

THE TEST OF TOLERANCE TO CHANGES IN CULTURAL CENTRE OF NOVI SAD

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Abstract: Identification and interpretation of the nature and range of changes around us is equally important as an attempt to define the changes that occur in the man. Moreover, these changes are reciprocal and complementary, they require thoughtful and analytical review, and an attempt of interpretation of human potential, desire and resistance to respond to external changes its internal change. While all changes do not mean improvement, all improvements include changes. The purpose of this paper is based on longitudinal research conducted in 2014, 2015 and 2016, to determine and display the degree of tolerance towards changes in the cultural center of Novi Sad. Based on these results, it is necessary to point out the basic problems related to management changes at the Cultural Center of Novi Sad that management needs to resolve, and to explain the reasons why employees resist change, and the ways through which we can understand and reduce the resistance.

Keywords: change, tolerance, management, cultural center Novi Sad.

1. INTRODUCTION

Culture is one of the modes of human existence, i.e. a way of life. In the broader sense of the word culture consists of all the positive values that are the result of man's purposeful activity. Global social and technological changes bring about fundamental and lasting change in people. [1]

The objectives and tasks of cultural and artistic management are:

1. building of the systems (models) of cultural life, which start from a specific cultural policy;
2. planning the development of culture, which includes the determination of objectives,

- priorities and methods of carrying out the proposed cultural policy, as well as research of the existing cultural situation as a basis for developing planning models;
3. construction of branch systems in cultural activities (establishment of relations between individual institutions in order to achieve optimal results);
 4. creating models of individual institutions of culture, management and organization of work in them – management of institutions (film production houses, theaters, cultural centers);
 5. organization of production processes (project management) of a certain work of art within cultural institutions or independently;
 6. organizing of processes of distribution (diffusion) of culture;
 7. product management;
 8. on the general level: the establishment of forms and models of international cultural cooperation.

These eight tasks of management in culture and art imply different levels of training and competence of managers. [1]

The activity of managers in culture is to create conditions for cultural creativity and production of cultural goods (ideas and values), for their transformation into art forms that are available to cultural community. [1]

Research and knowledge of cultural needs is one of the main tasks of culture management, primarily to be able to plan cultural activities and programs (meet the cultural needs), but also in order to plan cultural development (to encourage the development of new cultural needs and expand the circle of people who will be encouraged by cultural aspirations).

Under the cultural needs we understand, first of all, the needs through which man realizes himself as a being, different from all the others (the majority of physiological needs), as well as a unique personality in his social and cultural environment. These are the purposes by which man develops his personality so that he works actively, produces, creates new material and spiritual values, enjoys in the existing ones, communicates ...

Every company, i.e. every organization that wants continuous success must continually modify, or adapt the organization, according to the requirements of the environment, and according to other factors of the organization.

However, and in addition to the changes that are necessary in any organization needed, in fact imperative, a certain level of system stability is also necessary, because only under these conditions the company can ensure its survival and development.

Changes create new situations which create uncertainty in people. Even when people are explained the consequences of the changes, they express a fear of change: the fear of the new, the unknown, fear of failure, trying, risk, fear that it will turn out stupid, fear of disapproval. Fear is the basis of man's learned behavior formed in the family, school, and his whole mindset works by outside approval of the desirable and punishment of undesirable behavior.

Since changes in the organization are necessary and much needed, as the agents of change there are managers, who must have the ability to assess the need for change. When managers notice an objective need for change, already a part of the problem is solved, because the problem identification and definition of the need to change is the first and most important step in making the change.

In the broadest sense, the change means moving from one (current) situation into a new state (whether it be individuals, organizations or society itself).

Change is the most important event in a system, performance of the change is valorized in the new situation, and whether it will be reached depends on several influencing factors: environment, management, knowledge, willingness to change, resistance to change, entrepreneurial spirit, motivation, risks ... [2]

This process is neither quick nor easy, nor simple; it requires a decision, time, initiative to implement changes, time for the new solution to start to operate, to be maintained and to lead to a new quality. The functioning of the new solution is only a transitional phase towards further changes.

Can a XXI century man be trained for changes in which there is more uncertainty than security, more instability than stability? Is it possible to suppress the reflex reaction through which man often expresses resistance towards changes in the structure where they have long been supposed to happen and which are necessary for his ability to live in the new conditions?

