LEADERSHIP STYLES AS A DETERMINANT FOR RESISTANCE TO CHANGE

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ABSTRACT: *The purpose of life cycles through which passes each organization and social system to which it belongs is in its holding phase permanent "Youth" in which the prevailing conditions for achieving permanent development and growth of the same. The changes occur as a necessary determinant for achieving this desired state that would assure the effective operation of the organization. Any change is followed by resistance by the direct implementers of the same (employees). The consequences and the final balances of such resistance solely depend on the competence of managers, especially in the phase of the initiative for change and leadership styles that same practice.*

KEYWORDS: Changes, Resistance to Change, Leadership Styles, Manipulation, Life Stages of Organization.

INTRODUCTION

The changes are part of the individual, organizational and social life. The past is different from the present, which is the basis for changes that are building the future. The changes represent a challenge and a tool for building success in life. To these one can act with ignorance, but can accept and actively engage in the process of their creation, implementation and institutionalization.

Changes often develop unpleasant feelings that occur as a result of the unknown that causes insecurity and uncertainty with different intensity. Such feelings cause fear and resistance to change, which often result in a certain amount of excitement and anxiety. Resistance to change usually occurs in early, with the manager, or rather the team leader, you need to perform comprehensive information about the change, so the cushioning it. Lack of information is the biggest obstacle to their acceptance. In its reporting, the manager/leader should put emphasis on understanding the benefits of change. In this process in parallel with the emergence of forces that support the change occur and forces that create resistance to it (mostly among those who should be direct implementers thereof), which may not deny, and even worse to sanction the by the management teams in the organization. Role Manager leader is to perform balancing this situation by building a working climate in which employees actively build a shared vision of the organization, the change will experience it as a form of strategy to achieve it, all the time to develop a sense of commitment, trust and belonging to the working environment. Effective change requires a clear vision and shared institutional mission, permanent evaluation of the quality of the implementation of the mission, identifying areas for improvement, creating strategies for the implementation of activities in order to improve the process and outcome of the organization's operations. According to Isaac Adizes: "To manage means to be alive, to be alive is to go through the changes and the problems they cause."(1) In the phase of the initiative

for change, effective managers (2) adopt many decisions. They concentrate on the most important, which are the result of conceptual considerations. They strive to have all data on issues based on what will make the system built decision. Managers who have leadership ability, the decision was seen as an influence, not as implemented technique. Their efforts are to be reasonable and not to make smart. Spered Drucker(2) "Managers who make effective decisions know that their decision not to start from facts rather than opinions... To determine what actually represent facts should make decisions on relevant criteria... it is the most important point of the effective decision... "effective decisions are taken unanimously. They are the result of heated discussions and conflicts of attitudes and opinions. They represent the result of dialogue. Practice shows that totalitarian management/leadership to quickly and fully implement the decisions, but the quality of their decisions is far from what it means well. Adizes says: "Usually totalitarian systems make bad decisions. Why? Because effective implementation is achieved by prohibiting freedom of the press, disputes and discussions. The situation is "do it or..."(1) It blocks the exchange of information necessary for establishing proper courts. Instead of quality decisions, such regimes often make decisions with prejudice and with terrible consequences."

Changes everyday appear in the region of Macedonia. In the past are conducted a number of reforms which unfortunately did not achieve expected results. The reason for this situation arises from the human factor. The planned changes are always imposed as a desire and a personal vision of individuals from government offices or management teams as an extended arm of the government. Employees should be direct implementers of change are never placed in a position to express their opinion in respect of such declarative "good" reform. Employees were placed in the position of coercion prifakjenje of something that had not the minimum information that the change should cause, that individual and social organizational benefits of the same and that is the way you should move to reach higher goals. Totalitarian regime of coercion in "adopting" the unknown one to the end remains unclear, is perceived as manipulation and achieving personal interests and goals of several individuals in the state, poltronskoto behavior of managers are set such totalitarian or rather dictatorial strongmen, resulting in strong resistance to change and constant need for acceptance, tacitly ignoring and finding countless ways for non-implementation of the processes and activities to give "expected results" of the change. As a consequence of this state of Macedonia led to the margins of normal functioning of all levels of hierarchy, ranging from organizational and system state to existence. Servile "acceptance" of changes in certain groups of direct perpetrators and the resistance occurs in a large number of employees led to situations of disturbed interpersonal relationships in all spheres of everyday social and organizational life in which he is pointless to talk about "good "working climate in organizations whether it is a public, industrial or service activity. Forces or mass of employees who need to express their attitude towards change is exposed to strong pressures, fines and threats of losing their jobs. Employees are forced to be "dumb" observers of what is happening, resulting in alienation and nepripagjanje in the organization in which to spend their working lives. Balancing the need for building a common vision with respect to the change, which is an obligation and prerequisite for the professional management of organizations is replaced by ignorance and hostility of directors of organizations that is one of the indicators confirming that they could be called managers, much less leaders.

