

Reducing Conflicts Created by Organizational Change Through Knowledge of Education Employee Personality

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Although the literature does not often directly address the relationship between organizational change and employee personality, it does identify areas where it affects organizational effectiveness. These findings provide new opportunities to further study the implications of personality in organizational change management. The challenge of developing an “availability for change” is to make the organization's members identify and modify ingrained perspectives or routines, overcome some conflicts and adapt to change, which is directly proportional to their personality. This paper seeks to identify how employee personality facilitates individual and organizational knowledge to overcome conflicts created by the challenges of change.

Keywords: change management, conflict, Freiburg Inventar

JEL Code: E71, I21

1. Introduction

The central problem of today's society is change management. In all areas of social, political, economic and cultural life we are facing changes.

With organizational changes becoming more common nowadays, it is noteworthy that a growing body of research shows that change efforts often fail because of employee resilience and conflicts between them (Burke & Biggart, 1997). Some findings in the field suggest that employees' personality traits can help them cope with organizational change in different ways. For example, Bond and Bunce (2003) found that employees with higher levels of acceptance had higher levels of stress control in the workplace.

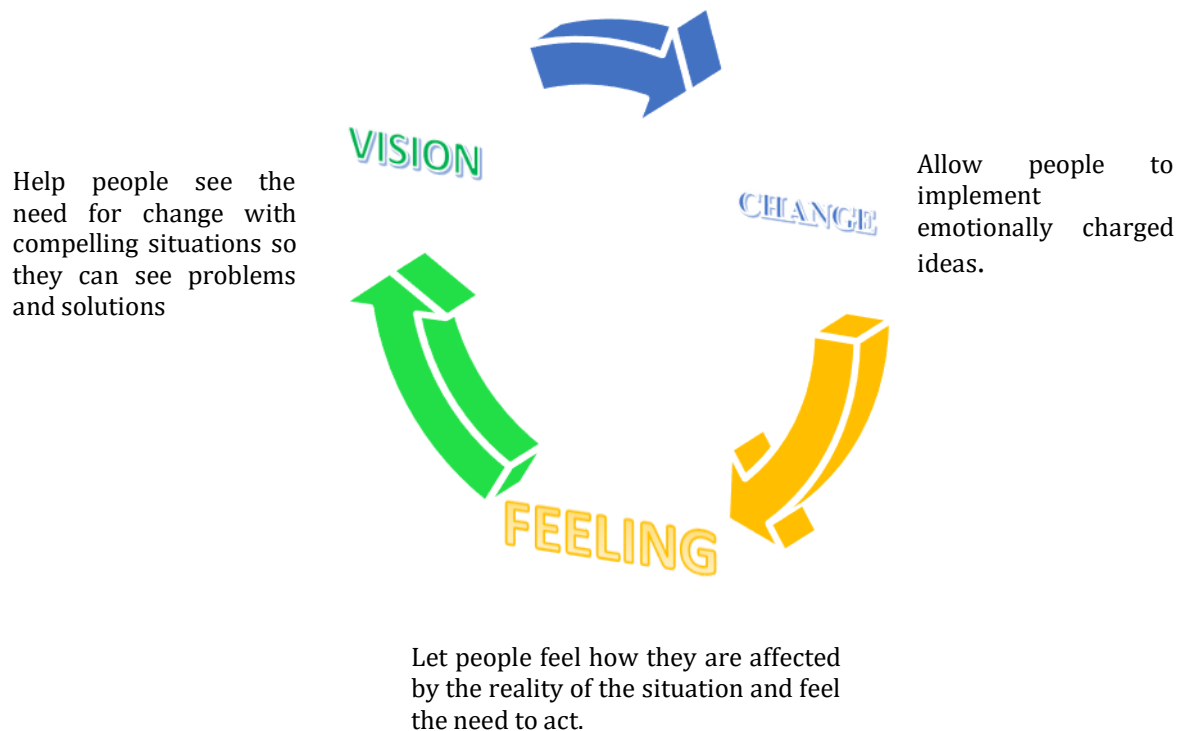
Increased individual and organizational awareness and understanding of the environments in which they operate are important to meet the challenges of global complexity and insecurity, especially in terms of organizational change and transformation (Fries, 2009). Thietart and Forgues (1995, p. 19) analyzed the change in organizations and observed that “the existence of continuous processes of convergence and divergence, stability and instability, evolution and revolution” in each organization further exacerbates the conditions and circumstances that cause organizations and therefore the ability to effectively manage change. Kotter (2007, p. 96), acknowledging the high failure rate of change efforts in organizations, noted that “the basic goal of a change initiative is to make fundamental changes in the way business is conducted to make in the face of a new, more challenging market environment.”

