

Psychosemantics of Employees' Images when Identifying the Dimensions of Changes and Successful Organisation

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An empirical research performed in October – December, 2008 is presented in the article. As the main research method, an anonymous half-open questionnaire (4 closed, 8 open questions) has been chosen for the employees of organisations of business and public sectors. The questionnaire included empirical indicators reflecting employees' perception on the meaning of changes, attitude to successful organisation's factors, change planning and the ways of negotiation of resistance to changes. This article is limited to the analysis and interpretation of respondents' answers two open questionnaire questions: "What does the word "changes" mean to you?" and "How could you describe a successfully acting organisation?".

*While analyzing respondents' opinion what the word "changes" means to them we referred to the components of the word distinguished by psychology science (see *The Psychology of Communication*, 2007) and while identifying the dimensions of a successful organisation – to the presented abilities of exemplary companies by Ulrich and Brockbank (2007) and indicators of effectiveness matrix by Carnall (1990).*

The research has showed that the word "changes" in the expression of respondents' opinion first of all associates with an emotional component and is least related to the index of expression of external and internal changes in the organisation. The analysed concept is not yet realized as a component of changes, alternation, and fluctuation happening in either external or internal organisation's environment. Whereas semantic construct "successful organisation" in the expression of respondents' opinion first of all is associated with appropriate finance management, a competitive organisation strategically oriented to a qualitative result. Generalised research data allows to state that theoretical and empirical components of the investigated object form presumptions to widen scientific knowledge about a successful, organisation managing changes and the aspects of its expression.

Keywords: *psychosemantics, changes, successful organisation, cluster analysis, consistent patterns of rating.*

Introduction

Recently it has been common to consider organisation's environment as dynamic, turbulent and undefined (Kubrak et al. 2007; Davidaviciene, 2008; Jumpponen et al. 2008); changes of environment are considered as inevitability under the conditions in which

organizations must survive (Zinkeviciute, 2007). Present period is also characterized as turbulent times (Rees, 2008). "We are progressively receding from the world where national economies were rather isolated from each other: by various obstacles to cross-border trading and investments; by distance, time zones, and languages; national regulations; culture and business systems" (Sae, 2008). Thus, when acting in such environment it is necessary to use the knowledge about drastic changes (Amdam et al. 2007), rapid technological changes, increasing consumers' requirements, globalization of competition (Savaneviciene, 2006), liberalization and privatization of economy, fundamental structural reforms (Stankiuviene, 2006), a declining cycle of product's existence, globalization of world economics, and rapid development of technologies (Banyte, Salickaite, 2008) in order to ensure competitive advantage related to innovations.

Since organisational changes and development are not retreating from the centre of attention of scientists and practitioners all over the world, global problems and tendencies are constantly being analysed: privatization, reform of public sector, consolidation and acquisition of organisations, migration of residents, poverty (Rees, 2008), new technologies, reorganisation, shake-up, internet access to knowledge, democratization of regimes, and flattening of organisational structures (Marković, 2008), extent of modern economic and social changes, globalization process, rapid shift to knowledge-based society, and demographic tension (Kumpikaite, 2008). Today old management technologies are often ineffective and do not provide opportunity for the organisation to see changes of activities in time and conditions of business environment (Kopitov and Faingloz, 2008). New structure, staff politics, reform of clients' service, renovation were planned as management instruments for the implementation of changes (Sepper, Alas, 2008).

"Employees have constantly to improve knowledge and skills in order to adjust to changes, flow of information, and new technologies" (Kumpikaite, 2008), to learn to manage organisational changes conditioned by new challenges and the age of cybernetics (Marković, 2008).

During the recent years the problem of change management in organisation has been analysed in various aspects by foreign (Carnall, 1990; Burnes, 2004; Sepper, Alas, 2008 and others) and Lithuanian (Pundziene, 2004; Korsakiene, 2006; Andriuscenka, 2008; Zakarevicius, Zukauskas, 2008 and others) scientists. The major part of

the authors analyses changes as transformations happening at an individual, group or organisational level. In addition, change processes in external organisation's environment are analysed. Their influence is significant to the activities of any organisation.

Scientific problem. Research scientific problem is expressed by problem questions that require empirical research: What is the expression of opinion of organisation's employees when identifying the organisation as organisation that manages changes? What organisation in the expression of opinion of organisation's employees is understood as a successful organisation? What is the subjective law of rating of psychosemantic categories reflecting the expression of changes and a successful organisation?

Aim of the research – to investigate psychosemantics of employees' opinion in the aspects of change identification and expression of a successful organisation.

Object of the research – expression of employees' opinion about changes and a successful organisation.

Methods of the research: analysis of scientific literary sources, qualitative and quantitative content analysis, statistical data processing.

Identification of organisational changes

Differently from natural sciences, the main conceptions of social sciences and humanities are "in principle questionable". "A good definition must indicate "essential" features" (Norkus, 2009).

Traditionally the word changes is used when speaking about fluctuation and its results or in other words it means any status quo change, alternation or transformation (Bartol, Martin, 1991). In the case of changes, present situation changes into future (desirable) situation (Stankeviciene, Lobanova, 2006).

In the organisation changes appear at different levels i.e. individual, group and systematic changes occur, e.g. learning of employees that influences internal changes (Bersenaite,

Saparnis, Saparniene, 2006), the change of individual thinking or scope of work (Daugeliene, 2007), constant improvement or reform of processes and even the change of the whole organisation's culture (Burnes, 2004). Thus, as Pundziene states (2004) organisational change is a

transition of individual or group from one state to another in a complex, constantly changing and open social system. In the context of globalization organisational changes become an inseparable part of existence of every organisation (Korsakiene, 2006).

Organisational changes are the creation of new procedures or technologies dedicated to reorient the organisation to changeable requirements in business environment or business opportunities. Besides, it is a process when people's emotions and reactions are recognized and managed in the way that unavoidable slump of productivity that follows changes would be reduced (Marković, 2008).

