

Competency-Based Pay at the Heart of the New Strategic Management: A Case Study and Courses of Action

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Abstract

This article analyzes the remuneration strategy of companies in the context of the new management. The case study was conducted in an Algerian drinks company, setting up a remuneration system. We focus on the steps taken in the process of adopting this new remuneration system, the factors driving this change and the objectives of this new strategy. The analysis considers two approaches: The approach of contingency and social regulation. It shows that the change conducted by the company is the result of transformations of the unstable exogenous environment. The latter has encouraged the company to opt for a change to ensure its sustainability and competitiveness. This has impacted its internal environment and induces the change of its salary system through the mobilization of all the actors of the company (administration, workers and union).

Keywords: Strategic management; Remuneration; Competency-based management; Organizational change; Organizational approaches

Introduction

Over the last decades, the organizational environment has undergone major changes marked by the accelerated development of technology, the constant change of services and products, the stiff competition imposed by the market to various companies and the flexibility of organizations. The success of the companies is conditioned by their ability to adapt to these economic and social changes that encourage them to promote and maintain their place. One of the major challenges they face is the questioning of their organizational policies, and their managerial strategies to impose themselves on the market.

Human resources management ensures the constant development of the performance and competence of its resources, being the essential engine of the company through a global assessment to change their behaviour in a positive way and attract them with a salary that corresponds to their skills and performance, to motivate them to increase productivity and achieve efficiency, especially if the salary policy is based on scientific bases studied according to an assessment of the duties. According to this perspective, the development of human resources is not limited to their attractiveness, recruitment, career management, assessment and training, but extends to their payment. The wage policy is an integral part of these important policies to which the organization must bring increased interest. Salary management system plays an important role in achieving the objectives of the organization. Salary is considered as a means used by the organization to preserve its human resources, on the one hand and attract better resources, on the other hand [1]. It has a double importance: human and economic, it is a complex issue in the life of the organizations and has been the subject of disputes.

Human resources management ensures the constant development of the performance and skills of its resources, being the essential engine of the company through a global assessment to change their behaviour in a positive way and attract them with a salary that corresponds to their skills and performance, to motivate them to increase productivity and achieve efficiency, especially if the salary policy is based on scientific bases studied according to an assessment of duties the organizations put in place wage policies based on competency, in order to adapt to the current changes This one was defined by Jean-Marie Peretti as "*Gathering three types of knowledge: theoretical, skills, and well-*

being mobilized or mobilizable) that an employee implements to carry out the mission entrusted to him" [2]. Yet, the current model of wage management, based on the responsibilities of the position, may appear today as classic, as it does not serve the objectives of the company, because it encourages workers to refuse additional tasks that do not fit in the field of their responsibility [3], which hinders the continuous improvement of their performance and the achievement of objectives.

The subject of competencies has attracted many researchers specializing in the sciences of organization and management, in favor of the assessment of competencies in the determination of wages. In this article, we will discuss the factors that led the company to opt for remuneration based on the assessment of competencies, the objectives of this competency-based system, as well as the attitudes of employees towards this competency-based system.

Background

To face the current challenges of competitiveness, performance and market openness, some organizations around the world have adopted the concept of new management of organizations. In this system, competency-based payment enables human resources management to achieve efficiency by meeting workers' expectations through bonuses and other allowances, reflecting their skills and performance, which contributes to the competitiveness of organizations. For example, in the United States, a study by Lawler showed that 60% of companies reward their workers on the basis of competency assessment against 29% in Europe. As for Canada, a study has shown that out of 320 private and public companies, 10% take the bonuses into consideration in the salary, while 24% plan to implement this system [4].

Despite the development that considers the human element as

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capital and recognizes the importance of the salary, the Algerian company still applies the classic wage policy, especially in the public sector which is now unable to play its role effectively, on the one hand, and the departure of competences to the private sector for essentially organizational reasons, especially the lower wages, on the other hand. We also note that to date, the new management system based on competency assessment has not been applied in Algerian companies, with the exception of the company (Y), which has set up a project called "optimizing human capital" in order to develop and modernize the human resources management duty, whose salary system is based on competency assessment.

