

ORGANISATIONAL ANALYSIS: THE ENVIRONMENTAL GUARD FROM ROMANIA – GETTING READY FOR CHANGE

Silvia BRANEA¹

Abstract: *Researchers in the sociology of organizations are increasingly attracted in recent years, the subfield of organizational change, the speed with which new types of organizations appear and the speed with which the change or even disappear, justifying the increased interest. The present study includes a theoretical approach on the organizational change issues and an analysis on some semi structured interviews with Environmental Guard (Garda de Mediu) managers. «Interrogation» and the interpretation of the interviewees' speeches will be made in terms of their attitude towards the changes made in their organization, alongside with Romania joining the European Union. In this analysis a part of the data collected through research undertaken in the CNCSIS 707 Grant "The public construction of Europeanization. Institutional practices and adjustment to European norms". The research and scientific diagnoses dedicated to the organizational development processes reveals special emphasis to be placed on issues like: change agents, internal and external factors of change, new change models – Learning Organization.*

The analysis of the interviewees' speeches (two deputy chief commissioners and three managers) show the importance of creativity in the adaptation process of Romanian institutions to the European regulations as well as acquisition of some procedures which led to obtaining good results in managing environmental issues by other member states in the European Union. Also worth mentioning are the concerns towards the local aspects of the environmental field but also to the necessity of connecting change objectives with financial and human resources.

Key-words: *Organizational change; Internal and external factors; European Union; Learning Organization; Resistance to change*

¹ PhD, Lecturer, Bucharest University, Faculty of Journalism and Sciences of Communication Department of Cultural Anthropology and Communication. Email: brsalt@gmail.com

1. Introduction

The process of integration of a country into organisations/regional, continental or even global unions inevitably calls waves of adaptation at the institutional/ organisational level. Regarding the adaptation to the European and world policies of environmental governance (see McCarthy, 2007 and Wysocki, 2012), aspects such as convergence and collaboration are increasingly involved, because in this field it is not enough to act at the local or regional level in order to have the expected results in the “relations with nature”. The ways of adaptation as sometimes more adequate, sometimes less adequate, depending on the type of knowledge about the changes which are to take effect or which have already been implemented, and also depending in the preparedness for change of the agents of change (managers/ directors) from the particular organisations. The adaptation of the public institutions from Romania to the European regulations is described by some authors in terms of *Europeanization*, which presumes the development of a logic of adapting the community mechanisms to the national systems (Beciu & Perpelea, p. 16). The effort of adaptation to European practices can be related to the implementation of reforms about which some authors consider that they need careful planning without which the functioning of the public organisations would be even less efficient than before (Hintea, 2011). One of the solutions at hand of the people confronted with some type of change is the development of *good practices*, but they too are not fail proof as some researchers have shown: no problem is good for anyone or for any type of situation (Koumalatsou E., 2011, p.126). The review of the different views on the answers formulated by the people or groups affected by reformative or adaptative changes made us wonder how much prepared are the leaders of an institution (particularly those from the Environmental Guard) to find efficient solutions to the problem of organisational change.

The environmental Guard from Romania has been established in 2003. The general commissariat (headquarters in Bucharest) is lead by the following team: a general commissar, a director of cabinet, three deputy general commissars and seven directors; there are three regional commissariats and fifteen county commissariats (according to <http://www.gnm.ro/sitenou/>, accessed on August 29, 2012). Immediately before the interviewing of the five members of the general commissariat, the Romanian Ministry of Environment and Water Management made the following comments on the activity of the National Environmental Guard: the National Environmental Guard (GNM) succeeded to transpose and implement in practice the procedure of environmental inspection recommended by the European Commission. The activity of the institution, including the inspection and check activity in the field of environmental protection is conducted in agreement with the standards of the quality management system ISO 9001, TUV certificate (see the Report of the activity of the Romanian Ministry of Environment and Water Management – MMGA – in 2006 http://www.mmediu.ro/vechi/rapoarte/raport_MM_2006.pdf, accessed on August 29, 2012).