Bagdonas & Bagdoniene (2000) first of all consider changes in an organisation as every beginning or extinction of new elements or relations among them i.e. structural changes. Therefore, under the conditions of global economy, effective activities depend not upon a single shake-up of organisation referring to the conditions of business environment but upon a constant adjustment of organisational structure itself to shifting environment conditions orienting to staff's participation in management, delegation of tasks and responsibility, improvement of communication system (Kubrak et al. 2007). In scientific literature, changes are designated as alternations of manner of working of separate elements or their groups as well as change of organisation's behaviour (Bagdonas, Bagdoniene, 2000). However, changes may not encompass new ideas or may not lead to a significant improvement (Bartol, Martin, 1991).

Systematic changes mean that employees are motivated to think differently, to see the relations and feedback as well as to investigate hypotheses (Kumpikaite, 2008).

Deep organisational changes require undertaking risk, culture of an open organisation and perfect ability to learn. Since they are not happening spontaneously but much slower than their need is understood planning and clear leadership are required (Bersenaite, Saparnis, 2007; Marković, 2008).

Successful process of changes involves structural, systematic, cultural, and technological changes (Bartol, Martin, 1991; Marković, 2008).

Reasons determining changes are presented in Table 1.

Table 1

Reasons of changes

External reasons	Internal reasons
Technologies; origin of new materials; alternation of clients' needs and taste; competitors' activities and innovations; new legal acts and government politics; changeable conditions of internal and global economy and trading; changes of local, national and international politics; alternation of social and cultural values.	Design innovations of new products and services; low effectiveness and morality determining redesign of work; assigned new senior manager or new management group; inappropriate skills and knowledge determining teaching programmes; relocation of an office or factory closer to suppliers and consumers; acknowledgment of problems influenced by redistribution of responsibilities; innovations of production process, new ideas how to provide services for the clients.

Source: Marković, M.R. (2008). *Managing the Organisational Change and Culture in the Age of Globalization. Journal of Business Economics and Management*, 1(9), 8.

Arising problems are conditioned by external and internal environment. Problems of external environment are more important in the early stages of cycle's existence whereas internal problems are more important when the organisation is expanding (Pundziene, Kundrotas, Lydeka, 2006).

Organisations may be characterized by reaction and proactive behaviour with regard to changes (Jumpponen et al. 2008). Reaction changes cannot be managed but they are to be reacted to. Reaction (reacting) change is asserted when it is tried in solving problems, threats or opportunities. While reacting to events there is not enough time to deeply analyse the situation and prepare an appropriate response (Bartol, Martin, 1991). Quick reaction to changes is the most important factor of a successful business. But there are also controllable i.e. active changes. For instance, reengineering of enterprises or business processes is evaluated as a paradigm of organisation's change which is necessary in order to adjust better to environment, to become competitive (Elskyte, 2006).

Since "it is not possible to control alternation, it is impossible to start it or to stop", the organisation may only orient it to a desirable direction, give desirable speed or more acceptable character (Sajienė et al. 2008). In the case of rapid processes of alternation in external organisation's environment, there is no time to plan and program changes precisely. While implementing changes from the bottom upwards, the managers teach and educate employees, change organisational culture. In such organisation, employees' importance is acknowledged involving them into the process of adoption of management decisions (Andriuscenka, 2008).

Changes are implemented either to increase effectiveness or to adjust to external changes (Carnall, 1990). Thus, when performing a control function managers follow external and internal changes and determine the influence of these changes on the organisation. With the purpose to react to environment changes, it is necessary to choose flexible, task-oriented management style when all group members are oriented to perform tasks, and there is no one dominating leader. Such management style, related to work and project, influences organisation's culture. Positive organisation's culture is considered the culture that determines effective activities i.e. it does not avoid to share feelings and emotions inside the organisation and beyond its borders; problems are concretized and defined, subordination is followed; conservatism, isolation and antipathy are avoided (Poskiene, 1998). Organisations characterized by positivism are functional and flexible; they develop and improve. Reacting to environment changes e.g. changes in the market, it is necessary to change organisation's culture i.e. to transform the models of organisation's behaviour. It is acknowledged that "changes appear easier in organisations where participants of changes understand, know and perceive the processes of alternation, how and what is going on during the changes" (Ruibyte, Raubiene, 2006). Therefore, it is very important that the executives would properly explain to all members of an organisation about the present changes, would present as much information as possible based on analysis. It would help employees to better understand changes,

opposition to changes would decrease, and the organisation would acquire the need and ability to change. As Pundziene et al. (2007) generalize, the success of the organizational change highly depends on internal communication.

Stankeviciene and Lobanova (2006) quoting Sattelberger (1991) describe the executives of changeable organisations in the following way: emphatic, having vision, calm, seeking for a dialogue, not trying to identify with an organisation, characterized by social competence, sensitive with themselves and environment. Managing alternation, managers are to be "specialists of changes, informal leaders and generators of ideas" (Elskyte, 2006). Therefore, a manager must consider changes and innovations as new opportunities of growth. Furthermore, research by Rees and Althakhri (2008) established that managers tend to have more positive views of organizational change.

The essence of changes in an organisation greatly depends upon how an employee understands the problem of alternation and how he is prepared to solve it successfully (Pundziene, 2004).

In the case of reorganisation, it is recommended to teach employees so that they would quicker realize new work requirements and changes of attitudes would occur.

Lipinskiene and Stokaite (2006) identify changes in the organisation (or changeable environment) according to the following indicators: 1) implementation of innovations (aims, methods, ways of labour, technologies, behaviour); 2) increase in amount of information; 3) intensification of conflicts and stresses.

Expression aspect of a successful organisation

According to Gudonavicius et al. (2009), a constantly changing organization environment raises new requirements. Factors of organisation's success may change in the course of alternation in market and organisation's environment. Evaluating the success of activities with regard to time, short-term, medium and long-term organisation's success is distinguished (Sajiene et al. 2008). In Lithuanian literature, employees' satisfaction with work and loyalty to organisation is designated as an example of short-term (effectiveness) success. Indicators of medium term success can be described as organisation's development and ability to adapt, employees' carrier. Survival of organisation, Customer Relationship Management (Korsakiene, 2009) and Total Quality Management (Bertasius, 2007) are considered as the main long-term criteria. Sometimes organisation's ability to transform is treated as a critical factor of success. Organisation may "successfully resume when creating internal "positive crises" i.e. creating tasks that company's employees have to do" (Obrzocovas, 2006). Juscius and Snieska (2008) state the company's successful work mostly depends on their employees' satisfaction and labour productivity. Foreign authors consider ability to adapt to changes as a condition of long-term flourishing (Manager's manual, 2000).

