

ORGANIZATIONAL CHANGE MANAGEMENT APPROACH IN AN INTERNATIONAL CONTEXT

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Abstract: At present, in a society increasingly based on knowledge, the correct approach to change in organizations is extremely difficult, due to national and international implications of the expected effects of actions taken or derived. Once Romania joins the European Union, Romania has entered a new stage which involves preparing and taking steps Schengen Area. Abolition of checks at internal borders of the European Union is the most visible and most important effect of European integration. Change can be tackled in a variety of ways, since there is no effective strategy at all times, approach or combination of approaches will reflect on their own assessment of what best suits the particular change. In this context it is useful to describe some of the different strategies we can use.

JEL classification: D73, H56, J50, J53, J88, M12, M54, Z13

Key words: international context; change management; public administration; public organization; national security system

1. INTRODUCTION

Organizational change management in an international context is managerial decision-making process of creation and multiplication of competitive advantage in complex, volatile and risky, involving actors from other countries than the country of origin. Organizations have a strategy to develop and expand the internationalization process should be subject to changes induced by adaptation to the international environment. Meanwhile, organizations working nationally are forced to undergo the change process induced by adaptation to international environmental influences that interfere with the national by multinational organizations or organizations in other countries that operate nationwide.

Single European market expansion induces changes in the organizational environment, both in the European Union (EU) and the candidate countries, like Turkey, which is only member of the North Atlantic Treaty Organization (NATO). But not only the development of the European Union is specific to this, but the world economy is in transformation and restructuring, either through its own initiative, be guided by the International Monetary Fund (IMF) and World Bank. Intensifying global competition requires increasingly restructuring in many industries adjust to global governing forces in November in world economy today.

Complex changes are characterized by the existence of conflicting viewpoints, the ambiguity and lack of unique solutions. Organizational paradigm shaping how people perceive and define change, influencing their reactions and responses to change

processes. Thus, organizational development works on organizational culture to make changes.

2. CHANGE, AN INCREASING CURRENT NEED

Change Management is a set of skills, techniques and disciplines that complexity and specialization are converted into actions and results through the organization. Adopting methods of change management is difficult, but necessary, so continuing despite difficulties. The quality of persons authorized to manage the change decisively influence the whole process of organizational change, the qualities and skills that they need to possess.

However, change is an ongoing process of confrontation, identification, evaluation and action. The issue of change is an almost obsessive concern in the sociology of organizations, perhaps because of the emphasis placed bureaucratic rigidity, or specific problems faced continually, both business leaders and responsible administrative reforms (Ministerul Administrației și Internelor, 2006).

Therefore, it requires new strategies to implement change in national security institutions or adaptations of approaches already used by more developed countries or superior integration experience in international bodies such as the European Union and North Atlantic Treaty Organization, as the international environment is subject to continuous change process. Transformations taking place in terms of technology, information, structural, relational, cultural and human values, enhancing environmental complexity and volatility.

The complexity of the international environment facilitates risk of taking wrong decisions or adverse consequences in work organization. Decisions to reduce risks, management action to improve the technology for collecting and processing information, continuously monitor the environment and identify changes in the environment as early as possible. Thus, international environmental complexity can be averted, either through organizational learning and continuous adaptation to changing environment, positive impact on competitive advantage, or using intermediaries volatile environment and referral efforts for a stable and less risky, but with negative consequences competitive advantage.

Change in the international environment is characterized by complexity, volatility, risk constantly changing and influenced by national environmental organizations. But international environment induces changes in the national environment, which induces changes within the organization. Organizations that have produced changes influencing changes in national and international environment and so on, in a continuous cycle of change.

The challenges that organizations must respond today are related to changes that need to create conditions to operate internationally to meet international influences and promote adaptation strategies. Thus, in the context of international and national management organization must constantly face minor changes, some elusive, the underlying decision. Globalization requires a new vision of knowledge approach to collaboration within and outside the organization (Burlea Șchiopoiu, 2008).

Because change is a characteristic and continuous process, which can be planned or unplanned and may cause other changes or a chain of changes, leading to transient disturbances or radical upheavals, people are affected by the change and react in different ways that cause emotional reactions change and has consequences that can be accepted, rejected or ignored. Reactions to change depending on role ambiguity and

scrutiny of individual change can be seen as an opportunity, characterized by dynamism, flexibility, activity, motivation, incentive, but also as a threat, characterized by stress, consumption of time and money, worry, irritation, uncertainty, failure.