J. Cotter has recorded eight most common mistakes by management in companies when introducing changes. His findings are fascinating for the experts who are seriously engaged in the management, so we pay special attention to these errors:

- „1. excessive indulgence in satisfaction,
2. propusti koalicije, failures of the coalition,
3. underestimating the power of vision,
4. shortfall of communications of vision at the level of a factor of 10 (or 100 or even 1000),
5. allowing obstacles to block the new vision,
6. failures in achieving short-term success,
7. premature declaration of victory,
8. changes that are not firmly embedded in the company culture „[3]

It is this obvious demand for change, as well as the presence of the above errors, that gives rise to the need for the formation of the ruling coalition powerful enough to investigate tolerance to change among employees. In the Cultural Center of Novi Sad it is evident that for many years everything seems settled, unchanged. Although each system in order to operate successfully must express a certain stability, that certainly does not mean that the system should not be changed, improved. The system must have a sufficient level of flexibility and adaptability to the requirements of the environment. Lately we have witnessed various changes in the environment which should result in a change in the program and the work of cultural institutions, and hence in the Cultural Center of Novi Sad too.

Cultural Center of Novi Sad, aware of the above situation, and bearing in mind the complete picture about the current situation in the European and especially national cinema, came to the conclusion about the necessity of modernization of cinema halls, and made a decision on joining the project Premiere - Europe cinemas.

Within this project, all cinema halls included in the project in Serbia should form a chain of digitized cinemas with the latest equipment for the projection of images and sound.

Cultural Center of Novi Sad is the only one in this part of Europe and one of the first in the world which then began to implement this project. With regard that the question of

interest is pure film, non-political entity, it is logical to expect that this will soon be joined by many cinemas from our closest environment, of which there were indications. The intention was to make in the very start such a program and organizational, technological and economic model which provides a high responsibility for the overall business and programmatic autonomy for all entities in the chain, while at the same time respecting sufficiently high-interest joint cohesion factors that are important to all network members and the wider community.

We stated that the Cultural Center of Novi Sad identified the need for change and decided to join the project Premiere - Europe cinemas. But after five years it all remained only in plans.

This research should reveal the degree of tolerance to changes in the organization on the basis of which we need to identify the reasons why the project has not been implemented, and, on the basis of the obtained information, it is necessary to take action to overcome the current unfavorable situation.

2. RESEARCH

2.1. ID of the Cultural centre of Novi Sad

Data on the Cultural Center of Novi Sad are taken from the official website of the Cultural Center of Novi Sad; www.kcns.org.

“Cultural Center of Novi Sad was formed in 1985 by merging the Cultural Center of young Sonja Marinkovic and the Center for Culture at the Workers’ University Radioj Ćirpanov. The founder of the Cultural Center was the City Assembly of Novi Sad. “

“With its variety of programs: oral, social forums, theater, music, visual art, film, publishing – Journal *Polja*, a large number of festivals - INFANT, NOVI SAD JAZZ FESTIVAL, EUROFILM NS, production of plays and musical-stage projects, coordination of important cultural events of provincial, state and national importance ... With its volume and quality, Cultural center stands out from other cultural institutions in our region.

2.1.1. Human resources structure

There are 25 employees in the Cultural Center of Novi Sad.

The work of the Cultural Center is organized in seven editorial boards including: literary forums, community forums, a music program, publishing, theater program, art program and film program. At the head of each redaction is an editor, and next to him there are also one or two of the organizers.

According to the gender structure there are 13 female and 12 male employees.

Sector	Employees
Director	1
Assist. Director: for marketing	1
Assist Director: for organization	1
Editor of the editorial board	8

Program organizers	9
Accounting: head and two assist.	3
Superintendent	1
Janitor	1
Total employees	25

Table 1. Structure of employees according to functions

The distribution of employees by level of education is in Table 2, and according to the position in Table 3.

Degree of education	No of employees
College graduates	13
VI degree	1
High school education	9
VKV, KV	2
Total	25

Table 2. Structure of qualificatons

Degree of leadership	No of employees
Manager	12
Worker	13
Total	25

Table 3. Structure of leadership

3. SUBJECT AND OBJECTIVE OF THE RESEARCH

3.1. Subject of the research:

- research and identification of tolerance towards changes at the Cultural Center of Novi Sad

3.2. Objectives of research:

- determine whether the established tolerance to changes in the Cultural Centre of Novi Sad provides the possibility of introducing changes in the Cultural Center of Novi Sad
- on the basis of the results obtained suggest the measures for eliminating obstacles to the introduction of changes, i.e. realization of the project Premiere - Europe cinemas.