Hence, in order to survive and act successfully a modern organisation must quickly and flexibly react to changes in economy and market, to reconcile the needs of

shareholders and clients, to adapt to new technologies and social innovations. A successful organisation must constantly change – it is one of the main company's challenges (Archive of "Executive's World", 2005).

Flexibility, ability to modify aims help to understand changeable environment and to adapt to it. If a company is able to constantly adapt to new circumstances it means that its head feels changeable reality of the market, changes of world economy and society (Manager's manual, 2000). In order to persist in this dynamic situation, company's ability to understand what is going on in the company's external environment and to start certain actions before it is too late is very important. An organisation may have trouble while adapting to rapidly changing market requirements because of low internal flexibility of the company, avoidance of risk, fear to undertake responsibility, low employees' initiative. Flexibility may be defined as an ability to adapt quickly to changed environment requirements. In scientific literature (Savaneviciene, 2006; Girdauskiene, Savaneviciene, 2007), the most often mentioned business cultural values influencing company's flexibility are the following ones: orientation to openness, orientation to changes, orientation to cooperation and orientation to activity. Friendly attitude to changes make the company open and ready to recognize and react to environment. It is possible to distinguish several aspects that successful implementation of changes depends upon. On the one hand, it is company's management system that should be oriented to allotment of authorities to the employees, reduction of formalization. On the other hand, it is manager's role to inform the employees about the changes, their necessity and process, reduce the feeling of uncertainty and to forming employees' trust in their strength and justice in company's politics.

The more companies work effectively, the more its employees will be ready to accept changes (Carnall, 1990), i.e. to concentrate attention on the clients, competitors, and community (Bagdoniene, Zemblyte, 2007; Marković, 2008). Employees, staff, and the team of managers should derive a success formula, which would involve the market, meeting clients' needs, and offering of products and services at possibly lowest prices (Marković, 2008).

New concepts are used when speaking about modern organisation: mobile, horizontal-flat, flexible, consumer-oriented, dynamic, global, unlimited (undefined) to react quickly, able to adapt, team type and net organisation (Sakalas, Venskus, 2007).

Banyte and Salickaite (2008) claim that referring to the changes of modern market, if companies try to stay competitive so that permanent growth would be ensured and pursue for economic success, it is not enough to forecast consumers' needs. It is important to create new suggestions and to find new ways to satisfy consumers. Identifying the factors that determine success of innovations in the market, it is important to identify the features of innovations (openness, compatibility with the norms of consumers' life, apparently useful presented innovations, reduced self-determination, etc.) and their adjustment to the requirements brought by social system (positive attitude of the members of social system to innovations, science and education, rational relationships, modern orientation of the system, compatibility of innovations of a high level and social systems, etc.).

A learning organisation has an ability to learn, to adapt and change, also it propagates lifelong learning that enables all employees to acquire and share knowledge constantly. Many activities require extensive use of knowledge especially under the influence of technological changes. Teaching, development and continuous individual learning are necessary for the organisation to survive in a rapidly changing business environment (Kumpikaite, 2008).

Sepper and Alas (2008) indicate success factors and relations of changes and management trends: employees, working environment, and clients' satisfaction.

Generalising we may distinguish the following dimensions of a successful organisation:

- *culture* – style; division of values (Stankeviciene, Lobanova, 2006); emphasized organisation's values (Elskyte, 2006); creation of favourable climate; environment is based on confidence (Chomentauskaite, 2008); "soft factors" such as management style, employees' value system that are reflected in company's culture (Sajiene et al. 2008);

- *orientation to consumers* – considerate analysis of consumers and market researches; quick reaction to consumers' complaints; quality meeting consumers' wishes; concern about consumers' service; constant attention to consumers' interests (Manager's manual, 2000); great attention is paid to clients' service, evaluation of their opinion and meeting their needs (Elskyte, 2006); relations with the clients (Ulrich, Brockbank, 2007);

- *competitiveness* – perception of competition (Manager's manual, 2000); organisation's success is defined by the terms of market division (Sajienė et al. 2008);

- *implementation of innovations* – great investments to researches and development of various spheres; constant renewal of production (Manager's manual, 2000); any initiatives in these organisations were stimulated evaluating probability of failures as well (Elskyte, 2006); innovations (Ulrich, Brockbank, 2007); innovative and pioneer initiatives – creation of new services and production and preparation for future (Sajiene et al. 2008);

- *high level of employees' competence* – enthusiastic, ordinary, unpresuming employees (Manager's manual, 2000); staff; abilities, knowledge i.e. intellectual capital of organisations (Stankeviciene, Lobanova, 2006); employees are valued but they are to meet high requirements (Elskyte, 2006); talent; erudition (Ulrich, Brockbank, 2007);

- *investments into development of employees' competences* – improvement of employees' skills and detection of potentials; improvement of employees' qualification (Chomentauskaite, 2008);

- *"hard factors"* – structure (Stankeviciene, Lobanova, 2006); simple organisational structures with autonomous subdivisions (Elskyte, 2006); politics of the company, management structure (Sajiene et al. 2008);

- *strategically oriented organisation* – strategy (Stankeviciene, Lobanova, 2006); strategic unity i.e. strategic attitude is successfully formed and shared (Ulrich, Brockbank, 2007);

- *flexibility* – flexible organisation (Manager's manual, 2000); speed (Ulrich, Brockbank, 2007);

- *effective managerial decisions* – decentralised way of decisions; stimulating financial control (Manager's manual, 2000); after any problem has been identified, it is

analysed and decisions are being searched; decision making is transferred to the managers of lower level, their monitoring is not performed regularly unless the set tasks are achieved and organisation's value system changes (Elskyte, 2006).

We may state that when describing a successful organisation managing changes the following aspects are distinguished: perception of inevitability of changes, psychological harmony of organisation members, involvement of employees into management open organisations culture, ability to learn, development of organisations, information management and implementation of innovations. Relating a successful organisation to constant alternation, flexibility of organisation, dynamics, innovations and adaptability are emphasized.