The determination of wages based on the assessment of competencies within the company is of vital importance. This system applied to employees of the company can have a direct impact on their behavior and attitudes, because any organizational change that expresses a radical or progressive change from reality to a new situation, integrating the improvement or development of the nature of work or the company's activity to achieve the objectives more effectively, is followed by procedures designed to enhance the performance and competence of the organization, and improve its ability to deal with the problems it encounters.

In addition, studies related to workers' attitudes and behaviors towards organizational change are of major importance. However, they are neglected by researchers and even companies. The understanding of workers' attitudes towards organizational change also helps to drive this change, especially in the "decrySTALLIZATION" phase, which allows appropriate interventions to be made when conducting change [5]. In this respect, workers' attitudes towards the new wage system at company level (Y) vary from one worker to another: "Support, adhesion, resistance, opposition and indifference" [6].

Since wages affect the productivity of the firm and its organizational practices, the implementation of a competency-based wage policy leads decision-makers to take into account the criteria and procedures needed to implement the new salary system. As such, what are the procedures and strategies followed by the company (Y) for setting up the salary system based on competency assessment? What factors drove the company to adopt this wage policy? And what are its goals? How much of this change will influence workers' attitudes and behaviors and how were they involved in this new policy? That is the question that this article wants to answer.

Objectives of the study

The system of determining wages based on the assessment of competencies is one of the new policies that many organizations have known in the world, while the Algerian institutions are still far from implementing this policy, although the results of previous studies have proved the importance of this system for motivating workers and increasing their productivity.

- To know the attitudes of workers before the beginning of the application of this new wage system, Since it is still at the beginning of its application in the Algerian companies, so it's important to examine the positions of workers, and to study the procedures of this new system.
- To give a sociological dimension on the subject of competency-based pay by addressing the attitudes of workers towards this organizational change, especially since the studies of sociology in this area are few in Algeria, unlike what we find in the science of management and economics.

Theoretical Framework

The concept of competency

The theme of competency, which is central to any remuneration policy or strategy in organizations, has attracted many researchers specialized in organizations and management sciences, in favor of the assessment of competencies in the determination of wages.

Patrick Gilbert defines competency or competencies as the set of knowledge, capacity of action and behaviors, structured according to a purpose, and in a given situation [7]. They rely on the work of education specialists, arguing that skills are hierarchical. The idea of hierarchization is implicit, between transferrable (higher) competency and specialized (lower) competency, but it is also made explicit by the use of taxonomies of frequent use in the sciences of education.

The notion of competency encompasses the qualifications required and the observable behaviors deemed useful. The expression of these competences is done in terms of objectives, expected behaviors, conditions of exercise of these behaviors, levels of requirement [8].

A competency is defined as an underlying individual characteristic that is causally related to effective and/or high performance in a given job or situation [9].

The logic of Japanese companies with respect to competency is unique. Successful companies are those who think in terms of key competency portfolios, and not in terms of business portfolio. This idea, their contribution struggles to give a clear definition of what is a core competence, a concept that serves as keystone to their argumentation. Drawing on the plant metaphor, they compare the diversified firm to a tree, whose trunk and main branches are the key products ("core products"), the branches are the profit centers (business units), the leaves, the flowers and the fruits are the finished products, and the key competencies are "the system of roots that nourishes, and brings growth and stability" [10].

They give to the competency a collective, integrative dimension, including know-how and technologies, the core competencies are the collective learning in the organization, especially the way to coordinate different production skills and integrate multiple technology streams.

A research conducted jointly by several US consultants claiming to be the work of Mc Clelland and Spencer and Spencer, the competency is defined as a combination of skill, knowledge, performance behaviors, and personal attributes that help in improving individual performance and organizations success [11].

There are therefore five types of competencies: aspirations (motivations), that are, things that a person thinks or desires, and that are at the root of his action; physiological characteristics (traits) such as vision, reflexes; self-concepts, i.e., attitudes, knowledge; skills defined as the ability to perform a physical or mental task.

Remuneration of competencies: Literature review

Remuneration based on competency assessment has been addressed by several organizational theories, which have been put forward to study this new salary system.

Expectations based-approach: This theory postulates that people's motivation to achieve a result or adopt a behavior is greater when they perceive a closer link between their efforts and the outcome (or behavior), when they perceive a closer link between this result (or this behavior) and the rewards received and when these rewards are valued.

This approach postulates that employees will be more motivated to develop their skills to the extent that a reward that can be valued, their remuneration, is based on the skills they develop [4].