Taking into consideration the perspective of the positive expectations (Cummings & Worley, p. 166) we consider that the following hypotheses can be formulated: a) the managers from the Environmental Guard will find good solutions for the change because they are convinced that the integration within the European Union is a good choice for Romania (point of view supported by most of the population, according to the opinion polls from 2006-2009); b) The construction of a set of positive expectations will set off important efforts to develop local adaptive solutions while minimising the resistance to change. The case study on the efforts of *Europeanization* of the Environmental Guard has been done by semi-structured interviews. The interview is described by J. Watson and A. Hill as a “basic way of psycho-social interaction through the mediation of social symbols and significations” (apud Marinescu, p. 79). In the case of the interviews conducted with representatives of the Environmental Guard, the characteristics of this qualitative method of research have really been interactions which revealed interesting social significations for the subject of research – attitude towards change manifested particularly due to the influence exerted by an external factor – the European Union. The interviewed people were open for communication and exposed their viewpoints in a nuanced manner, with particular concern for intelligibility, proving a comprehensive attitude towards research and implicitly towards the research team. The answers to the guide for the semi-structured interview will be presented and analysed using the hermeneutical interpretive phenomenological methodology, which is used by many studies using interviews and observation, according to J. D. Crist and C. A. Tanner (2003). From the perspective of discourse analysis, it seemed interesting to investigate the manner in which the social actors describe and interpret the reality of the change due to EU influence. By citing fragments from the “discourses” of the decision-making factors from the Environmental Guard we want to reveal their autonomous character, while not reducing the subjectivity of an interviewed person to the qualitative inventory of the words and expresses he/she used. Thus, the five respondents will be seen nuanced, each of them revealing a particular type of individuality. We may therefore speak of disclosing the interviews rather than analysing them, but we will nevertheless have to take into consideration the hermeneutical interpretive phenomenological methodology as described by L. Chouliaraki, (2008): the language (discourse) is beyond the actual social contexts, serving simply to mediate the world.

The qualitative research conducted in 2007 on the National Environmental Guard pictured a particular stage (advanced in our opinion) of closeness to the European environmental standards. Currently, five years after accession, Romania continues to comply with the European environmental requirements (as member state) following the steps set by the National Strategy for Sustainable Development 2013-2020-2030. The National Environmental Guard has a properly defined role within this strategy, i.e. to monitor the way in which the legal provisions on environmental protection are

observed in the process of the economic and social activities; the National Environmental Guard checks whether the money due to the Fund for the environment were paid (information supplied by the document „Environmental rules – Romania” at http://europa.eu/youreurope/business/doing-business-responsibly/keeping-to-environmental-rules/romania/index_en.htm, accessed on August 29, 2012.

2. Theoretical aspects regarding the roles of [REDACTED] the different factors during the preparation for the organisational change

The creative and innovative organisational trends may be considered as true internal forces of the change/development. Mihaela Vlăsceanu considers that the organisational change can be the result of the proactive strategies: “the organisational change can be also imagined as a process which *creates* change, a proactive process rather than a reactive one” (Vlăsceanu, 2003, p.210). In Romania, as well as in other countries which took during the post-communist period the steps necessary to pass from the status of candidate country to the status of EU member state, the adaptation to the new structure presumed both knowing the norms and desirable behaviours for the organisational actors and a comprehensive process of negotiating the adaptation. Just knowing the stage to which the Romanian institutions were supposed to get after the implementation of the community acquis was not enough guarantee for the success of the process of organisational change. In order to have a sound basis for this success, a managerial vision favourable to change was necessary, aiming towards adaptation to the new environmental rules, adaptation accomplished both before and after the accession to the EU. The members of the organisations which display pro-change behaviour have much higher odds than the other ones to cope with the internal and external constraints which appear during the various stages of transition to the new reality. Part of the pro-change behaviour is acquired by constructing an efficient strategy for organisational/professional learning. Some authors, such as Darmon & Waldeck, 2006, referring to the efforts which the members of a professional organisation have to deploy for their professional formation and to learn new behaviours, are trying to distinguish the advantages and disadvantages of the individual and social learning, showing both terms of each type of learning.