Research results and their discussion

Empirical research seeks to identify psychosemantic images of employees on the dimensions of change and successful organisation. An anonymous half open half closed questionnaire has been chosen as the main method of the research for the employees of organisations from business and public sectors. 306 representatives of the researched organisations have participated in the research.

The questionnaire contained questions involving employees' opinions about perception of changes, attitude to the factors of a successful organisation, planning of changes, and ways of negotiation of resistance to changes.

Quite a great role was played by a psychology branch psychosemantics when interpreting research data (Sinchenko, Mescheriakov, 1996). Besides, it investigates what subjective meanings individuals and social groups tend to relate to verbal irritants. Language is not a random factor; it reflects individual psychic and socio-cultural reality (Saparnis, 2000; Saparnis, Merkys, 2000; Saparnis, Saparniene, 2004). From the history of social research, it is known that psychosemantic material – associative reaction of the researched to verbal irritants – has been recommended as a reliable empirical referent. Reference to the analysis of psychosemantic structures gave an opportunity to attain certain achievements in the spheres of differential psychology, psychodiagnostics, and researches of social attitudes (Osgood, 1959). Particularly in our research the

role of a word-irritant was performed by stimulating material composed on the basis of lexical derivatives “changes” and “a successful organisation”, which was presented to the organisations' employees.

Having collected the questionnaires it became clear that the answers contain 616 statements that reflect respondents' attitudes to the identification of the concepts “changes” (317 empirical statements) and “a successful organisation” (299 empirical statements). When processing data, it has been decided to move to “a strict system of variables” in order to be able to apply a qualitative method. Therefore, the categories have been formed dividing the obtained answers into separate groups.

First, the article presents the research results of the respondents' answers to the question “What does the word “changes” mean to you?” 300 respondents out of 306 answered this question. Some of the respondents presented a word or a phrase, a part of the respondents grounded their answers by one-three sentences. With the means of qualitative content analysis empirical statements were generalized by 10 semantically homogeneous categories. Since “each word contains three components: referential, associative, and emotional” (The Psychology of Communication, 2007), therefore, three elements of the word “changes” have been distinguished.

The first referential element of the word that reflects word's meaning is perceived as changes, alternation, fluctuation (Dictionary of Lithuanian Language, 2009) happening in the internal or external organisation's environment. Three categories of referential word's component: *changes, internal changes and external changes* have been distinguished in the research.

The second associative component of the word “changes” composes a certain set of associations which are associated with the analysed word. Thus, after hearing or having read the word “changes” in the consciousness other words appear forming the relation of psychic phenomena (Lape, Navikas, 2003). Having performed the analysis of the obtained answers, four associative categories have been distinguished (associations of *contrast, similarity, reason-consequence, and categories*, see Table 2), to which to 15 answer variants (out of three) have been ascribed. Names of the categories are presented in Table 2 in alphabetical order.

Table 2

Categories of associations with the word “changes” and examples of the statements

Association of contrast	Association of similarity	Association of reason-consequence	Association of categories
Monotony Established order Routine Security with regard to the working place Stability Stagnation	Renewal Dynamics Changes of life stages Movement forward Carrier Upheaval Expansion Progress Reform Freshness Perfection Working forward Development	View expansion Dismissal from work Greater profit Opportunities, challenges Realised plans Increased salaries Wish to leave work Increased blood pressure Increased motivation Appetite increases Changed work rhythm Changed working order Worse working conditions Problems Honour to the company	Innovations Something new Novelties

The third emotional component of the word “changes” involves three distinguished categories: *positive emotions, negative emotions and ambivalent (contradictory) feelings*. Traditionally in literature activeness of conflicts and stresses (Lipinskiene, Stokaite, 2006), nervous tension, other negative employees’ emotions or experiences are mentioned as one of the indexes of expression of changes in organisation. However, the same word or phenomenon may cause different emotions. Flexible, accommodating, energetic employees look positively at the changes,

fluctuations cause them positive emotions especially when they do not associate this with the experienced failures at work, loss. According to the category that the respondent has chosen, his attitude and feelings (that might be also ambivalent) have been identified with regard to changes. Negative emotions, experiences e.g. stress, conflicts indicate that changes in organisation were not planned; it has not been properly prepared for them, etc.

Figure 1 presents empirically determined frequency rating of categories.

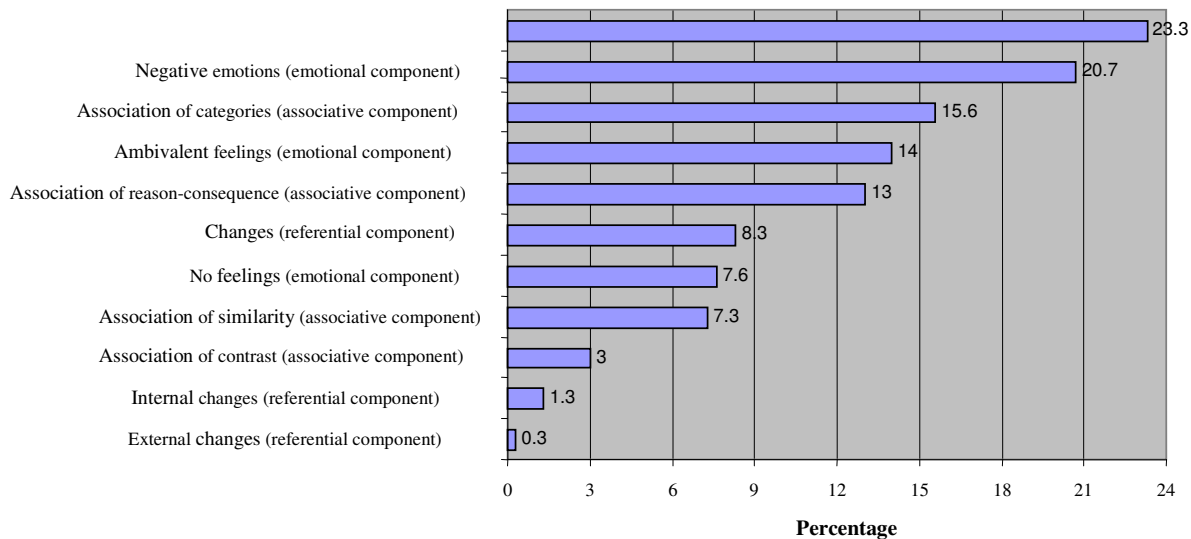


Figure 1. Rating of components of the word “changes” (N=300)

It is obvious that the word “changes” first of all in the expression of respondents’ opinion associates with emotional component (23.3% – positive emotions, 20.7% – negative emotions) and is related least with the index of expression of internal and external changes in the organisation, i.e. emotional but not rational or semantic first of the word “changes” dominates first of all. We may form a hypothesis that such tendency is determined by insufficient spread of information in an organisation about the newest management theories and deficiency of constant renewal of knowledge and self-development.

