate employees' motivation and commitment to practice the change, bottom-up change usually takes places in which workers at a lower level, who are closer to the operation, see the occurring problems and give suggestion for improvements to high manager. Top-managers are not always the best to initiate the change. (Atkinson & Butcher, n.d)

Bottom-up change requires a high level of involvement and innovation from lower level staff. Thus, it can generate employees' commitment to change the process, and resistance to change is decreased. On the other hand, top-managers, therefore, have not much control over the change process. And this is why the change may not have a clear perspective and employees do not have a definite vision about what their organization is going to be, The change process, somehow, might be slower in comparison with top-down change. A suggestion is to combine top-down and bottom-up approaches to make it more appropriate to organizational change context. Top managers decide the mission-vision of the organization and agree the target of change with head of departments to ensure the consistency. However, staff still retains the autonomy to determine the way they operate to achieve organizational common goal. (Balogun et al, p.30.)

### 2.2.3 Prototype

A prototype or pilot site is one approach to change in which change is conducted first in only one small part of the organization, for example, in a single unit or department. It is useful in organization with geographical departmentalization (different business units in different locations that have similar way of operation) to experiment how change works out in one sample area before adopting it to the whole organization. Prototype is mostly also applied when introducing new technology, new process or procedure. It is a good idea to test the new system on the pilot site with less time and cost to recognize any potential gaps and defects. Change management in one part of business is also easier to deal with than in the entire business; therefore, using prototype is a way to reduce the burden of managers' job. Furthermore, it also reduces the resources require to cope with change. (Balogun et al, p.30-31)

If change is carried out successfully in the pilot site, it then can be developed and used for other departments and business units as well. Once change in one department is proven to be successful, it can raise the awareness of need to change in other department and change resistance among employees is also decreased. On the other side, it is arguable since it takes time to test the change in the pilot site, the change protestors can build up their reasons and resistances against the change. Another noticeable point is that each business unit usually has their own culture and their own working practices; success in one pilot does not imply success in others. Sometimes, change leaders may also find it difficult to transfer change program from pilot site to other departments. (Balogun et al, p.30-31)

### 2.2.4 Change through Pockets of good practice

Pockets of good practice happens when an individual, who desires to improve organizational performance, develops a personal vision and initiates the change himself in one or few parts of the organization (Balogun et al, p.30-31). According to Balogun and Hailey, there are some drive forces that motivate individual to take an active role in starting the change such as to grasp new business opportunities, to improve communication within different department, to modify working practices or culture in department, etc.

The good practice of this individual then can attract other like-minded people to follow and they form a group- the “pocket” which will become the model for the rest of the organization. The positive impact created by individual within his department will encourage other departments to do similarly (Atkinson et al; Balogun & Hailey, 2003, p.32). Because the pockets contain followers and inspired leaders who champion the change, it is protected from change blockage and ideas do not have to be sold to doubters. Change momentum can also be built in a smoother way. When the practice becomes more apparent within the organization, it is more likely to be accepted and reapplied by other departments. (Atkinson et al)

Pockets of good practice is not appropriate for organization which requires radical, rapid change but it works well when organization is in the development phase and requires small, incremental change where managers and their staff have chance to practice continuous improvement. However, organizational change will only happen if the practices can generate good number of followers. Moreover, those practices need to be nurtured and developed in to certain level for organizational development; otherwise, change only limits to a small part and maybe even dropped by the implementers. (Julia B & Veronica H., 2003, p.33) That is why this type of change needs support from top managers. Top managers should be able to recognize the value of the pocket and encourage its development by fostering an environment for those practices to flourish. Level of intervention depends on managerial judgment but it is advised that top-managers should let the pocket grows without heavy control. (Atkinson et al)

## 2.3 Planned approach and Lewin's Three –step model

“Planned change”, as it has been named by Lewin, is change that happens as a result of actions that are taken and planned in advance by the organization itself (Burnes, 2004, p. 267). Some may refer the Planned approach as a compatible means of handling change in “The Calm Waters” metaphor environment. This metaphor depicts organization as a big ship in a planned, predictable journey cross a calm sea. Change happens to organization occasionally as storm in the sea occurs and disrupts the ship. (Robbins, DeCenzo, 2005, p. 234)

The three-step model to change has been first developed by Kurt Lewin (1947) which is very popular among change practitioners and theorists. It is one part of his work Planned approach to organizational change which consists of other elements such as Field theory, Group Dynamic and Action research. According to this model, a successful change process needs to go through three stages: Unfreezing- Moving- Refreezing. (Burnes et al, p. 267)

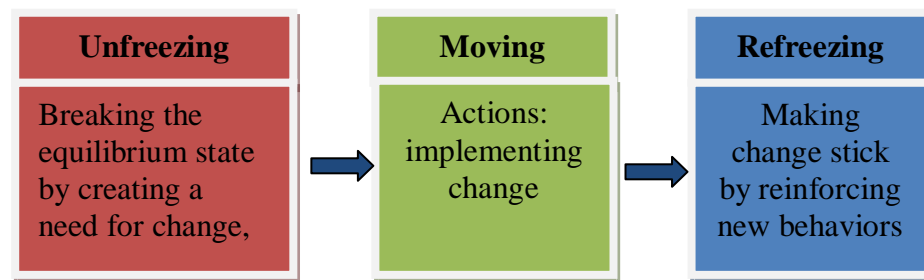


Exhibit 1: Lewin's Three-step model for change. Designed based on Organizational behavior, 2<sup>nd</sup> Edition by Ray French, Charlotte Rayner, Gary Rees, Sally Rumbles, 2011, p.586

### 2.3.1 Unfreezing

Unfreezing is the first step in the change process in which people within the organization are given necessary preparation to change. It is all about making them awareness about the importance and the essence of change. According to Lewin, human behavior is based on an equilibrium state established by driving and restraining forces. The equilibrium state needs to be broken to facilitate the rejection of old behaviors and the move in of new ones. Schein (1996) developed this concept of unfreezing into the application of a three psychological steps: “disconfirmation of the validity of status quo, the induction of guilt or survival anxiety, and creating psychological safety”. (Burnes et al, p. 274)

The role of survival anxiety is very important in this stage to increase the urgent for change and therefore, change managers should cleverly indicate to employees that current practices/ working methods, etc. are not anymore appropriate in the new environment. By making them dissatisfied with the existing state, they will be more easily motivated to move out from the current comfort zone. Take an easy example of a student with

homework and deadline, the more closer the deadline is, the eager he is to roll up his sleeve and make things done. Deadline in this case is like a kind of catalyst to make change happens. The same rule applies in organization. Managers should utilize this easy and cost-effective method to make people feel that uncomfortable with the existing system and want to try something new; for example, by proving that business performance is poor compared with competitors, not good enough to meet with customers' expectation or revealing the inherent problems. When feeling crisis is around, employees will be more open to change. However, it should be done in a way that does not create too much fear, panic and pessimistic thinking among employees that in turn have adverse effect on employees' motivation towards change. (Fossum, 1989, p.16; Kurt Lewin Change Management Model, n.d, Kotter, 1996, p.45)

It is also suggested that leaders should be able to sense the need for change and be ready to "unfreeze" their organization to avoid the "boiled frog phenomenon": When place a live frog in boiled water, it will jump out immediately but when place it in cold water and warm up gradually, the frog will stay there until it boils to death. Small changes in environment can accumulate and become huge trouble. If organization cannot continuously adjust with change in the environment, deterioration comes slowly without notice and leads to sudden collapse. (French, Rayner, Rees, Rumbles, 2006)

Lewin's force field analysis can be used to support the achievement of unfreezing by identifying and evaluating the net impact of all forces that can influence change. Driving forces (the facilitators) are those that support change and direct behavior away from status quo while restraining forces (blockages/ barriers) are those that impede change and push behavior towards status quo (Robbins, Coulter, 2002, p. 341). At the equilibrium state, forces for change equal forces against change; thus, to destabilize the equilibrium state, managers should try either to increase driving forces or reduce the restraining ones or simultaneously implement both. (Fossum, et al, p.13; Wells, 2006)

### 2.3.2 Moving

This is where the change happens, after the preparation period have finished. Sometimes, change managers are too eager to enter into this stage when the unfreezing step has not been completed yet. With insufficient support and understanding from staff, change is hardly implemented smoothly. (French et al, p.587)

In this stage, strategic plan, new mission, clear vision and objectives can be formed. The question about what should be changed and how to change them need to be answered. Goals and targets of change should be well communicated and clarified among change participants. Although employees can all be well prepared and persuaded towards change, it is essential that adequate support is give in this stage. A program for courses of actions should be delivered to staff in order to guide them. Leaders should

choose appropriate change strategy, depends on time, readiness and capability, etc. of the organization. Proposed objectives and program actions need to be carefully planned and should be attainable, within organization's resources and ability. However, the change process itself always contains some elements of challenging as new skills, technological or interpersonal, etc., will be obtained by employees in the learning process to cope with change. But for many people, challenging can be considered as a kind of motivators that can lead to personal development, self-achievement and actualization with proper support and reward program, which is actually good for organization. (Pugh, 2007, p.76-77)

### 2.3.3 Refreezing

This is the last stage in the process and aims at making the change stick by reinforcing and maintaining the new behaviors and practices. Without this final stage, change may only be the short-live one and employees may return to old way of doing thing (Robbins et al, p. 235). Schein (1996) also believed that to be succeed in sustain the new equilibrium point, the new practices should develop into a ripe stage that it can fit with the attitude, belief and the environment of the concerned individual. In detail, the change is only regarded as success if change managers can make the new practices become part of organizational culture. Change does not stop with the coming of new behavior but more than that, the behavior should be integrated into the permanent attitude and culture. Lewin also addressed this issue and he suggested that change should be focused only at individual level. If group norm does not change, there is a highly change that individual- who belongs to the group might easily discard the new practices that he has just learned. (Burnes et al, p. 274-275; Pugh et al, p.76-77)

Evaluation about change process can be carried out to aid the implementation of this stage and keep change momentum. Benefits that change brought should be reviewed as well as costs and any drawbacks, problems occurs during the changing stage should be well analyzed. Based on the evaluation, corrective actions should be taken on time to maintain the good flow of change. At the same time, encourage and support should be give continuously to employees. Methods such as rewarding new behaviors, following up training sessions, etc, can be used to facilitate the build in of the new practices. (French et al, p. 587; Morley et al, p. 440)

Although Lewin's Planned approach and the three-step model has been recognized as great contribution and foundation for change theory and practice, there are some critics about the weaknesses of the approach. The first point is that Planned approach seems to apply well only for organizations with rigid hierarchical structure and operating in simple, stable, or somewhat predictable- controlled environment and change can be done in a process, stage to stage and can be sustained in the end. This model views organization as a "closed system" which is contradictory with the reality that organization today operates in a more or less dynamic environment and many argue that change should be a "continuous open-ended process" rather than a "set of contained events". Another concern about Planned

change is that its design is more suitable for incremental change than the transformational one. It might be not applicable when organization is in crisis and urge for rapid, radical change in a directive top-down manner. One also argued that it is appropriate for individual and group context but somehow it has limits when applied to system-wide change. Moreover, the model does not take some important aspects such as organizational conflict and politics, factors forcing change, etc into account. Last but not least, it assumes that the approach is suitable for all organizations and all situations, kind of a “universal approach”, which is apparently not true since the fact is that each organization is influenced by its own different internal and external environment forces. Lewin’s model for change is viewed as a quite simple and straight forward model which does not contain details about how change could be actually carried out. Thus, there have been many developed models based on his work. (Burnes et al, p.280-284; Morley et al, p.440)

### 2.4 Emergent approach to change

While Planned change comes along with the “Calm Waters” metaphor, Emergent approach to change seems to best go with the “White Water Rapids” metaphor. Organization facing continuous change like a raft in a raging river always has to handle with the white-water rapids. Change and disturbance from the environment is frequent and managing change is, of course, a thing that needs to be done all the time. (Robbins et al, p.234-235)

Unlike the planned model in which organization decides to take change initiatively and implements it step by step, emergent change is change that happens randomly and not on organization’s intention (French et al, p. 577). The dynamic and uncertain business environment may be an important factor that leads to the development of this emergent approach to change, where it requires organization to act quickly and timely to respond to any changing condition. For many industries, the predictable and stable environment may not even exist. That is the reason why today well-planned change program may not be good to implement in short term future as there may appear internal and external factors that make the situation become totally different. Planned change, which outlines schedules, process, and objectives in advance, is criticized for being rigid as Dawson (2003) also pointed out that even in stable environment, change appears to be unpredictable. Although the processual analysts do not support the idea of prescription for change process, they do admit “the importance of planning for change”. However, managers should always bear in mind that the plan should be flexible as it can be influenced by many internal and external variables. Pettigrew (1987) said, change can happen throughout organization, at any time, without clear starting and ending point. A linear plan to manage change may not make any sense in this case but what needed is a change-enabling environment and people who are ready and willing to take change whenever situation requires. (Burnes et al, p. 292; Green, 2007, p.19; Robbins et al, p. 236).



According to Boddy and Paton (2011), emergent approach is best suit since change program can be affected constantly by many emerging factors which demonstrates that a rigid, sequence model for change maybe not very helpful. This approach emphasize on the need that organization should always alert with its environment and maintain its best state by quickly adjusting, shifting and maintaining the equilibrium whenever it is disturbed (Senior, 2002, p.44). Senior also mentioned that, ideally, if organization is always on the changing mood and adapting immediately with any of the occurring disturbance, there would be no need for big periodic transformation/ reconstruction. That is why change management should also be considered as part of manager's job, not just the role of an external change expert (Carnall, 2003).

To be able to identify and respond quickly to those tiny variations, it suggests for a more "bottom-up" change initiate rather than "top-down" change. After all, staff is the closet one to the operation system and has access to every single detail of information. There are great chances that they can be the earliest one that recognize the problems lied in the system that top managers could not acknowledge. Thus, empowering employees is a good way to encourage staff to take action whenever it is needed. However, for "bottom-up" change emerges successfully, it demands that employees who take actions need to have sufficient skills, motivations and courage to deal with change. The practice of "self- organization" and continuous innovation were also promoted with the similar concept that support change emergence through empowering and creating a climate of receptiveness to change among employees. It proposes that managers should be less command- control in their style; instead, they should develop a culture for innovation, creative thinking that enables people to experiment and adopt new ways of doing thing wherever and whenever appropriate. On the other hand, role of power and politics is emphasized in managing the change process: It supports the idea that although change happens at local level, it should be refined and directed by manager. Since the nature of organizational change is very complicated, without clear set of objectives and target, small incremental change may develop into a real mess. Therefore, managers' role is crucial in reducing the uncertainties that change might bring (Schuyt & Schuijt, 1998). Emergent approach encourages the contingency practice of managing change that requires more analytical rather than just linear process. Change context is varies, not only from organization to organization but also from time to time; thus, successful change does not rely on how well it is planned but rather on how well the situation is analyzed and understood and identifying possible options to deal with problems occurred. Furthermore, different methods, approaches to change should be designed in accordance with the situation organization is facing. As organization is an open system, a systematic and comprehensive understanding of organizational environment is necessary to bring about change effectively and efficiently. A good consistent change should examine the relationship between organization's culture, design, structure, system, organization's stakeholders (suppliers, customers, employees, etc.) and other external forces. If change is viewed only on

one aspect (termed as “narrow focus on change”), change will be the short-lived and instable one. (Burnes et al, p. 292-297)

The emergent approach seems to pay more attention to the “two-way” relationship between the organization and its environment than the planned approach. Stickland (1998) questioned “to what extent does the environment drives change within a system and to what extent is the system in control of its own change process”. It draws to the point that not only the environment that influences on organization but the organization itself also has impact on the creation of the environment in which it operates. Nevertheless, Benjamin and Mabey (1993) argued that external environment plays the role as main forces for change but it is the organization and its people are the decider of the change process- how it is implemented and achieved. (Burnes et al, p. 295)

As everything has its weaknesses, the emergent approach is also not very perfect as it looks. The first drawback occurred within this approach laid in its coherence and validity. There are many advocates to this approach and although they have some basic common views towards the approach, they focused on different aspects of organization change with different objectives. Some attempt to analyze change from a specific view; others make effort on providing successful change process. As a result, their contribution for Emergent change is not very systematic and consistent. The validity and universal application of this approach is also another controversial point as it assumes all that organizations have to adjust continuously to cope with the complex, dynamic environment. Thus, one may argue that it is not appropriate for organization operates in simple environment and requires another type of change than the incremental, continuous one. Each organization faces different degree of complexity and uncertainty. Moreover, the extent to which system is impacted by those variables is also not the same. In addition, emergent approach is devoted for organizational change rather than individual or group change. As a result, some organizations perceive that Planned change is a suitable method. (Burnes et al, p. 313, 315)

The impact of organization culture on change and vice versa was also discussed but it remains unclear. As organizational culture, values and beliefs is not the one that easy to rewrite. Another criticism on emergent approach is that although it opposes to the recipe of the three-step change by Lewin, it recognizes change as a process with a start and end point. In addition, supporters to emergent approach have brought the aspect of organization politics and culture in analyzing change; but they seem to pay too much attention to it. (Burnes et al, p. 314-315)

### 2.5 Recipient and reaction towards change

Change recipient is term used to describe people who receive the direct impact of change, who have to accept and adapt to change. Not only managers find it difficult to confront change, many employees might also have hard time during and after change process implemented. In case organiza-

tion found itself in crisis and large number of employees be made redundancy, the remaining staff's morale may be affected negatively which can lead to reduction in productivity and other uncomfortable problems. This has been known as the "survivors' syndrome" (Balogun et al, p. 220-221). Aftermath, the burden place on change managers is heavy. Change management therefore, is also about helping staff all along the way of change

Why do people often resist changing? Change often comes with uncertainty and ambiguity that makes people anxious. According to Murphy (2007), it requires people to think, feel, and act differently from the accustomed regular way. Even change is for organizational benefits and better performance; it brings the new systems, habits, practices, etc. to replace the old one that have been developed and familiar with over long period of time. Afraid of losing values that have been built in the old system is also another reason for change resistance. This explained why change is often more hardly and slowly accepted by older workers than the younger one since they have longer time invest in the current theme and the fear of loss due to change thus, increase. Resistance to change sometimes also comes from the feeling/ belief that the change is not compatible with the organization's goals and interest and change can cause a negative effect for the organization (Robbins & Coulter 2005, p. 346). Individual, therefore, is reluctant to welcome the change and afterward, ends up with refusing to go against the change under many forms such as strikes, motivation and productivity decreasing, more absenteeism, etc. (Morley et al, p.435). Individual can express their resistance to change actively (such as exaggerated argument or criticisms, etc.) or passively (preventing change by holding back important information) (Heller, 1998, p.52-53). There are uncountable reasons for change resistance. But some basic sources of Resistance to change can be divided into 2 categories: individual and organizational.

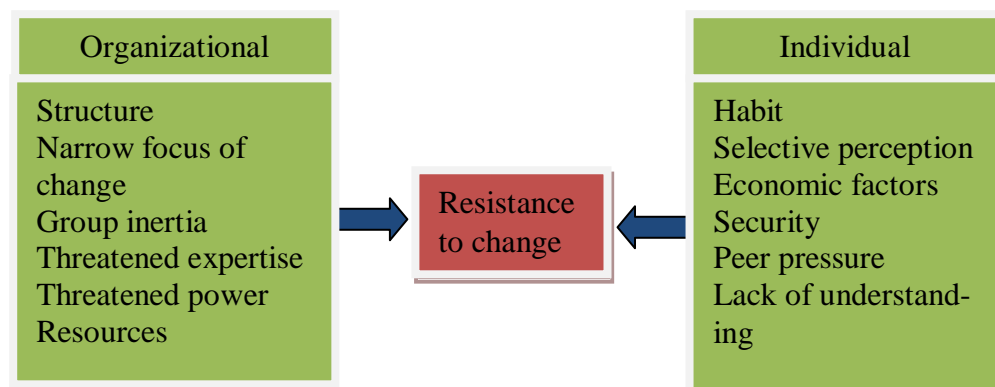


Exhibit 2: Sources of resistance to change. Designed based on Modern Management: Theory & Practice for Irish Students, 3rd edition by Michael J. Morley, Siobhan D. Tiernan and Edel Foley, 2006, p. 435

### 2.5.1 Organizational sources of resistance

Six main organizational sources of resistance have been defined by Katz and Kahn (1978). They include organizational structure, narrow focus of

change, group inertia, threatened expertise, threatened power, and resources. Those factors will be reviewed in detail as follows

Organizational structure can be counted as a change blockage since it is created for the purpose of stability and is used as a tool help employees understand exactly their role and responsibility within the organization. Organizational structure is, somehow, quite rigid in their nature and not open for change that may reform it entirely. (Kumar, 2009, p.392; Morley et al, p.436).