Kotter (2007), in his description of organizational change efforts, found that change is necessary but incredibly difficult. Langer and Moldoveanu (2000) noted that personality traits, the ability to overcome imminent conflicts, and the idea of mindfulness actually change, and part of the change involves changing behaviours in organizations.

Changing a person is quite difficult to accomplish, but changing an organization is an almost Herculean task. However, organizations are forced to do this, successfully focusing on displaying what needs to be changed.

Once people respond emotionally to the situations presented, the emotional reactions propel them into action. They see, then feel, then begin to change (Fig. 1).

Figure 1. The heart of change



Source: edited by Kotter, J., 2002. The Heart of Change, Harvard Business School Press

The constant concern of any organization is to find ways to increase individual and organizational creativity that leads to change and innovation.

Innovation is "the implementation of new ideas by people who over time engage in transactions with others and an institutional order" (Van de Ven, 1986, p. 590). Managing this innovation process is a critical component for organizational growth and competitiveness.

Therefore, organizations that want to manage change and innovation can become aware of one of the key elements in the literature, namely the knowledge of employee personality to improve the concentration and creativity of the organization.

2. Research methodology

Hypothesis: The better the managers know the personality of the members of the organization, the lower the incidence of conflicts, and the higher the success rate of the change process.

Research tool: To identify the personality traits of employees in an organization we applied the Freiburg Personality Inventory (FPI), one of the most popular psychometric scales.

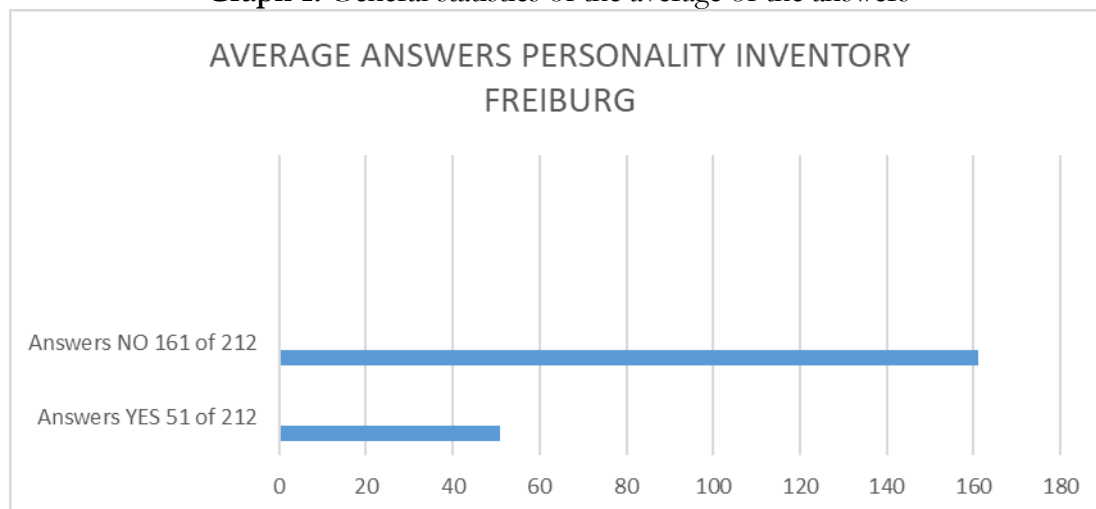
Demographics: The sample studied consists of teachers from a pre-university organization - a kindergarten. 20 questionnaires were distributed. Of these, 18 were completed, but only 14 were completed in full.