Characteristics based-approach: This approach confirms that the acquisition of competencies transforms the way work is done and increases autonomy at work. The remuneration of competencies would then be likely to favor the adoption of desirable attitudes. This remuneration policy has several positive effects on organizational performance and productivity [4].

Organizational justice-based approach: This approach postulates that the logic of competency is presented as a device which promotes equity; the remuneration rule is fair since everyone is paid according to what he really does, when the company risks not respecting its promises, trust and mobilization are threatened [12].

This approach explains the influence of the characteristics of remuneration systems on workplace attitudes and behaviors, including job satisfaction, organizational involvement, trust, and organizational citizenship [13].

Theories just presented are based on the impact of competencies remuneration on improving productivity, versatility, creativity, motivation, satisfaction, and retaining employees in the business.

Our field of research is implementing a new competency based remuneration policy. In the first part of our study, we will proceed to determine the objectives and factors of the adoption of this remuneration. Next, we will try to highlight the conduct of change in the company Y: from duty based remuneration to competency based remuneration, where we will define the strategies followed by the management in the adoption of this new remuneration system, and the phases of implementation of this system based on the contingency and social regulation approach.

Contingency-based approach: This behavioral approach is based on the importance of environmental variables that influence the behavior of organizations, through establishing a link between the external environment, organizational structures and the level of performance, this theory "is guided by the assumption that the internal components and property of the organization are in permanent reconfigurations under the pressures of the environment" [14].

The remuneration of competencies is present in this approach. Lawler [15] considers that the remuneration of competencies is in line with a type of "managerial philosophy" inspired by theory Y, based on the transparency of communications, forms of collective remuneration within teams and organizations, and a base salary related to individual competencies rather than the characteristics of the position held [16].

In the same spirit, Zarifian [17] and Parlier [18], confirm that this model tends to replace the notion of position by that of competency, in most areas of human resources management, among which the wage classification tables, which are one of the bases of remuneration [16]. The adoption of this theory will enable us to identify the environmental causes and factors that led Company Y to opt for this new remuneration strategy.

Social regulation based approach: This approach by Jean-Daniel Reynaud, is interested in how the rules are created, transformed, or cancelled. It puts negotiation and rules at the center of social relations. It relies on groups who discover the possibility of a common regulation that can be constituted in community and claim autonomy [19].

This approach will allow us to define the methods of discussion with employees to adopt the new remuneration system, the criteria of this remuneration policy, and the role of the social partner in the adoption of this remuneration.

Methodology of the Survey

The field survey was carried out in an Algerian family company established in 1966. The production and distribution of fruit juice is the heart of its business. The Algerian company (Y) contains: 535 employees including: Senior managers: 25; Managers: 71; Supervisory staff: 302 and Executing agents: 137.

The descriptive approach in obtaining data on the phenomena studied is based on all the means and tools that help to collect classify and extract the results from them, i.e., the means and tools according to the nature of the research, because what works for some research is not suitable for others.

Therefore, in our study, which seeks to describe the organizational change in the company (Y) and how the wage system was adopted on the basis of competency assessment, based on the requirements of the position, and the identification of the most important actors in this process, on the other hand to explain the positions of the workers towards this system, we find that the nature of the subject refers to the appreciation of reality, the study of positions and procedures need to be described and interpreted.

To try to answer our questions, we proceeded essentially according to the multi-mode survey method:

The interview

In our study, data collection was done through semi-structured interviews. The choice made for this type of interview is motivated by the advantages it offers: "semi-structured interviews allow entering the field of representations and individual practices. It makes it possible to formalize and systematize the collection of data and allows constituting a corpus of homogeneous data making possible a comparative study of interviews" [20]. The interviews were conducted with (fifteen) 15 stricture managers. We solicited the points of view of these actors in order to:

- Describe the measures taken by management to adopt this remuneration system based on the assessment of competencies.
- Highlight the actors who led this change in the remuneration system.
- Determine the actions by which the company has involved its employees in the new remuneration policy.

Our Semi-structured interview guide contained 11 questions divided into 3 sections:

- Identification of the interviewee: The aim of this axis is to give a look of the society of the study, which is an overview of the age of the respondents, in terms of their gender, educational level, professional category, any position they occupy and their experience in the organization.
- Measures taken for the adoption of the competency-based pay system: This axis came to indicate the factors that led the institution to take the assessment of competencies mainly hire employees, and we have in this regard to the objectives desired by the institution to implement this system, and all the means and procedures used by the institution to manage this change.