RESEARCH METHODOLOGY

This phenomenon also represents a common problem of every individual in our country, regardless of the fact as he experiences and interprets the reason for conducting the research activity as the basis for writing this paper. Resistance to change that literature and international experiences treat it as a situation which proves and verifies creativity and professional ethics of managers in the region of Macedonia is mostly unknown feature of the performance of the person who is in a supervisory position. Reforms or rather changes that should be implemented always remain under the initiative or unclear implementation and never reaches the process of institutionalizing the ultimate goal of them. Alienation of employees and disturbed interpersonal relationships reflect the organizations that accelerated steps are moving towards "aging" and probably "dying" of the systems in which there is good communication as the horizontal and vertical hierarchy. Manipulation of employees is dominant behavior management structures resulting in efficiency and effectiveness in the work that reaches both individually and exclusively based on personal responsibility and performance characteristic of the employee as an individual. It clearly shows that the conditions for organizational learning which forms the basis for effective changes that will carry the organization to the stage of growth and development.

In order to spot the views of the staff regarding the problem, why the reforms in our country does not give the expected results and the resistance to why they are not exceeding but steadily rising, a survey was conducted. A survey aimed to present a realistic picture of the problems that employees face regarding the acceptance or don't acceptance of changes. In the questionnaire they were asked ten propositions that were made in order to realize the level of awareness regarding the changes, timely obtaining data for the same possibility employees to express their views and opinions, the goals that they should be achieved, tasks and activities that will be realized in function of their implementation. The statements set respondents expressed their thoughts by selecting one of the offered alternatives (yes, no and do not know/not sure). For the purposes of this paper will be presented and analyzed five. The survey was conducted in the part of the organizations belonging to the education and health system in Macedonia, the different structures of employees, which covered a sample of 465 respondents from 46 and 17 educational organizations in the area of health care system. The data obtained from the survey were subject to quantitative and qualitative analysis.

Empirical Research

The survey is implemented smoothly in terms of acceptance of the same issues that were an integral part. Comprehensibility of questions or statements were no issues and respondents with a positive approach responding to the requirements of the questionnaire. In direct conversation with some of them, and given the fact that one of the authors of this paper is part of the basic education which usually begin reforms in the country, it was clear that the acceptance of the survey stems from the given opportunity, employees/respondents to express their views in relation to one of them, a very sensitive issue which is one of many reasons to feel alienated in their jobs, with destroyed confidence in the governance structures of the organizations that are part of the public sector in the country. Totalitarian decisions to initiate changes anarchy prevailing in the process of their implementation, and frequent inspections that have a unique function and task to punish rather than performing correction or encouragement to continue the process with greater efficiency and effectiveness, is a cause for strong resistance to them. For this reason the data obtained from the survey fully identify with the problem upon which we base this scientific paper. Comparison and analysis of data regarding whether they received

from employees in education or in the health care system, pointed to the fact that there are significant differences. For this reason, the data will be presented in the continuation of this work will be presented as a whole.

In order to spot the views and opinions of respondents regarding whether their representatives in boards where decisions are made for the start of a change consistently communicate their views and act in accordance with them, 68% of the respondents with no 11% yes, while the remaining 21% of respondents opted for the alternative does not know. Thus the high percentage of distrust towards the representatives exclusively need to transmit the views of those who elected them, raises the question how it performs their choice, the extent of democracy in terms of these elections, as well as the extent of their responsibility in the implementation of activities that should be exclusively functions to express and defend the positions of employees whose representatives in the boards they are.
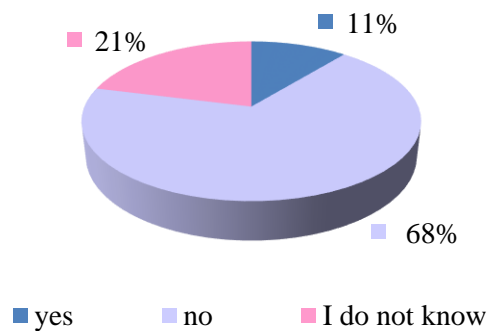

Figure 1: Are your representatives in the boards consistently convey your views on a specific reform?