Performed cluster analysis of the research data enabled us to group the components of investigated phenomenon according to similarity. For the grouping the method of hierarchy cluster analysis as well as grouping procedure of Ward’s method and the selected measure of Euclid’s distance were used. Figure 2 presents a dendrogram obtained by the way of cluster analysis where 2 clusters obviously dominate: no feelings / changes / internal changes / external changes (referential component of a word) and ambivalent feelings / association of cause-consequence / positive emotions (emotional and associative components). The cluster analysis method confirmed the consistent patterns of categories’ rating of the word “change”: according to similarity, emotional and associative components of the word “changes” segregated from the referential component. The research has showed that

changes in the expression of employees’ opinion as a concept of changes, alternation, fluctuations in internal or external organisation’s environment are not yet realized.

Besides, the research has been aimed at finding out expression of employees’ opinion with regard to semantic derivative “a successful organisation”. For this purpose the respondents were presented a question “*How do you understand a successful organisation?*”. 267 respondents out of 306 respondents who participated in the research answered this question. Some of the respondents presented a word or a phrase, a part of them grounded their answers by one or three sentences. Using the means of qualitative content analysis, empirical statements have been generalized by 23 semantically homogeneous categories. Later a quantitative data analysis has been performed. Having used descriptive statistics means, rating of frequency of the mentioned categories has been determined. Referring to cluster analysis, consistent patterns of categories’ taxonomy have been searched.

Scale of cluster distances							
Categories	No.	0	5	10	15	20	25
ASSOCIATION OF SIMILARITY (EC)	5	--					
NO FEELINGS	11	--	-----				
CHANGES (RC)	1	--	+	-----			
INTERNAL CHANGES (RC)	2	--	I				I
EXTERNAL CHANGES (RC)	3	--	-----				I
ASSOCIATION OF CONTRAST (AC)	4	--					I
ASSOCIATION OF CATEGORIES (AC)	7	--					I
AMBIVALENT FEELINGS (EC)	10	--	-----				I
ASSOC. OF REASON-CONSEQUENCE (AC)	6	--	+	-----			
POSITIVE ASSOCIATIONS (EC)	8	--	-----				
NEGATIVE ASSOCIATIONS (EC)	9	--					

Note: RC- referential component; AC – associative component; EC – emotional component

Figure 2. Clusters’ dendrogram involving the components of the word “changes” (N=300)

Table 3

Categories and examples of empirical statements reflecting employees’ attitude to a successful organisation: frequency and percentage rating (N=267)

Names of categories	Examples of statements	Frequency	Percentage
Appropriate finance management	Which earns big profit	107	39.9
	Positive balance		
	Working effectively, profit organisation		
Competitive organisation	Company has influence in the market and influences work (activities) of competitors	53	19.4
	Good position in the market, competitiveness		
	Prospering		
Good management	Perfect control	52	19.2
	Appropriate management		
	Perfect leader’s work referring to employees’ opinion		
Strategically oriented organisation	Which achieves the set aim	45	16.8
	Good company’s strategy		
	When all pursues for united aims		
Effective system of employees’ stimulation	Motivates its employees to work better	31	11.6
	Ability to motivate the employees properly		
	Accessible opportunities for perspectives at work		
Organisational development	It is a constantly improving organisation, its activities	25	9.3
	Dynamic, ambitious		
	Organisation that is able to expand its activities properly		
Favourable organisational climate	Harmonious team	23	8.6
	Good microclimate		
	Friendly team		
Motivation and satisfaction with work	When all are satisfied: authorities and employees	23	8.6
	Employees are satisfied with the salary		
	Motivated employees		
Level of employees’ competence	Good team, good employees (in the sense of qualification)	14	5.2
	Good, responsible specialists		
	Qualified manager, qualified workers		
Innovation implementation	Investments to new technologies	13	4.9
	Managers are not afraid of novelties, implementing new ideas		
	Implementation of innovations		
Effective managerial decisions	Solve problems together	11	4.1
	Make strategic decisions properly		
	Easily make decisions and execute them honestly		
Good logistic-maintenance support	Ability to act independently, is independent from other partners	11	4.1
	Organisation has good infrastructure		
	Good working conditions		
Flexible organisation	Able to adapt to present changes and foresee future changes in the market successfully	10	3.7
	Able to adapt to novelties (reorganize)		
	Existence of flexibility, speed		
Social guarantees, welfare, safety	Employees’ welfare, social guarantees	10	3.7
	Where a person can feel safe and may create his future and plan it while working in this organisation		
	Social guarantees for employees, salaries, privileges, etc.		

Names of categories	Examples of statements	Frequency	Percentage
Quality-oriented organisation	Pursuing for high quality	8	3.0
	Good and reliable production		
	Qualitatively performed works		
Responsible and transparent organisation	Salaries and taxes paid on time	8	3.0
	Order, responsibility		
	Having responsible employees and managers		
Good organisation's image	Having good name	7	2.6
	Organisation's advertisement		
	Company's status, prestige of positions, recognition in society		
Loyalty to organisation	Manager loyal to employees	6	2.2
	Loyal employees		
	Stimulating loyalty		
Orientation to cooperation	Successful work in a team	6	2.2
	Well organized team work		
	Good cooperation		
Investments to development of employees' competences	Encouraging professionalism of employees	5	1.9
	Taking care about development of employees' qualification		
	Investing in employees		
Orientation to consumers' needs	Which listens to the client	5	1.9
	Providing what the clients need		
	Happy clients		
Small employees' change	Permanent employees	2	0.7
	No employees' change		
Analysis of activities' mistakes	Analysis of mistakes	1	0.4

Research data shows that a big part of employees relates a successful organisation first to appropriate finance management. We may consider that financial organisation's stability, especially during difficult period, may be the most important security of a successful organisation. On the other hand, according to many management theories, a successful organisation first of all must be competitive and strategically oriented to qualitative result. Respondents emphasize good management referred to the positioning of the executive-leader and his managerial competence as one of the most important dimensions of successful organisation. According to the respondents, developed and well

considered system of employees' motivation is also important. We must admit that in the expression of opinion of the respondents, universally declared components such as cooperation, investments in development of employees' competences, analysis of activities' mistakes, etc. gained the lowest positions in the rating of successful organisation's identification.