The external factors that may start the organisational change can be classified in several categories: political, economic, technological and socio-cultural factors (Analoui, 2007, p. 264). Other authors consider that the external sources of the change might be: the higher competition, the technological development, the new legislation and the pressure of the social demands (Bogathy, 2004, p. 291). The external factors which influence the change of the organisational structure or of the

production/activity processes can be grouped into contextual factors and intrinsic factors.

The contextual factors are outside the actual organisational sphere: the financial crisis, the economic recession, globalization, the emergence or dissolution of political-economic unions/associations (for instance the dissolution of the Warsaw Treaty or the EU enlargement and the more profound processes of EU member states integration through increasingly unitary fiscal and even economic policies) and by the scientific progress with all its consequences on the capacity of replacing the technologies consuming many energy resources and on the configuration of a new solution to recover and use raw materials. The impact of these regional or global factors raises fears materialised in questions regarding the cultural convergence or divergence. R. Klüber (in Jandt (coord.), 2004, p. 437) gives an answer to these fears showing that the people must be increasingly informed getting thus ready to live in a cross-cultural, cross-national, wired world.

Among the intrinsic factors we mention the increasing consumption of alternative energy resources, the use of new technologies, the mergers, the need for poly-qualified labour force, etc. The financial crisis has various effects on the organisational design and on the composition of the staff. The size of the enterprises/institutions shrinks and compresses when their owners or managers do not use work and task flexibilization. The chosen solutions express manners of coping with the financial difficulties which cover a wide range of situations, from the organisational depression to the euphoria given by the emergence of an unexpected opportunity some time ago.

3. Role of the internal factors in the implementation of change

The adaptation of the Romanian Environmental Guard to the European norms was not a risk-proof process, more so as the whole society and the political decision-makers in particular, didn't pay too much attention to the environmental issues, before or after the accession to the EU (we may argue this, for instance, with the fact that in the post-communist period in Romania, the ecologist parties didn't have noticeable success in elections).

There is a lot of literature on the contribution of the managers to the change. One of the reputed authors of studies on the management of organisations in terms of human resources (Analoui, 2007), considers that the managers play an important role in setting the directions for organisational development and in implementing the change. Therefore, the manager must understand and must make the others understand how the change must be administered because, once the process of change starts, the people need to learn how to cope individually with this process. During transition from one stage of organizational development to another the pattern «performance – self

esteem» is useful because it helps the manager provide practical support to the people experiencing a process of organizational change or development. Using this pattern, the manager can show more clearly to the employees how to cope with the constraints/problems that emerged in the run, explaining them how to hold on to the stress they caused, since the plan of change may not exclude some unexpected evolutions.

The ability to effectively manage these seven steps for a given period of time shows the managerial capacity to travel in good conditions along the «transitional curve». If the agent of change cannot be one of the top managers, with rather neutral, impartial status, maybe someone from the HR department, a foreign consultant has to be brought in (Cole, 2000, p. 132). The foreign consultant whose role is to facilitate the process of change has very many similarities with a coach. The role of the coach is to train individually the employee. Peter Makin and Charles Cox (2006, p. 68) consider that this practice is usually limited to the top managers and to the executive directors because of the high costs. The coaching regards more the practical aspects, such as drawing plans for the future or developing special aptitudes. According to Thomas G. Cummings and Christopher G. Worley (2009, p.166), the organisations should become more sensitive to the pressures from the external and internal environments. One of the ways to enlarge the opening towards change may originate in the very managers of the organisations. These aspects and many others, directly related to human resources require the development of a strategy for human resources development. Bernard Gazier (2003, p. 9) considers that the strategies concerning the human resources have three basic characteristics: a) durability; b) multi-dimensionality; c) interactivity.

The initial stage of a program of organisational development implies to make the people aware of the necessity for strategic change. Analoui (2007) considers that the preparation for change is extremely important. It must be thought in such way as to be rather short (in order to get the benefits of the program of change during its optimal period), but also long enough as not to catch unexpectedly the people from organisation, thus producing anxiety, non-cooperation or even sabotage. The plan of action must be set clearly and completely for each stage of the change. Although the detailed planning is absolutely necessary, it is also compulsory that the people responsible with the implementation of a segment of the process are persuaded that the change is in agreement with their values.