- Involvement of employees in the competency-based pay system: Its purpose was to show the extent to which the organization's management is concerned about its employees and how they were involved in this new policy and how the decision makers will respond to the workers' reaction to this system.

The interview process began with the managers of the different structures of the organization and then with the officials of the departments. The duration of the interviews ranged from 40 to 60 minutes due to the concern of the permanent officials, although a schedule of interviews was sent to all concerned by e-mail and the interviews were recorded through a phonographic tool so that we would not miss out on the information given by the interviewees and would not be forgotten when they were rewritten for analysis (Appendix).

Questionnaire

The qualitative nature of our study did not prevent us from using this research tool because "the interview is not the only tool on which the sociologist can rely on qualitative research. The form can be used in this type of research, a large and sufficient number of respondents to reach saturation. The purpose of our study is not to discover the correlative relationships between the variables, but because they have the potential to describe the reality in the light of the various attitudes, behaviors and mental perceptions in it. We have distributed 160 questionnaires to all socio-professional categories: senior managers, executives, supervisors, executing agents. The questionnaire contained 20 questions divided into 4 sections:

- Identification of the interviewee: Include the personal data of the workers.
- Attitudes towards the competency-based pay system: In this context, we tried to monitor the various positions of the workers in relation to this new policy.
- Involvement of employees in the competency-based pay system: The objective of this axis is to identify the mechanisms by which employees involved in this organizational change.
- Relationship of the worker with the company: the questions of this axis came in order to allow the workers to express their relationship with the organizational environment, as this axis helped us in the sociological interpretation and understanding of different positions of workers.

The purpose of our questionnaire is to get a large diversity of

points of view, and be able to understand and analyze the attitudes of employees towards this wage policy. It consisted of twenty (20) questions. All of which were closed-ended questions, but this did not prevent us from including some open questions, which were five (05) open-ended questions. Closed-ended questions allow us to obtain specific information and thus facilitate the process of being emptied and placed in statistical tables and then deliver a sociological reading, while open-ended questions allow to draw some of the explanations that help us to analyze some of the results, and it gives the opportunities for the respondent to express his opinion freely about the phenomenon subject of study.

As shown in the Table 1, our sample included 15 respondents, 09 respondents from senior executives representing different stakeholders, and 06 respondents from middle-grade manager representing interest officials.

We can see about the characteristics of our sample that all the respondents are academics, as the position they occupy and as the frameworks of the institution and decision makers, makes the level of education they have reflects the position they occupy, especially if we know that the company accords importance to the educational level of its managers and this is what we observed during our visit field and our interviews with the workers.

In terms of experience in the company, the majority of respondents have between one and seven years (01-07) in the company. This reflects the organization's desire to bring competencies, both foreign and national, to the presence of many competitors in the field of beverages and the desire of the company to maintain. The company has realized that achieving profit and ensuring continuity will not only increase production and quality, but also possess highly qualified human resources that will ensure their competitive advantage.

The table shows as well the dominance of the male category in senior positions. We interviewed three female managers who were "managers" versus 13 male respondents. This can be attributed to the monopoly of senior management positions and leadership by men, as proved by many studies, that there are cultural and social factors that prevent the access of women to fill these positions [21].

Discussion of Results

Salary determination based on competency assessment is a new approach, to human resource management that the private company

Category S. F.	Age	Education level	Sex	Position held	Length of service (Years)
Senior executive	41	University graduate	Male	HRD	1
Senior executive	49	University graduate	Female	Chief operating officer	24
Senior executive	42	University graduate	Female	Integrated management system manager	19
Senior executive	61	University graduate	Female	Audit and control manager	17
Senior executive	46	University graduate	Male	Information system manager	22
Senior executive	51	University graduate	Male	Development and research manager	27
Executive	41	University graduate	Male	Supply chain manager	02
Executive	38	University graduate	Male	Finance and accounting manager	04
Executive	51	University graduate	Male	Marketing manager	01
Executive	36	University graduate	Male	Control and quality executive	07
Executive	28	University graduate	Male	GEPEC executive	03
Executive	49	University graduate	Male	Procurement manager	23
Executive	45	University graduate	Male	Packaging executive	15
Executive	51	University graduate	Male	Operations executive	29
Executive	35	University graduate	Male	Accounting chief	06

Table 1: Profile of the interviewed persons.