A narrow focus of change refers to a situation when changes are not implemented comprehensively and consistently. It will be a disaster if change happens only in one aspect and other related parts are not taken care of. One example of change failure is that organization may introduce team work structure but still keep individual performance reward scheme which does not encourage team cooperation performance (Morley et al, p.436). Managers need to pay attention to this issue when carried out the change program.

Group inertia: According to Stanislaw (1983), inertia is the desire to maintain status quo and the old specific way of doing things in group even when change is essential to improve the current situation. Group members conform to group norm and agree a pattern of behaviors within the group. The group is normally concerned for its own interests and benefits and tried sits best to protect itself; as a result, change that causes any adverse effect on group will face resistance. Group cohesiveness can be considered as an obstacle in the changing process since it will push away any new members, new practices that are not accepted by the group as a whole (Aswathappa, Reddy, 2009, p.254). Even in the case when individual accept the change, if the group he belongs to signal for preventing change, he would follow group think. (Individual and Organizational Resistance, n.d)

Threatened expertise: when change requires change in skill and expertise, individual affect by it will naturally resist to it. For example, managers may want to launch a new technology system will face resistance from employees who work depend mostly on a certain set of skills connected with the old system (Morley et al, p.436). They might feel that as change comes, their expertise is no longer useful for the organization or their influence, which relies strongly on the knowledge and skills they possess, will reduce significantly due to the incoming change.

Threatened power and influence: Change might bring in some alternatives in authority and power structure. Individual, who feels that change will lead to a reduction in their power or influence in the organization, is naturally likely to go against the change. (Mullins, 1996, p.733)

Resources: Change sometimes requires new resources allocation will probably encounter resistance from group/ department that used to have favorable resources (Morley et al, p.437). It is easy to understand and it is natural that people will resist changing if they know that change results in fewer resources, or benefits provided for their group/ department..

### 2.5.2 Individual sources of resistance

While many reasons for resisting changing are related to the organization, as discussed above, there are also lots of restraining factors that are linked with individual's concern. Nadler and Stanislawski and Stanislawski (1983) have also paid attention about individual sources of resistance to change. Their crucial findings will be summarized as follows. (Morley et al, p.437)

Working habit is not easy to modified, since it is established over time and rooted quite well inside each employee. Most employees refer to work in a similar, well accustomed manner, in some routine tasks that they can deal with easily. That is why working habit provides them some sort of comfort and security. Introducing change means the coming of new thing, breaking the old habit and starting new learning process. Habit is not easy to start over as people tend to return to what they are familiar with and prevent the change (Aswathappa et al, p.255). However, the degree of resistance caused by working habit depends on how employee perceives benefits that change bring for them. If benefits of change outweigh the inconveniences of changing habit, individual is more willing to accept change than in the opposite case. (Morley et al, p.437)

Selective perception: refers to the situation when individual view thing in the way it fits to one's own existing perception, not the way thing actually is. Selective perception will lead to the biased view towards an object and cause resistance to change (Mullins et al, p.732) as he will only willing to accept what he can understand and ignore or resist to other things that do not fit to his own belief. And it is even worse because it is hard to change the way people think. It focuses individual's attention only on how change impacts on him and his department, not the organization as a whole. Since each employee interprets change in a different way, change leaders may face an issue in communicate the change as change should not be promoted in a common theme. (Aswathappa et al, p.255)

Economic factor: Extrinsic rewards such as salary and bonus still pay an important role in work motivation. As a result, it is no surprise that there will be a certain level of resistance to any change that threatens to a decrease in extrinsic reward, either directly or indirectly. This is also the case when change results in requirement to increase work effort with the same level of pay (Mullins et al, p.732). Another factor is that change may sometimes involves with the introducing of new working procedures, techniques, tools and equipments that force employees to go through a training period to gain sufficient set of abilities in order to adapt with the new system. Individual may think that his income is lower during the learning period (Morley et al, p.438). One may believe that change reduce the opportunity to have future pay increases. (Griffin, Moorhead, 2011, p.547). Fierce resistance occurs when change comes along with business downsizing and cost cutting policies.

Security: It is in nature that most people have fear for the unknown. People are often anxious and feel insecure about what they do not know, like change and its outcome (Kumar et al, p.391). The old regular way of

doing thing gives people a degree of comfort and secure. Knowing exactly what to do, how to do and its consequences makes people feel safe and constant. Thus, they often desire to retain the status quo and oppose the change. (Griffin et al, p.547)

Peer pressure: There is case when individual himself prepare to support change but his fellows around and the work group/ team he belongs to want to prevent the change. He would act loyally to this group, want to be the same as everyone else and go against change (Kumar et al, p.392). This peer pressure rule remains the same and has positive effect when group acts in favor of change and individual follows although he may resist changing as an individual. (Morley et al, p.438)

Lack of understanding: If change is not communicated well and people cannot see the need for change. Without explanations and convincing proofs, employees will still think that the current working system is the best. Lack of information about how change affects on employees will result in series of assumptions and guesses, doubts, etc. that increase the probability of change resistance. It is not a good situation if distorted rumors spread quickly and no one asks for clarification and correction. (Kumar et al, p.391; Morley et al, p.438)

Above are just some popular factors lead to change resistance, in practice, there are lots more should be taken care of, such as too short notice time for change, increase in responsibility, previous unsuccessful change effort, etc. (Kondalkar, V.G, 2009, p.192; Kumar et al, p.391-392 ). Change managers need to be flexible in recognizing those implied reasons in employees' behaviour to have suitable tactics to minimize change resistance and motivate workers toward change.

## 2.6 Change agent

### 2.6.1 Definition of change agent

It does not a matter whether the scope of change is big or small, change within an organization is not an easy, simple process. For the change happens successfully, it needs to be controlled, directed and managed at some extent. According to Robbins and Decenzo (2005), change “needs a catalyst”, in other words, it is change agent who has responsibility over the change process, the one that play very a crucial role in the success of a change.

Some change agent roles were identified by Balogun (1999); for instance, change agent may be the CEO, managing director or senior manager of the organization who have leadership skills, will take the lead for implementing change and can utilize symbolic activities to support change process. However, change agents are not necessary top managers but they can be any individuals, groups that initiate and facilitate change process. Due to the complicated and uncertain nature of change, change agents usually consist of more than one individual. There should be a group of people

who have complementary set of skills to deal with different aspects that change may bring; for example, heads of departments or business divisions can form a team or steering committee to work on change management. Sometimes, change responsibility can be delegated to one or a few specific departments of the organization such as HR, technological function, etc. This is usually the case where change is implemented on a group or individual level or the necessary skills for managing change belong to a particular organizational function. But change agents can be in non-managerial position, such as specialists within the organization.

Change agents may also come from outside sources such as external consultants who are change management experts that are hired to aid managers in tackling with organizational change. Consultants act as mentors for those internal change agents by giving advice on planning, deciding where to start the change, what to change, choosing appropriate strategies, training to improve managers' skills for effective change management or even participating in change process, etc. However, organization should be aware of some shortcomings when using external change agents. One disadvantage comes from the fact that outsiders might be lack of a good understanding about organization's culture, values and beliefs. Thus, they may not take those aspects into account while designing the change programme and it may be difficult to get employees to follow the change. External consultants are not the one affected by change and they may attempt to promote a tough, radical change on organization. On the other hand, inside managers have the advantage of a deep understanding about their organization, its system and people but this can be a drawback since they are too close to the system, their views tend to be subjective and be bound to the conventional way of thinking. Since managers have the heavy burden of responsibility for the change and its consequences, they also tend to be more cautious with their decisions and actions than the external change agent. Another way to fostering change is the introduction of new CEO or new manager to the organization. Their ability to bring in new ideas, perspectives and different ways of doing things can also act as a catalyst for change. (Balogun et al, p.45-47; Johnson, Scholes, Whittington, 2006, p. 519, 522; Robbins et al, p. 234)

Kotter (1996) argued that the guiding coalition should contain members who have a position of power, expertise, credibility, and leadership skills. The diversity of skills of team members will enable different valuable views towards the change process. It is also useful for generating ideas and problem solving. Credibility means that those individuals have good reputation and influence within the organization and people tend to trust in them, which can be considered as a key advantage in facilitating change.

Change agents' role during the implementation of change is quite demanding as it is not only about carrying out change plan, getting people to follow, supporting them in dealing with change but also about coping with uncertainty. Obviously, change agent should have good understanding of the organizational visions. They need to be equipped with skills and techniques about change management. Although technical skills such as plan-

ning, budgeting are indispensable, process skills are those that even more essential for successful change. Change agent will actually need to deal more with people, organizational culture and politics than with plan and schedule; thus, communication, consultation, team building, negotiation, etc are, of course, required. (Balogun et al, p. 216-217)

### 2.6.2 Power- a critical element for change agent

Change agent should be powerful. Otherwise, they need to be given back by other powerful people within organization. This is the reason why the basic concepts about power will be reviewed briefly.

Power is a concept to reflect the degree to which people in organization have influence on each other. When one (for example manager) attempt to make influence on others (the target people, such as employees), there are three possible outcomes: commitment, compliance and resistance. Commitment refers to the situation where employees agree to carry out manager's request in a positive, enthusiastic way, make good effort and may try to find best way to perform the given task. Compliance refers to the situation where employees accept manager's request but in a less positive manner; they still complete the task but with far less effort. This is the case where manager has failed to motivate employees and their attitudes towards the task. Compliance of employees can be an acceptable result if manager does not highly demand in quality of the performed task. Resistance is the worst situation where employees actively seek ways to prevent doing the given task (Yukl, 2010, p.200). Power in organization can come from, basically, five main sources as identified by French and Raven (1959): (Hitt, Black, Porter, 2009, p.269-271)

Reward power: power of managers to give or withhold reward such as bonus, pay benefits, promotions, recognitions, etc. to others. Good reward is an important tool to motivate employees but it may lead to decrease in employees' motivation for those who do not receive reward they perceive that they deserve more than what they receive.

Coercive power: ability to enforce the compliance to disciplines and rules by utilize emotional or physical threats of punishment. Punishment can be given in form of withholding favorable things or give out unfavorable things. Coercive power should be used thoughtfully as it can cause counterproductive since it may have negative effect on employees motivation. Traditionally, this type of power is perceived to associate with managers and supervisors; however, lower employees also have coercive power towards higher managers in such situation where they hold valuable information and bargain for their benefits.

Referent power: the power deprives from the ability of individual to develop a group of subordinates who like and follow him. Charismatic leaders, who can inspire others, gain respect and trust from them, often own this source of power. It is a very powerful and effective way to influence people. Managers with reference power can lead by example; especially in change process. However, building reference power is not easy and there is no particular formula or strategy to gain it. Certain personalities and



skills of leadership are helpful but this type of power usually requires time to develop.

**Expert power:** Power that comes from special knowledge and skills that one possesses. This type of power is usually identified with specialists. In organization nowadays, it is not strange that everyone owns certain knowledge of different aspects. The degree to which one can use expert power to influence on organization depends on how those special skills owned by the individual concerned are necessary for the survival and successful operation of organization

**Legitimate power:** this is the power that associates organizational hierarchical structure (formal authority). This is defined by the right of managers to give orders and expect employees to implement their requests.

Expert and reference power is identified as “personal power” since it comes from individual himself, as oppose to legitimate, coercion and reward power which is derived mainly from the position that individual has in organization (“position power”) (Hitt et al, p.268). Those types of power are interrelated rather than independent. Many studies have found that personal power has more positive impact on employees’ motivation and performance than position power does. However, employees’ attitude does not only depend on sources of power but also depends on the way managers use that power. Different situation requires different style of management with suitable power type. Even coercive power can be the most effective one in certain cases (Yukl, 2010, p. 214). Change agents, therefore, should choose and utilize the power they have in a proper manner to achieve the aimed result. Change agents should be a symbolic example for employees; thus, it is very important that change agents can generate trust among those concerned. (Lane, Maznevski, DiStefano, Dietz, 2009, p. 236)

### 2.6.3 Top-managers as change agents

This is mentioned not to deny the role of bottom-up change but still, top managers must take an active role in initiating and leading change. Top managers need to decide where and what to change, as well as set goals, targets of change and outline the paths to achieve such goals. To reduce change resistance from the powerful sources, top managers need to sell the change ideas and get consensus from key stakeholders and managers. The most apparent role of senior managers in organizational change is to create the new vision that enables employees to understand the general direction of change. It is important to ensure that people are not confused about how their organization is going to be. Moreover, top managers can communicate the change message through a good vision which is able to motivate people to follow the change by making them believe in the future better image of the organization. It is easy to gain support to change when employees understand that the benefits that change brings will far more than their personal cost of changing. Those leaders must have a set of interpersonal skills to be effective in communicate and persuade employees to make them understand the need for change. (Kotter et al, p. 68-70; Sims, 2002, p. 89-91)

Top-managers are also expected to be responsible to maximize employees' involvement in the change process. It is advised to create an environment, a culture that encourages employees to take necessary change at their local level by empowering. Top managers should also be open and listen to suggestions and proposals about change paths, actions, etc. from lower-level managers. Sometimes, big change can derive from idea and recognition of staff and senior leaders must be able to analyze and put those advices in to consider for action instead of rigid to their own approach. Top managers also expected to have the ability to select other additional change agents to support them along the path. For example, forming a coalition team which consists of key individuals who can best facilitate change process is one good method in doing so (Yukl et al, p. 314). During change, good communication and flow of information is increasingly crucial. Senior managers must be proactive to achieve valuable information by using variable type of communication channels such as intranet, team briefing, consultation, meetings, etc. to keep lower managers and staff aware of the change progression and possible corrective actions needed. (Kotter et al, p. 68-70; Sims, 2002, p. 89-91)

### 2.6.4 Middle managers as change agents

The role of middle manager as a change agent is considered as a complex and demanding one. While top-managers are usually more concerned with establishing new mission, visions and organizational change objectives, middle managers has an important role in implementing, monitoring and controlling the change process. Middle managers are sometimes referred as "change relayers" since they absorb change from the top and pass on to people at lower level in the organization (Balogun et al, p. 218). Firstly, managers will need to take the change themselves, and by changing their behavior, indications can be delivered for employees that change is happening. They are the one that involve in designing change program by transferring those strategies outlined by top-managers into actions and put efforts to implement change in their departments. Middle managers should be flexible in term of interpreting and adjusting those strategic directions into actions that are appropriate to certain context of their departments or divisions. Since they act as a link between top managers and lower participants, their role of in communication of the change is undeniable. (Johnson et al, p. 521; Balogun et al, p. 218-219). Thus, they should possess a good communication skill in order to deliver change message in a right time, in an appropriate form to the relevant person (Gavaghan 2012, lecture).

Being in touch with the operational staff, middle managers have advantages in identifying reasons that employees resist to change and be able to provide or propose the remedy for overcoming change barriers. Ideally, managers should be able coach, guide and help employees going along the path of the transition state. Moreover, their symbolic activities and reference power can lead to the follow of employees under their span of control. Therefore, they can provide great support for change as well as being

a powerful change blockage. It is important to recognize the role of middle managers in change and prepare necessary change management skills for them by education and training. Achieving support and commitment of middle managers is essential to nurture change process. It is suggested that involvement of middle managers in strategic planning is not only useful to increase their commitment and understanding of organizational change but also to exploit their enormous contribution in change designing process. (Johnson et al, p. 521; Balogun et al, p. 218-219).

As middle managers deal more with operational level, they may own more knowledge about day-to-day business aspects, it is better to have help from them in collecting and analyzing information which can be great support for top-managers in strategic decision-making. Furthermore, the involvement of middle managers can bring in more perspectives and view to prevent a strategy with narrow focus on change. (Johnson et al, p. 521; Balogun et al, p. 218-219).

### 2.6.5 Managing change-Dealing with employees' resistance

Kotter and Schlesinger (1979) have suggested six different styles of management that change agent may use to facilitate change process. Change agent might apply those strategies to overcome change resistance, to make employees compliance to change or motivate them to commit to the proposed change. The choice of which method to be used, of course, depends on the organizational context.

Education and communication is best effective when the reasons employees resist change come from misunderstanding and lack of information that lead to the feeling of uncertainty. Change agents should attempt this tactic at the beginning phase of the process when change is introduced. The purposes may aim at both making those concerned aware of the need for change, and providing them the information about change and its consequences. If this is done successfully, not only resistance reduces but employees are also prepared with knowledge about change before it happens. Change plan may be delivered through a vertical flow from top to bottom. It is important to notice that both formal and informal communication will have impact on employees' opinion about change as in organization, there are individuals who do not have position power but their opinion may have strong impact on their colleagues. Communication would be even more effective if change agents are able to identify those individuals and gain their support (Burnes, et al, p. 477). An element of trust between managers and employees will make this style work out more easily. Change agents are required to have good communication skills to prevent common mistakes such as giving too much information that make the recipients overload, using technical language (jargon), or inappropriate time, etc. (Gavaghan 2012, lecture). Change agents might opt to give presentation to group, team briefing or one-to-one discussion to raise change awareness, to inform and keep staff update about change progression. During meeting, presentation, change agent may address questions and responses from employees and make communication become a two-way

process and potential issues can be identified. One drawback for this method is that it is quite time-consuming, especially when there is absence of trust between managers and employees who make the discussion seem endless.

**Participation and involvement:** This style champion the idea of increasing commitment by involving those affected by change in decision-making process. This style encourages some elements of delegation and empowerment. Mechanism such as task force, committee may be formed to work on change. Employees are allowed to discuss and contribute ideas, suggestion to form the change program. The advantage of this method is that it can generate positive attitude about change among those involved and create a sense of ownership to the process and produces high commitment among those concerned since the one design the change process is also the one implement it. Moreover, it can generate better solution when decision is made based on people who work closely to operational system. Thus, it is well applied when change agents do not have enough information to design the change program. However, the solutions delivered may not be the best one since those involved may adhere to the old way of thinking. Therefore, it is recommended that key process and decision should be assigned only to individuals who have sufficient, suitable skills and knowledge. It is important to involve the one that is important to make change happen. Schmuck and Miles (1971) argued that the greater the change impact on employees, especially their values and beliefs, the higher level of employees' involvement it should be (Burnes et al, p. 481). The degree of participation of lower level managers depends on circumstance. This method is recognized as time-consumed.

**Facilitation and support:** It is essential when employees experience difficulty in performing their jobs due to change. Staff attempts to implement the change but they may face obstacles to fulfill their duties due to lack of skills in using new work equipment, unfamiliarity with new working procedure, etc. In other case, employees might experience a decrease in morale and sign of stress. Those all lead to reduce in productivity if managers do not notice and provide enough support and help employees during the transition state. Facilitation from change agents may be helpful in reducing resistance due to fear of unknown and insecurity. Organization attempt to have transformational change usually have training and development program for its staff. Dealing with staff's motivation and morale, change agent may give emotional supports such as therapy, short paid leave of absence, etc. Consultation may be given as well as actively listening to problems and complaints and provide suggestion and solution to help individual overcome the hard time. However, this method is useful to aid employees go through the change process but it does not ensure their commitment until the end of the change process as employees may revert to their old habits if change agent do not put enough effort in maintaining the change. Furthermore, the training program will definitely takes time and money while its effect is still in question.

Methods	Use when	Advantage	Disadvantage
Education and Communication	Resistance due to lack or inaccurate information	Create more willingness to change	Time consuming and may not work if lack of trust
Participation and involvement	Others have important information and expertise to make contributions and/ or power to resist	Increase commitment	Time consuming, may be poor solution
Facilitation and support	People have difficulty in adapting to change	Facilitate adjustment	Costly, time consuming, not guarantee that change will stick
Manipulation and cooptation	Other methods do not work or too expensive	Quick inexpensive way to gain support	Counterproductive if targets sense that they are being manipulated
Negotiation and agreement	Resistance comes from a powerful group	Avoid strong sources of resistance	Maybe expensive, and cause other to seek for similar deal
Explicit and implicit coercion	Other methods do not work or too expensive, speed is important	Quick, inexpensive	Negative impact on targets' motivation, may reduce change agents' credibility

Exhibit 3: Management styles in managing change and dealing with resistance. Designed based on Fundamentals of management, 5<sup>th</sup> edition by Stephen P. Robbins and David A. DeCenzo, p. 240 and Organizational Behavior, 2<sup>nd</sup> edition by Ray French, Charlotte Rayner, Gary Rees and Sally Rumbles, p. 597

**Negotiation and agreement:** This style is mostly used by change agent to cope with individuals of groups that will be affected negatively by the change and they are powerful enough so that their resistance to change will make change hard to be implemented. Individual in high position or trade union are examples of potential powerful change blockage if they perceive that change will lead to the reduction of their benefits. Change agents can try to offer other benefits in exchange for their support in change implementation. Agreement to negotiate indicates a willingness to listen to each other but still hold the right to make decision. Although two parties have their own interests, they all aim at reaching an acceptable agreement; the result, therefore may not be optimum but satisfactory for both sides. In some cases, one party enter into negotiation may not intend to reach agreement but use it as a tool to postpone dealing with problems or just because no negotiation looks bad to outsiders (Gavaghan, 2012, lecture). The disadvantage of this method lies with high cost potential and the risk that others may examine the negotiation case and create more pressure to have the same bargain.