The need to recognize the possibility of employees to express their views in relation to a particular reform process set appropriately to this statement in which respondents answered as follows: 14,4% responded that they have the opportunity, or their employers asked to express their attitude with respect to reform changes, while 85,6% answered no. Vacaville data confirm the fact that there are democratic opportunity to express views and opinions and that changes are taken as served an order by the management structures, which are often only a tool to transfer decisions made by many hierarchical higher government levels.
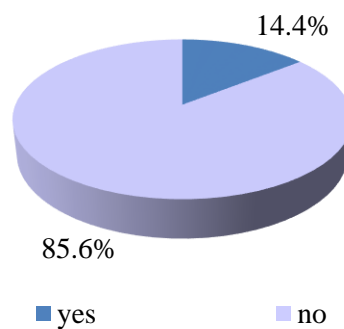

Figure 2: Do your employers create conditions to freely express your views for reforms?

Regarding the statement which was aimed against the backdrop of what is the position and Employee of the manner of praniranje and implement change, showed the following data. Namely 4,5% of respondents believe that the changes in the health and education systems are well planned, and activities for their implementation are exercised with efficiency and effectiveness, 64,1% of respondents regarding this issue responded decisively not, while the remaining 31,4% did not have a position on the request which arises from such statements.
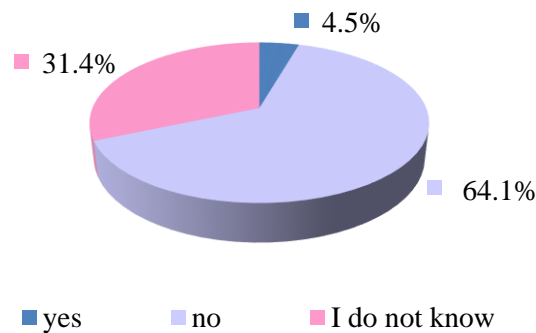

Figure 3: Do you think that reform processes are properly planned and organized?

The question: " Do you before the starting the reform getting enough data about the goal which should achieve with it?", 6,7% of respondents responded yes, 81% gave a negative answer, while the remaining 12,3% did not have a position on the issue arising from such statements.
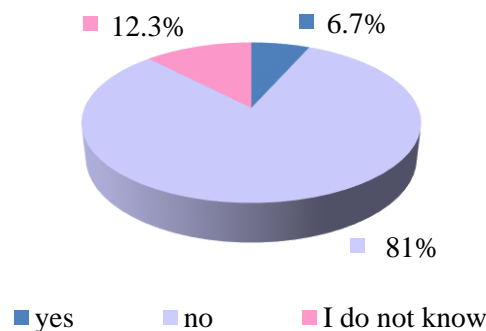

Figure 4: Do you before the starting the reform getting enough data about the goal which should achieve with it?

In order to realize the willingness of employees to accept and participate in the process of implementation of organizational changes in the questionnaire was set statement, which was 8,6% of the respondents were willing to accept reforms in the future, 31,4% clearly said they are reluctant to do so, while the remaining 60% do not have a position on how the future would act if necessary to participate directly in the implementation of a change.
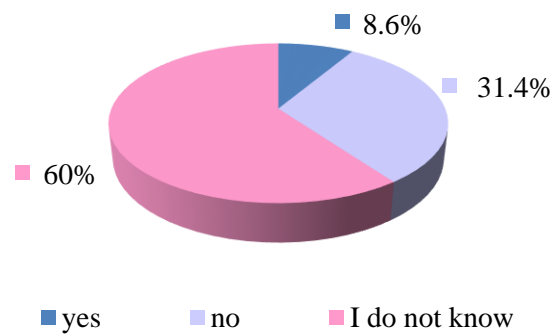
Figure 5: Do you ready to accept reforms in the future?