(Y) is attempting to implement, in order to adapt the skills of its staff to the changing environment.

Our study revolved around two approaches: the theory of contingency and that of social regulation. We have attempted on the basis of contingency theory to reveal the internal and external environmental changes that led to the adoption of this new system, and to know the strategy used to implement it, taking into account social and organizational conditions.

With regard to the theory of social regulation, it allows knowing the modalities governing the implementation of the rules of this system; emphasize the negotiation between the workers' representatives and the employer, and the changes induced in terms of relationships within the company.

The change in salary policy conducted by company Y can be considered as a partial organizational change, since it is restricted to only one aspect, which is the one of wages.

In the first phase of our study devoted to driving change at company level Y, we concluded that setting up a competency-based remuneration, is the result of internal and external factors that led the company to adopt it, and we will try below to answer the questions asked in the background of our research:

The change conducted in company Y is dictated by internal and external factors, including the unstable environment and on-going transformations. As a result, the company is forced to adapt to achieve its growth, productivity and turnover increase objectives to dominate the African market in the future. The implementation of the new salary system is a solution to motivate and retain its staff in order to achieve its objectives.

In the light of the above, there is an interaction between external factors and internal variables (volume, age of the firm), which influences internal practices. That's why company managers made the decision to regulate this pay system, by taking into consideration the company's external environment: technological development, competition and market trends.

Internally, other factors have been taken into account, such as wage differentials, which has led the company to put in place procedures to regulate this system, through the design of a new job description sheet, position assessment and training on conducting the annual assessment interview.

The setting up of the new wage system at company level induces considerations that the company must take into account:

Creating uncertainty zones

In fact, workers are starting to ask the following questions:

What are the objectives of setting up this system? Does it serve our interests or those of the company? What skills are required? Will the company really apply this system? Will the company take my skills into consideration? Will my direct supervisor assess my competency objectively, regardless of our relationships?

The company must respond to the questions of the workers in a structured way, because the success of the change depends on its ability to dispel the uncertainty.

Change of relationships between actors

The new pay system has brought about big changes in Company Y.

The adoption of this system creates a "win-win" relationship between the worker and the company.

The company requires the worker to acquire knowledge to increase productivity. In return, the worker is rewarded according to merit on the basis of acquired skills. In addition, decisions are decentralized and the worker's assessment is made by his/her direct manager, to whom authority is delegated, since the company's General Manager cannot oversee all organizational operations.

As a result, the delegation of authority helps to save time and effort, and the relationship between the worker and his manager also becomes flexible, because during the assessment interview, negotiations are held between the two parties on the competency of the worker and how to improve it.

In addition, the new wage system induces a change in the relationship between the workers, now based on the comparison in terms of wages and acquired skills, which reflects for the employee the equity of the company through the application of a wage policy based on competency.

In this study, we can conclude that the head of departments played an important role in driving organizational change, through the information of the workers under their authority and the ease of communication between the worker and his direct manager.

The support of the workers is essential for the success of the change. However, the information was not intended for all employees of Company Y, for internal reasons related to the socio-professional category and the seniority of the employee:

- Senior managers and executives have been well informed as they drive change. As for the performers, they have been slightly in touch with the information.
- Workers with seniority between 05 and 10 years were more informed than others about the new wage system, as the company wants to encourage them to acquire new skills, being the lever of competitiveness of the company. For employees whose seniority does not exceed 05 years, the company did not inform them about the new system, since they were recruited as part of pre-employment or field training.
- In addition, the relationship between the worker and his/her direct manager played a central role in the information because the change in the wage policy revealed the relationships that prevail in company Y. Indeed, the relationship between the worker and the information officer is closely related to the adoption of this system. As a result, the conflict-based relationship and conflicting interests influence the working relationship and may hinder communication.
- Remuneration based on competency in Company Y was accompanied by means to facilitate communication, and to orient workers to adapt to the new organizational context, such as training, written documents and meetings to which the company has resorted.

To give the new system legitimacy, the company has involved workers' representatives in the negotiations for a joint regulation of the system. The role of the workers' representatives was to negotiate assessment procedures, conclude agreements and establish competency references.