4. The „learning organisation” - useful approach for the organisations adapting to the external constraints

Can we notice the application of the knowledge on the «learning organisation» in the Romanian organisations? The field research do not provide an answer to this question, but we can think of a possible nearing between the organisations active in Romania and the current techniques of organisational learning if we consider the IT

support provided by the European Union to the candidate or member countries. The Romanian Environmental Guard received such counselling in 2006, as mentioned in a report of the Ministry of the Environment and Water Management: "With the view to cover the training necessities for the staff of the central, regional, areal and local authorities, of the Environmental Guard and of the operators from various fields of activity, in 2006 we organised 15 TAIEX seminars and 4 TAIEX expert missions. We also contracted or are in the process of contracting 9 twinning projects for training in various areas. In parallel, we also trained the newly employed staff." (Report of the activity of the Romanian Ministry of Environment and Water Management – MMGA – in 2006 http://www.mmediu.ro/vechi/rapoarte/raport_MM_2006.pdf, accessed on August 29, 2012).

TAIEX experts are experts of the European Commission who supply technical assistance to implement the community acquis in the beneficiary countries, according to „TAIEX - Guide for Experts/Speakers” (http://ec.europa.eu/enlargement/taieX/pdf/experts/guide_for_experts.pdf., accessed on August 29, 2012).

The twinning program aims to gather the administrations from the beneficiary countries with those from the member states, with the purpose to develop their institutional capacities. The institutional construction presumes the development of structures and systems, of the human resources and of the managerial abilities required in order to become EU member state (according to *TWINNING: A TESTED EXPERIENCE IN A BROADER EUROPEAN CONTEXT* available at http://ec.europa.eu/enlargement/archives/pdf/press_corner/publications/twinning_en.pdf, accessed on August 29, 2012).

According to the authors concerned by the «learning organisation», the organisations must become more active in tracking the problems and opportunities in a specific field of activity and, at the same time, they must become increasingly fitted to solve the emerging dysfunctions. Thus, Milton Mayfield and Jacqueline Mayfield (2012) highlighted the importance of the feedback and of exploiting the opportunities. This organisational philosophy presumes that each member of the organisation reflects in the practical issues and proposes alternative (better) ways to do one thing or another, and will contribute, together with the other members of the organisation, to the improvement of the organisational efficiency. Adrian Small and Paul Irvine (2006), consider that the dialogue is a fundamental instrument for the activity of organisational learning.

The continuous education, the notification of the new information in the field and the creation of the «new knowledge», are the essence of this vision of the «knowledge productivity». The adaptation to the new situations from the market cannot be accomplished without staying in touch with the realities from different parts of the world and even with more or less related fields of activity. The knowledge workers

(Cummings & Haas, 2012) are those who benefited of higher education and interdisciplinary specialization; they are able to apply the knowledge in order to identify and solve the problems. These features of the employees specialised in knowledge, specified by the authors concerned with the «learning organisation», brings to attention a point of view which other authors reject. Unlike the supporters of the generalized attitudes of knowledge/learning, the supporters of the vision which focuses on a limited (precise) specialisation consider that there is just one place in a company where knowledge is the priority, the research-development department.

Prediction and creativity are essential attributes of the managerial design and implementation of changes in the organisation. It is utterly important that all the stages of change are monitored by the actors (executives) who have designed the organisational transformation. The non-fortuitous character of the process is manifested in consonance with the creative character. Thus, as undesired as are the hasty decisions (instant inspiration), as desirable as are the adjustments of the initial planning when unpredictable elements appeared before implementation; if properly managed, these adjustments may yield even better results than previously planned. An important moment of the display of creativity when making organisational changes follows after the members of the organisations consented to the need for change. The managers have to weight very well the moment when they withdraw from the management of the process of transformation. If the efforts are not properly assigned between teams and within the team between the team members, the relations within the organisation may be disturbed, thus affecting the entire process of change (Rashford & Coghlan, 1996). Another danger is the attempt to change too many things – additionally to what has been initially planned. Therefore, the managerial creativity may be displayed by setting and selecting the new elements (which emerged during the implementation of the change) which must be included in the process of change. The use of a rigid design of enterprise and the exertion of hierarchic authority makes the employees to use only some communication channels and focus strictly on their own tasks and responsibilities (Slocum & Hellriegel, p. 142). The way in which the image of the organisation is described for the subsequent years might rely both on the description of the objectives and standards that are to be applied, and on the general vision about the desirable future state.