**Manipulation and cooptation:** Manipulation is a tactic used by change agent to influence employees' attitudes and feeling about change to again their support by representing information in a deliberate particular way or giving out selective information that create a twist in the fact. It is somewhat like spreading rumor in a controlled way. For instance, change agent can make people believe that organization is in the crisis and if they do not change, they may face losing their jobs. Cooptation is an application of manipulation where change agent makes it look like employees' participation and involvement. Cooptation is where those concerned (staff or front line supervisors or middle managers, etc.) seems to engage to the design of change process but in fact they have little influence on the decision making. In comparison with some other methods above, this tactic is a quick, easy, non-expensive way to gain commitment to change. However, change agent must use it elegantly and be aware of the counterproductive effect it may bring if it is misused. Change agent should ensure that they have control over those co-opted otherwise, it may turn out that they can actually impact on the change design and implementation, and direct the change in the way that is not organization's best interest. Another point change agent should notice is that if the targeted people sense that they are being tricked, the level of resistance to change may even increase. This often leads to mistrust and loss of credibility of change agent.

**Explicit and implicit coercion:** Under some circumstances, change agents might have to use coercion to make people compliant with change and decision made by the top-managers by threatening or punishing them with undesirable things if non-compliance. This can only be effective if change agents are powerful. It can achieve rapid change throughout organization but it easily leads to negative impact on employees' emotion and even change is implemented, it does not guarantee that change will be made permanently. Although it has many disadvantages regarding employees' motivation, it is a useful method under time constraint.

### 3 THE ORGANIZATION'S CHANGING SITUATION

#### 3.1 National changes in the UAS system - Factor forcing change

There is significant change at the national level regarding the UAS system in Finland. At this time, there are twenty five UASs in Finland. But in the near future, the number of UASs might be reduced to eighteen. The fund from government to UASs has also been reduced significantly. (Ahokallio-Leppälä, personal interview 19.09)

UASs get fund from the Ministry of education and culture. Basically, the fund is divided into three categories: basic funding, project- and performance-based funding and funding for the joint expenses of UASs. The purpose of basic funding is to cover operating cost used in UAS. Operating cost is calculated based on the allocated unit price per student. The number of students is pre-determined in target agreement. The amount of basic funding, thus, depends on "number of students in different field of study

and the amount of degree completed within two-year span”. The state municipal subsidy system also contributes partly to basic funding for UAS. However, this will soon be changed as Finnish government has decided to reform this funding system at the beginning of 2014 for the sake of efficiency and effective in educational system. The reform aims at accelerate the speed of degree completed by student which will result in a shorter transition time to labour market. In doing so, it will also create a force and motivation for UAS to improve its operation, especially teaching quality. The fund allocated to UAS will be based on qualitative basis rather than quantitative one. In detail, the efficiency and quality of degree completed, study process and employment rate of graduates from UAS are factors that will be taken into account when granting the fund. (HAMK’s Annual report 2011)

### 3.2 The professional bureaucratic organization and change

HAMK has a complicated structure that even the organization’s employees might not have well understanding of it. It normally takes time for new employees to understand about organization structure of the unit he or she works in” (Ahokallio-Leppälä, personal interview 19.09). The whole organization’s structure is even more complex and maybe only people at managerial level have deep understanding. This can be expected as the professional bureaucracy (Mintzberg, 1979) is the typical structure of such organizations like the universities, hospitals, law firms, etc. According to Mintzberg, this type of organization usually operates in stable but complex environment; decision making is decentralized and laid where expertise occurs (Gavaghan, 2012). This remains the true in case of HAMK UAS. Parallel hierarchies are often found in such type of organization; for example, the academic and non-academic staff in HAMK will be managed by different control channel. The structure is quite democratic in which employees have high level of autonomy but it is “rigid and highly conservative – and from the outside it appears impervious” (Jensen H, 2010). Moreover, Mintzberg (1983) also pointed out that professionals often passionate about their work, and consider it more important than just “a job”. Because employees such as lecturers own much skills and expertise, it is inherent that they have quite a lot of power and control over their work. In term of organizational change, normally those employees will also have a say in decision making about change that affects them. Due to those inherent characteristics of knowledge workers, change will hardly occur without employees’ agreement on such change. In other words, coercion will not work well in professional bureaucracy structure.

#### **HAMK’s structure**

Basically, HAKKY is the body that maintains HAMK. People belonging to HAKKY take the board’s role and have the responsibility to set strategies and direction for HAMK. The rector is assigned by the board and is responsible for the operational level.

Currently, HAMK has one main strategy for 2015 and three sub-strategies for education, human resources, and R&D. Plan- do- check- act is the

quality assurance method that is promoted at all level in HAMK organization. About operational system, HAMK highlights appropriate decision making, active participation and interaction for target-oriented development. (HAMK's strategy 2015)

The organization's vision for 2015 is:

- To be a valued international higher education institution
- Leading promoter of innovation and entrepreneurship in its region
- To be flexible with the two role as a partner for and renewer of the labor market

HAMK is divided into different education and research centers. Currently, HAMK has six education and research centers, slightly fewer in comparison with in the past when it had eight. Each education and research center is managed by one general director. Nowadays, there are two managers working as subordinates of director in each education and research center. One manager takes care of education section while the other one is concerned for research section. (Ahokallio-Leppälä, personal interview 19.09)

The director plays an important role as a middle manager and he is the key in communication between rector and employees. He get involved in planning, both at the local level in his center and at the manager level, with the rector. Heads of degree programs and employees such as lecturers also actively take part in decision-making process with the director. As a "middle manager", he is the key in transferring message from rector to staff at his center and getting the information from the center. This allows both upwards and downwards communication. However, HAMK has not yet developed a systematic way of communication. The main method used is through the meeting- formal communication channel. Intranet services (the portal) are also used to publish certain information. The level of corporation and communication between different units, different education and research center is considerably inadequate. Each education and research center has their own way of working and their own plan, though that their structures are very much similar. This may be an obstacle in managing change when there is not a common standard for the whole system. As a result, the degree of change and implementing process could vary in different centers. (Ahokallio-Leppälä, personal interview 19.09)

### 3.3 Current changes in HAMK

#### 3.3.1 Becoming a member of FUAS

In response to changes taken by the government, forming alliance is one way for UASs to work together, to be stronger, more effectively and to have more power overcome challenges. By creating strategic alliance, the expertise and knowledge can be shared. FUAS is an example; being a member of FUAS can be considered as a major change in HAMK. However, the integration between the three UASs: HAMK, Laurea and Lahti are still at the beginning and cooperation between them stay at a shallow



level in term of increasing students' mobility. Students from each FUAS members are able to take several courses or can transfer more easily between the concerned UASs. (Ahokallio-Leppälä, personal interview 19.09)

The ministry of education and culture recommend that cooperation in FUAS should be at a deeper level since structures of FUAS members are still not very close to each other as they should be. Each UAS still remains their own way of working with different operation system and different processes, etc. At a certain degree of cooperation, employees' mobility between FUAS members may be increased and change may happen for the way HAMK and other two UASs use their own human resources. There might be a possibility in the future that the three concerned UASs combine to become one. If this happens, it will be a huge change for HAMK and also the other two UASs as it will affect on organizational culture and structure as well as operation system. That can result in the requirement of a change in employees' values, attitudes, and behaviour. It is still the matter of how well the cooperation between members of FUAS can develop. At the current time, there are still negotiations and strategies and planning activities going on between the head of each UAS. However, HAMK should prepare its employees for such a situation to facilitate the change and to help its employees cope with it less difficult. (Ahokallio-Leppälä, personal interview 19.09)

### 3.3.2 Structural development

HAMK also proactively change its degree program structure as a response to the anticipation of future national degree programme restructuring. In detail, the number of degree programs has been reduced due to the combination of some programs decided by HAMK. Based on FUAS strategy, HAMK's working groups have also put effort to eliminate overlaps and produce more joint, cross-selection of courses. Joint summer courses within FUAS were also increased. (HAMK's annual report 2010 and 2011)

Due to a cut in budget to UAS, HAMK also needs to operate in a more efficient way and reduce operating cost. Nevertheless, HAMK tries to ensure that employees' salaries will not be affected.

There is probability that the number of staff in administration will be made lower. Moreover, there may be fewer teachers and more assistants in the future. The reduction in number of staff can be done in a mild way and no redundancy will be made. There will be quite an amount of old staff going to retire. However, it is especially important to take into consider the fact that the people who are going to retire are usually the ones that have deep knowledge and understanding about the organization; they also own certain competences and skills. (Ahokallio-Leppälä, personal interview 19.09) As a result, human resource department need to have sufficient planning for those who are going to replace those people who left. In this case, Human resource department plays a critical role as change agents in dealing with such kind of planning and issue. It is extremely critical to have personal development program to ensure that people who going to take the

role of the retired ones have adequate skills and competences. It is also the case when implementing structural change in degree programme. When degree programs are combined, it means that certain degree program will disappear; change in working habits, working procedure is certainly inevitable. Senior lectures will be required to have more or different set of competences to be able to adapt with the new curriculums, new subjects that they will teach and deliver to students. (Ahokallio-Leppälä, personal interview 19.09)

### 3.3.3 Improving completion rate and degree programme attractiveness

Attention is given on the issues of student credits earnings and on completion rates. About this aspect, HAMK had gained some positive figure in 2011. For instance, comparing with year 2010, analysis shows that credit gaining grew up by ten per cent, degree completion raised five per cent and R&D credits also increased significantly in a short period of time. (HAMK's annual report 2010 and 2011)

One dimension is the acceleration of the process of integration of R&D into teaching that had been introduced several years ago. In UAS system, beside education, the law also requires to have R&D activity. R&D activities are mainly conducted by students of the UAS. The objective of having R&D as a part of UAS is to prepare students with specific knowledge and skills to be familiar and adapt more easily into workplace. The integration process has gone quite smoothly as HAMK has been successful in "curriculum negotiation and events organized with R&D operator" and performance agreement. In addition, HAMK has also developed its international activities and towards more internationalized. Student recruitment was reorganized which put more attention on attracting applications from Europe and Finland. Related to this subject, HAMK has accomplished a good result in degree programmes' attractiveness level in all areas, e.g. full-time, part-time, master and vocational teacher education, Level of attractiveness of a degree program is measured based on "first choice applicant per starting place". However, part time student dropout rate is an alert for HAMK to improve the teaching process and its productivity as high dropout rate will result in negative impact on completion rate. (HAMK's annual report 2010 and 2011)

### 3.3.4 Internationalization

Being more internationalization is also one objective in HAMK's strategy towards 2015. The process of internationalization is still going on within the organization. Being more internationalization also required change in certain aspects within HAMK as a whole organization, especially in term of employees' multicultural competences. It does not go in a way that "today we have the Finnish program and tomorrow the program is in English. It is not about changing the language. But to internationalize, we have to do lots of different things." Several methods are put into use to support staff with this change. For example, there is coaching program for em-

ployees. Besides language courses, multicultural courses are also given to equip employees with multicultural competences. Two benefits can be seen easily in doing so. Firstly, it facilitates organizational change by involving staff in the process. Secondly, during the learning period, employees achieve certain set of skills, not only to be able to cope with change but also for their personal development, which will be directly benefit for organizational growth because human is always considered as the most important asset in every organization. Mentoring is also used. This kind of skill and knowledge is shared within the organization and members of staff are encouraged to learn from each other, especially from people who own more multicultural competences than they do. Creating and maintaining foreign strategic partnerships is another aspect in this internationalization process. HAMK's employees can go abroad to strengthen the relationship between HAMK and its partners, exchanging ideas and information, benchmarking different programs and processes, etc. This might also improve employees' multicultural competences when they go abroad. (Ahokallio-Leppälä, personal interview 19.09)

### 3.3.5 Audit teaching

Audit teaching is another system that was introduced in 2011, which aims at controlling and measuring performance of lecturers within the organization. The purpose of doing so is to identify problems or weaknesses inherent in the teaching process (if there is any) and to seek for solution to improve the quality of teaching process. The concept of audit teaching is quite new in HAMK organization. Audit teaching in HAMK will not be done in the way that teachers go to test periodically and show what competences they have. "We need to have more information on how they teach students, how the interaction between teachers and students goes on. However, it is not easy to get that kind of control" (Ahokallio-Leppälä, personal interview 19.09).

The idea behind this system is to obtain a closer look at the teaching method used by each lecturer and examine the level of effectiveness and efficiency of the teaching process. As part of the system, lecturers' competences are also analyzed and evaluated. If the system runs smoothly, it can provide valuable information for possible improvements. "You firstly need to know where you are if you want to develop or to change"(Ahokallio-Leppälä, personal interview 19.09).

The main objective of this audit teaching system is to provide feedback for lecturers on their performance and how they should change to raise their teaching process to a higher quality level. The model can be applied more easily for e-learning, where teaching process, materials, etc. are more tangible. The in-class process is more difficult to manage. The major difficulty existed in this audit teaching program is that it restricts the degree of freedom lecturer has in his or her teaching process. (Ahokallio-Leppälä, personal interview 19.09)

Typically, professional workers like doctors and teachers have higher level of autonomy in comparison with other types of workers. It is not surprised

that lecturer value their autonomy and the ability to design their teaching process and to decide the way they deliver knowledge to students. Therefore, it will be quite frustrating for them to have their lecture being checked. It can be anticipated that there will be a certain extent of resistance to participate in this audit teaching among senior lecturers in HAMK.

However, the concept of this system also raises a level interest and support among several lecturers. Meetings and conferences were held between those groups of people to communicate, expand the idea and develop the system. Communication is seen as a key tool to get support from those who do not like the idea. “When change comes, people are often asking “why?” and they need an answer” (Ahokallio-Leppälä, personal interview 19.09).

Change agent should deliver the message in a way that it does not only cover the fact and the reasons but the answer should be able to create a motivation for employees to take the change. In this case, by highlighting the benefits of implementing the program, employees can be persuaded more easily. Openness in communication and information sharing is the key to make people be aware of what happening in the organization and the reasons for change. This audit teaching was also successfully sold to the leader of the union. This has important meaning to get support from the union. Because in many cases, union is a strong, powerful source of resistance, especially when they perceive that change will affect on their members’ benefits. Since there are many supporters to the audit teaching program, peer pressure was also given for those who oppose to it.(Ahokallio-Leppälä, personal interview 19.09)

### 3.4 Valkeakoski unit

As part of the whole system, Valkeakoski unit also experienced those changes within HAMK. Among seven units, Valkeakoski is the most internationalized one with three English degree programs are located here. Non-academic staff is managed by the director of the area, who directly reports to rector. In a few years ago, there is one general director for each unit. The situation has been changed in such a way that Valkeakoski unit has the same director with Forssa and Riihimäki unit. One advantage can be seen is that coordination and information sharing between the three units might be better. Moreover, change in those three units can be led in one direction. Nevertheless, it means that the director’s responsibilities will be increased. The time director is able to spend with each unit will not be as plenty as it used to be.(Ahokallio-Leppälä, personal interview 19.09)

In short, change in HAMK is more of a top-down manner rather than bottom-up. Although the top hold decision making authority, certain degree of empowerment and involvement also appears at the lower management level. The current situation demonstrates that change in HAMK is conducted in a gradual process, with small, incremental changes in operating system. It may develop into organizational realignment to adapt with changes in the environment rather than radical, transformational change.

## 4 ANALYSIS OF RESEARCH RESULTS

In this chapter, the impact of change and potential reasons for change resistance such as change in working habits, social working relationship, security, organization structure, etc. will be discussed. In addition, a part of the questionnaire attempt to assess change management for people who have been transferred to work in Valkeakoski unit. Moreover, the application of Kotter and Schlesinger change management styles for HAMK Valkeakoski unit will be examined closely. The questionnaire was designed based on above theoretical research with ready-made statements for respondents to easily express their view.

### 4.1 Sample

The survey was sent to fifty one HAMK's academic and non-academic staff using both online and paper form. The total responses are twenty, forms around thirty nine percent response rate. Among twenty respondents, there are fourteen who belong to academic staff and only six people work in administration field. Therefore, it is probable that the result of this survey reflects mostly the view of academic staff as they make up the majority of respondents (seventy per cent). The range of age varies slightly between respondents.

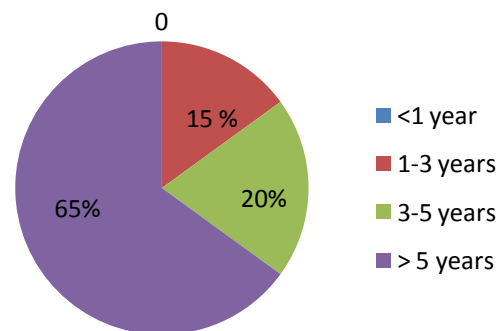


Figure 1 Respondents' length of working time in HAMK

Interestingly, none of these respondents is a new employee. All of them have at least one year work experience with HAMK. In fact, nearly two thirds (thirteen people) reported that they have been working more than five years. The rest of the group divide into two categories of those who have worked from one to three years and those who have three to five years at HAMK. This should be noticed because the more people spend their time in the organization the more they are familiar with the old system, establishing their working habit. As a result, it is possible that they will be less willing to take risk and change. Moreover, when employees invest a lot of time in the organization and the status quo, they might be more afraid of losing what they have been invested in if change comes.

### 4.2 Potential causes of resistance to change

#### 4.2.1 Change in working habits

Once organizational change is implemented, it usually goes with certain change in employees working habit and probability of modification of their tasks. However, not everyone will be impacted by change. The question and statements were made for respondents to express their view; answer ranges from “agree”, “somewhat agree”, “somewhat disagree”, “disagree” and “not applicable”. Firstly, respondents were asked about their working habit and working procedure. Five people “agree” and ten “somewhat agree” that there is change in their working habit or procedure. Altogether, there are three fourth of respondents have their working habits or procedure be modified.

Subsequently, employees’ opinion about how they handle the new responsibility is examined. The result is quite positive as the majority “disagree” or “somewhat disagree” (eight and six respondents, respectively) that they have difficult in performing the new role/ responsibility. Only three respondents (fifteen per cent) “somewhat agree” that they have difficulty with the new responsibility. The result remains quite similar when ask respondents whether they are confused with the new working habits. In detail, three somewhat agree that they have confusion over the new working habit. The number of people who “somewhat disagree” is six, which lies at thirty percent and five confirm their disagreement with this statement.

Typically, change in working habit might be due to change in working role, when employees move to another position within the organization, and take new responsibility or people still work in the same position but there is change in working method/ or procedure imposed by managers at higher level. Respondents were asked whether change in their working habits is due to change in role or due to change in working method and procedure Four people agreed and six other somewhat agreed that their change in working habits is due to modification of working role; while seven people somewhat agreed that such change is due to modification of working method.

### **Training**

Regarding manager’s support in dealing with new working habit, in particular, the quality and effectiveness of training was put into question. Respondents were asked whether they have received sufficient training for the new working habit, or the new role they take. Two people did not answer the question. Three people have their answer as “not applicable”. If only the people who impacted by change are taken into account (e.g. the other fifteen respondents), the result for this question is considerably negative. Many employees consider that the training for their new tasks/ new working habit was not enough. More than half of them (fifty five percent) agree or somewhat agree about the inadequate training issue. In particular, two agree and six others somewhat agree. Three raise their voice as

“somewhat agree” and fortunately, four people disagreed with the statement.