Indeed, involving workers' representatives in the process of change facilitates their membership and dispels the uncertainties.

Attitudes of employees according to their profiles

The attitudes of employees are the result of their achievements, beliefs and experiences. Workers at Company Y have been confronted with a new system that threatens their routine and induces a variety of reactions.

We have tried through our study to probe their opinions and know their profiles.

Workers at Enterprise Y see the new system as a way to increase productivity. In addition, the new rules put in place by the company serve mainly its interests. This attitude is underpinned by the uncertainties surrounding this system, even though it contributes to the acquisition of new skills rewarded according to merit.

In addition, the status of the employee within the company determines his attitude towards the new salary policy. The professional category does not affect employees' attitudes. On the other hand, seniority and the level of satisfaction of current wages play a role in the attitudes of employees:

- Employees whose seniority is from 05 to 10 years of age agree to be paid on the basis of the assessment of competencies acquired during a given period.
- Employees whose experience is more than 20 years refuse to be paid according to this system and prefer the fixed monthly salary.

In the light of the analysis of these attitudes, it appears that workers with 05 to 10 years of experience are at the beginning of their careers, thus working to improve their status and wages through the acquisition of new skills, whereas workers at the end of their career do not want to learn new skills, because they have given a lot to the company, do not want to be paid on this basis and reject the new system.

Employees' satisfaction with their current wages also determines their attitudes about new remuneration. The employee, who is not satisfied with his current salary, considers that this new salary policy is fair and aspires to improve his salary. For its part, the employee who is satisfied with his salary refuses that his skills be the basis of his remuneration. However, his satisfaction is not absolute, because he aspires to improve his salary, but by other means. He doubts that his assessment is appropriate.

Negotiation and communication to curb the resistance to change

Our study focuses on the adoption of a new salary system and the description of this operation. The study did not rely on workers' resistance to change, as the new system was at the beginning of the implementation of its fundamental rules, but we addressed the strategies that company Y can follow in the event of resistance of its employees. It was found that communication and negotiation have been found to be the means to which the company envisages to resort to in case of resistance.

Any organizational change is followed by resistance as a natural reaction to workers' rejection of all that is new. Well-structured communication reduces the apprehension of workers and promotes their adherence. It goes without saying that the role played by the direct manager in the conduct of change will help to control resistance, through dialogue with the workers in his department.

In addition, negotiation is a way of absorbing the resistance of

workers in order to achieve the common objectives that serve both parties and to give legitimacy to this competency-based remuneration. This is how the union is a good negotiating tool, given the confidence of the workers and in helping to reduce the resistance of the workers.

Conclusion

To conclude, given the growing complexity of professional situations, the change in organizations, the rise of constructivism and new technologies, the competency-based approach represents an effective strategy to ensure continuous improvement of practices within organizations that have to meet the challenges of population responsibility and better integration into a more comprehensive care and service system. The skills approach can ensure a balance between the development of individual and collective skills in this context of great complexity and thus contribute not only to the development staff, but also to that of the entire organization.

Firms applying the competency-based pay face significant challenges and resistance, by shedding light on the central role of the actors in the application of these devices, we have been able to show that the management of competencies is not limited only to the implementation of a model or an approach, in the sense that it involves a variety of actors in an unstable and risky environment.

The relationship between personal competencies and the overall performance of the firm is also difficult to determine and predict. The wage exchange deals with deferred transactions whose nature and exact values cannot be fully specified in advance. The partners therefore engage in an action whose return is by nature uncertain.

The change driven by the studied firm obeys to unstable external environment changes. The latter requires changes to ensure sustainability and competitiveness. These external fluctuations impact the internal environment and induce a significant change in its salary system, through the mobilization of all the actors of the company (administration, employee and union).

In fact, the company's strategy has completely neglected technological changes, but has chosen to motivate, to improve the competence of its human resources through the introduction of a new competency-based pay system to achieve its productivity and competitiveness objectives. Pocket policy remains very effective when it comes to targeting employee remuneration. It causes an increase in employees' satisfaction or the opposite their dissatisfaction. The latter are obliged to adapt to material incentives in order to produce more.

This experience opens new research perspectives that we will address in the future, by returning to the company to study the forms of resistance and see if the company has followed the strategies recommended to counter the resistance of its staff.

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