Knowledge of the ways in which the resistance to change manifests is very useful for the agents of change, but the use of strategies to curb the resistance to change is as useful. Thomas G. Cummings and Christopher G. Worley (2009) consider that the display of the discrepancies between the current state of the organisation and the desirable (ideal) state might be useful to lessen the resistance of the employees to change. Another angle of approach to the decrease of the opposition to change focuses on the creation of positive expectations (Cummings & Worley, 2009, p. 166). The construction of set of positive expectations following the change may rely on the

procedure of the «accomplishment of own prophecies». The way in which the management must explain the involvement of the employees in the design and implementation of the new procedures and standards must not be overlooked either. If the involvement of the staff in planning/debating the future change and in the stage of implementation will bring in large groups of the organisation, there are very high odds that all the effort put in for the accomplishment of the process are successful.

5. Analysis of the preparation for change of the Environmental Guard

The approach of *Europeanization* in cognitive terms presumes the utilization of *social and institutional logics* of the European construction. The social actors and the interpretation frameworks which they use are essential aspects of a large part of the research on *Europeanization*. The studies of this kind are generally concerned with the interlocking of the official norms, of the practices and attitudes and of the behaviours of negotiation or resistance. Therefore, *Europeanization* cannot be reduced to the impact of the institutions on the social actors. We will thus notice that the social actors reconstruct the institutional norms and the local conventions; the new resulting conceptions and ideas lead in time to the establishment or improvement of some institutions: “In applying the community policies the significances which the social actors give to these policies interpose with the public culture in which the actor has formed and in which it exerted its competencies” (Beciu C., Perpelea, N., p.17).

The semi-structured interviews conducted at the National Environmental Guard with five members of the management (two deputy general commissars, one director from the legal department, one economic director and one director specialised in biodiversity) aimed to reveal the adaptation of the Romanian public officers to the European norms. The research conducted in 2007, was part of CNCSIS Grant 707 “Public construction of Europeanization. Institutional practices and adaptation of the European norms”. Director of the grant was Dr Camelia Beciu, scientific researcher with the Sociology Institute of the Romanian Academy. The problems discussed by the five interviewed persons corresponded largely to their hierarchic level, the subjects being approached more abstractly by the two deputy general commissars and more concrete by the directors. When they referred to the priorities of the Environmental Guard, the top managers mentioned aspects such as “observing the conditions assumed by Romania by the treaty of accession regarding the industrial pollution, water management and waste management” or “sizing the institution in order to be able to implement the European environmental directives, on the one hand, and to absorb the European environmental funds for the development of the infrastructure”. The specialisation of each director became obvious from the focus on the improvement of the activity in the legal area, or in economic matters or on

biodiversity. Regarding the legal priorities, the constraints are pressing and they derive both from the need to establish organisations specialised in environmental protection (establishment of a body of judges specialised in environmental legislation) and the need to organise better the environmental legislation and the programs for population information/education. The organisational change due to the influence of external factors (European Union) is seen through an even more realistic prism by the economic director who considered the more material resources are needed for a sustainable organisational development (a larger budget for investment in measurement and control equipment for the pollutants and for vehicles needed by the territorial commissars).

We will now analyse the qualitative material collected during this research, in order to see how much capacity of managing the institutional change after the accession to the European Union the interviewed managers have. The analysis of the social documents is, according to Iluț (1997, p. 139), interesting and useful if they are seen as social texts, ad discourses. The five analysed interviews can be seen as discourses. From the perspective of discourse analysis, it seemed interesting to investigate the ways by which the particular social actors describe and interpret the reality of the change which appeared due to EU influence. The analysis of the answers we received during the semi-structured interviews produced several hypostases/elements of the institutional change, as they were described by the Environmental Guard managers, hypostases that will be illustrated with one or more excerpts from the interviews. The answers of the interviewed managers/directors are encoded as follows: M1, M2, M3, M4, and M5. We did not review all the discourses of the interviewed people on the necessity of change in the field of the environment, on the evaluation of the advantages from the accession to the EU, on the management of the change which appeared due to the influence of external factors – the European regulations, etc. From all the answers we only selected the ones which are most relevant for the subject of this study.