Table 1. Statistics of demographic variables

Characteristics	Level	Number	Percentage
Gender	Male	0	0%
	Female	14	100%
Position in the organization	Preschool teachers	11	78,57%
	Financial administrator	1	7,14%
	Wealth administrator	1	7,14%
	Director	1	7,14%
Seniority	Less than 1 year	0	0%
	1 year - 5 years	5	35,71%
	5 years - 10 years	1	7,14%
	10 years - 20 years	6	42,86%
	More than 20 years	2	14,29%
Tenure	Holder	11	78,57%
	Locum tenens	3	21,43%
Education	Secondary education	2	14,29%
	University studies	12	85,71%
	Postgraduate studies (master's degree)	6	42,86%
	Doctorate	0	0%
Total number of participants	14		

3. The results of the case study

Graph 1. General statistics of the average of the answers



Source: contribution of authors

Table 2. FPI standard

SCALE	GROSS VALUE	LEVEL OF PERSONALITY CHARACTERISTICS		
		LOW	MIDDLE	HIGH
FPI – 1	4	X		
FPI – 2	1	X		
FPI – 3	2	X		
FPI – 4	2	X		
FPI – 5	21			X
FPI – 6	14		X	
FPI – 7	1	X		
FPI – 8	2	X		
FPI – 9	6	X		
FPI – E	12		X	
FPI – N	3	X		
FPI – M	20			X

Source: contribution of authors

Table 3. Data in ascending order

INCREASING RANGE OF GROSS VALUE	1	1	2	2	2	3	4	6	12	14	20	21
INCREASING SCALE	FPI – 2	FPI – 7	FPI – 3	FPI – 4	FPI – 8	FPI – N	FPI – 1	FPI – 9	FPI – E	FPI – 6	FPI – M	FPI – 5

Source: contribution of authors

Table 4. Stanine

SCOR	1	2	3	4	5	6	7	8	9
PERCENTAGE	4%	7%	12%	17%	20%	17%	12%	7%	4%
VALUE	0,48	0,84	1,44	2,04	2,4	2,04	1,44	0,84	0,48
GROSS VALUE	-	1	1 2	2 2	3 4	6 12	14 20	21	-
SCALE	-	FPI – 2	FPI – 7 FPI – 3	FPI – 4 FPI – 8	FPI – N FPI – 1	FPI – 9 FPI – E	FPI – 6 FPI – M	FPI –	-

Source: contribution of authors

Table 5. Structural scales of FPI

FPI Scale 1 (Nervousness)								
NERVOUSNESS, PSYCHOSOMATIC DISORDERS					GROSS VALUE:1 STANINA: 5			
Very weak	Weak	Inferior	Middle-inferior	Middle-developed	Middle-superior	Superior	Strong	Very strong
ST 1	ST 2	ST 3	ST 4	ST 5	ST 6	ST 7	ST 8	ST 9
4%	7%	12%	17%	20%	17%	12%	7%	4%

Source: contribution of authors

It is noted that the average of the values assigned to this scale led to an average score, indicating people who are not characterized by psychosomatic disorders but are motivated by objective feelings, which are usually associated with low nervousness and mental sensitivity.

FPI Scale 2 (Aggressivity)								
AGGRESSIVENESS, EMOTIONAL IMMATURITY					GROSS VALUE:1 STANINA: 2			
Very weak	Weak	Inferior	Middle-inferior	Middle-developed	Middle-superior	Superior	Strong	Very strong
ST 1	ST 2	ST 3	ST 4	ST 5	ST 6	ST 7	ST 8	ST 9
4%	7%	12%	17%	20%	17%	12%	7%	4%

Respondents recorded a low average score on this scale, recalling that the surveyed members of the organization are people with a low level of spontaneous aggression, ie people who have an overall optimistic state towards those around them and towards the events they are dealing with.