Referring to the strategy of statistical data processing used in this research, a cluster analysis of categories of semantic derivative "a successful organisation" has been performed and on its basis, category taxonomy has been created. Figure 3 presents a dendrogram formed by cluster analysis where 3 clusters obviously dominate.

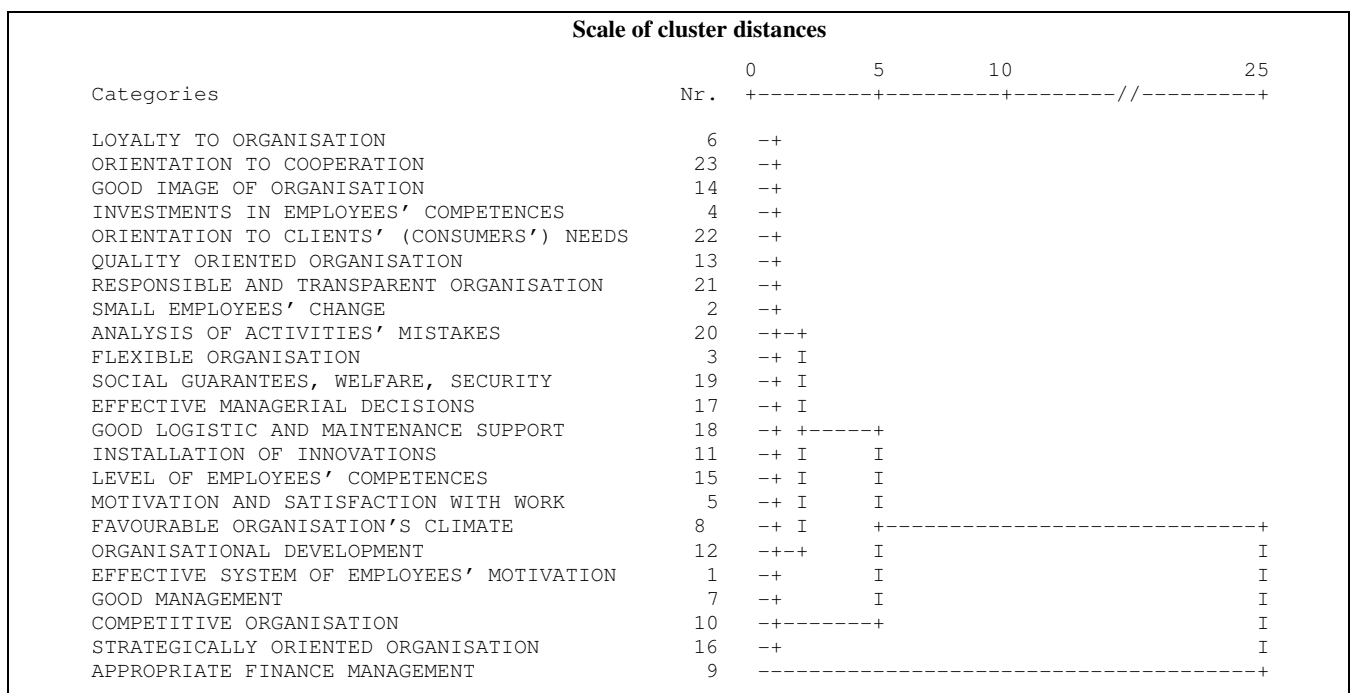


Figure 3. Dendrogram of clusters including the dimensions of a successful organisation (N=267)

Despite quite a number of classified categories one of the clusters is formed only by one category, which signally overtakes all the rest according to the rating of frequencies. This category reflects organisation's ability to manage finance properly i.e. to preserve balance, to work profitably. Another cluster is composed of categories reflecting the dimensions of *organisation that has good management, is strategically oriented, and has an effective system of employees' motivation*. All the rest categories of research participants describing a successful organisation (*flexible, innovative, loyal, quality oriented etc.*) in management theories are emphasized as constituents of a successful organisation formed one cluster that involves 18 categories.

Generalizing we may state that components of the research object identified in the theory as well as components of a successful organisation reflected in respondents' psychosemantics form a united chain and expand scientific knowledge about a successful organisation and aspects of its expression.

Conclusions

1. In the organisation changes occur at different levels i.e. individual, group and systematic changes are going on. It is obvious that organisational change is a transition of an individual or group from one condition to another one in a complex, constantly changing and open social system. In the context of globalization organisational changes become an inseparable part of life of each organisation. Therefore, identification of a change as semantic derivative in a concrete real segment of researched field becomes important when widening the limits of theoretical knowledge.

2. It is universally known that changes in internal and external organisation's environment are inevitable sometimes even independent from organisation's activities and efforts to manage them. However, the organisation may successfully manage changes dependent upon its planning and changing attitudes of its employees, widening their professional competences.

3. Analysis of theoretical sources has showed that while defining a successful organisation managing changes we need to distinguish such aspects as perception of inevitability of changes, psychological harmony among organisation's members, employees' involvement into management, open organisation's culture, ability to learn, organisation's development, information management, and installation of innovations. A successful organisation related to constant alternation, organisation's flexibility, dynamics, innovativeness and adaptability is emphasized.