I. What should be changed in the field of the environment?

M1: Presently, most pressing is waste management and unfortunately [...] the local community doesn't get involved too much. The second problem and the most delicate one is ensuring the health, the water supply and waste water treatment. At this chapter there is a lot to be done and actually, the chapter of wastes and the chapter of water have the most pressing terms for conformation.

M2: There are many important aspects: historical pollutions (communist pollutions), the closed communist plants... I am disturbed by the low wages of the commissars and by the fact that they have no bonuses. The number of environmental commissars is too low.

M3: *Blockage in collecting and sorting the wastes [I am disturbed by] the fact that the local councils either don't have a public official responsible for environmental protection, or they have but he/she is not efficient. The fact that there are just a few legal counsellors for the territorial environmental authorities should also be remedied.*

M4: *Assignment of the budget credits according to the necessities of the structures subordinated to GNM [There should be] records of the recyclable materials starting with the purchase of the products and ending with their recycling of return to the producer or supplier. [There should be] within the local communities more initiatives for waste storage facilities (including the household appliances).*

M5: *Problems are given by the lack of staff (we need to hire about 400-500 people), the lack of cars and of other equipment, they payment of decent per diem for the environmental commissars going on field trips. If it were to pick a priority, this should be investment in training (perfecting) the staff. Regarding the action in a particular geographical area, rapid investments should be made in the natural parks which should be brought to western standards. The Danube Delta also needs urgent investments. Investments in the green urban areas are also needed.*

[...] *We should also need magistrates specialised in environmental issues because there are often situations in which the Environmental Guard commissars apply a sanction which is contested by the owner and the sanction goes to the court and it changes in mere warning. The magistrates don't consider now that the environmental infringements are as serious as the social or economic crimes. We feel the need to establish a department which to evaluate the prejudice so that the judges become more active in applying the sanctions, at least when the prejudice is large or very large.*

II. Evaluation of the advantages of the change (accession to the EU):

M1: *The advantages of joining the European Union, I think first it is the structural funds that Romania may use. Romania ended the transition period and is currently undergoing a period of reconstruction in which it should invest, with the help of these structural funds too, in everything related to the environment, water supply, waste water treatment plants.*

M4: *The advantages might be the exchange of experience with the counterparts from EU member states. The inspection procedures are now performed in agreement with the transposed norms. In the future, there might be a transparent circuit of the products made of recyclable materials, starting with the production and finishing with waste processing. The European funds might also contribute to the construction of several plants for waste recycling.*

M5: *The main advantages are the exchange of information, the duty of the economic agents to align to the European norms in terms of the maximal admitted limits of*

noxious matters, of gas emissions, of the concentration of substances in the water and regarding biodiversity, the genetically modified organisms. These duties also presume great efforts from us in order to avoid the possible sanctions from EU.

III. Administering the management of the change occurring due to external factors – European regulations:

M1: In general [the regulations] are restrictive. In the European Union, they put a lot of accent on quality, work safety and environmental risks. The demands are rather drastic, such as for instance, the environmental costs must be introduced in the price of the products and this causes dissatisfaction because, normally, the costs increase, and the sales prices also increase and the population thinks that it is the state which levies increased taxes.

M3: The European regulations are beneficial. In the rural environment they were more difficultly accepted by the economic operators and by the physical persons because they were followed by fines. In the rural environment, the population was less prepared (informed) to cope with the European regulations.

M5: The regulations must be observed in full; for instance, the EU doesn't allow growing and, particularly, using in the food industry, genetically modified soya, although the scientific reports show that it doesn't have any adverse effect on consumer health.

IV. Effect of change (implementing the European regulations) on the target-public consisting of institutions, companies and small and medium enterprises:

M4: The European regulations may be unintelligible for the «simple countryside people». The European regulations are welcomed but they should also be enforced. The European regulations are hard to apply in the rural communities predominated by aged, poor population.