FPI Scale 3 (Depressives)								
DEPRESSIVES					GROSS VALUE:2 STANINA: 4			
Very weak	Weak	Inferior	Middle-inferior	Middle-developed	Middle-superior	Superior	Strong	Very strong
ST 1	ST 2	ST 3	ST 4	ST 5	ST 6	ST 7	ST 8	ST 9
4%	7%	12%	17%	20%	17%	12%	7%	4%

The average of the results from this scale indicates that in the organization there are people who are satisfied with themselves and their own position in life, emotionally stable people and who experience mostly positive, tonic, optimistic emotions. They are sociable people, looking for the company of others, tonic, hardworking, people who know their position and are characterized by feelings of personal adequacy and fulfilment.

FPI Scale 4 (Emotivity)								
EMOTIVITY, FRUSTRATION					GROSS VALUE:2 STANINA: 5			
Very weak	Weak	Inferior	Middle-inferior	Middle-developed	Middle-superior	Superior	Strong	Very strong
ST 1	ST 2	ST 3	ST 4	ST 5	ST 6	ST 7	ST 8	ST 9
4%	7%	12%	17%	20%	17%	12%	7%	4%

The average-developed score obtained at this scale indicates controlled, calm and relatively insensitive people. They have a high resistance to frustration and strong self-control, being difficult to provoke and to get irritated. They are therefore patient and thoughtful individuals, who are free from outbursts, irascibility or thoughtless and impulsive reactions even when they are angry.

FPI Scale 5 (Sociability)								
SOCIAILITY					GROSS VALUE:21 STANINA: 9			
Very weak	Weak	Inferior	Middle-inferior	Middle-developed	Middle-superior	Superior	Strong	Very strong
ST 1	ST 2	ST 3	ST 4	ST 5	ST 6	ST 7	ST 8	ST 9
4%	7%	12%	17%	20%	17%	12%	7%	4%

This scale obtained a high average of the scores, reporting an accentuated tendency of the interviewed persons towards establishing social contacts. Therefore, in this organization, there are socially active people, socially participative, who seek contacts with those around them, friendly people, who quickly and easily make friends.

FPI Scale 6 (Calm)								
CALM, BALANCE, SELF-CONFIDENCE					GROSS VALUE:14 STANINA: 8			
Very weak	Weak	Inferior	Middle-inferior	Middle-developed	Middle-superior	Superior	Strong	Very strong
ST 1	ST 2	ST 3	ST 4	ST 5	ST 6	ST 7	ST 8	ST 9
4%	7%	12%	17%	20%	17%	12%	7%	4%

High scores on this scale indicate the presence of people characterized by self-confidence, unperturbed, hard to get angry, resistance to demands, persevering and steadfastness. They are in a good mood, confident in the future and optimistic. There are often individuals who, although not fond of aggressive confrontations, are very energetic and have an obvious preference for quick and determined actions, of self-blame and feelings of insufficiency and personal inadequacy.

FPI Scale 7 (The tendency to dominate)								
THE TENDENCY TO DOMINATE, REACTIVITY					GROSS VALUE:1 STANINA: 4			
Very weak	Weak	Inferior	Middle-inferior	Middle-developed	Middle-superior	Superior	Strong	Very strong
ST 1	ST 2	ST 3	ST 4	ST 5	ST 6	ST 7	ST 8	ST 9
4%	7%	12%	17%	20%	17%	12%	7%	4%

The lower-middle score shows the level of consideration for those around and moderation in judgments made towards them. In the organization there are indulgent, understanding and forgiving, moderate people, who reject an aggressive-vigorous style and who have a tolerant attitude, based primarily on trust and differentiated moral judgments, which admit grey tones.

FPI Scale 8 (Inhibition)								
INHIBITION, TENSION					GROSS VALUE:2 STANINA: 5			
Very weak	Weak	Inferior	Middle-inferior	Middle-developed	Middle-superior	Superior	Strong	Very strong
ST 1	ST 2	ST 3	ST 4	ST 5	ST 6	ST 7	ST 8	ST 9
4%	7%	12%	17%	20%	17%	12%	7%	4%

The average value of this score indicates a balance between self-confident people, independent, determined in posture and action, able to establish social contacts and people with strong trauma and somatic accusations before certain events to which they give importance at a subjective level or in case of strong emotions: anxiety, trembling, "softening his knees", paleness, redness, stuttering, the need for failure or urination, etc.