4. The research has determined that the word "changes" in the expression of respondents' opinion first of all associates with emotional component and is related least to the index of expression of internal and external changes in organisation i.e. emotional but not rational or semantic word "changes" dominates first of all. The research has shown that changes in the expression of respondents' opinion are not yet realized as a concept of changes, alternation, and fluctuation in internal or external organisation's environment. We may formulate a hypothesis that such tendency is determined by insufficient

spread of information about the newest management theories and deficiency of constant renewal of knowledge and self-development.

5. Semantic derivative "a successful organisation" in the expression of respondents' opinion mainly associates with appropriate finance management, a successful organisation as a competitive and strategically oriented to qualitative result organisation is perceived by little bit less number of respondents.

6. Respondents indicate good management, referred to the positioning of the executive-leader and his managerial competence as one of the most important dimensions of a successful organisation. In addition, according to the respondents, a developed and well-considered system of employees' stimulation and motivation are important as well. We must admit that in the expression of opinion of the researched respondents such universally declared components as cooperation, investments in development of employees' competences, the analysis of activity mistakes etc. occurred in the lowest positions of the rating of identification of a successful organisation.

7. Generalized research data allows to state that theoretical and empirical components of the researched object "a successful organisation" make presumptions to widen scientific knowledge about a successful organisation managing changes and aspects of its expression.

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Darbuotojų vaizdinių psichosemantika nustatant pokyčių ir sėkmingos organizacijos dimensijas

Santrauka

Organizacijoje pokyčiai vyksta skirtingais lygmenimis, t. y. vyksta individualūs, grupiniai ir sisteminiai pasikeitimai. Organizacinis pokytis yra individo ar grupės perėjimas iš vienos būsenos į kitą, naujų procedūrų ar technologijų diegimas sudėtingoje, nuolat besikeičiančioje ir atviroje socialinėje sistemoje. Globalizacijos kontekste organizaciniai pokyčiai tampa neatsiejama kiekvienos organizacijos gyvavimo dalimi. Todėl pokyčio kaip semantinio darinio nustatymas konkrečiame realiame tiriamojo lauko segmente tampa svarbus norint praplėsti teorines žinias.

Suprantama, kad pokyčių išorinėje ir vidinėje organizacijos aplinkoje išvengti neįmanoma, kartais jie net nepriklauso nuo organizacijos veiklos ir pastangų juos valdyti. Tačiau organizacija gali sėkmingai valdyti nuo jos priklausomus pasikeitimus, juos planuodama ir keisdama savo darbuotojų nuostatas, plėsdama jų profesines kompetencijas.

Teorinių šaltinių analizė parodė, kad apibrėžiant sėkmingą pokyčius valdančią organizaciją reikia išskirti tokius aspektus: permainų neišvengiamumo suvokimą, psichologinę organizacijos narių darną, darbuotojų įtraukimą į valdymą, atvirą organizacijos kultūrą, gebėjimą mokytis, organizacijos vystymąsi, informacijos valdymą ir inovacijų diegimą. Sėkmingą organizaciją siejant su nuolatine kaita, pabrėžiamas organizacijos lankstumas, dinamiškumas, inovatyvumas ir adaptyvumas.

Straipsnyje pateiktas empirinis tyrimas, atliktas 2008 metų spalio – gruodžio mėnesiais. Tyrimo mokslinė problema išreiškiamą problemineis klausimais, reikalaujančiais empirinio tyrimo: Kokia organizacijos darbuotojų nuomonės raiška nustatant organizaciją kaip pokyčius valdančią organizaciją? Kokia organizacija, anot respondentų, yra suprantama kaip sėkminga organizacija? Koks yra subjektyvus psichosemantinių kategorijų, atspindinčių pokyčių ir sėkmingos organizacijos raišką, reitingo dėsnis? Koks yra subjektyvus psichosemantinių kategorijų, atspindinčių pokyčių ir sėkmingos organizacijos raišką, taksonomijos pobūdis, išplaukiantis iš reitingo duomenų?

Tyrimo tikslas – ištirti darbuotojų nuomonės psichosemantiką pokyčių nustatymo ir sėkmingos organizacijos raiškos aspektais.

Pagrindiniu tyrimo metodu buvo pasirinktas anoniminis pusiau atviro tipo klausimynas, skirtas tiek verslo, tiek viešojo sektoriaus organizacijų darbuotojams. Apklausoje dalyvavo 306 tiriamų organizacijų atstovai. Klausimynas apėmė empirinius indikatorius, atspindinčius darbuotojų pokyčių reikšmės suvokimą, požiūrį į sėkmingos organizacijos veiksnius, pokyčių planavimą ir pasipriešinimo pokyčiams įveikimo būdus. Šiame straipsnyje apsiribojama respondentų atsakymų į du atvirus anketos klausimus: *Ką Jums reiškia žodis „pokyčiai“? ir Kaip galėtumėte apibūdinti sėkmingai veikiančią organizaciją?*, analize ir interpretacija.

Surinkus anketas, paaiškėjo, jog atsakymuose yra pateikta 616 teiginių, atspindinčių respondentų nuostatas sąvokų „pokyčiai“ (317 teiginių) bei „sėkminga organizacija“ (299 teiginiai) nustatymo atžvilgiu. Kokybinės turinio analizės priemonėmis empiriniai teiginiai, nustatantys pokyčių dimensijas, buvo apibendrinti 10 semantiškai homogenišku kategorijų. Pirmąjį referentinį žodžio dėmenį, atspindintį žodžio reikšmę, rodo trys kategorijos: *pasikeitimai, vidiniai pokyčiai, pokyčiai organizacijos išorėje*. Antrasis asociacinis žodžio „pokyčiai“ komponentas sudaro tam tikrą asociacijų, kurios yra susijusios su analizuojamu žodžiu, visumą. Atlikus gautų atsakymų analizę, buvo išskirtos keturios asociacinės kategorijos (*kontrasto, panašumo, priežasties ir padarinio ir kategorijų asociacijos*). Trečiasis emocinis žodžio „pokyčiai“ komponentas apima tris išskirtas kategorijas: *teigiamas emocijas, neigiamas emocijas bei ambivalentiškus (prieštarungus) jausmus*. Tas pats žodis arba reiškinys gali sukelti skirtingas emocijas. Lankstūs, prisitaikantys, energingi darbuotojai į permainas žiūri pozityviai, pasikeitimai jiems sukelia teigiamas emocijas, ypač tuomet, jeigu jie to nesiejia su patirtomis darbinėmis nesėkmėmis, netektimi. Pagal tai, kurią kategoriją pasirinko respondentas, buvo nustatytas jo požiūris ir jausmai (kurie gali būti ir ambivalentiški) pokyčių atžvilgiu. Neigiamos emocijos ir išgyvenimai, pvz., stresas, konfliktai, rodo, kad pokyčiai organizacijoje buvo neplanuoti, jiems nebuvo tinkamai pasiruošta ir pan.