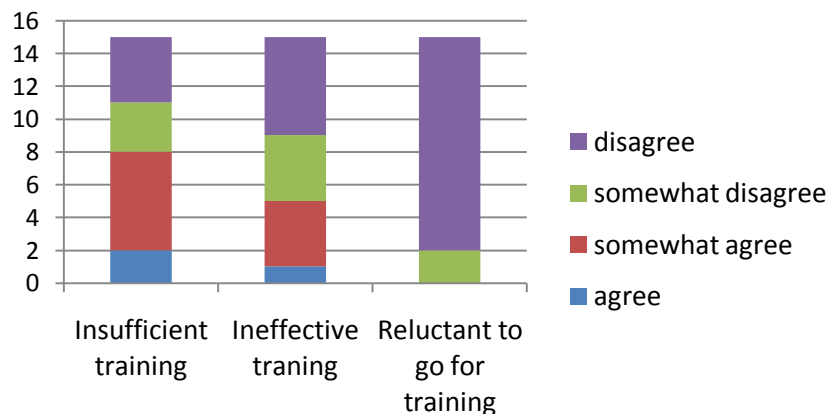


Figure 2 Respondents' opinions about training for the new working habits/ roles

Training should also be measured and evaluated in terms of its usage and level of practicality. In this question, respondents express their opinion on the level of usefulness and supportiveness the train has brought to them. The result is practically not very good; it may be not even acceptable if managers are demanding. A quarter of respondents (one agree and four somewhat agree) think that the training does not support them much in dealing with the new working habit. Nevertheless, four people somewhat disagree with this thought and quite many (six people) disagree with this. In general, there is still more people perceive that training is useful and supportive for their new working habit/ new role than people who do not.

In the next question, respondents were asked about their willingness to go for training. Employees may be reluctant taking more training for themselves as it means an investment in time. The result of this question turn out very positive as can be seen from the figure above, which clearly demonstrate employees' attitude towards training opportunities. Except the three respondents who express that the question is irrelevant for them, the rest of them agree that they are willing to be trained when needed. Only two “somewhat disagree”, the majority confirm their disagreement about the unwillingness for training.

Despite the painful process that change usually brings, change is not always perceived as a bad thing. The purpose of changing is often for a better state of the organization, whether to improve performance, development or to survive. For individuals, change may lead to their personal or career development. This aspect can be well illustrated when asking whether employees see this new role, new working habit or procedure as a step in their career development. There are quite many respondents who have similar opinions to this thought. Among thirteen answers which are taken into account, four people “agree” and four others “somewhat agree”. Eleven percent of responses (two) “somewhat disagree” that their new role/, working habits is for their career development. Five others also disagree on the discussed point. The ratio between the people who support

this thought and the ones who oppose to it is virtually the same. Resistance to change can be greatly reduced and employees will be willing to take the challenges if they perceive the benefit that change brings, such as career development

### 4.2.2 Social working relationship

An organization undergoes change sometimes also experience modification of its human resources. Internal transfers, external recruitment, replacements, etc. may happen frequently during change process. Aftermath, working environment might not remains the same, in term of social working relationship between employees. Individuals probably experience change in their working group. This matter affects both the new coming and the old members of the work group.

So frequent employees establish close relationship with a few people they work with. Group is something that employees easily feel belongs to. Thus, as mentioned before in the theory part, disruption in social working relationship is also a common factor that creates resistance to change.

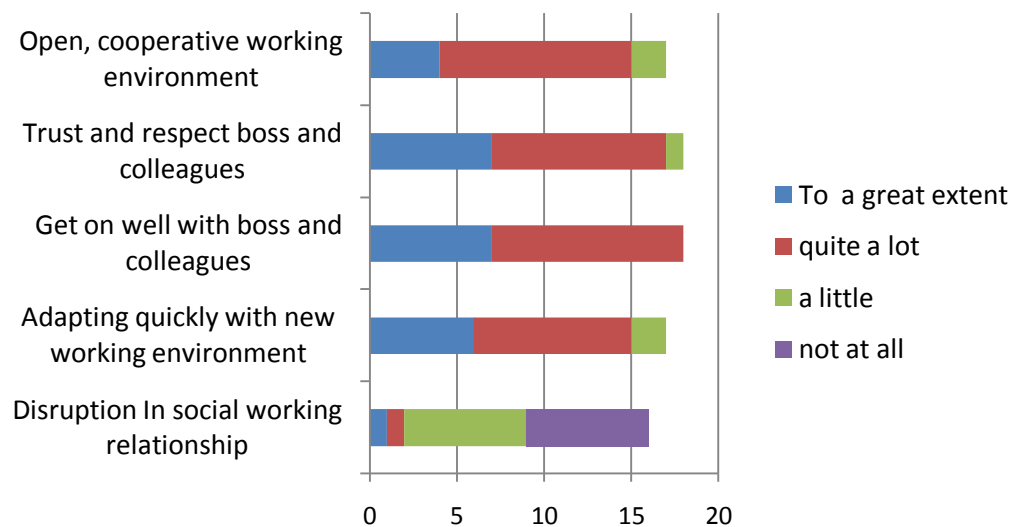


Figure 3 Respondents' attitude towards change in social working relationship

When examining this subject, respondents were questioned whether they feel unease leaving their old work group. Four people did not answer this question. However, interestingly, among sixteen responses, seven, e.g. slightly more than one third of the total responses, said that they did "not at all" feel unease leaving the old work group. Seven commented that they felt just "a little bit" uneasy. This result can be understood when considering the culture of the university, where working environment traditionally promotes individual work rather than group or team work, unlike many other organizations. Though, there is one admitted that "to a great extent" he/ she felt uncomfortable when leaving the group. In addition, one also expressed his uncomfortable feeling as "quite a lot".



How well employees become familiar with the new working environment and their new colleagues, new group members were also put into debate. Three did not response to the question. But the received result is extremely positive. Six people think that “to a great extent”, they get acquainted with new working environment and colleagues quickly. Nine more responses’ opinions are also “quite a lot” the same with this statement. The result of this question is quite correlated with the previous one. Whilst seventy five percent of respondents positively evaluate their ability to get on well with new working environment quickly, the two left perceived only “a little” true of this statement in their cases. None of the responses chose to not agree at all with the statement.

On the same topic, respondents were also required to assess the relationship with their colleagues and superiors. Two respondents left this question. Again, the responses collected show a good prospect in HAMK’s working environment. All eighteen respondents believe that they get on well with their leaders and colleagues “to a great extent” or “quite a lot” (six and ten respectively). Although employees may not become familiar with the new working environment very quickly but the social working relationship between employees themselves, employees and superiors is really good.

Trust and respect in the working environment was also examined. Change and disturbance in social working relationship also has certain impact on the level of trust among employees within the organization. Firstly, respondents were asked to evaluate the extent to which they trust and respect their colleagues and their superiors. The result for this question is almost the same as the above question in which seven rate their trust and respect for their co-workers and superiors at “to great extent” while the rate of the others eleven is “quite a lot”. The second question studies the respondents’ perceptions of how they are trusted and respected by others. The result has changed a bit. Among eighteen responses to this question, only two believe that “to a great extent” they are trusted and respected by others, whereas quite many (thirteen) think that others respect and trust them “quite a lot”. This makes up a high percentage of respondents agree with this statement, in detail, seventy eight percent. However, there are two person feel that they receive only “a little” trust and respect from others. Overall, the level of trust and respect between employees in HAMK is relatively high. This is an advantage to communicate and gain support for change when change agents have their credibility or gain trust among those employees

Related to working relationship issue, respondents were also asked if they feel that working environment is open, friendly and cooperative. Since similar aspects have been carefully studied above, the result of this question is quite predictable. Fifteen people satisfied with the level of openness, friendliness and cooperativeness “to a great extent” or “quite a lot” (four and eleven respectively). Only two ranked those working environment’s characteristics as just “a little”.

#### 4.2.3 Organization structure and group inertia

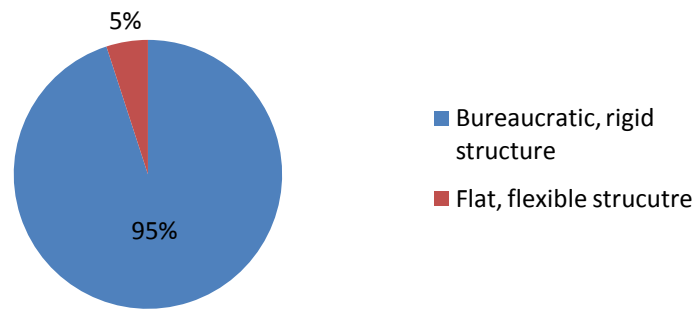


Figure 4 Respondent's perception about HAMK's structure

The question about how employees see the way the organization structured is also carried out. Two alternatives were given out for respondents to select one. The first alternative is that HAMK operates in a high structure, bureaucracy with quite many rules and the other is that HAMK has a quiet flat structure, with flexible operation system. It is not surprising when most of respondents, ninety five percent of them, chose the first alternative. Only one person view HAMK, Valkeakoski structure as a flexible operating system. It is not controversial about the fact that HAMK has a structure which is not designed to promote flexibility. Instead, it is quite rigid in nature which can be considered as a source of resistance to change. Comparing with other organizations that operate in organic structure, HAMK might face more difficult in introducing and implementing change. Nonetheless, this structure is very typical and popular in many universities and other professional organizations. In addition, it has been long-term established and will not be easy to be modified. There is nothing local change agents can do about the organizational structure, unless there are more strong external or internal forces from top-managers for a real radical change.

Power relationship between people in HAMK is also assessed. Firstly, respondents were required to evaluate the degree to which he/she has influence on others e.g. co-workers and superiors. The result is quite interesting to know. There is high percentage of respondents (ten people-more than fifty percent) think that they have quite a lot influence on others. Among those ten, two think that their impact on others is "to a great extent". Moreover, eight others also think that they have "a little" influence on others. One person left does not think that he has the ability to influence others at all.

Then, question was given to assess how individual acknowledges the influences of their colleagues place on him. Three respondents agree that they are influenced "to a great extent" by their colleagues. The degree rated by other nine people is "quite a lot". Altogether, sixty percent of respondents feel impacted much by their colleagues. Seven people left also feel being "a little" influenced by their colleagues.

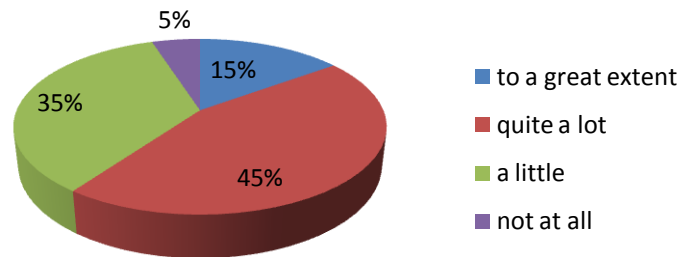


Figure 5 Respondents' tendency to follow group think

Next, the statement was given to analyze the tendency of HAMK's employees in following group think. In detail, respondents were asked if they will follow the decision of the majority or their colleagues although they may have different decision when they are on their own. Three people had their agreement on this point of view "to a great extent" and five more respondents also quite much agree with it. Albeit the high percentage of people who have a strong agreement on this matter of concern (forty percent), nine other respondents only "a little" agree with it and one actually totally disagrees. Change agents should not overlook this point because group might have certain impact on individual's decision making. When individual tend to follow group's decision, if group decide to support change, individual might himself does not like to change but will eventually accept it. The opposite situation is also applied here when individual who himself willing to change but if he does not perceive that he has the influence on his co-workers, who prevent it, he is more likely to become another change blockage. Putting together, the result of those analyses can be inferred in such a way that although individual work is the main promoted method of working in HAMK, the power relationship between employees is not completely straightforward since they have quite a degree of influence on each other.

Effort was also put in to identifying the sources of power influence that the individual perceived. Roughly sixty five percent of respondents think that their ability to influence others partly comes from their credibility, being trusted and respected. In addition, five also acknowledge that they power derives from their position within the organization. Expert power became the most outstanding option chosen by respondents. More than eighty percent of respondents think that they have impact on others because they own special knowledge or skills. This is an undoubted fact in professional bureaucracy organization. Power can be structured vertically through the whole organization from top to bottom but practically, mostly everyone in the organization holds certain power due to the expertise that they own, as employees in this type of organization mostly are knowledge worker. Based on the questionnaire result, reference power is also fairly popular within HAMK- Valkeakoski. Change agents need to be aware of this fact when implementing change as utilizing position power exclusively to impose change might result in counterproductive effects.

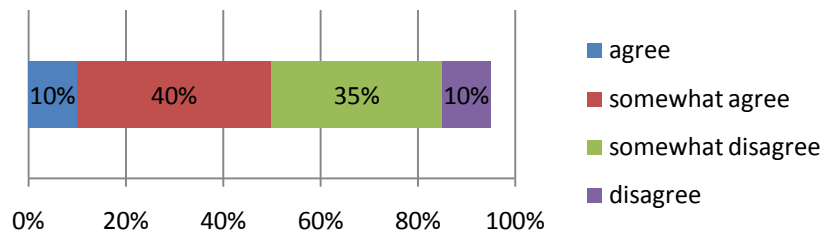


Figure 6 Group-inertia- Goals conflicts

Respondents are also requested to answer whether they see conflict between their goals and/ or their department's goals and the entire organization's goal. The result gathered was quite negative due to the high ratio of people who accept the truth of this statement. Two people (ten percent) agree that such conflict exist. Eight other (forty percent) also somewhat agree. Precisely the same number of respondents place on the opposite options: seven people "somewhat disagree" and the rest two disagree about that. Further actions need to be taken in HAMK to fix this problem. Otherwise, this inconsistency will lead to serious problems when people focus on their goals or their group's goals, which hinder the successful development of the organization.

#### 4.2.4 Other unwelcoming effects

Certain consequences of change that impact the individual are not very comfortable. This section of the survey aims at finding out how employees perceive those consequences, which are mostly uncomfortable and are the potential reasons of resistance to change. Only eleven people attempted to respond to this section

Change in allocation of workload is one consequence that is frequently seen. For instance, individual who get used to a relatively stable schedule and might have difficulties with a high fluctuation schedule that make him too busy at a time. Employees will apparently not be pleasure with such changes. In this question, all ten respondents agree that there is change in allocation of workload, but the extent varies from "very much", "much", "moderately" and "a little" (in detail, three, two, two and four people respectively). This made five out of eleven have perceived significant change in the allocation of their workload.

#### Increase responsibilities

As the nature of change is complicated, during change process, there are often more things that need to be taken care of. As a result, managers and some employees will have to receive more responsibility. If change agents are able to cleverly introduce the new responsibility as positive challenges to reach for higher goals and motivate employees, managers to take this new responsibility themselves instead of coercion, the result will be much more positive when people have their commitment rather than compliance to the additional task. Otherwise, the majority of people might perceive it

as more burden for themselves. Forty two percent of respondents have seen the rise in their work duties. None of them experienced “very much” increase in their responsibility and only one person thinks that his responsibility is “much” more than it used to be. Four people also agree that their responsibilities “moderately” went up while three others saw only “a little” increase. Three other respondents do “not at all” have any change in their amount of work.

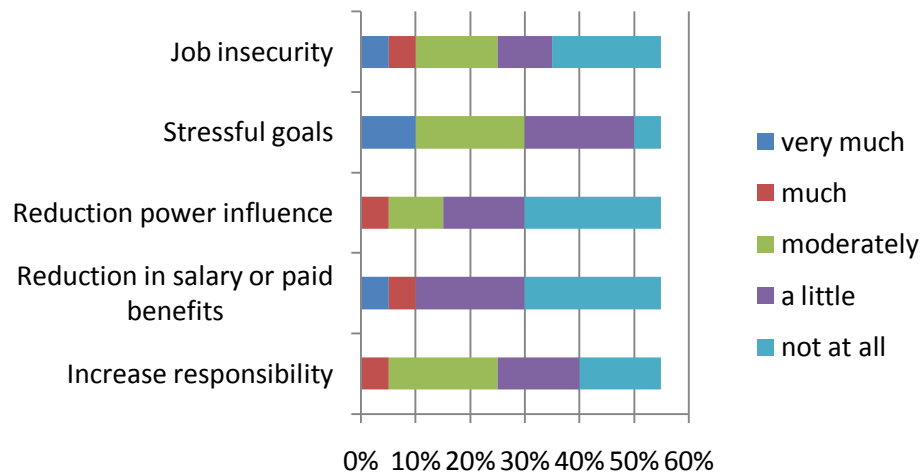


Figure 7 Potential reasons of resistance to change

### Economic factors

Monetary reward such as salary and other paid benefits is another sensitive issue that raises concerns among employees during change. Although HAMK does not have any difficulty in finance in recent years, there is still huge change in the structure of the budget received from the government since government will not be very generous in funding for UASs as it used to. As mentioned above, HAMK also does not implement any kind of salary cutting policy. However, when investigating this matter of contention, some respondents have reported that there is a decline in their salary or other paid benefits. Two people (twelve percent) said that the reduction is “very much” or “much” whereas four people (about twenty percent of respondents) think the drop in salary is only “a little” and about a quarter of respondents (five people) do not consent that their salary was cut down. People may also perceive the reduction in their pay benefits if they have got more responsibility without increase to their paid benefits. Though the percentage of people who experience reduction in their remuneration is not so many and money or other extrinsic rewards may not be a key motivation for knowledge workers, its role remain important. Furthermore, as it has been noted in the theory part, economic factor will also lead to unwilling for change. However, this might not be a severe problem if HAMK employees are all aware of the organization’s situation.

While talking about individual’s opinion on economic factors and how employees perceive change in their remuneration, bonus, etc. employees’ opinion on how resources allocated to department or unit where they work

in should also not be neglected. This actually has two effects on employees' attitude. Normally, people, especially head of department will resist changing that affect negatively on the resources given to their department whilst no reduction or even worse, more resources made available to other departments, units. However, if they understand that such fall in resources is inevitable, there is chance that they are more likely to sympathize for reduction in remuneration or increase in work responsibility. Statement was given to respondents whether they see a decline in the resources to their department. The responses collected in this question vary from "very much" to "not at all". Four (twenty two percent) thought that the reduction is "very much" or "much". One person perceived it "moderately" whereas three others' opinions are "a little and three responses do not see any decrease in the resources allocated to their department.

### **Stressful goals and challenging tasks**

Change can lead to many challenges for employees in performing their tasks, especially when it is related to change in working habit and procedure. Two out of eleven responses for this question think that change makes their work "much" more challenging. "Moderately" and "a little" are the extents rated by other three and five people, respectively Only one among those responses said that change does not make job more challenging at all. Basically, challenges required individual to put more effort in order to complete it successfully. Challenges can be interpreted positively or negatively depend on individuals' personality and perceptions. For some people it means more difficulties to their jobs while the others are more welcoming challenges as another motivation in work. Another symptom can be frequently seen during change is stress. Concerning challenges mentioned above, higher goals and objectives usually set by higher level of managers. While top-managers aim at improving in quality and efficiency, or to cutting cost, employees and lower level of managers usually need to pursue higher level of output set by their superior. Thus, question was given to find out respondents' thought about new goal and whether it makes them stressful. This question is also linked to the previous one. Two people admit that new goals make them stressful "very much". Four people were also in stressful condition but at a moderate level, while other four feel only "a little" stress and one did not feel stressful at all.

### **Uncertainty and job insecurity**

As mentioned in the theory part, change lead to uncertainty and anxiety feeling among individuals. This is a very normal reaction of individual. Addressing this problem, a statement was given to assess how change was managed in HAMK Valkeakoski by finding out whether employees felt anxious about the organization's situation and worried about their jobs. Among eleven respondents, four reject this thought while seven other (nearly forty percent of respondents) agree with that but their level of anxiety and worry are not entirely the same. Two said their anxiety and worries level were "very much" or "much". Three have told that their

anxiety is at a moderate degree and the two left feel a little anxious. The result received was quite neutral and comments are hardly given as the nine responses of people who did not answer to the question remain mystery. However, this is a matter that change agent should concern about as this kind of feeling will not only hinder the successful happen of change but also leads to negative impact on individual's task performance. This issue will be explored in latter part of the survey when assessing the role of communication during change.

### Threatened power

Another concern often encountered during change is that the power structure might also be modified. Reduction in power and influence, together with a drop in salary or similar benefits can be the main cause for resistance to change. This is mostly applied in case of people who hold a substantial amount of power, no matter power derived from position or expertise. On the other hand, individual who gains more power due to change might be pleased enough to act as facilitator for change process. About this issue, one respondent thinks that his power and influence in the organization has been "much" reduced. Two others' powers also fall "moderately" and "a little" is the answer of three other responses. Although the majority does not experience a fall in their power (at least five people have agree that their power did not decrease at all), change in power, politics is one of the most complex aspect of organizational change that change agent should carefully deal with.