In addition to the questionnaire was asked a question open-ended which was intended to capture the consequences that employees have in the process of expressing views on accepting the reforms. On this question 78% of respondents say that usually, after public statements stating that they agree with the way he conducted the organizational change, seemingly ignored by management teams which in turn results in a change of jobs, reduce working conditions, the loss of certain benefits previously received, loss of workers' rights by law guaranteeing, constant inspections, frequent inspection of the work by members of management teams. Notably, most respondents expressed the opinion that in terms of starting a change, organizations are becoming places where human relationships are extremely disturbed constantly prevailing destructive conflicts and where the work of informal groups, with their dominant behavior and constant conflicts between them provide opportunities for functioning of formal groups within the organization which calls into question the viability of the organization as a whole. To overcome this situation, the manager and the members of his "team" lacked a professional capacity, which gives the impression that and do not want to improve so disturbed conditions, because the fact is that in a state of extremely disturbed interpersonal relationships much easier to begin process for implementing changes. Surely this is not intended implentacija achievement of organizational, and thus social goals. The goals are mostly related to the financial support received from the state budget or certain foreign funds, which a large percentage is used for purposes that do not have in common with the goal of change. This situation, according to respondents, giving a clear picture that someone is trying to perform manipulating their intellectual capacity is usually reason for resistance to change.

DISCUSSION ON THE DATA OBTAINED

Delegation can be a necessity in the work of each organization. Such delegation does not always originated by managers to their subordinates. The need to reach a level of democratic operation and functioning in making decisions that are essential to employees in general implies the need for a selection of their representatives on boards. With the election staff delegate responsibility to their representatives responsible for transferring their views in decision-making. The survey, which is here presented shows that the representatives of these administrative boards understood their role in decision-making usually start from the needs of managers or other higher structures, which in turn represents a denial of those who have chosen nevodejkji account that it endanger the rights that are directly related to labor relations. This situcija constantly repeated in all areas of operation in our country clearly shows that there is a big problem in the democratic processes should be respected in the selection of representatives

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in these boards of management. One gets the impression that the influence of managers in the process of such is vast and mostly every segment previously well-planned by them, a "democratic elections" are written in advance scenario. Most often, these representatives in boards are characterized by poltronski features and essentially cloned individuals who have lost their sense of dignity and responsibility towards their colleagues. In these organizations almost pointless to discuss the climate of trust which is the basis for the implementation of the process of change.

High percentage which refers to the inability employees clearly and publicly express their views regarding the changes to be implemented in their organizations, shows a totalitarian regime of governance that fully and in all segments indicates the authoritarian style of leadership that punish any individual or group of employees who need to express their different opinion. According to Maslov "... dlabokoumnite, rational persons -lichnosti that can see both sides to the same question - would not appeal to the person who demands absolute determination..."(3) Managers with such an attitude, they want to show that people with resolute character, that know how to lead their subordinates to success, which is usually only they see. "No more decisive person in the world than with paranoidnoiden character. Also, no one seeks for more power and endurance tvdoglavo from paranoid personalities. They do not stop us briefly. They never laugh, no joke, does not enjoy the flowers, only nonstop push. "(3)

Regarding the question that was designed to consider the views of respondents planning to change which is the basis for all further processes the data indicate that 64% think they are not well planned. This percentage may be added and the number of those who have no opinion regarding this issue, and most know why so izjanuvaat (fear, oppression, pressure, etc.), Then this percentage is 95.5, which is data that indicates that something is wrong with the way in planning the changes themselves. Namely, as a result of this data was initiated conversation with some of the respondents, but now in the form of informal interviewing. The final epilogue of these talks indicates that most often as priorities change determines the elements that have greater significance, is made reducing the conditions that are necessary for the functioning of the systems as a whole, and what needs to be rationalized and reduced remains and is supported by financial and human resources even more than before. For this reason employees from the beginning of each subsequent change are convinced that it will not have any results that are supposed to improve organizational and social system as a whole. This is again the reason for the no-confidence, acceptance and strong resistance to change.

The data obtained in terms of whether employees have sufficient data for the goals to be achieved by changes in the period when they are in the phase of the initiative is striking. The obtained information that 81% of respondents leads to the conclusion that the very structure of employees who will be placed in a position to carry out the implementation of reform changes, do not receive information and facts on which to form a realistic picture of the ultimate goal that would it is achieved along a thorny path of reform which is usually heavy and "painful" for employees. This situation proves why there is strong resistance to changes in your institution who are part of our social life. Managers who at all costs want to impose changes on the one hand trying to show and prove their power, on the other hand are trying to get a higher "price" in the eyes of party strongmen who set that manager. These attitudes show that employees see only tool that should be used for a particular purpose, indicating that they do not have trunks sense that most disposable capital is intellectual. This leads to a situation in which employees feel they are being manipulated, which in turn is reflected in alienation and non-membership in organizations that represent employees. This organizational "culture" and

"climate" that is designed by managers only determines why reform changes in Macedonia never fail. The fact is that if they are implemented, never cross the stage of institutionalization indicating that they were made for a purpose, and not as a basis which at one point would have grown into traditional behavior and the basis for other changes that will guide the organization to ever development, growth and retention in the environmental phase of "permanent youth."