4. RESEARCH TASKS

- determine the degree of tolerance to changes in the cultural center of Novi Sad, according to the years of research,
- determine whether there is a statistically significant difference in the level of tolerance for changes between the subgroup of managers and subgroup of workers,
- determine a tendency towards the level of tolerance regarding changes in the examined period,
- determine whether the established tolerance to changes in the Cultural Centre of Novi Sad allows the possibility of introducing changes in the Cultural Center of Novi Sad.

5. RESEARCH HYPOTHESES

Based on the objectives and tasks of the research we have formulated the following hypotheses:

H 0 - Tolerance to changes at the Cultural Center of Novi Sad is low.

H 1- There is a statistically significant difference in the degree of tolerance between the subgroup of managers and subgroup of workers.

6. METHODOLOGY

6.1. Research methods and instruments for data collection

The method we used was a longitudinal study in the field by filling out questionnaires prepared in advance.

To determine tolerance to changes we used a survey of 16 questions from three aspects of tolerance from the questionnaire by Steva Marušić "Human Resources Management."

6.2. The methods for data processing

6.2.1. Determination of tolerance towards changes

The level of tolerance for the changes we have observed from the three aspects of tolerance:

1. acceptance of changes (answers 2, 9, 11, 13,16)
2. ability to manage the complexities of a large number of unsorted and incomplete information (answers 4, 5, 6, 7, 8, 10, 14, 15)
3. resolving unclear situations where decisions must be made (answers 1, 3, 12)

Odd numbers questions are graded as answers are listed, while even questions responses are scored in reverse order.

The answers are given in seven categories:

7- I agree completely, 6- I agree a lot, 5- I agree, 4- I neither agree nor disagree, 3- I can't completely agree, 2- I do not agree, 1- I do not agree at all.

The result that can be considered as an average tolerance is 3, everything below that is

insufficient, and above it is satisfactory or excellent.

6.2.2. Flow of research

The survey was conducted among all 25 employees.

In the study period, there were no significant changes of the employment structure of the employed, so results of the research can be accepted as valid in the examined period.

7. REVIEW AND ANALYSIS OF RESULTS

To test the tolerance for changes all the employees of the Cultural Centre of Novi Sad were interviewed. In the review of the results we shall in parallel review the results to show the results obtained when testing all three years and make a comparison of the results obtained, and on that basis we shall draw conclusions and propose solutions.

An expert who doesn't know all the answers in details probably doesn't know too much.	4.362	3.312	4.009
I would like to live in a foreign country for a while.	4.382	4.065	3.136
There is no problem that cannot be resolved.	4.001	3.264	5.391
People who live according to a schedule probably miss the best things in life.	4.164	3.994	3.272
A good job is the one where it is always clear what to do and how to do it.	4.211	4.115	5.180
It is more fun to dig into a complicated problem than to do something easier.	3.687	3.912	3.136
In the long run, a man can do more by solving small and simple things than large and complex problems.	3.812	4.215	4.663
Often people who behave differently are the most interesting and inspiring ones.	3.991	4.364	3.227
We rather accept something that we are used to, than something we do not know.	4.514	4.231	4.663
People who insist on answers probably don't know just how complicated things are.	4.263	4.906	3.281
People who live a correct and monotonous life have enough reasons to be happy.	4.174	3.894	3.845
Many of our most important decisions are based on incomplete information.	4.786	3.102	3.609
I prefer company of people that I know that the one where most people are strangers to me.	4.263	3.946	4.163
Managers or lecturers who give unclear tasks allow an individual to show his originality and initiative.	3.748	4.111	4.381

The sooner we adjust similar values and ideals, the sooner it will be better for us.	3.724	3.833	4.409
A good manager is the one who makes you wonder about the way you view things.	4.602	4.164	3.618
Total	4.154	3.927	3.998

Table 4. Total tolerance for changes according to individual claims for 2014, 2015 and 2016

From Table 4 it is evident that there are no significant changes in the overall level of tolerance to changes in relation to the time of interview. However, we must emphasize that it is very important that the overall level of tolerance to changes in the final year of studies has decreased compared to the first year.