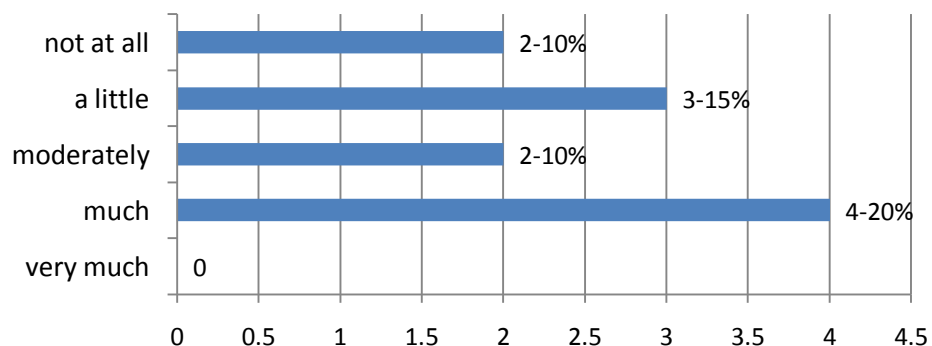


Figure 8 Change in working environment

According to previous findings, relatively a small change was made in HAMK Valkeakoski working environment. There are four people (twenty percent of respondents) think that change in working environment is "much". Two said that it is "moderately" changed and three responses' answers were "a little". Others two people disagreed that it has been changed.

Positive result of change was examined. Respondents were asked if change has made them work more effectively. Among eleven responses received, there are eight people agreed about that positive result of the change. This is quite a good result. The extent they perceived, however, is not exactly the same. While no one confirm that they work "very much" more effectively, two people view the increase in their effectiveness as

“much” and three other viewed it as “moderately”. Three left also “a little” agree on that view.

### 4.3 Change management for relocated employees

A small part of the questionnaire was also prepared to address the issue of change management for people who have been transferred from another unit to work in Valkeakoski. Unfortunately, among those respondents, only three respondents are relevant for this part of the research. This can be understandable because of the small number of employees in HAMK Valkeakoski and few internal transfers were made to this unit. As a result, the result of the survey cannot well reflect opinions of all staff that experience internal transfer. Nevertheless, analysis of those few responses can give managers a piece of valuable information on how well change is managed for those people who have been transferred to work in Valkeakoski

It is important that those “new” people have at least the basic information about the new unit they will work in. The first question given to respondents was whether they have been well prepared with information about organizational structure and reporting channel in the new unit. A hundred percent of the three respondents “somewhat agree” with this statement. It may not be important for them to know in detail about the whole structure of the unit. But this should not be ignored as those new people need to be aware of their position in this new unit and the link between them and their superior or their co-worker. Subsequently, they were asked if they have been well guided about culture, standard and norm in the new unit. This time, the answers of the three respondents were not the same. One strongly said “agree” that he/ she has been well guided, while the others two’s opinions were “somewhat disagree” Although seven units of HAMK may have similar organizational structure, each unit can be completely different in the way it work, with different standard, norm and behavior. Therefore, guidance on such aspects is essential to help those employees to integrate with the new unit. Furthermore, a lack of understanding about those aspects can lead to serious problems such as difficulties in adapting with new unit and establishing social work relationship, low morale, and reduction in productivity, etc.

Another concern was also addressed here is whether the new people were inducted about rules and procedures in the new unit. Again, the result acquired was not very positive. Only one “somewhat agree” about that and “somewhat disagree” is the response of the rest two people. Once again, as rules and procedures might be varied from different units, it is critical that new people know about such things.

Possible inconveniences caused by changing working location, such as transportation, accommodation, were also examined. This can be an important matter for many individuals as it also means change in their habit, in general. For example, waking up earlier in the morning and coming home later in the evening, etc can be the cause for unwilling to change. Nevertheless, this theory may not be applied for the cases of these three respondents as they all perceive that change in working locations do not



cause them any trouble or inconvenience. Thus, it can be inferred that change in work location will not be a reason for change resistance.

Last but not least, respondents were also asked if they feel belong to the new unit. Despite the insufficient of information about new unit given in advance and guidance, the ability of adapting to new unit of HAMK's employees is quite good. Two people express their agreement about the feel of belonging to this new unit. However, one person "somewhat disagree" on this issue.

In summary, there are still many problems with change management for transferred people, as discussed above, that managers should pay more attention to.

### 4.4 Assessment on change management style

#### 4.4.1 Education and communication

This part of the survey will take a closer look at several aspects of communication, as a mean to manage change and reduce resistance

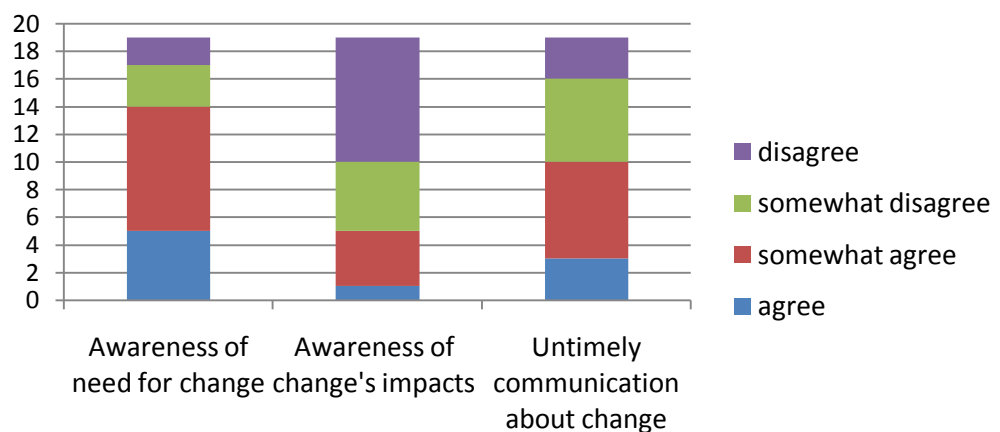


Figure 9 Communication for change: raising awareness of need for change, change's impact and timeliness of communication

#### Awareness of need for change and impacts of change

As it has been noted in the theory part, unfreezing should be the very first step of the change process (according to Lewin's model). During this step, it is important that change agent need to motivate employees to change by making them dissatisfy with current affair of the organization. Communicating and let people be aware of the organization's situation and the reasons for change can be considered as quite an effective way in reducing resistance to change. When addressing this issue to respondents, the result is quite positive. Five people agreed that they are aware of organization's situation and the reasons, the fact that it needs to change. Moreover, nine respondents also "somewhat agree" on this subject. This adds up to seventy percent of respondents who were communicated about HAMK'S situation and organizational change. Nevertheless, among respondents,

three somewhat disagreed with this. The two people left also disagree. It is hard to give comments because these people might be the ones that are not affected by change. However, the fact that there are quite many people who choose the option “somewhat agree” should not be missed. Change agents should make the fact and the reason HAMK need to change more highlighted among those people whom change will affect since employees are also more likely to accept and follow the change when they understand the reasons behind. “Lack of understanding” is also one source of resistance to change. In other word, resistance is a normal human reaction when they do not see the need for change, Overcoming this obstacles can be regarded as a step to the successful implementation of change.

How well change is communicated to employees who affected by it was also assessed. Respondents were asked whether they were communicated about change and how it will impact on them. Only one person (five percent) among eighteen responses received agrees with that he has been well communicated about change and four other (twenty percent) also voted for their “somewhat agreement”. The rest of them, five people “somewhat disagree” with it and nine (forty seven percent) do not think that changes and its effects have been communicated to them.

### **Timing of communication about change**

One important feature of communication is timing. Too early leak of information is not good. But an announcement that is too late will not provide enough time for employees to “receive” or “digest” given the information. In both situations, it will make the introduction of change become less effective. Concerning this matter, respondents were required to evaluate if information about change arrived too late or the change was imposed at too short notice. Three people agreed that for them, the regarding information was too late. This point of view is also supported by the other seven people who “somewhat agree”. On the other hand, there are also positive answers received. In fact, three people disagree about the inappropriate timing of information about change they received and there are also six other somewhat disagree on the related issue. Thus, it is quite controversial since the number of respondents who support the view and who oppose to it is equal. However, it should be noticed that there is practically high ratio of respondents who have reported that change was imposed so quickly in their cases. Since knowledge worker in professional bureaucracy are so familiar with the stability in their working environment, they will not like any “surprise” or any sudden change.

### **Amount of information received**

One common mistake in communication during change is the massive amount of information delivered to employees. Lack of information will cause trouble, too much information is not good neither, as people cannot go through all of them carefully or are be able to analyze them well under time constraint. This point should be taken into account to avoid the problem of overloading information. Related to this issue, the answers of respondents divided equally into three groups. One third of them (six peo-

ple) somewhat agree that they received too much information while other one third (six people) somewhat disagree and the last group (seven people) disagree with this thought.

The effectiveness of communication system in HAMK was also examined in general. This can be evaluated based on the ease of access to necessary information timely. The result got from respondents was quite negative, as can be predicted from the interview. The percentage of people who do not agree that communication system in HAMK is good overwhelm percentage of the people support the argument. In fact, none of the respondent agrees that they can get the information they need easily and on time to make quality decision. Only four people (twenty one percent) “somewhat agree” with the above statement. The rest fourteen people (three fourth of the respondents) view communication system in a totally opposite way. In this group, seven people disagreed that information needed is easily accessed in time. Improvement should be made in this area.

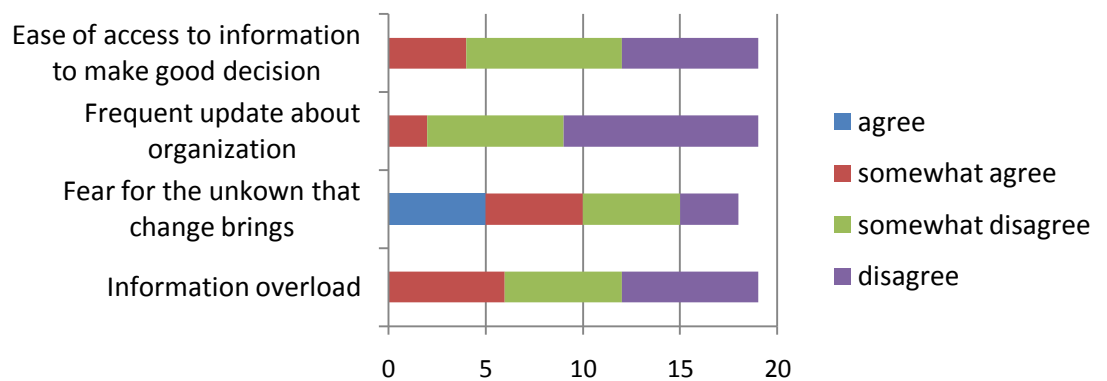


Figure 10 Communication during change

### Communicate to reduce fear of the unknown

If change is well communicated among employees, it would reduce the level of anxiety and feeling of insecurity that is often seen as common emotional problems during change. Although it can be hardly anticipated all change’s consequences as uncertainty is one inherent nature of change, change agents should still try their best to make the future picture of organization appear more clearly among employees. In this question, there are ten respondents agree or somewhat agree that they feel anxious and insecure about change and what it may bring. Among those ten people, five firmly express their agreement. Five people somewhat disagree on this statement and three others also did not experience such kind of feeling. This is a relatively high ratio of respondents who claim about their worries during change. Change agents can actually make this situation better by minimizing the unknown factor and providing employees with more information about change, how it is going to happen and its anticipated consequences, effects

The group of respondents was also asked if they are always updated about what is happening within the organization. The result, however, turns out not very good. The majority of people (more than eighty percent of re-

spondents) somewhat disagree (ten people) or disagree (seven people) on this thought and only two people somewhat agree about this.

Understanding of organization's goals and missions is one thing that should not be undermined. Regarding this issue, only two respondents agree that they are clearly aware of organization's goals. Eight more people also "somewhat agree" about this statement. In contrast, three respondents do not have the same opinion and six other also somewhat disagree on the matter in discussion. It can be said that the number of respondents who are aware of organization's goals and who are not is virtually the same. It can be concluded that organization's goals and missions are not very "well-known" among HAMK's employees. This can be explained as HAMK has quite a complex structure of division and due to the characteristic of professional workers - they tend to focus on their individual work, instead of concerning for the goals of organization as a whole. It is common in professional bureaucracy organization that organizational goals and missions are interpreted into individual goals and objectives for employees at operational level.

Majority of respondents also agreed that being communicated about change and change program is important for them. In detail, nine people agree and six people also somewhat agree to this point of view. Only four people somewhat do not feel the importance of the concerned matter.

### 4.4.2 Facilitation and support

During change, it is important that change agents are able to recognize the problems that employees might face and give help, facilitation when needed. Due to change in working habit, increase in responsibilities, etc. employees might need certain support regarding their task performance. And also because of the uncertainty that change usually brings, employees might also undergo a difficult time with increasing stress and anxiety. This part of the survey aims at understanding how employees perceive supports they received.

Change in working method, the introduction of new technology, etc. usually required employees to learn more to deal with new working method or procedures. Training is one means of support given "officially" by managers to help employees gain new necessary skills and knowledge for the new working habit. Albeit of the usefulness that training brings, after training period, employees get back to their workplace, knowledge gained during the training period might be forgotten if it is not frequently applied. Moreover, though training can be designed to stimulate working practice, there is always gap between theory and practice. Thus, employees have to face many unnamed problems occurring in their work which employees were not yet trained how to handle them. As a result, additional support is indispensable, especially during change. Support can appear informally between individual and his colleagues, his superior.

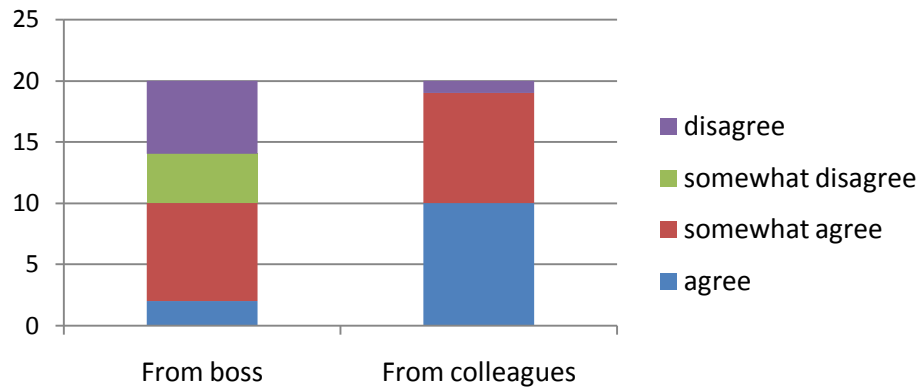


Figure 12 Support in task performance

A statement was given to check if respondents receive support from their superiors in performing tasks. Among twenty responses, two (ten percent) “agree” that they have got such support from their boss while six people disagree about it. Eight others (forty percent) also somewhat agree with the statement, whereas, four people somewhat disagree. There are slightly more people who go against the statement than who do not. While the first statement recognize the role of superior in helping staff regarding their task performing problem, the second statement given out to assess the role of colleagues in facilitate individual. Quite high percentage of respondents (ten people, corresponding to fifty three percent) agree that their colleagues have aided them in their task performance. In addition, nine other people (forty five percent) also acknowledge the guidance they got from their colleagues by somewhat agreeing with the given statement. The only one person left disagree with it.

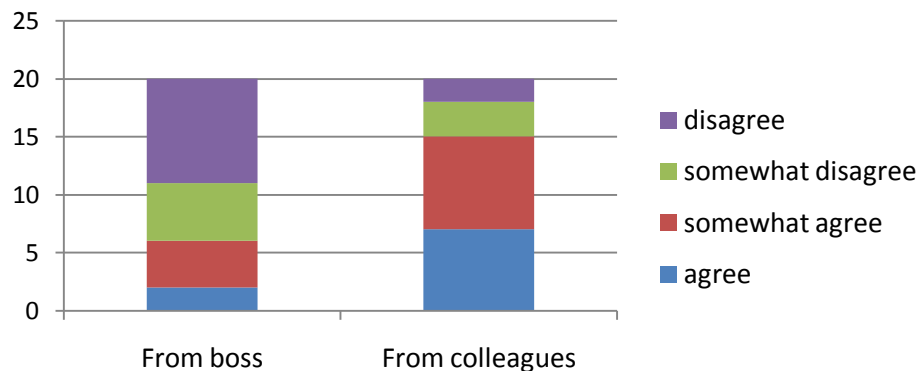


Figure 11 Support in emotional problems

Then, two more statements were given to assess how staff gets support regarding emotional problem. Symptoms such as stress, anxiety, low morale can be increasingly raised, particularly during change. Those problems also somehow affect negatively on the productivity, effectiveness and efficiency. It is apparent that individual will perform better if he is high morale than when he has low morale or in a bad mood. Thus, support on emotional problem also needs to be given for those who are in trouble. About this matter, respondents are asked if they get support from their leaders when they have emotional problems. This time, the number of people who agree with the statement is considerably smaller than the

number of people who disagree. In detail, only two respondents (ten percent) get support from leaders in their emotional problem, while there are nine people (forty five percent) do not think that their leader help them dealing with such troubles. Furthermore, while there are only four respondents somewhat agree about the statement, five said “somewhat disagree” on the same issue. This shows the fact that superiors have not paid much attention to staff’s emotional problems. Again, support from colleagues is also analyzed. Seven people agree and eight somewhat agree that they got support from colleagues when they have emotional problem. Altogether, three fourth of respondents agree or somewhat agree about the discussed issue. However, three respondents somewhat disagree and two disagree with it. Again, as can be seen from the two figures above, support from colleagues seems to outweigh the ones received from leader.

Hence, co-workers might have an even more important role in supporting and facilitating individual in those mild problems. This remains true when asking respondents to rank how support from leader and from colleagues is very important to them. Although support from superior has not been well acknowledged, quite many respondents value the importance of support from their superior since seven people (thirty five percent) agree about it and other five (twenty five percent) also somewhat agree. In total, more than half of respondents (sixty percent) have the consensus on this. The rest of them, five somewhat disagree about the importance of support from superior and three people also claim their disagreement. Support from colleagues is more valued among the group of respondents. None of them disagree and only one person somewhat disagree about the essence of support from colleagues. More than ninety percent of respondents (nineteen people) admit the high level of importance of support from colleagues and among them, thirteen people affirmed their agreement.

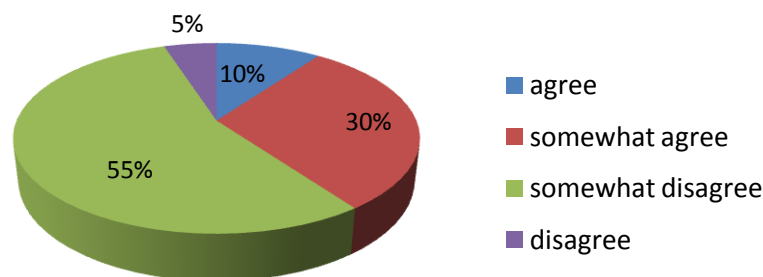


Figure 13 Able to reach for support when needed

In addition, question was given to request respondents to answer whether they know exactly where, who and how they can reach to get support when facing problem. The chart above has clearly illustrated the fact that there are very few people who know exactly how to get help when needed. Only two among nineteen respondents agree with this, and a few more (six people) somewhat agree. This means that merely forty percent of respondents believe that they can get support when necessary. However, among twelve respondents left, only one person firmly said “disagree” whilst eleven people ‘somewhat disagree’. This is another area should be improved in HAMK.

It can be said that support given to HAMK employees is not at a bad level. Although fact and figure shows that they does not get much support from their superior, they get plenty help from their co-worker. The only thing should be noticed here is that staff still needs more supports from their superior during change as employees can face many kinds of problems in their task performing that even their co-workers cannot do anything to help.

#### 4.4.3 Coercion

In this section, employees' attitude on using coercion as a management style is investigated in detail. This style can be opted to use by change agents who seek to implement change radically and would like to see the immediate result.

First of all, the statement "Coercion is an effective method to get the work done" is put on debate. Respondents are allowed to choose to answer whether they agree, somewhat agree, somewhat disagree or disagree with this statement. No one among nineteen responses agree with it. However, one fifth of respondents (four people) somewhat agree on this view. The answers of "somewhat disagree" or "disagree are completely dominant in this question. Among sixteen people left, there are ten said "disagree" with this statement. The result well demonstrates HAMK's employees' opinion on coercion. They do not think that it is a good way to get work done; however, question is also given to observe whether respondents do not like to coerce others and think that it has negative impacts than positive ones. The result is somewhat anticipated. Thirteen out of twenty respondents agreed on this subject and four more also "somewhat agree". Still, two somewhat disagree on this view.