Tyrimu nustatyta, kad žodis „pokyčiai“ respondentams pirmiausia asocijuojasi su emociniu komponentu (23,3 % – teigiamos emocijos, 20,7 % – neigiamos emocijos), o mažiausiai siejamas su išorinių ir vidinių pasikeitimų organizacijoje raiškos rodikliu, t.y. dominuoja emocinis, bet ne racionalusis arba semantinis žodžio „pokyčiai“ pradas. Tyrimas parodė, jog pokyčiai darbuotojų nuomonės raiškoje dar nėra išsąmonintas kaip pasikeitimų, kaitos, permainų, vykstančių vidinėje arba išorinėje

organizacijos aplinkoje, konceptas. Galima kelti hipotezę, jog tokią tendenciją lemia nepakankama informacijos apie naujausias vadybos teorijas sklaida organizacijoje bei nuolatinio žinių atnaujinimo, savęs tobulinimo deficitas.

Atlikta tyrimo duomenų klasterinė analizė leido sugrupuoti tiriamojo reiškinių komponentus pagal panašumą. Grupavimui pritaikytas hierarchinės klasterinės analizės metodas, Wardo metodo grupavimo procedūra ir pasirinktas Euklido distancijos matas. Klasterinė analizė gautoje dendrogramoje akivaizdžiai dominuoja 2 klasteriai: jokių jausmų / pasikeitimai / vidiniai pasikeitimai / išoriniai pasikeitimai (referentinis žodžio komponentas) ir ambivalentiški jausmai / priešasties ir padarinio asociacija / teigiamos emocijos (emocinis ir asociacinis komponentai). Klasterinės analizės metodas patvirtino žodžio „pokyčiai“ kategorijų reitingo dėsningumą: pagal panašumą žodžio „pokyčiai“ emocinis ir asociacinis komponentai atsiskyrė nuo referentinio komponento. Tyrimas parodė, jog pokyčiai darbuotojų nuomonės raiškoje dar nėra įsisąmonintas kaip pasikeitimų, kaitos, permainų, vykstančių vidinėje arba išorinėje organizacijos aplinkoje, konceptas.

Be to, tyrimu buvo siekiama išsiaiškinti darbuotojų nuomonės raišką semantinio darinio „sėkminga organizacija“ atžvilgiu. Tam tikslui respondentams buvo pateiktas klausimas: „*Kaip Jūs suvokiate sėkmingą organizaciją?*“ Kai kurie tiriamieji pateikė po žodį ar frazę, dalis respondentų savo atsakymus pagrindė vienu – trimis sakiniais. Kokybinės turinio analizės priemonėmis empiriniai teiginiai buvo apibendrinti 23 semantiškai homogeniškomis kategorijomis. Vėliau buvo pereita prie kiekybinės duomenų analizės. Panaudojus deskriptyvines statistikos priemones, nustatytas minimų kategorijų dažnumo reitingas. Remiantis klasterine analize, buvo ieškoma kategorijų taksonomijos dėsningumų.

Apklausoje duomenys rodo, kad didelė dalis darbuotojų sėkmingą organizaciją pirmiausia sieja su tinkamu finansų valdymu. Galima manyti, kad finansinis organizacijos stabilumas šiuo sunkmečiu gali būti svarbiausias sėkmingos organizacijos garantas.

Kita vertus, remiantis daugeliu vadybos teorijų, sėkminga organizacija visų pirma turi būti konkurencinga ir strategiškai orientuota į kokybišką rezultatą. Respondentai kaip vieną iš svarbiausių sėkmingos organizacijos dimensijų pažymi gerą vadybą, besiremiančią vadovo – lyderio pozicionavimu, jo vadybine kompetencija. Ne mažiau svarbi, pasak respondentų, išplėta ir gerai apgalvota darbuotojų skatinimo ir motyvavimo sistema. Tokius bendrus komponentus: bendradarbiavimą, investicija į darbuotojų kompetencijų ugdymą, veiklos klaidų analizę ir pan., respondentai nurodė kaip menkiausius nustatant sėkmingą organizaciją.

Remiantis šiuo tyrimu užsibrėžta statistinio duomenų apdorojimo strategija buvo atlikta semantinio darinio „sėkminga organizacija“ kategorijų klasterinė analizė ir jos pagrindu sudaryta kategorijų taksonomija.

Nepaisant to, kad yra gana daug klasifikuojamų kategorijų, vieną iš klasterių sudaro tik viena kategorija, pagal dažnių reitingą gerokai lenkianti kitas. Tai kategorija, atspindinti organizacijos gebėjimą tinkamai valdyti finansus, t. y. išlaikyti balansą, dirbti pelningai. Kitą klasterį sudaro kategorijos, atspindinčios *geros vadybos, konkurencingos, strategiškai orientuotos organizacijos, turinčios veiksmingą darbuotojų skatinimo sistemą*, dimensijas. Visos likusios tyrimo dalyvių sėkmingą organizaciją apibūdinančios kategorijos (*lanksti, inovatyvi, lojali, į kokybę orientuota* ir pan. organizacija), vadybos teorijose akcentuojamos kaip sėkmingos organizacijos dedamosios, sudarė vieną 18 kategorijų apimančių klasterį.

Apibendrinus tyrimo duomenis, aišku, kad tiek teoriniai, tiek empiriniai tiriamo objekto „sėkminga organizacija“ komponentai sudaro prielaidas praplėsti mokslines žinias apie sėkmingą pokyčius valdančią organizaciją ir jos raiškos aspektus.

Raktažodžiai: *psichosemantika, pokyčiai, sėkminga organizacija, klasterinė analizė, reitingo dėsningumai.*

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