Acceptance of novelties and unexpected situations	4.387	4.060	3.885
Ability to cope with a multitude of unsorted information	3.950	4.080	3.943
Solving of unclear situations with making decisions	4.383	3.226	4.336
Total	4.154	3.927	3.998

Table 5. Total tolerance for changes in all three years of research

The Table 5 also shows that there are no significant changes in the overall level of tolerance to changes in relation to certain aspects. It is indicative that the level of tolerance to the changes to the all three aspects of research in the last year has decreased compared to the first year. Only the aspect of orientation in the multitude of unsorted information increased in 2015, but still fell in 2016 compared to the initial 2014.

7.1. Parallel display of aspects of tolerance towards changes in the management structure

Manager	3.931	3.803	3.651
Worker	4.359	4.041	4.318
Total	4.154	3.927	3.998

Table 6. Total tolerance for change of the management structure for all three years of research

The table shows that the overall level of tolerance for change both at the subgroup of managers and subgroup of workers declined in the last year of the research in relation to the first. Here we must emphasize that it is even more important that the overall level of tolerance of the subgroup of managers in all three years of the study is lower than that of subgroup of workers.

Manager	4.099	3.711	3.811
Worker	4.928	4.437	3.953
Total	4.387	4.060	3.885

Table 7. The aspect of accepting novelties, new and unexpected situations – managers and workers

Manager	3.826	4.125	4.002
Worker	4.178	4.031	3.888
Total	3.950	4.080	3.943

Table 8. Aspect of the ability of performing in the in the multitude of unsorted information – managers and workers

Manager	4.076	2.923	4.228
Worker	4.952	3.555	4.356
Total	4.383	3.226	4.336

Table 9. Aspect of resolving unclear situation when decisions must be made – managers and workers

The results of the level of tolerance for changes according to individual aspects of tolerance to changes shown in Tables 7, 8, 9 show us that there are also no significant changes in the overall level of tolerance to changes in relation to time when the survey was conducted. However, we must emphasize that it is very important that the level of tolerance to the changes to the all three aspects of research in the last year has decreased compared to the first year. In addition to this fact, we must point out that only in the aspect of ability to cope in the complexity of a large number of unsorted information there is evident a better result with the subgroup of managers in relation to the subgroup of workers. This was expected with respect to differences in the nature of work of the two subgroups.

7.2. Conclusions of the results

Based on the obtained and discussed results from the questionnaire to determine the level of tolerance for change, we can conclude that the null hypothesis - H₀ - tolerance to changes in the Cultural Center of Novi Sad is low - has not been confirmed, given that the level of overall tolerance as well as the levels of all three individual aspects tolerance towards changes is higher than the grade 3.00.

Based on the obtained and above discussed results we can conclude that the auxiliary hypothesis - H₁ There is a statistically significant difference in the degree of tolerance between the subgroup of managers and subgroup of workers has been confirmed, with the note that the subgroup of managers has a higher level of tolerance to changes only in the aspect - Ability to cope in complexity of a large number of disordered information, while the subgroup of workers had a higher level of tolerance towards changes with the other two aspects, i.e. aspects - Acceptance of novelties, new and unexpected situations and aspects - Resolving ambiguous situations where decisions have to be made.

8. CONCLUSION

Based on the reviewed and analyzed results we can conclude that, in the reported period, the overall level of tolerance to changes in the Cultural Center of Novi Sad is high, because in all three surveys it is around grade 4, and a satisfactory level of tolerance is con-

sidered to be the level grade 3.

In the opening remarks we stated that it is evident that at the Cultural Center of Novi Sad for many years there have been no significant changes in both the program content and in the way of implementing the same.

Analyzed general situation in the Cultural Center of Novi Sad clearly indicates that the cultural center has not fulfilled one of the most important roles of its existence and operation. It is not enough just to understand the nature of cultural needs, it is necessary to make them effective and turn them into interests. The Premiere Project - Europa cinemas is one of the examples of this statement. This project has for more than five years not moved from the level of plans, and a long time ago it had a chance to be a leader in the presentation of films in the wider environment. Instead, we have seen that for more than a year in Novi Sad there is no official cinema which reflects the state of interest for this type of cultural activity.

The purpose of this study, as well as of many other researches should not be a mere statement of the current state. Based on these results and identified problems solution must be found to overcome the existing negative situation.