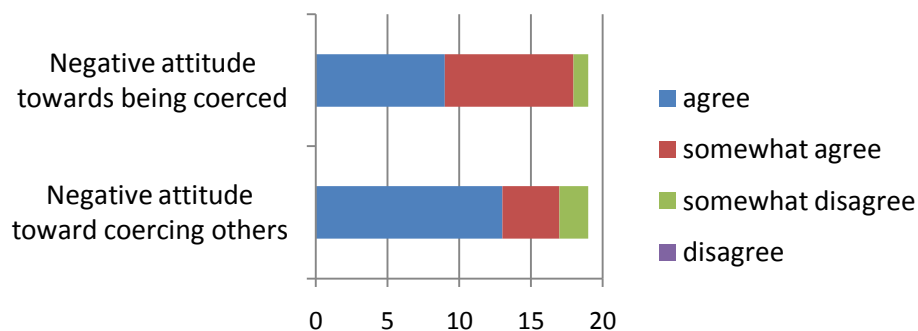


Figure 14 Respondents' attitude towards coercion

Furthermore, respondents were also asked about their feeling when being coerced by their superiors. Nine people- approximately fifty percent of respondents claimed that they do not like to be coerced and they would feel resentful if their bosses force them to do something. Other nine respondents also somewhat agree to this thought. Only one person somewhat think the opposite. One did not answer the question.

Another query was also given with the attempt to search out the possibility of using coercion when necessary. Though employees may not have their entire support towards the uses of this style of management, they can still sympathy and accept it in certain situation. When asking whether respon-

dents think that coercion would be needed sometimes, even though the dislike the people give for it. None of the respondents disagrees with this point and there are many people who support this idea. Nonetheless, among seventeen supports from respondents towards this thought, only five said “agree” while the rest twelve merely said “somewhat agree”. In addition, three people left also “somewhat disagree” with it.

In brief, it is not arguable that employees in HAMK, in general, do not like coercion style. The implications of the result suggest that, in the best case, change agent should not use coercion; otherwise, it should be used in the most wary way to achieve targeted objectives without making employees feel angry or resentful. This only works well when employees clearly understand the reasonable sides of this managerial action. If change agents fail in doing so, it can turn into even a bigger disaster when employees actively resist changing, instead of passive resistance to change. Anyhow, coercion might not be as bad as it look if one is able to use it effectively. Moreover, there are also certain advantages this method can bring, in term of speed by pushing people hard.

#### 4.4.4 Employee involvement

This section of the survey will focus on how employees in HAMK were involved in the process of change, planning and decision making. As this has been explained in the theory part, involvement will increase staff commitment towards change. One person did not give answer to this part. Employees’ attitudes about being involved in decision making were observed by asking whether they would like to have a voice in decision that will affect them. Mostly, people have a need for their idea and opinion being heard by others. However, respondents chose quite a different range of degree. Five people said that their desire to have a say in decision that affect them is “to a great extent. A high percentage of people (nine) also admit that they “quite a lot” like the idea of being part of the decision making, especially when they will be impacted by that decision. Four people also follow this tendency but just “a little” but one respondent’s answer was “not at all”

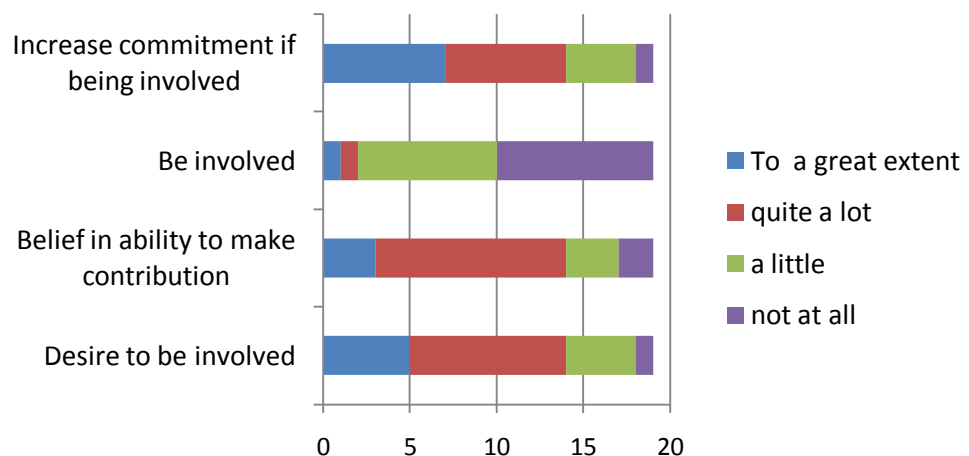


Figure 15 Respondents’ attitudes and opinions on employee involvement in change



Next, employees were asked if they believe that have skill and knowledge to make a contribution in decision making about change. Interestingly, quite many respondents have such belief. In detail, three people do believe in their ability to contribute in making decisions about change to a great extent. Eleven others also think the same, not “to a great extent” but “quite a lot”. Summing up, seventy percent of respondents have quite strong belief in that. Only three respondents have just “a little” confidence on the concerning point and two does not think that they can make any contribution at all. The high percentage of people who have confidence to contribute to decision making about change open the gate for employees’ involvement in suitable areas.

Respondents are also asked to rate how they have been involved in planning and decision making process for changes that are related to them. Only two people (ten percent) were involved “to a great extent” or “quite a lot”. There are eight more people who also claimed about their participation in decision making related to them, but only “a little”. The rest nine respondents were not involved at all. According to the finding of the result, employee involvement is used but not so actively in HAMK Valkeakoski.

Theory has suggested that participation will increase employees’ commitment towards the process, the decision that they have made contribution to. This theoretical point of view was tested in practice by asking employees if they are committed to achieve the goals if I can participate in planning and decision making process. The majority of respondents have the same opinion with this. In fact, seven people (thirty five percent) think they will be more committed to a great extent and other seven people agree with this “quite a lot. However, the commitment level of four people will be increased only “a little” and one even express that his commitment will “not at all” be affected if he is involved in the mentioned process.

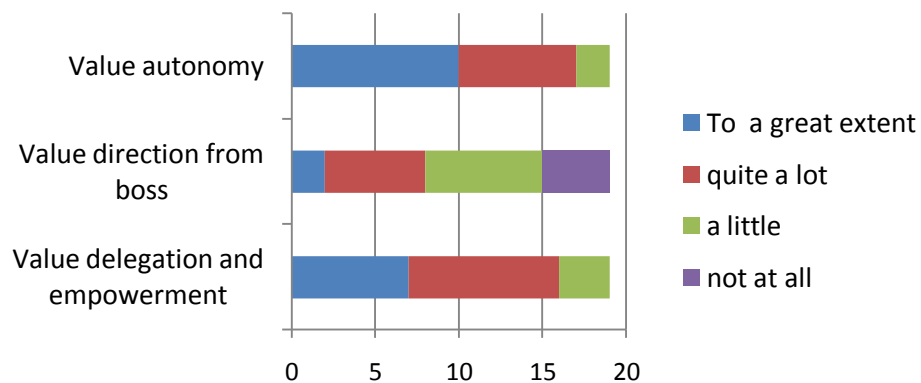


Figure 16 Respondents’ attitudes toward empowerment, autonomy and direction

Changes and those programs of change are conventionally decided and designed by managers. But problems can occur very randomly during the process of implementation. Moreover, managers could not oversee that all kinds of problems and above all, managers might not be the right one who know how to best deal with those problems but it is usually employees, who work closely to the system. They certainly have better understanding and knowledge about the system in their area. Thus, change might be more

successful if employees can make adjustments to handle problems freely. In addition, managers might not have much time to take care of those little details of everything; delegation is a way to reduce the burden of managers' jobs. If employees are empowered with certain rights in deciding how such things should be done, the process will be much faster, instead of wasting time for suggested actions being examined and permitted by high level of managers. However, delegation should also have limit so that managers still keep control and ensure that employees are in the right directions. Delegation is also accompanied with responsibility. When reviewing employees' attitude towards empowerment, there are plenty of respondents who admit that they like to have power to be flexible in deciding they way they achieve the given tasks or goals. Nobody disagree to that point of view. Seven people value empowerment to a great extent and empowerment is also "quite a lot" important for nine other people. Three people place only "a little" value on delegation. According to those responses, empowerment has been highly regarded by employees in HAMK Valkeakoski.

Although empowerment is valued and employees want to have flexibility in doing their tasks, direction given by superior is equally essential. In many cases, staff would like to receive some "hints" or guidance from managers. Employees might be willing to change, to achieve the goals set by managers but they simply do not know how. Especially in the change process, where new working habits are being established, employees might feel losing their direction. Giving them directions is one way to support employees and promote change. Respondents were asked if they value direction from their boss, which gives them a sense how things could be done. The result received is quite disputable. While two people (eleven percent) value direction from superior "to a great extent" and other six people (around thirty percent) also "quite a lot" agree with the above statement, the rest of responses do not think so. Instead, seven people preferred "a little" degree and four (around twenty percent) claim their disagreement about that.

How employees perceive and value autonomy and freedom in task performing is also investigated. The result of this question has proved the truth of the theoretical part, in which it suggests that employees in professional bureaucracy organization very appreciate their self-regulation. Ten out of nineteen responses place great importance on their autonomy and seven others (thirty five percent) also want to have "quite a lot" freedom in their work. The remaining two people (ten percent), on the other hand, place less importance of having autonomy ('a little'). Most of them do not like to be strictly controlled. Change agent should notice this point as attempt to impose coerced change might result in strong resistance when employees feel it restrict their autonomy and freedom. Participation and involvement can be a more suitable and effective method to be used in this case.

## 4.5 Employees' willingness to change

### 4.5.1 Factors restraining change

Firstly, the fear for challenges and difficulties is considered. Among eighteen responses, five people admitted that “feeling that work become more complicated, or goals are too difficult to achieve” is one factor that makes them “very much” less willing to change. In addition, five other people also “much” agree with that thought. Seven respondents also agree with this to “a little” extent. The majority of respondents (nearly ninety percent) somehow agree with the given sentence. Only two people in the group of respondents said that this feeling does not reduce their willingness to change at all. On this aspect, change agents can try to improve the situation by giving more support and directs for employees. If high goals are set, some incentives should be given to motivate employees.

The following statement was made to observe whether change in working environment decreases employees' willingness to change in HAMK Valkeakoski. Five people agree that change in working environment makes them “very much” (three people) or “much” more reluctant to change. In contrast, three people think that this factor does not at all make them less willing to change and ten also rated that change in working environment only has a “little” affect on their willingness to change. Overall, there are around seventy percent of respondents perceive little or no impact of change in working environment on their willingness to change. The result has reflected the fact that changes in working environment is only a minor factor in employees' resistance to change.

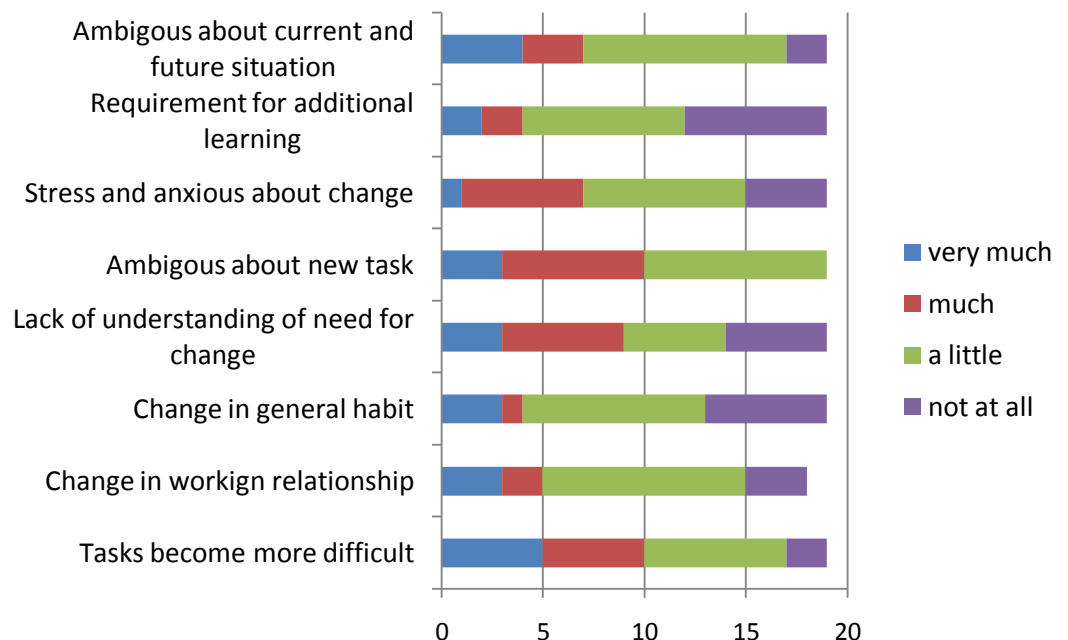


Figure 17 Factors reduce willingness to change

Organizational change can causes change in individual's habits, which lead to certain degree of resistance. Fifteen percent of respondents (three people) reported that change in habits make them “very much” reluctant to

change. One also “much” agreed with this. However, nearly half of respondents (nine people) think that changing habits only decreases their willingness to change “a little” and six people actually commented that change in habits is not a matter for them at all. This means that change in general habits of individuals is not the main blockage for change.

In this question, the negative impact of low level of employees’ awareness of the need to change on their willingness to change will be explored. There are plenty of people who agree that not feeling that change is needed makes them less willing to change. In detail, three respondents very much agreed with this argument and six others also much agree with this. On the other hand, there are five people decline to have the same view on this issue. The rest five respondents said that they are “a little” less willing to change due to the concerned matter. Problem in communicating about the need of change to employees can be seen obviously from the result of this question.

There is also feedback from all respondents showing that a lack of clear understanding about new goals,/ responsibilities or being clueless about way of achieving them is also another factor that makes them a less welcoming change. Three respondents “very much” feel so and seven others also “much” agree about this. The rest nine people also viewed that lack of understanding in new goals and how to achieve them reduces their less willingness to change a little bit. This factor should be noticed and corrective actions shall be taken to improve the situation.

The level of stress and anxiety among employees due to change has been carefully analyzed and slight discussion about the connection between stress, anxiety and change resistance has been given above. This fact is confirmed when asking respondents if they are less willing to change due to the stress and anxiety that change brings to them. A few people told that this fact is true in their cases. For details, one thinks “very much” the same and six people also “much” agreed. In total, thirty five percent of respondents said the anxiety and stress they have to undergo due to change quite have an impact on their unwillingness to change. Eight people also “a little” agree whereas four people do not see that this assumption applied in their case.

Lack of information about organization’s situation, which can increase the feel of uncertainty, might also lead to unwillingness to change. Twenty percent of respondents think that they are “very much” less willing to change because they do not know what is happening and what is going to happen in the organization. Three other people also “much” agreed with this thought. In addition, ten respondents (fifty percent) “little” agree with the truth of this statement. Only two people negated about this

Respondents were also asked whether they are less willing to change because they have to spend time to learn new skills/ knowledge to cope with the concerned change. According to analysis from the result of the question, the above assumption is “much” or “very much” correct for the situations of twenty percent of respondents. Seven respondents (thirty five percent) also discerned that they are “a little” less willing to change due to the matter in discussion, whereas “not at all” were the answers of eight others.

#### 4.5.2 Factors forcing change

Knowing and feeling that change is reasonable is acknowledged among respondents as an importance element that makes them more motivated toward change. Seventy percent of respondents expressed their agreement on about the statement above. In detail, eight people (two out of five) ranked this factor as “very important” and six others also said that this matter is “important” to them. The last five responses’ choices were slightly important.

As understanding the reasons behind the change is important, knowing what is going to change in the organization also raise certain level of concern among respondents. Regarding their willingness to change, this factor is “very important” for eight people and “important” for other seven respondents. Nevertheless, one fifth of respondents only viewed this matter as only “slightly important: Furthermore, awareness of the impact of change and its consequences also plays a critical role in increasing employees’ willingness to change. Result of the question demonstrates that three out of four respondents express that they have the same view on this matter. A large number of people (ten) think that the concerned element is “very important”. Among the responses, this factor is also rated as “important” level by five people. The rest three people preferred “slightly important” as their answer.

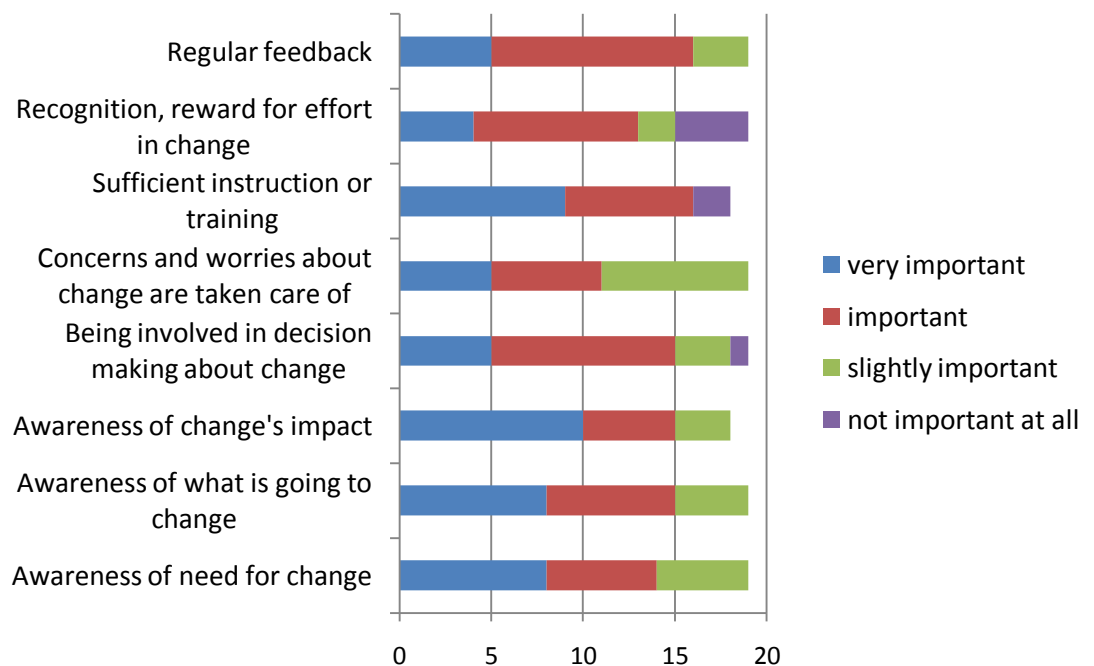


Figure 18 Factors increasing willingness to change

Employees’ involvement is another element to be analyzed. A quarter of respondents (five people) preferred that the ability to involve in deciding how change will be carried out play a very important role in increasing their willingness to change and make change more effective. A large number of respondents (fifty percent) have “much” the same opinion since they rank this concern as “important”. However, there are three respondents (fifteen percent) thought that this matter is only “slightly important”

to them and one (five percent) even thought that this is “not important at all”

Moreover, employees also feel that they will be more open to change if their concerns and worries about change are taken care of. Five people (twenty five percent) rank this as “very important”. Whilst this matter is also “important” to other six people (thirty percent), it is only “slightly important” to eight other respondents (forty percent).

Next, respondents were asked how they conceive the essence of sufficient instruction and training for their new or additional responsibilities. The result is quite extreme with four fifth of respondents think that it is “very important” (nine people) or “important” (seven people) while two others’ opinions are “not important at all” Recognition, compliment, or reward for my effort in changing were also valued among many respondents. This can act as motivators and increases staff’s commitment toward the change. Moreover, this can delight employees’ emotion, which can affect positively on their work performance. While examining this issue, result has shown that it is “very important” for four people and nine others also regard it as “important” to them. “Slightly important” was the answers of two respondents. Nevertheless, for the rest responses chose “not important at all” as their attitude toward this aspect.

Lastly, the role of feedback and evaluation of employees’ performance during change process is reviewed. All responses received did not reject the significance of this issue but they do perceive the importance of it at different ranges. Five people rated regular feedback as “very important” and eleven other also accepted that this is “important” to them. Only three respondents rated it as “slightly important. In brief, the magnitude of this matter has been recognized by eighty percent of respondents. This is highly recommended to control and manage change effectively. It is not only crucial for indentifying problems and taking corrective actions as soon as possible but also facilitate employees in reaching for high performance in their work. Moreover, it also makes employees feel that they are not “left alone” in the process of changing.

## 5 SUGGESTIONS

### 5.1 Effective communication for change

Balogun argued that communication has its own different roles during different phases of change. For example, in the step of unfreezing, communication should aims at creating readiness for change by raising employee awareness of the need for change. During the moving phase, communication is to provide more explanation. Employees need to be equipped with certain information about how change program can be implemented. Most important of all, communication system should enable staff to reach for information they needed to fulfil their role. Communication during moving phase also with the purpose of reducing staff’s feeling of anxiety and ambiguity. During and at the final stage of change, communication is to providing updates for staff by keeping people inform about the progression of change. (Balogun et al, p. 176-177)

It is advised that the organization should use various channels of communication, both formal and informal, during unfreezing phase to make people aware of the need to change as “people are more willing to believe in rumor and unofficial sources of information, anything from management have to be stated at least six times in six different ways before people start giving it credence” (Burnes et al, p. 460). Actually, the message is always best learned and memorised when it is repeated.