M5: Despite the publicity made to the European regulations that have been transposed into the Romanian legislation, many of them never actually reached the population because they were not properly explained. On the other hand, when these regulations have been put into practice in the older EU member states, they were accompanied by facilities, compensations. We should also develop a system of compensations in Romania; for instance, an owner may be convinced not to cut the forest against a financial compensation received from the state.

V. Influence of the external factor (European Union) on the implementation of the change:

M2: *The European pressure was felt as a help.*

M3: *The European pressure, we didn't feel it as being strong, because the EU doesn't have a unified environmental legislation. The environmental legislation is according to the specificity of each country, of the particular domestic problems.*

M5: *The European Union pressure during the past two years was towards environmental pollution and environmental equipment, gas emissions, historical pollution, accidental pollution. With the change of climate from the recent period, the researchers and politicians became aware that the concept of biodiversity must get to the population, to the people making decisions, to the people at the top of a structure. The population must sometimes be compelled to observe some regulations – thus, if a particular species is endangered (sturgeons), fishing sturgeons will be banned for several years. On the other hand, we can see trees being fell down in Bucharest; according to the law, for one tree that was cut, four new trees should be planted, but this doesn't happen. The pressure cannot be so strong as long as the population and authorities are aware of the negative environmental implications of the different activities.*

VI. Ways of information from the perspective of the learning organisation theory:

M1: *Regarding the information, there are over 900 laws, governmental decisions and orders on environmental protection. The European Commission transmits the new procedures to the Ministry of the Environment, debates them, we are also asked to participate; we participate in the working groups writing some norms, laws. We also document on the evaluation of the environmental impact, on the environmental balance, where the newest discoveries are put into value. I must admit that we also receive information from our collaborators, from similar institutions throughout the European Union. We participate in training courses organised by our colleagues from the environmental agencies, from the national agency, from the Environmental Commission of the Ministry of the Environment. We are using the Internet a lot, the websites of the various institutions, mainly those involved in environmental protection.*

M2: *Some information comes from the Ministry of the Environment, other come directly from similar institutions throughout the European Union.*

M4: *We retrieve information from the legislation website SINTACT, from the official bulletins and through training courses conducted by the Ministry of Finances.*

VII. Causes of the resistance to change:

M1: *I think that an impediment is the delay in starting to work. I think we need to go past this stage and get to the situation in which the political changes will no longer affect the long-term strategies. A hindrance might be the fact that there is no definition for the large economic units and this incoherence endangers reconstruction.*

In terms of the environmental procedures we are doing well; our inspection procedure has been appreciated by the foreign experts who visited us. Our institution needs support in terms of human resources to increase its institutional capacity (more positions of territorial commissars).

A shortcoming might be the fact that not all the institutions empowered to make environmental inspections are joined under the same umbrella. This dispersion of activities is not beneficial.

Another flaw is that we don't have bonuses, we also don't have a database.

We should first reform the Ministry of Finances and the Ministry of Labour. They have some departments which, no matter how much you would like to make them understand, we got stuck there with our projects; they don't understand the necessities, they keep thinking in the same centralised manner from before 1990.

M2: *The inadequate mentality of the Romanians may hinder the adaptation to the European norms.*

M3: *Lack of staff. Insufficient transportation means and specialised laboratories analysing samples showing infringement of the environmental legislation.*

M4: *The frequent reorganisations of the state institutions are not beneficial. A hindrance for the citizens to adapt to the European norms might be the lack of proper knowledge on the European norms and lack of awareness on the benefits from applying those norms. There are two types of «papers» coexisting in the Romanian institutions: on the one hand forms and other standardized documents in agreement with the Romanian legislation, and on the other hand the European standardized forms.*

M5: *The older people have troubles in adapting to the European norms. Hence, the National Environmental Guard addresses more the young people, who are more receptive to the new things, who can learn easier the environmentally-friendly behaviours. Regarding the internal context from the National Environmental Guard, we noticed some reticence when we proposed to establish the Directorate of Biodiversity; the very concept of biodiversity was somehow difficult to understand by some of our colleagues. There are no longer problems within the National Environmental Guard in terms of understanding the need to respect biodiversity.*