The most striking result of the research is the fact that, in addition to lowering the general level of tolerance to changes in the reporting period, in all three subgroups separately the subgroup of managers has a lower tolerance to changes in relation to the subgroup of workers. This indicates that there is an obvious problem of appointing managers due to political reasons and not on the basis of knowledge and skills. The management of any organization is by its nature the first to notice business problems. Based on the identified problems management must see the need to introduce changes, but also devise a strategy to lead the organization through the changes.

Institutional conditions must be created for the employees in cultural institutions to create the conditions and manner of work in these institutions.

Taking into account the specificities of cultural workers and their institutions in order to meet this objective it is essential that holders of these changes be cultural workers themselves, and not political cronies. In addition, it is necessary to realize the expressed desire of employees for continuous improvement, and observed problems in communication need to be solved through a more comprehensive representation.

In the introductory remarks we cited eight most common errors, according to J. Cotter, used by management in companies when introducing the changes. Unfortunately, we must state that in the Cultural Center of Novi Sad it is evident that management is responsible for the existence of all eight of those errors, which is a direct result of the installation, not choice of the managers of the Cultural Center. To confirm the above allegations we present an analysis of the eight errors according to John Cotter in the failure of the project Premiere - Europa cinemas:

1. excessive indulgence in satisfaction - management has allowed the fact that they were elected for experimental cinema project be enough in itself. They did not recognize that this is only a good starting point and the true value of the project but have faltered from the start and stayed on satisfaction without coverage, which in practice proved to be an aggravating circumstance. It is essential to turn the initial satisfaction into a driving energy and this is as a direct failure of management.
2. Failure to establish a powerful enough leading coalition - the realization of the project is left to the film editorial board, i.e. to its editor. The project is of far greater im-

portance for the whole cultural center, but also for the wider environment and in its implementation had to involve the entire multidisciplinary team. The above team had to include a complete management and involve all stakeholders, from government representatives (such as funders of the Cultural Center) to potential beneficiaries.

3. underestimating the power of vision - as in the previous section due to non-recognition of the importance of the project for the overall work of the Cultural Centre the management did not build a vision, so we can not talk about underestimating the power of vision.

4. shortfall in the communications of vision at the level of a factor of 10 (or 100 or even 1000) - since there is no vision, we can not talk about its communication even in narrow or even in a broader context.

5. allowing obstacles to block the new vision - in the realization of this project it is difficult to talk about obstacles, although there are some - problems with loans, etc. The main problem is the failure to recognize the importance of the project by the management and the failure to build a strong vision

6. failures in achieving short-term success - as the project stumbled at the start it is hard to talk about short-term successes. It was necessary in the beginning to divide into the implementation phases, and based on the success in achieving certain stages to hold a strong motivation for its final implementation.

7. premature declaration of victory - this error is directly related to the error excessive indulgence in satisfaction. Due to their wish to look good in front of the structures who appointed them, the management declared victory at the very beginning. Simply, we are the best because we were elected among all the others, which means we are the best. Once victory is declared motivation declines, and without maintaining and supporting motivation it is not reasonable to expect success.

8. changes that are not firmly rooted in the company's culture - this error is embedded in the root of the failure of the project. Here we must pay attention to a specific contradiction of the study results and the actual situation at the Cultural Center of Novi Sad.

The total level of tolerance to changes in the Cultural Center is high. The subgroup of workers expressed a higher level of tolerance to changes than the subgroup of managers, suggesting the basis of the problem. Employees are aware of the need to introduce changes, and also expressed a high level of tolerance to change. Although changes mean great uncertainty, we assume that employees overcome this fear by a realistic assessment of the current situation and the knowledge that they need to improve the program content or update and change the way of thinking and working. Managers expressed a lower level of tolerance to changes primarily because they want to satisfy the structures that appointed them, and only then do they engage in the true nature of their position. This can be overcome by choosing leaders based on knowledge and skills, not based on political considerations.

Previous analysis of errors in the introduction of changes in the project Premiere - Europa cinemas unfortunately are not appropriate for the said project alone. Those errors are present in the entire business of the Cultural Center, so its survival requires necessary and comprehensive restructuring. It is not enough to change only the mode of work, they must comprehensively change the way of thinking and understanding of the role of the Cultural Center in the wider environment. But this, in addition to the employees at the Cultural Cen-

tre, must first of all be understood and accepted by the local government which is the first step in changing the selection of managers which was identified as one of the main causes of the current situation.

Only through the realization of the above objectives can we hope that in due course we will not speak of Novi Sad as a city without a single theater, as we now speak about the city without a cinema.

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