The new public management that focuses on services provided to citizens and coexistence and interaction requires a coherent three areas: public administration, industry and civil society. Organizational communication is all communication structures and processes by which organizations adapt to changes in external environment. In this new context, become visible on a new meaning, and even a possible definition of public relations (Iacob and Cismaru, 2003).

Worldwide, the public sector begins to take on modern management techniques and practices used in the private sector. But this process, transfer techniques in the private sphere in public is not easy anywhere. Sometimes this means changing the structures and methods established in time and there is always the argument that private companies must pass the test market (profit) while the public sector test is a more complicated problem. The public sector must pass some sort of market test, which takes the form of political dispute for power, expressed in part by the votes won achievements due to the Government.

There is still the same. The difference is clear when we talk about responsibility and about its various forms, applicable to private organizations and the public. During the social and organizational change, there is a need for communication strategies and techniques to adapt (Burlea Şchiopoiu, 2007). Governments have to deal with a growing complexity and higher acute needs more specialized staff to manage and resolve new problems. Administration classical, governed by a set of specific regulations is not adequate for this purpose.

To obtain flexibility in the organization, matching turbulent environment, organization must seek optimal strategic options by implementing new technologies, organizational structures, decentralization, autonomy establish working groups and to establish interactive relationships with customers and clients. In this context, is characterized by rapid change and efficiency, military organization. As a consequence of this reality, Romania has a flexible and efficient army, equipped to modern standards, and in pursuance thereof, able to perform any task within NATO. The very special significance, are the lessons learned in the theaters of operations, in the hottest areas of the planet, they are or were until recently employed significant Romanian forces, along with the other armies of the Alliance or multinational coalitions, they bring valuable contribution to peace, freedom and democracy, the world needed to have the chance to live.

The determining factor is the transformation framework is changing and the shift from industrial age to information age, changes in the characteristics of war, and asymmetric threats. The answer, in terms of technology, is channeled towards ensuring high availability of information technology. For these reasons appear significant changes in content security strategy, military departments, as well as those that address risk and threat management. Implications transformation rooted in political knowing that the interests of states to go beyond the interests of other states and it was now the asymmetric threats that require a reorganization of activities and military style organizations.

Perhaps the current economic crisis and the expected shortage of financial resources will lead to some restructuring and reorganization of the armed forces and more efficient management of human resources. Some states will waive the

maintenance of complex structures built from all sorts of forces in favor of flexible structures, niche, while others will reduce or even stop contributing to some external operations and will focus on internal security missions and defense. Worst danger is the possible decrease morale and motivation of the troops caused the financial shortcomings (from a salary, subsistence, welfare system, disability insurance / life) and the deficiencies of equipment, logistical, etc. (Băhnăreanu, 2009).

3. CHANGE MANAGEMENT, A SPECIAL SCIENCE

A general definition that we believe and that is the essence of change management is a set of skills, techniques and disciplines that complexity and specialization are converted into actions and results through the organization. Adopting methods of change management is difficult, but necessary, so continuing despite difficulties. Change is essentially a transformation or a change, a shift from a state of affairs to another, from one set of conditions to another.

Change management refers to the adoption of planned, structured and organized changes. In the center of change management is the issue of change, which is the study that we find in the future, based on current state and structured and organized process that will allow the transition from one state to another. Professional practice refers to response, response to changes in the organization does not control or make a little (legislative changes, changing social and political climate). Expertise refers to those methods, models, techniques and other tools used in content or subject matter of change management. It is drawn from sociology, psychology, economics, industrial engineering, systems engineering, studying behavior (Stanciu, 2007).

The most obvious definition of change management refers to managing change issues. Managing change is itself a phrase has at least two meanings. The first purpose of managing change refers to the adoption of planned, structured and organized changes. The goal is to implement more effective methods and systems in an organization are in full activity. Changes are found to be managed within the organization and its control. Perhaps the most familiar example of this is changing version control information system development projects (Burduş and Căprărescu, 1999).

The term change management refers to response, response to changes in the organization does not control or make a small extent (changes in legislation, social and political climate change, competition, changes in economic relations, etc.). Researchers and practitioners alike distinguish a reactive response and anticipation of these changes. Many independent consultants say that they are engaged in planned change, they are change agents, they manage change for their customers and their methods are in perfect accordance with change management practices.