The statement which is based on the issue of readiness of acceptance of change by employees, in a near future, utterly predictably confirmed the data received only 8.5% of respondents. This situation arises from all the problems that are concluded with previously presented statements. The fact is that managers ignoranski with its terms, and manipulanskiot style of government are not trying to create a climate that is open to changes that are a prerequisite for efficient and effective operation and ground organization to remain permanently "alive." On the other hand you have to put emphasis on the culture of behavior of employees in Macedonia in terms of change. Namely, the resistance felt to this necessity is often a result of fear of the unknown, and the fear to lose the comfort of previously acquired and strengthened tadicionalno condition. Such a situation resembling the coveted need inertia often stems from lack of motivation among employees, extremely low wages and the inability to achieve professional and career development which the individual desires and deserves. The labor market in Macedonia is very small, so the fear of losing one's job as a result of expressing their own views on any issue is most present, because the consequences are often like obtaining employment termination decision and the loss of employment status, can not overcome the fact that there is no realistic chance for a new and appropriate workplace. Such conditions affect employees to behave with some apathy of their jobs, especially when they are expected to be direct implementers of reform or change of any kind, while managers their shortcomings in all kinds of legitimate power, compensate through the power of coercion, punishment and ignoring most of its employees. The total regime of manipulating or style of governance put our country in a position to be seen as artificial living work that usually sense which dominate all levels of seniority and daily work and life is the alienation of the individual from the system in which "belongs".

CONCLUSION

"Interpersonal relationships, in our environment, are in a state a reason for the alienation of the individual and its complete de-motivation in the process of social consciousness and labor engagement in organizations. Power of the authority of position, without competences necessary for professionalism in the operation, dominant applying unethical or manipulative tactics of influence, a high degree of arrogance without cover and still a lot of these destructive elements are characteristic of management styles that most Directors of the territory of Macedonia accepted for their and they apply in the management process, but not running ..."(4) the educational and health institutions. One of the situations in which fully feel this situation is the process of initiative and implementation of the changes that always present themselves as reform must be enforced as imposed EU demand. The problem occurs stems from strong resistance to change, but not as a result of resistance for no reason, but as resistance due to mistrust of employees to managers of the institution, and manipulanskiot style of "leadership" behavior of the directors or representatives of the higher levels of government system. These conditions usually followed with poltronsko behavior of a group of employees who perform acceptance of change, but that does not mean it will actively participate in their implementation. This image of a fictitious mass of employees who support the change further contributes to

resistance to it among those employees who have a professional attitude to work and the whole burden of the consistent implementation of change will fall on their backs. Given the fact that changes in our country have the ultimate goal, profiting individuals and directors appear only in the role of distributors and implementers of decisions, which due to lack of complete information about the changes, and lack of personal competence, we use unique opportunity to "hide" from their employees with the practice of totalitarian dictatorial rule in communicating the decision that a change must reform to be implemented. What exacerbates the overall situation impression that the directors do not believe in what they say, while ordering to realize that is easily recognizable by employees that all this feel like a pure dictatorship by higher levels that the most important moment is the "managers" to push through change, which will be treated as "successful" executives.

Declared position that changes in Macedonia fail because employees have not developed a culture of change is essentially accurate. World experience and the professional literature clearly show that before starting a process of change, we need to make a comprehensive diagnosis of the actual situation whether it refers to the organization or social system. This process of diagnosis is unknown category in our area. Often the changes that are made are distinguished by skipping the phase of the initiative, while the implementation, if that might be called a process that is realized with very high speed, with an analysis of the results and the problems deriving from the implementation change absent. It becomes clear that the reasons for the strong resistance that employees feel, with directors with his unprofessionalism and incompetence have no ability to perform to manage these problems and conflicts arising therefrom. They end remain "obedient" directors who have only one goal and that is to stay directors in the future, which marginalize what suggests modern management, "If you want to manage conflict, attempt to become a manager or leader. If you do not want to deal with people and differences of opinion, then get out of the hot chair Manager"(1). In the context of this, Harry S. Truman advises: "If you can not endure the heat, then leave the kitchen."(5)

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