FPI Scale 9 (Sincerity)								
OPEN PERSON, SELF-CRITICISM					GROSS VALUE:6 STANINA: 7			
Very weak	Weak	Inferior	Middle-inferior	Middle-developed	Middle-superior	Superior	Strong	Very strong
ST 1	ST 2	ST 3	ST 4	ST 5	ST 6	ST 7	ST 8	ST 9
4%	7%	12%	17%	20%	17%	12%	7%	4%

This result identifies people with open behaviour, characterized by frankness, who do not have much to hide. These people always recognize small shortcomings, small violations of social norms and rare behaviors on the verge of social desirability. Also, these people often recognize that they have different behaviours in particular than when they are observed by others, which is why high scores on this scale are an indication for distortion or even falsification of the protocol by the evaluated subject, in order to present a more favourable image.

FPI Scale – E								
EXTRAVERSION - INTROVERSION					GROSS VALUE:12 STANINA: 7			
Very weak	Weak	Inferior	Middle-inferior	Middle-developed	Middle-superior	Superior	Strong	Very strong
ST 1	ST 2	ST 3	ST 4	ST 5	ST 6	ST 7	ST 8	ST 9
4%	7%	12%	17%	20%	17%	12%	7%	4%

The analysis of the FPI-E scale reveals a group of sociable people, who seek to establish contacts and can do so, they are friendly. In the social environment, there are relaxed individuals, characterized by vivacity, impulsive, talkative, lovers of variation and fun, active, tonic and excitable, enterprising, dominant, who tend to set the tone, know how to impose themselves, with accentuated scores being even uncontrollable.

FPI Scale – N								
EMOTIONAL LIABILITY					GROSS VALUE:4 STANINA: 6			
Very weak	Weak	Inferior	Middle-inferior	Middle-developed	Middle-superior	Superior	Strong	Very strong
ST 1	ST 2	ST 3	ST 4	ST 5	ST 6	ST 7	ST 8	ST 9
4%	7%	12%	17%	20%	17%	12%	7%	4%

The middle-upper score at this scale accuses a bad mood and generic liability of the emotional mood, which affects several people in the organization. They are individuals characterized emotionally by depression, sadness, they are depressed and unwell, irritable, vulnerable, irascible, sensitive, grumpy, easily annoyed, annoyed and tense, worried, restless, thoughtful, easily distracted from an activity. They have many worries, feelings of guilt and often feel misunderstood and wronged, which is why they often have social contact disorders.