The analysis of these interviews revealed the following ideas: a) the managers/directors are aware of the necessity to ensure the human resources and the material resources needed within the process of enforcing the European environmental norms, and of the necessity to supplement the number of territorial environmental commissars; b) the interviewed people communicate permanently with the state institutions in order to obtain the financial resources needed for the infrastructure of change; c) the directors and deputy chief-commissars have exact records of the requirement of equipment measuring the environmental damage done by the economic agents and they know precisely how many transportation means are needed in order to implement the European norms; d) they are aware that the proposed objectives can be fulfilled only if they have a good collaboration with the other governmental agencies and institutions. When speaking of the collaboration with the representatives of the local administration, the interviewed managers are not very optimistic, because at that level the regulations stating the involvement of the members of the town halls and local councils in environmental protection lack proper accomplishment.

The deputy chief commissars and the directors from the Environmental Guard understand exactly their role in the process of institutional change (agents of change) and are aware of the importance of creativity for the success of development in their field. Although the matter of planning the organisational development was not distinctly formulated in the interview guide, it appeared implicitly and repeatedly in the discourses of the interviewed people; they gave the impression that they use the conversation during the interview as an instrument to recapitulate, review the resources needed to enforce the *Europeanization of the environment*, mentioning the importance of the human factor for the success of the change: the need to supply services for the information and betterment of the human resources involved in environmental protection. We consider that the idea that some behaviours which proved to be fruitful in other EU member states can be «copied» here too, is very useful, such as decreasing tree cutting. *On the other hand, when these regulations have been implemented in the older EU member states, they were accompanied by some facilities, compensations. We may also have to develop such a system of compensation, such as, for instance, instead of felling down a forest, the owner might receive compensation from the state.* (M5).

We also reviewed all the sections of the Environmental Guard website (www.gnm.ro) with the purpose to complete the analysis of the interviews with additional information; unfortunately, the website has no information on the problem analysed in this study, there are no statements of principles, values or organisational missions.

6. Conclusions

The evaluation of the policies used by the central and/or local administration on the impact of *Europeanization* was accomplished largely in Romania, both through scientific research, and through monitoring activities. The novelty of this study resides in the attempt to unify the scientific objective perspective detached from the investigated subject, with an *organisational* vision. This way, the actors of change, the managers or other decision-making factors may receive strategies to adapt to the new states in terms which already are familiar to them because they come from a discipline closer to their practical activity – sociology of organisations.

One of the conclusions of the analysis on the preparedness for change of the managers from the Romanian Environmental Guard is that the interviewed managers (the two deputy general commissars and the three directors) are ready to cope with the change brought by the *Europeanization* of Romania, showing that they are able to adapt rapidly to the change and implement efficient strategies for individual and social learning. The first of the hypotheses formulated in the “Introduction” part of the study started from the perspective of the positive expectations (Cummings & Worley, 2009, p. 166) and presumed that the managers from the General Commissariat of the Environmental Guard will find the proper solutions to get ready for the change, because they are convinced that the accession to the European Union is a very good choice for Romania.

Another conclusion formulated regarding the second hypothesis, consisting of two aspects (finding local adaptative solutions for the environmental problems and the resistance to change) shows that both aspects have been validated. However, the interviewed people revealed the difficulties they have in enforcing the environmental rules when they are confronted with rural people or with old people who are not willing, for instance, to sort out the wastes in different categories. Even though the managers are open towards the issue of environmental *Europeanization*, one cannot ignore the discourse elements which denote a moderate scepticism towards this process due to the unclear perspectives (at least in 2007, when the research was done) of finding the material resources needed for a successful adaptation to the European environmental norms.

Although the qualitative analysis of the semi-structured interviews supplied interesting and useful *social documents*, a quantitative survey is desirable in order to see how much would be these conclusions revalidated and to provide support for the readjustment of the current Romanian environmental policies. This new approach will not lessen whatsoever the value of this study which is a guide for the different agents of organisational change both within the process of *Europeanization* and within other smaller (adaptation to technological development) or broader processes (globalization). This study may also be a starting point for future analyses of the managerial or staff

attitudes towards events or processes with no positive expectations: lower energy resources, economic crisis, globalization, etc.

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