According to findings from the survey, there are some problems about the communication to change. For example, some people have complained that change was imposed with too short notice given. Change agents should notice this fact and announce change on time to people about future changes. Communication between change agent and change recipients need to be speed up here. Managers should provide as much information as possible to change recipients in advance to minimizing unnecessary concern about future, except the one that negatively impact on the introduction of the change process. (Gavaghan, 2012)

Although the ratios of people who are aware of organization’s situation and the facts that it needs to change is quite high, there are still people who do not feel that change is necessary. Therefore, the need for change should be make more apparent for those who affected by it. Moreover, some do not think that they are well communicated about change and its impact on them. Unfreezing is not an easy process and thus, face-to face communication is a more suitable and effective method should be used here to inform and convince people about the reasons of change. Meetings with staff are highly recommended. Meetings can be informative in which managers can use presentation to provide staff with relevant information, about organization’s situation. Fact figures can be given to emphasize answering the question “why” change is necessary and reasons for change should be always highlighted. While explaining organization situation, manager should also introduce what areas need to be improved in the organization. After that, managers can introduce what is going to change in the organization, especially what is going to change, for a group of people. The most important thing is that recipients need to know how change in such policies, application of new technology, working method will impact on them, as individual. After all, people always care more about what happens to themselves rather than any impact change brings to the organization. While organizing meetings, few things should be noticed: such as clear objectives of discussion, relevant participants, considerations of roles of those involved, and time management (Gavaghan, 2012)

Team briefing is an effective method to be used here. In this method, a common format and standard of communication is used throughout the organization, in which a high level of managers brief the message to next level managers in the hierarchy, the process continues like that from top to bottom. This can be considered as a quick way to deliver message to many people and reduces distortion of the message and increase the level of consistency (Boddy et al, p. 499). In addition, change and its reasons can be

easier communicated more easily in group of small numbers of people. Moreover, employees' questions can be addressed carefully. It requires that while top-managers acting as change agents, they need to be able to convince managers in the next lower levels. Few people have reported about their experience of a decrease in power, in salary, and other paid benefits, or increase responsibility due to change. Those factors, obviously makes people less open to change. Change agents, especially managers should be able to identify people with such kind of problems and provide them with adequate reasonable explanation and why such things happen. If employees only see the bad side of change, they will not support the change; that is a nature human reaction (Heller, 1998, p.35). Change agents have to "do a sale job here to explain how and why people will not lose out" or to indicate that there is no better solution (Gavaghan, 2012). Offering other benefits in exchange for those losses due to change is one way to reduce resistance. Otherwise, people might be "compliant" to change, following order of higher managers but higher managers will not have their "commitment" toward the change.

Establishing local change agents is one way to foster communication about change throughout the organization. This enables informal communication between change agents and change recipients. An informal conversation or discussion at lunch will not be less effective than formal meetings. Moreover, as local change agents are able to be closer to staff, they have more ability to identify and understand reasons of resistance to change among change recipients. Local change agents will be responsible to deal with worries and concerns about change from staff. As there is high level of trust and respect between superior and subordinates within HAMK, Valkeakoski, local change agents can communicate change and motivate employees toward it more effectively. Communication between local change agents and staff as well as between local change agents and change agents at the next higher level should increase.

If it is considered that meeting takes too much of managerial time, there are still many other methods to encourage communication in the organization. Other less interactive methods could also be used, for example, by delivering documents through email or post notice on the portal (intranet service), letter, etc. but its persuasive level can be reduced. The message should be short but able to provide adequate information as employees might not have much time to go through email, reports, etc, in detail. This method can be use after a few meetings and face-to-face communication with people to give them followed -up information, rather than to introduce and inform people about something new. House journal can be published monthly to quick update employees about organization's situation. Notice board can also be used to update certain information as way of less-interactive communication, but it should be placed at suitable position to attract employees' attention; it should also be revised to avoid untidy and irrelevant message.. Some concrete materials like deliver such information in form of letter might encourage people to receive information rather than emails. Moreover, one important aspect while using emails and intranet services as a way of communication is that it should be sent or posted to only people who are relevant to the message and avoid sending



group message. These methods will only be effective if the culture of using such communication tools and services is developed and embedded to the organization.

### 5.2 Adopting suitable training programmes

There are some respondents who think that they did not have sufficient training while undertaking new role or responsibility. Therefore, it is critical to recognize the need for training among employees and the people who need to be trained. A regular review of the needs for training shall be held to avoid this problem (Mullins et al, p. 638). Few people even complained that the training is not very useful and supportive to their new working procedure. However, training might not be the real issue here as very few respondents admit that they have difficulties or confusion about their new task or working procedure. Nevertheless, it is recommended that HAMK should investigate and evaluate the quality of training provided for its employees. Future employees' performance depends on how well they are trained. Thus, assessment on training program, its outcomes shall be made to identify weaknesses, and for possible improvement on future training program to be applied in Valkeaskoki and other units. This can be done at informal level by asking employees' opinions or at a more formal level, using survey, questionnaire to examine training program more carefully. (Morley et al, p. 212)

Mentoring could be promoted during change. This allows the individual in the organization to absorb certain skills for their new tasks by learning from their co-workers or their superior, who have more experience in that field (Hitt et al, p. 237). Change agents, managers could take the role as mentor and provide coaching to selected people. To increase the effectiveness, mentoring also needs to be done systematically by formally assigning mentor to mentees. Mentoring can be considered as one way to lead change less drastically. It helps individual move smoothly from one stage to another through a gradual learning process, without many interruptions. The advantage can be clearly seen in this training technique is that employee can easily reach for help from his mentor when facing problems. Moreover, this guarantees the practical usability and applicability of what individual learn during the process.

This type of on-the-job training does not only allow employee to accomplish new skills, knowledge while working, which saving time and money but is also more controllable in term of quality and what skill, knowledge employees obtained can be applied immediately at work and checked and end-result can be checked and seen right after the process finishes. In addition, employees figure out difficulties in their future role. Another benefit of mentoring is that it can nurture the development of leadership skills, where leaders are able to train and develop their staff (Mullins et al, p.636). With off-the-job training, employees might not have the ability to anticipate those problems that might occur in their future working procedure; there is possibility that employees do not gain sufficient skills to deal with changes in their new working role, if training is not well-managed.

On the other aspect, employees might forget the skills, knowledge he studied from off-the-job training when he is back to work.

The suggestion here is that training program should be designed in a way that promotes application of skills and knowledge learned in training to working practices simultaneously. For example, in training employees for the use of new technology, the organization must produce an environment that forces employees to use what they learn immediately. A situation where organization attempt to train and prepare employees with new skills firstly, then launch new programme or equipment after months later should be avoided since it will create certain difficulty for staff in adopting new behaviour.

However, this is not mentioned to undermine the important role of off-the-job training as change in technology, etc. usually requires the provision of new knowledge and skills rather than existing one. Existing expertise within organization might not be sufficient to provide internal training. Moreover, if conditions do not encourage for methods like mentoring to be used (such as distance between mentor and mentees), other training methods should be opted to carry out. Quick, simple training sessions can be organized to update all employees about small changes in the technology or working methods. The choice and use of each method depends on different targeted objectives of managers. In summary, HAMK should always ensure the adequacy and quality of the training and development programme, as its role is utmost critical during change.

### 5.3 Support and direction from superiors

Support from a superior is not well recognized among employees at HAMK Valkeakoski, both in terms of emotional support and task performing. However, there is quite a large number of respondents who value the support from their superior. Regarding emotional problems individual usually face during change is the increasing in level of stress and anxiety. Some have said that they feel worries about organization's situation and their job. Actually, this has two effects. The first one is that it shown that people are aware of the need for change in HAMK. The second effect is that it is not really good for employees' mental health. It is recommended that there should be more interactive between leader and subordinates, for example, management by walking around can be promoted during the process of organizational change. This does not suggest that managers have to spend all the time watching and observing employees but it recommends that managers need to pay more attention to their people. "Open door policies" is also a way to make managers be more "visible" and "available", which encourages employees to reach for superior and ask for help or to clarify any vague understanding whenever they need. (Balogun et al, p. 214)

On other aspect, respondents also reported that not clearly understanding the new goals or responsibilities or do not know how to achieve them also makes them less willing to change. Therefore, new goals and responsibilities need to be explained clearly to people who undertake them. Change agents and managers should not expect individual to have clear understanding of their duties just through training. As during change, there are

people that have changed their role and position within the organization, which might lead to change in superior and subordinate as well. People could not successfully complete their new tasks, or new goals without a understanding it thoroughly. Clear “job description” might be drafted and given to them, in which states responsibilities. If it is possible, managers can make the new given task well-structured, with clear performance measurements to help employees to execute it more easily (Burnes, et al, p. 496). This should be done before the training period (if there is any) to help employees gain an overview about the responsibility they are going to take. However, it should be noticed that people tend not want to take responsibilities that out of their job description. Because of that, job description should not be too rigid (Mullins et al, p. 576).

A few people also said that they value direction given from their superior. Therefore, more instruction should be given to employees to guide them in how to performing those responsibilities or to reach for those goals. House’s path-goal leadership theory suggested that directive leadership style is effective and can bring satisfaction when task is highly ambiguous and stressful (which becomes very common during change period) rather than when task is well-structured (Hitt et al, p. 287). Counselling can be given to support employees in recognizing and dealing with problems they face, as much as managerial schedule can allow.

A superior might want to challenge and motivate subordinates by encouraging them independently to carry out such tasks but leaders should always bear in mind that they need to create the conditions, environment that support individual to find out the solutions. In other word, help can come indirectly to facilitate staff during change. Depends on individual’s skills and abilities, different level of support can be given out. Clear detail suggestions are not really suitable if managers want to foster an environment that promotes delegation and empowerment. However, as change is highly connected with ambiguity and the new practices might lead to employee’s confusion, clear explanation of role and what should be done will be greatly helpful.

Result from the survey also reveals that some people worry about their job. Hence, managers should also reassure their people and make sure that this will not become a negative stress.

Employee’s emotion and task performance have quite a mutual relationship. Unable to complete a work duty can cause stress and low morale, which result in negative effect on work performance. Facing with new challenges, employees might think that they do not have enough competences to handle changes in their field or they might have tried their best but still cannot find out the solution. Therefore, superior needs to be able to recognize difficulties their subordinates is facing and giving them help to complete the tasks successfully or give comments, encouragements that make people believe that they have the ability to do such work themselves. In other words, it is important that those change agents and leaders need to keep an eye on their subordinates and facilitate them to smoothly carry out the change. Thus, it is worthy giving concerns and encourage to staff in fulfilling their responsibilities.

Another problem in HAMK found from the survey is that quite many people admit that they do not clearly know where, who and how they can reach to get support when facing problem. This can be improved by enhancing employees' understanding about organization's structure and reporting and communication channel, at least within Valkeakoski unit. An "organization map" should be drafted and deliver to everyone within Valkeakoski unit. This is not only helpful for employees to better understanding about their position within the unit, but also provide them an understanding how they link with their co-workers and superior. It also gives individual basic ideas about roles and position of other people within the organization. It supports people in different departments to better understand about each other, which enables individual to reach for support from the right person. This also promotes a system for communication and more interaction, corporation between employees in different department.

### 5.4 Effective employee involvement and delegation

Coercion seems to be not a suitable method to apply in the professional bureaucracy structure, and employees such as lecturers. Moreover, the result of the survey have found that most of employees in HAMK Valkeakoski do want to have a say in decision making that related to them and they also believe that they have skills and knowledge to make contribution. Thus, participation management style seems to be more appropriate. Method of communication such as consultation could be carried out to collect employees' opinions and views before making decision. Consultation encourages upward communication. During the process of consultation, leaders need to create environment for employees to contribute their views and their opinions, suggestions to the decision will be made. The benefits of participation have been mentioned before. Managers can play the role in leading the discussion, giving directions and comments. The process of consultation is also improve trust and relationship between managers and subordinates since it shows that managers are willing to listen to staff's concerns and ideas (Gavaghan, 2012). The process of consultation can, of course, be done during team briefing.

Many people also reported that they are more committed to achieve goals if they are involved in planning and decision making process. However, for employee involvement to be successful, managers, leaders are required to have certain skills to encourage employees' contribution to produce quality decisions. Brainstorming session could be organized during meetings to identify different ways to solve particular problems. This method promotes idea generation since it allows people to raise their opinion, their suggestion without being afraid of being criticized or evaluated by others. Such main ideas and suggestions then will be developed by others and planning of schedule, how to take actions and implementations can be decided by those people as well. Hence, the success of brainstorming session depends on the "ability of people to feed off each other's ideas" (Gavaghan, 2012). Moreover, this encourage employees to participate as part of group discussion One disadvantage of this method is that when employees raise ideas in group discussion, individual might be rolled into the

discussion and development of others' ideas and forgetting thinking about other possible solutions. This can be developed by asking people to form ideas firstly individually and then share, exchange ideas with each others. Similar method could also be used to trigger ideas, especially during unfreezing stage, to help people identify the causes of problems, creating the disappointment with current situation, raising awareness and be motivated themselves toward changing.

One important thing is that managers and change agents should be able to decide with aspects, which areas in the change process they could allow employee involvement and where they should held consultation and take contribution from employees. Degree of such involvement is also another issue to be considered. For example top-managers can be open for involvement of directors of those research and education centers in planning and the setting of direction, whereas in units level like Valkeakoski, employees involvement can be at operational level of how certain courses of action will be carried out, how problems faced during the process could be solved, etc. For this method to be effective, good delegation skill is required. A change program contains many different aspects; thus managers can cleverly break down into different processes and allow employee involvement where suitable. Delegation and empowerment does not only reduce to burden of managers to take care of all those details, processes during change but also motivate people toward change. Managers have to decide in which aspects, tasks in the change process can be performed better through delegation and involvement, which aspects are not suitable for doing so. As the power structure in HAMK, Valkeakoski is quite balance in which every employee holds certain degree of influence, employee empowerment can be executed without facing many obstacles. Delegation for change will be best successful when agents are able to establish sub-change agents (local change agents) who are also interested in and enthusiastic about change process. They can be the people who came up with idea during discussion, or people who shows their interest and commitment to the idea. There are several things managers need to keep in mind when delegating: such as clear pre-determined goals, objectives and responsibilities as well as boundary of power.

Although coercion is not welcomed among respondents, they do agree that it is necessary in some situations. Thus, instead of coercion, managers and change agent can utilize a mild type of coercion: direction. However, the role of communication can never be undermined as without it, direction will become coercion if people do not get the needs and reasons for change. It is still good if top-managers can properly plan and carry out the change programme by directing, and deciding how to implement the change through the whole process when it is predicted that major resistance to change is unlikely to appear. Sometimes, it is an easy but effective way to manage change systematically throughout the entire organization.

### 5.5 Encouraging employees to give feedbacks

Sometimes people might hold up their disappointment about certain things, because they feel that doing so will protect them or they might not have a chance to raise their view. It is good that people can express their resentment and resistance to change rather than holding them and pour their negative feelings into their work (Heller et al, p.53). Change agents should always encourage recipients to freely speak their minds. It is better that change agents know the cause of resistance to change and at least can try to find way dealing with that issue. Resistance about certain change is not always bad, it shows concerns of people about change; and in some cases people resist changing due to drawbacks, problems that are inherent in the change proposal. Therefore, change agents should also support change recipients in raising such kinds of issues, weaknesses and able to adjust the change.

Many employees might not give their feedback until they are asked for it. Staff might be unwilling to point out problems or they might not have many chances to communicate their views (Gavaghan, 2012). Feedback from change recipient is important for change agent to figure out any problems or weakness, to revise and make adjustment to the change programme. Change agents, managers must be actively seeking for feedbacks as. A feedback mechanism can be established to collect employee's opinions and suggestions through the whole process of introducing-implementing change. This can be done during the process of team briefing and consultation, where employees are briefed or consulted in small group. It is argued that people are more encourage speaking their minds in smaller group rather than in a bigger one as individuals might tend to count on others to express their opinions. In addition, leaders/ superiors should also act as catalyst by addressing certain issues and debates.

Moreover, people will not bother raising their voice if they think that their say is ignored. Hence, change agents need to show that they take change recipients' suggestions into account by raising those suggestions into discussion during meeting, revising the subjects and announcing any corrective actions in the process, when those modifications will be in active (if there is any). Otherwise, explanations why those suggestions cannot be implemented should be given.

Employees might not be comfortable giving negative feedbacks or complaint to superior, or in general. Several "feedback boxes" can be placed in different place within the organization to encourage people giving their comments without fear of being judged. Letters, comments in the "feedback boxes" can be checked regularly and discussed during staff meetings to generates solution, or to be passed on to higher level of management in case superiors cannot solved staff's concerns or questions. Policy should be established in dealing with those problems, for example, defining longest time for superiors and managers to answer such kind of problems and concerns from staff. Positive feedbacks can be made visible within the organization to reinforce the change and to motivate employees. Ba-

logun(1999) also listed some feedback mechanism such as staff suggestion schemes, staff representatives who collate feedbacks, attitude surveys, etc.

The process of change should also be monitored and revised regularly. As feedback from change recipients is important, feedback from change agents is also important for the process of change. Employees and local change agents also need to know how well they perform, especially when the tasks are new to them. It is good to note that constructive criticism is always more meaningful, encouraging and motivating than destructive one. The two-way feedback mechanism is also a good mean to develop communication between change agents and change recipients, keep both parties update about the change progression and enables corrective actions to be taken on time.

### 5.6 Reinforcing change by recognition and reward

Respondents also value recognition, compliment and reward for their effort in changing. This can be considered as an important factor to facilitating and reinforce the change. Small rewards can be much appreciated. Alternatively, just simply giving public or private praise will bring people much satisfaction. This can motivate both the rewarded people and the non-rewarded ones as it makes change become more visible within the organization. In addition, as people in HAMK quite have influence on each other, those can be used as lead examples others co-workers to follow.

Reward and recognition especially critical for change agents who take additional responsibility as not only employees need support and encouragement. Obviously, change recipients undergo face difficulties and discomforts due to change. Change agent, who take part in planning, implementing change, act as a catalyst for change to happen, are also the one who have to deal with all kinds of problems arising during the process. In certain context, change recipients' troubles are also change agents'. Furthermore, change agents might be subjects to stress by being bombarded with overload responsibilities and even criticisms if things go wrong. This problematic issue should be prevented, as far as possible. Because change agents have devoted and contributed so much for change and helped others dealing with difficulties and going through the change process, there should be sufficient support and concerns for change agents as well. Otherwise, they might be "demoralized and lose their ability to motivate others". Lack of support to change agents will also lead to unwanted results for change agents and the project they are taking care of. Beside recognition, extrinsic rewards, "credits" for possible promotion by taking responsibilities in change process can be used as another mean to motivate change agents. (Burnes et all, p. 463)

### 5.7 Others suggestions

The organizational goals and objectives may be well known among top-managers and heads of degree programme; however, employees at opera-

tional level may not be aware of those objectives. Furthermore, some respondents see that there are conflicts between individuals' goals and goals of unit or organizational goals. Thus, it is advised that managers should revise this issue and a more comprehensive goals and objectives, missions and visions within the entire organization need to be set.

HAMK should also well-planned and well-managed its internal transfer program. Simple orientation programme can be conducted to induct new employees into the organization. This will greatly support new organization's members in their future work. According to result from the questionnaire, the respondents value support from their co-workers both in terms of emotional and task performing aspects and they even receive more help from their colleagues than their superior. Therefore, a good induction is essential to make it easier for new members to build social working relationship which will also aid them in their work performance. Failure to integrate them into the new working environment can lead to serious problems such as feeling lonely, or even being isolated among other co-workers, decrease in working morale and productivity.

On the contrary, good induction will eliminate those problems. Package of necessary information to work in the new unit, such as working rules, procedures, important policies, etc. should be given in advance. One person in the unit, like manager or experienced employee could be assigned to explain and guide new comers about culture of the unit, standard behaviour and norm, Manager also need to introduce the new transferred employee to several people, who are likely to become his/ her close co-workers; introduction of the new comers to their direct superiors is obviously essential. Formal and informal meetings are necessary for the concerned parties to get to know and understand more about each other.