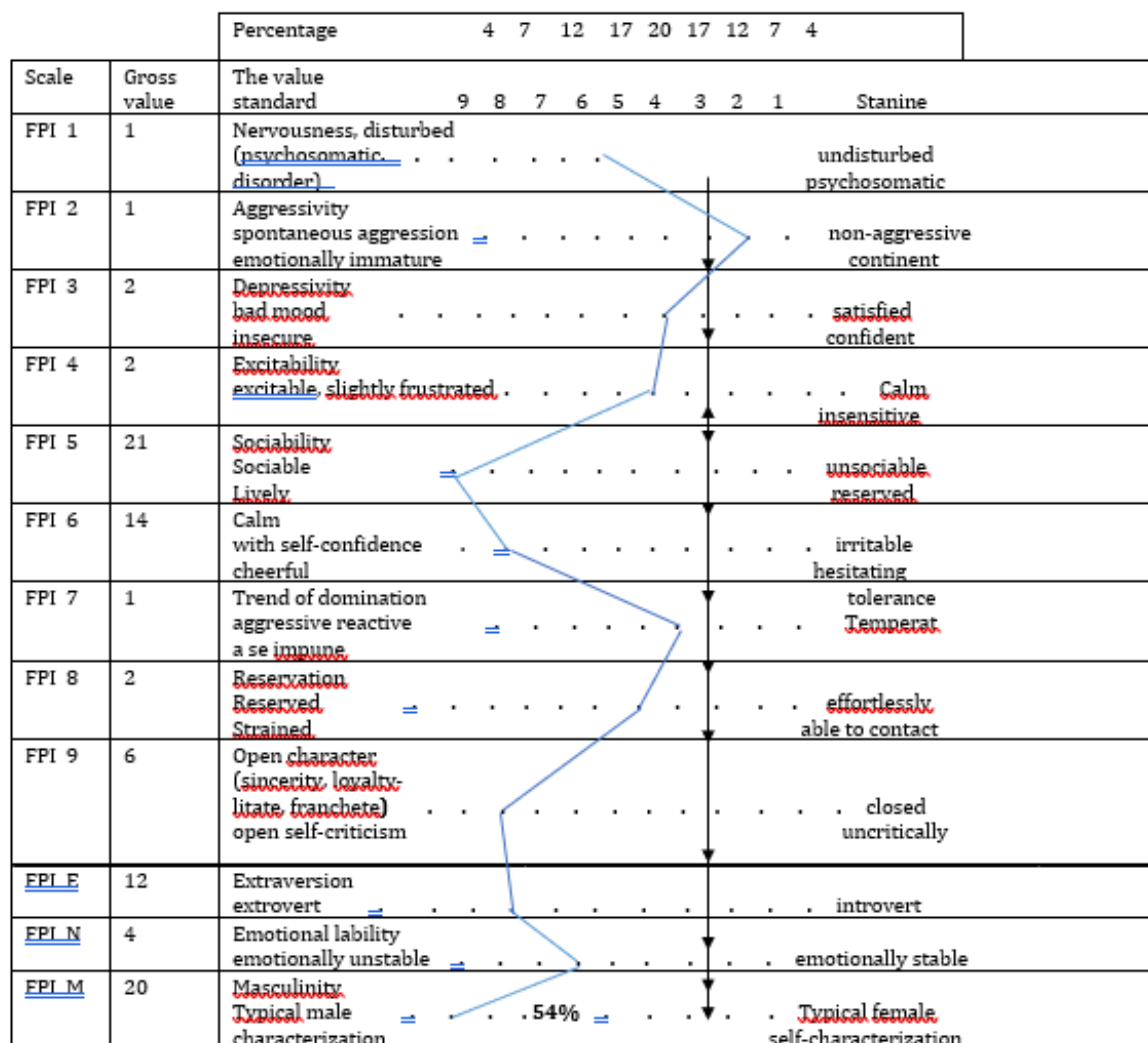
FPI Scale – M								
MASCULINITY - FEMINITY					GROSS VALUE:20 STANINA: 8			
Very weak	Weak	Inferior	Middle-inferior	Middle-developed	Middle-superior	Superior	Strong	Very strong
ST 1	ST 2	ST 3	ST 4	ST 5	ST 6	ST 7	ST 8	ST 9
4%	7%	12%	17%	20%	17%	12%	7%	4%

This scale obtained one of the highest average scores, reporting an active self-affirmation of the members of the organization. They are aware of their value, enterprising, confident, always ready to take action, they have a balanced disposition. Self-description is therefore focused on predominantly masculine characteristics.

Graph 2. Capitalization sheet

F.P.I. Total shape

A – B Semiform



Source: contribution of authors

4. Conclusions

Through this article, we have tried to raise awareness about the importance of knowing the dominant personality traits of members of an organization involved in processes of change, adaptation and continuous innovation, in order to reduce resistance to human resources change and reduce imminent conflicts in this situation.

An increasing number of researchers have explored various ways in which organizations can create models and situations of change tailored to their own organizations, following the study of their employees. Thus, the planned change by relating to the characteristic aspects of human resources in the organization can reduce stress, increase mental and physical health and cognitive functioning and improve performance and well-being.

Focusing organizations on identifying and managing employees' personality traits can lead to an awareness of the cues that help either reduce or mitigate threats, challenges and conflicts. Using personality tests can identify clues that can help create a plan for organizations that want to better prepare to better manage unexpected events and increase resilience when facing change.

Better knowledge of human resources and effective management of dominant personality traits can make individuals and organizations more open to information and help generate multiple perspectives.

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