

THE EFFECTIVENESS AND EFFICIENCY OF CHANGE MANAGEMENT IN A PENSION SYSTEM: CONCEPTUALIZATION, MEASUREMENT AND EVALUATION

Abstract

In the dissertation, an attempt was made to refer the change management concept to a pension system. The choice of the following topic resulted from both a scientific as well as purely practical (i.e. socio-economic) premises. In view of the rapidly changing environment and the need to adapt pension systems to changing conditions, the mere implementation of subsequent changes has become insufficient. Thus, managing change seems to be crucial for the success of the reform initiatives undertaken in contemporary pension systems. Nevertheless, the reference of the change management concept to a pension system is an innovative approach, which has not been elaborated in the Polish literature yet. In foreign publications, it also cannot be considered as a popular area of research, which makes it an unquestionable cognitive gap of theoretical and empirical nature.

The scientific objective of the study was to conceptualize and assess the effectiveness and efficiency of change management in a pension system. The conceptualization was based on the thorough review and critical analysis of the literature in the area of management science as well as in pension economics and social policy. The assessment was carried out with the use of a proposed research procedure which integrated both a quantitative as well as qualitative approach. In the former, multivariate statistical analysis combined with the benchmarking method was applied. In the latter, a literature review and document analysis were conducted. Such a hybrid approach to the change management assessment enabled referring to both measurable (hard) and immeasurable (soft) aspects of the change management process.

The cross-country analysis was carried out for the period from 2005 to 2018 for eleven countries of Central and Eastern Europe, i.e. Bulgaria, Croatia, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia and Slovenia. No country proved to be a benchmark for both the effectiveness and efficiency of change management. As for the effectiveness measurement, countries which turned out to be characterized by the highest effectiveness of change management were Slovakia, Bulgaria, Poland and Croatia. Countries characterized by the medium effectiveness included Romania, Hungary, Slovenia, the Czech Republic and Lithuania. Finally, countries characterized by the lowest effectiveness among the group studied were Estonia and Latvia. Referring to the efficiency evaluation, countries

characterized by a relatively high efficiency of change management included Slovenia and Estonia. Countries characterized by a rather low efficiency were Slovakia, Croatia, Romania, Hungary, Lithuania and Latvia. Finally, Bulgaria, Poland and the Czech Republic were characterized by a high efficiency of change management till the economic crisis and low efficiency afterwards.

The results of the effectiveness measurement and efficiency evaluation enabled the identification of some good practices within managing change in a pension system, which can be used to improve the change management process in pension systems, also in the context of subsequent changes which seem to be inevitable. Such recommendations enrich the following thesis with an application dimension. They can also indicate directions of a further research in the field of the effectiveness and efficiency assessment of the change management process not only in relation to pension systems.

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