Communication between different units in HAMK can also be improved to certain level to utilize prototyping change. Cooperation between different degree programme, different units should be increased to promote information sharing between those concerns. A change programme was designed and implemented successfully in one unit can also be tested and re-applied in other units, where it is appropriate.

## 6 CONCLUSION

### 6.1 Summary of organization's situation

HAMK, which is one of the ten largest UASs in Finland, is a service-oriented organization providing a variety of high quality education and training. It operates under polytechnics educational system. This higher educational system has been subject to recent debates and criticisms due to the low rate of return and lack of efficiency in comparison with other OECD members.

HAMK receive funding from the government to cover its operation cost. However, this educational system and the funding structure from government to UAS will be revised and reformed in the next few years to im-



prove the current situation. To response to those changes in environment, several strategies are pushed within HAMK organization. Some strategies are executed, for example, establishing strategic alliance- FUAS with other two UASs, becoming more internationalization, improving degree completion rate and degree programme attractiveness, the introduction of audit teaching systems as well as other changes in technology. Change is introduced in HAMK through the implementation of certain programmes for the purposes of improvement and development. Change in HAMK can be considered as a long-term, gradual process rather than drastic one.

About HAMK's structure, basically, HAKKY is the main body responsible for maintaining HAMK. Board members in HAKKY outline overall, long-term strategies. They can be considered as top-manager in the organization. Subordinates to them are rector and directors of education and research centers. There are other two managers in each education and research center to support the work of director. Parallel hierarchical structures also appear: the different management authorities for academic and non-academic staff. Briefly saying, HAMK's operational structure falls into the category of professional bureaucracy organizational structure, which is very typical for universities, hospital, law firms, etc., as employees in those organizations are considered as knowledge workers, who hold much expert power and require high level of autonomy in their work. Any change made in those organizations is unlikely to happen successfully without employees' agreement. This type of structure is quite complex, rigid and conservative, which makes organizational change become relatively more difficult.

Change in HAMK occurs in a top-down manner, where mostly top managers set objectives, plan and communicate them to employees and lower management level. However, in certain context, there are quite much freedom and autonomy for each unit, each education and research center to choose the way they achieving such objectives. Employees and people at lower management level can also give suggestions, or feedbacks (at their discretion) to middle managers (who then transfers those messages to the top), which allows upward communication.

### 6.2 A review of theoretical findings

Change is not a simple issue. Like other aspects of the organization, change needs to be managed. To explore change management in HAMK, researches have been conducted both in term of theory and practice. In particular, the study pays attention to employees' resistances to change and the role of change agents in managing resistance and facilitating change process. Critical theories, including Planned and Emergent approach to change were also explored.

To begin with, four types of change initiates were discussed. Those include top-down, bottom-up change, prototypes or pilot sites changing and change through "pocket of good practice". As its name implies, top-down change is the term used to describe organizational change where change originates from top-managers' intention, in which managers is the main

players in deciding what aspects, how and when things should be done differently as oppose to bottom-up change, where staff and employees are the pioneers for the start, development and implementation of the change process. Prototype suggests the idea of testing or experimenting change first in only one or a few parts of the organization before launching it to the whole system. “Pocket of good practice” is where change started by the new practices of a group of people; those practices then can be spread within the organization by the copies of others people, departments due to the apparent benefits they perceive in doing so.

The contribution of Kurt Lewin on change management theory is reviewed in the theme of Planned approach and his famous “three-step model” to change: Unfreezing (creating readiness to change by making people dissatisfied with current affair and increasing individual’s awareness of need to change) – Moving (the implementation of courses of actions and programmes for change)-Refreezing (making change stick by assessing and reinforcing new behaviours). Planned approach views change as a deliberate process taken by organization, which has been criticized for viewing organization as a close system and ignoring some critical elements such as factors forcing changes, organizational conflicts and politics. Emergent approach to change, on the other hand, takes the view that change can happen unpredictably at any time, without organization’s intention and thus, change management is an endless, unplanned process. This approach encourages the contingency practice of change management and promotes the scenario in which employees of the organization have sufficient skills to be ready all the time to recognize and are empowered, motivated to undertake necessary changes in their fields. Emergent approach pays more attention on the relationship of organization and its environment; however, it was also criticized for paying too much attention on organizational culture and politics, which makes organizational change appears even more complicated and difficult to understand. In addition, the different interest and objectives pursue by advocates to leads to the lack of coherence between their contributions.

Employees’ reactions to change and role of change agents in effective change management have been studied as a theme of the main part of this research. Briefly, most change recipients (people who are impacted by change) resist changing due to the fear of uncertainty, fear of losing what they have been invested to the current system. Sources of resistance to change can be divided into two main categories: individual and organization. Blockages for change can derive from organizational factors such as organization structure, narrow focus on change (change is poorly planned and leads to inconsistency in the system), group inertia (group focus on their interest and sacrifices best interest of the entire organization), threatened expertise, threatened power and influence, reduce in resources. Individual sources of resistance to change can be named, for example, unwillingness to change working habits, selective perception (people only tend to see what they want to see), lack of understanding, peer pressure, economic factor (for example, change lead to reduction in income), security (feeling insecure and fear for the unknown). Employees may express their

resistance passively or actively. Identifying, understanding such reasons for unwillingness to change and reducing them is an essential element for effective change management

Change agents are people who acts as catalysts and responsible to make change happen. Change agents should be powerful, either they have position or personal power or at least they should be backed up by other powerful managers. Some organizations use external consultant to provide advices and support them in designing and conducting change programme. In other cases, change agents are usually managers, especially when change is implemented in a top-down manner; but employees also play this role. The role of top and middle managers as change agents were discussed. Making decisions about what to change, how change will be carried out, setting goals, targets of change and outlining paths to achieve such goals are activities have to be taken by the top ones. More importantly, top-managers are expected to effectively communicate, involve and get middle managers' support and commitment along the change process. Middle managers' role during change is critical as they are the link between the top people and employees. They need to interpret top managers' messages, strategic directions into suitable form and courses of actions for their subordinates. Being close to the process of change implementation, they are also responsible for controlling the process

Change agents can opt to use six management styles, which were introduced by Kotter and Schlesinger, to overcome resistance and facilitate change process. "Education and communication" is helpful in creating more willingness to change by ensuring that recipients receive accurate and enough information about change; this method is, however, will not be effective if the is lack of trust between information providers and information receivers. "Participation and involvement" is another style, which can increase commitment to change among involvers but on the other hand, this can lead to poor decision making if this style is not well-managed. Participation and involvement is essential when change recipients have the expertise or hold information to make contribution, or when change recipients are powerful resisters."Facilitation and support" from managers such as training is also very essential for employees to adapt with change and fulfil their responsibilities. Managers sometimes also have to negotiate the change with other powerful parties. some change agents also use "manipulation and cooptation" as a quick and easy way to gain support but this might be counterproductive if the targets realize that they have been tricked. The last method to be mentioned here is "coercion". Coercion can be considered as a mean to introducing change rapidly and inexpensive, and can gain acceptance from change recipients once they are well-communicated and see that change is reasonable and inevitable. It is obvious that change agents should be flexible and apply variable styles in different context, for different targets, instead of sticking to only one or a few methods.

### 6.3 Conclusions of practical research and recommendations

Based on theoretical research, a survey was designed and conducted for employees in HAMK, Valkeakoski. The survey concentrates on examining potential reasons for resisting change, and employees' opinion about change management styles such as communication, support, coercion and employee involvement.

According to the result received, some respondents experienced change in their working habits due to change in their role (moving to a different position within the organization) or modifications of their working procedure. When discussing about training, quite many people think that they do not receive sufficient training for their new role; some even complained that their training they got were not very helpful. However, a good sign is that only a few thought that they have difficulties or confusions with their new working role/ procedure and also quite many perceives such changes as their career development.

Result of the research also showed that HAMK possess a high level of trust and respect, openness and cooperativeness of the working environment. There are few respondents said that they felt unease when leaving their old work group, but the majority of respondents are quite ok in term of getting on with their superiors and colleagues

Few internal transferred people told that they were neither well prepared with structure and reporting channel nor well guided about culture, norms, rules and procedures in the new unit. About change in working location, respondents told that this does not matter to them at all.

When assessing the impacts of change, a few respondents reported that there has been increase in their responsibilities, decrease in salary or other paid benefits, reduction in their power influence. Moreover, some individuals also feel that the new goals are challenging and make them feel stressful; some were also anxious about the organization's situation and worried about their job or felt insecure and uncertain about change. Those are very likely to be reasons for resistance to change. As rated by respondents. HAMK's structure is also another obstacle for change since it is quite bureaucratic, and rigid with many rules. Research also found that respondents have quite much influence on each other and most of them hold expert power (as can be expected). They also tend to follow "group think"

Majority of respondents agreed that they are aware of the facts and reasons why HAMK need to change. However, only a few said that they have been well communicated about change and how it will impact on them. Some thought that the information about change arrived too late and the change was imposed in too short notice. Most of the respondents also commented that HAMK does not possess a good communication system and they are not always updated about what is happening in the organization. Moreover, quite many people see the conflicts between their goals, or their department's goals and the entire organization's goals.

When examining about the issues concerned facilitation and support, it was discovered that respondents received more support from their colleagues than their superiors, both in term of task performing and emotional problems. They are also ranked higher level of importance to receive from

their colleagues than from their leader, although many of them also thought that support from their superior is very important. One major problem regarding this matter is that many respondents admitted that they do not clearly know how, and from whom they can get help when facing problem.

Respondents' attitude toward coercion is quite clear. Most of the responses received stated that they do not think coercion is a effective way to get thing done and they do not like to be coerced by other. Nevertheless, they accept that coercion is necessary in certain cases.

Regarding topic of employee involvement, a small percentage of respondents were involved in planning and decisions making about change, although most of them want to have a say in such decisions, and they also believe that they have skills and knowledge to make contribution in this kind of process. In addition, many respondents claimed that doing so will make them more committed to change. Respondents also told that they value delegation and treasure autonomy for their work. On the other hand, quite many also value direction from superior because it gives them a sense of how things could be done.

Finally, the extent to which different factors impact on employees' willingness to change was assessed. Change in general habits or working relationship does not a big matter for respondents. Only a small number of respondents were bothered with further learning to cope with change. Stress and anxiety moderately makes respondents less willing to change. Feeling that work become more complicated or goals are too difficult to achieve, being unable to see the necessity of change, or not clearly understanding new goals or responsibilities and way to achieve them are major blockages for change rated by respondents. On the contrary, respondents are much motivated toward change if they are well-communicated about the need of change, what is going to change and its impact on them and sufficient training and instruction for the new or additional working responsibilities. Other factors such as regular feedback on performance and process, recognition or reward for effort in change as well as opportunity to involve in planning and decision making are highly appreciated among respondents. Taking care of employees' concerns and worries about change also moderately increase their willingness for change.

Based on those findings from the survey and theoretical research, some suggestions are given to outline aspects of improvement for a more successful change management in HAMK. Firstly, communication style that allows interaction should be used during unfreezing phase to be more persuasive about the need for change. Change recipients need to see the benefits that change brings can outweighs the disadvantages they have to face (these are factors for change resistance, such as reduce in power, economic benefits or more challenging tasks, etc.). The concerning people also need to be informed about the change's impact and consequence. Moreover, timely communication about change can also reduce resistance to change.

Team briefing with small group of people is one suitable method to ensure the consistency in the message about change from top to bottom; it also makes it easier for employees to ask questions, as well as for managers in providing clarifications. Other methods of communication such as presentation, or meeting with larger group of people could also be used. Setting clear objectives of discussions, involving relevant people and managing time are some critical elements for meeting to be effective.

House journal can be created monthly to provide an update for employees about organization situation. Email, intranet services could be used. However, those less interactive methods are more appropriate for informing, rather than for motivating and convincing purposes; thus, they are not suitable for raising people's awareness about need of change but can be used in latter phases. Nonetheless, those less interactive methods will be useless unless habits and culture of using such means of communication are adopted among people within the organization.

During moving phase of the change process, facilitation and support is important. Sufficient and quality training programme should be provided. Employees' need for training should be recognized. The process and outcomes of training programme should be evaluated both during and after process to identify problems, aspects to be improved. Those can be done by observing employees, asking for their opinion or by conducting survey. To facilitate change, it is advised that training should be designed to enable employees to apply knowledge and skills they learn immediately and continuously develop and reinforce new pattern of behaviour. Otherwise, skills and knowledge learned will be forgotten and employees revert to their old way of doing thing. Mentoring is one method suggested due to its huge benefits in fostering career development and leadership skills within the organization.

Support from superior to subordinates should be increased during change process. This is very important because individuals' co-workers are not always the one be able to deal with all problems. An "open door" policy can be adopted to make managers become more "visible and available", enable staff to reach for help when needed. "Clear job description", which specifies goals and responsibilities, could be set to help people who have change in their working role to minimize confusion. Well-structured tasks or directive leadership style is also very useful to guide employees through changing phase, when tasks are perceived as ambiguous and stressful.

An "organization map" could be drafted and provided for employees to make them less confused in defining where and whom they could reach for support. It also gives them a clearer picture about HAMK, Valkeakoski units and a better understanding about their roles within the organization and how they are linked with other people. Moreover, this can improve communication between different functions and department within the units.

Appropriate level of employees' involvement can have good effects. For example, managers and change agents can firstly draft plan, then propose the plan to the concerned people and consult their opinions about deci-

sions before carrying it out. Alternatively, managers can give people freedom in planning and designing the implementation. However, it is suggested that managers should still lead the discussion and facilitate people in term of guiding and encouraging them making contributions, and assure the quality of decision made, for example, by organizing brain storming session to generate ideas and solutions.

Establishing local change agents is highly recommended due to the sheer advantages it will bring. Change process could be broken down into several aspects and elements to enable effective delegation and empowerment. Local change agents can be considered as key elements for successful team briefing and employee involvement. Communication about change could be more effective since change recipients got information from their local change agents, whom they have trust in. Moreover, it also enables informal communication and make employees become more open to ask questions and address problems. Employees' need for training, problems in the change process, reasons for resistance to change are likely to be discovered easily by local change agents, who might also be able to handles such matters.

A good feedback mechanism is helpful during change. Managers, change agents should actively seek for feedback and suggestion from their people during meeting, team briefing or consultation process. Feedback boxes can be used to guarantee anonymity. Monitoring, evaluating and giving feedback to employees about their performance and keeping them updated about their stage in the change process does not only mean for controlling and reinforcing change but also for supporting employees.

Recognition and reward for effort in change of change agents and employees are also greatly support to motivate people toward change and reinforcing new behaviours. Public or private praises are all appreciated. In addition, managers can also use those cases as leading examples to encourage others to follow.

Besides, some issues should be addressed. For example, revising individuals', departments' and organization's goals is required to create a consistent link between them. Increasing communication between different units and utilizing of prototype change is also advised: a successful change method in one unit can be introduced and customized to be implemented in other units of HAMK organization. Managing change for internal transfer is also important. Good induction is a huge support for new comers to adapt more easily in the new unit, for example, by providing guidance on unit's norm and culture, and helping them to establish relationship with their future co-worker and superior, etc.

Overall, the practical results match well with the theoretical findings. Organizational change has never been considered as a simple, straight forward matter. As, change recipients in HAMK, Valkeakoski undergo uncomfortable effects of change. The role of local change agents is indispensable for supporting them in adapting to change and motivating employees toward change.





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Questionnaire

**Your age group**

<30    31-40    41-50    >50

**I belong to**

Academic staff    Non-academic staff

**How long have you worked in Hamk?**

< 1 year    1-3 years    3-5 years    >5 years

**About your working habits**

*(answer ranges from agree-somewhat agree -somewhat disagree-disagree- not applicable)*

I experienced change in my working habit and/ or working procedure

I have difficulty in performing my new role/ responsibility

I am confused with this new working habit/ working procedure

My working habits change due to change in role (move to different position)

Changing working habit due to change in role (move to different position)

I did not receive sufficient training for this new role/ working procedure

I have training but it is not very useful (The training doesn't support me much in this new working procedure/ new role)

I was reluctant and unwilling to be trained, I rather stay at the old position

I perceive this new role as a step in my career development

**About change in social working relationship, how do you agree with the following statements?**

*(Answer ranges from: to a great extent-quite a lot- a little- not at all)*

I felt unease leaving my old work group where I have established working relationship and been familiar with my old colleagues

I get familiar with new working environment and colleagues quickly

I get on well with my colleagues and my boss

I trust and respect my colleague and my boss

I am trusted and respected by others

The working environment is open, friendly and cooperative

**Only answer If you were relocated to work in different units between Hamk/ or new recruit to work in Hamk, Valkeakoski**

*(answer ranges from agree-somewhat agree -somewhat disagree-disagree)*

I have been prepared with good information about organizational structure and reporting channel in the new unit

I have been well guided about culture, norm and standard behavior in the new unit

I have been inducted about rules and procedures in new unit

## Managing change

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Change in working location causes me some inconveniences. (I have to move to live somewhere near Valkeakoski, etc.)

### **How did you experience any of those factors due to change?**

*(Answer ranges from very much-much –moderately- a little-not at all)*

Change in allocation of workload

Increase in responsibility

Reduction in salary or other paid benefits

A decrease in resources (people/ budget, etc.) to my department

Working environment (different working group, people, etc.)

Reduce my power and influence

Make me work more effectively

Make job more challenging

New goals make me feel stressful

I was anxious about our organization's situation and worried about my job

### **Your comment about Hamk's structure**

Hamk operates in a high structure with quite many rules, bureaucracy

The structure is quite flat with flexible operation system

### **Your influence on your colleagues and vice versa**

*(answer ranges from: to a great extent-quite a lot- a little- not at all)*

I think I have influence to my colleagues/ my subordinates

My colleagues have influence on me

"I would follow the decision of the majority/ my colleagues although I may have different decision when I am on my own". Do you agree with this statement?

### **I believe I can influence other because** (You can choose many options)

People like me, they respect and trust in me

My position in the organization brings me the power

I own special knowledge and skill

### **Your attitude on coercion**

*(answer ranges from agree-somewhat agree -somewhat disagree-disagree)*

Coercion is an effective method to get the work done

I don't like to coerce other. I think it has more negative impacts than positive ones

I don't like being coerced. I feel resentful if my boss forces a plan/ an action on me.

I don't like coercion but I agree that it's necessary in some situations

### **Communication about change**

*(answer ranges from agree-somewhat agree -somewhat disagree-disagree)*

I am aware of organization's situation and the reasons, the fact that it needs to change

I clearly understand organization's goals

There is conflict between my goals and/ or my department's goals and the entire organization's goal

I have been well communicated about change and how it will impact on me

Communication about change arrived too late, the change was imposed in too short notice

It is important that I am communicated about change and the change program

I felt uncertain and insecure about change and what it may bring

In general, communication system in Hamk is good, I can get the information I need easily and on time to make quality decision

I am always updated about what happening in the organization

I receive too much information at a time

### **About support in Hamk**

*(answer ranges from agree-somewhat agree -somewhat disagree-disagree)*

I receive support from my boss regarding my emotional problem (when you feel sad, or stressful, etc.)

I receive support from my colleagues regarding my emotional performing problem

I receive support from my boss regarding my task performing

I receive support from my colleagues regarding my task performing problem

Support from my boss is very important

Support from my colleagues is very important

When facing problem, I know exactly where, who and how I can reach to get support

### **Decision making about future change**

*(answer ranges from: to a great extent-quite a lot- a little- not at all)*

I want to have a voice in decision that will affect me

I believe that I have the skill and knowledge to make a contribution in decision making about change

I am involved in planning and decision making process for changes that are related to me

I am more committed to achieve the goals if I can participate in planning and decision making process

I am more committed to achieve the goals if I can participate in planning and decision making process

I value direction from boss, it gives me a sense of how things would be done

I value autonomy and freedom in performing my work (I don't want to be strictly controlled or directed)

### **How do these following elements make you less willing to change?**

*(Answer ranges from very much-much –moderately- a little-not at all)*

Feeling that work become more complicated or goals are too difficult to achieve

Change in working relationship

Changing habits in general

Don't really feel that change is necessary

Don't clearly understand new goal/ responsibilities or don't know how to achieve them

Change makes me feel stressful and anxious

Due to change, I have to spend time to learn new skills/ knowledge

Don't really know what is happening and what is going to happen

**How do you rank those elements that make you more willing to change and make change more effective?**

*(Answer ranges from very important-important-slightly important-not important at all)*

I understand why I need to change or implementing the change

I am aware of what is going to change

I am aware of how change and its consequences impact on me

I can involve in deciding how change will be carried out

My concerns and worries about change are taken care of

Sufficient instruction and training for the new or additional responsibilities

Recognition, compliment, or reward for my effort in changing

Regular feedback about my performance and process