

CURRENT ISSUES ON CHANGE MANAGEMENT IN PUBLIC ORGANIZATIONS

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Abstract: Public organizations that manage to successfully maintain its competitiveness change not look like a unique event, but as an ongoing process, necessary for survival, development and perfecting them. Change must be perceived as an intrinsic element of an organization and should be integrated into the philosophy and models of its action.

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Public organization is the body organized structures, the company created to manage public affairs. What makes an effective bureaucratic institution is their rational shown in the four main dimensions of them:

- Can handle a large number of tasks;
- Emphasize the quantification;
- Operate in a predictable, standardized;
- Emphasize the control of the institutions involved in the system.

In a democratic state the public institutions have the following functions:

- Preparation and adoption of normative acts;
- The enforcement of laws;
- Monitoring of the implementation of decisions taken at political level.

The objective is a public institution serving the public interest. There are situations in which private initiative can not meet the requirements of society and therefore required specific institutions.

Need for change in public institutions

The evolution of society has imposed several types of administrative systems. If the traditional bureaucratic system, the staff responded to stimuli without taking simple decisions today are granted more importance than the management, administration, the only means. Crisis is likely to take the place of personal rules and public officials are obliged to submit to such factors of power. These crises can help the bureaucratic organization.

To measure public sector performance indicators are needed. They made the distinction between classical efficiency and quality service. Therefore managers must meet the following conditions:

- Have a clear vision of goals and means of achieving them, to measure performance against these objectives;

- To understand the resources and the most effective ways to invest;
- To have information about jobs, training and access to specialized expertise.

All these activities have specific managerial activities that fundamental communication.

There are two main categories of factors that influence change within the organization:

- External factors can be controlled to a lesser extent by managers.
- Internal factors that act through changes in the organization.

In addition to the factors listed, there are a multitude of elements, which by nature: their content, generating change.

Recognition and understanding the need for change

Clear and deep perception of the need for managers to change the organization change process is essential. The perception of change is important but not sufficient and therefore should be supported by a complex of activities from effective managers. Therefore, one of the most important aspects is to understand the organization's staff, managers and subordinates, the need for change.

The staff organization should be helped to understand that the current organizational structure should be adapted to new requirements involved in the transition to a market economy that the current information system should be changed and transformed into an effective tool to reach managers and their decisions need a background participatory, using the methods and techniques of modern management.

Understanding the need to change entails knowing that a continuation of the process management and execution of older structures in the new conditions lead, inevitably, sooner or later, critical for the organization.

Change management requires a systematic sequence of trials accompanied by a feed-back time. Implement change management involves the author's vision, the following steps:

- defining the factors that lead to change;
- recognition, understanding the need for change;
- diagnose problems involving change;
- identify methods by which to make change;
- establish procedures for the implementation of change;
- defeat the resistance to change;
- implementing change;
- the results of implementing change.

Down methods of implementing change

Defeating the resistance to change is the main obstacle that we face change. The reasons which generate resistance to change are:

- personal interests;
- misunderstanding of the fundamentals of change;
- tolerance to change (carelessness);
- the fear of change;
- tendency to self-effort.

To minimize this phenomenon, however, resistance to change, managers can initiate a set of activities, such as:

- preparation time by changing discussions with those involved in this process;

- assist and encourage those involved in the process of change through participation in it;

- organization of debates on issues of change;
- interpersonal influence;
- the pressure - and can generate resentment and hostility;

Given that resistance to change was defeated following proper implementation of change and feedback is generated by permanent a triggering factors actually.

Influencing implementation change

There are many factors underlying the change. All these factors can be grouped into four main groups:

- Political factors;
- Economic factors;
- Socio-cultural factors;
- Technological factors.

Organizational transformation involving changes at three levels. A first level is to change attitudes and behavior of public organization employees. The second change relates to the management system as a whole, and the last layers deep concern of the organization, systems of values, beliefs and affectivity in the community of employees, to keep in mind that the last level is the first two. Another feature of organizational transformation lies in the fact that change is not limited to simple maintenance organization officials, but they aim at the renewal of the organization as a whole.

Major changes in the organization do not occur simply. Achieving change involves running a really complex process that confronts the forces that exert pressure for change and forces that oppose change.

Resistance to change

Change is in essence a transformation or a change in the status quo, a shift from a state of affairs to another, from one set of conditions to another. The change means for many people, uncertainty or lack of security regarding their future at work, relationships with others. It is therefore very likely that fear or anxiety of people about to change, to lead them to attempt to block, to resist its introduction.

Resistance to change is a positive phenomenon because it proves the existence of a certain degree of stability and enables organizational behavior prediction. Effects of resistance to change is, however, mainly negative: it can generate conflict within the organization, but mostly it is an obstacle in the way of progress.

Assessment change

A change can take place in one or more of the levels listed below:

- Individual;
- Team;
- Group / Division;
- Organizational.

The length and difficulty of implementing changes depend directly on the level at which it occurs. Among the usual causes of opposition to change are:

- narrow personal interests;
- erroneous understanding and lack of trust;
- differences in assessing the situation;

- low tolerance to change;
- pressures exerted by groups of colleagues;
- stress associated with fear of change;
- negative experiences related to past changes

Among the approaches that may be taken to reduce the opposition include:

- training and communication;
- participation and involvement;
- facilitation and support;
- negotiation and agreement;
- manipulation and cooptation;
- explicit and implicit coercion.

Conclusions

Change issue is a near-obsessive preoccupation in sociology organizations can because importance of bureaucratic rigidity, or problems faced without ceasing, both business leaders and responsible administrative reforms.

Public organizations that manage to successfully maintain its competitiveness change not look like a unique event, but as an ongoing process, necessary for survival, development and perfecting them. Change must be perceived as an intrinsic element of an organization and should be integrated into the philosophy and models of its action.

Therefore, to understand the mechanisms of change within an institution, as well as innovation, should be built character of change. Change is natural, is a problem that requires research. Change should not be understood as a crisis or even a simple process of adaptation or development, but rather as expressions of a multitude of mutations in the institutions.

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