Some of these experts say it helps their clients manage change facing. Others say it helps their clients to make changes. However others said that offers to help by taking on the task of managing change to be adopted. In almost all cases, the change is treated separately from the characteristics of the situation. It is widely recognized that these processes of change management must be carried out by agents of change.

The idea of taking our change management, as an area of professional practice, is already a new definition of change management: content or subject matter of change management. It consists of models, methods and techniques, tools, skills and any other form of expertise that underpins all activities. Content or subject matter of change management is drawn from psychology, sociology, business management, economics,

industrial engineering, systems engineering and the study of human and organizational behavior (Barcan, 2009).

For many practitioners the components of expertise are linked and integrated into a set of concepts and principles called General Systems Theory. Suffice it to say that expertise is vast, relatively coherent, which strengthens the field and on which most practitioners would agree, even if the object of their work does not eliminate high character of variation on this theme (Biscop and Algeri, 2008).

Change can be considered as a dynamic balance of forces on the one hand, pressure on change and on the other hand, causes a resistance to change. Elements for change and create pressure for change is technological change, knowledge explosion, aging products or improving working conditions. On the other hand, the elements that hinder change or create resistance to change are outdated attitudes, mental blockages, disinterest, fear of new, fear of failure, low level of professionalism and changing labor structure (Dunne, 2006).

The two major factors influencing change within the organization are external factors that can be controlled to a lesser extent by managers and internal factors that act changes within the organization. These are the decision-making processes, communication, interpersonal relations, leadership, management style etc. In addition to the factors listed there and a lot of elements, which by nature of their content, generate change. But there is other underlying factors change.

All these factors can be grouped into four main groups: political, economic, socio-cultural and technological factors. Policymakers are political law, political ideology, laws / international regulations, universal rights, wars, local, system or business taxes union groups. Economic factors are competition, suppliers, employees respectively, exchange rates, unemployment, wage rates, the government's economic policy, economic policy of other countries, lending policies or changes in status (from state to private) - degree of autonomy. However, technological factors are information technology (Internet), new production processes, computerization processes or changes in transport technology and socio-cultural factors are demographic trends (employees, taxpayers), changes in lifestyle, attitude towards work, attitude towards minority groups, gender issues, environmental concerns and business ethics.

Perception of change is important but not sufficient and should therefore be supported by a complex of actual activities of the managers. Therefore, one of the most important aspects understands the organization's staff, managers and subordinates, the need for change. Organization's staff should be helped to understand that the current organizational structure should be adapted to new requirements posed by the transition to a market economy, the current information system should be changed and transformed into an effective tool to reach managers and their decisions need substantiation participatory, using modern management methods and techniques (Douglas, 2002).

Implementing change management involves defining the factors that generate change, recognition, understanding the need for change, diagnose problems involving change, identify methods by which to make change, determining ways to implement change, overcoming resistance to change, change implementation and evaluation of implementation changing. Therefore, change management requires a systematic sequence of processes accompanied by a permanent feedback (Radu, 2008).

Resistance to change is the main obstacle that we face change. Reasons that generate resistance to change can be personal interests, misunderstanding the

fundamentals change, tolerance for change (carelessness), fear of the consequences of movement or trend of self-limitation effort. To minimize this phenomenon, however, resistance to change, managers could initiate a set of activities such as preparation time change discussions with those involved in this process, supporting and encouraging those involved in the process of change through effective participation in this organization the debate on the issue of change, inter-personal influence or exercise pressure, which can generate resentment and hostility.

The change means, for many people, uncertainty or insecurity about their future at work, relations with others. It is therefore likely that this fear or anxiety of people about to change, to lead them to attempt to block, to resist its introduction. In a sense, resistance to change is a positive because it proves the existence of some degree of stability and allows the prediction of organizational behavior. But resistance to change effects is mainly negative: it can generate conflicts within the organization, but especially is an obstacle to progress (Zulean, 2008).

4. CHANGE MANAGEMENT APPROACHES IN CONTEMPORARY SOCIETY

In accordance with the vision of George Moldoveanu and Cosmin Dobrin researchers from the Academy of Economic Studies in Bucharest, we talk about top-down approach, bottom-up approach or an approach based on the services of an expert (Moldoveanu and Dobrin, 2008).

Top-down approach involves the introduction of changes to be decided by someone in a position of authority. Ideally, the decision maker declares his intentions clear as they take action and disseminate necessary information to interested parties. Typically, employees affected by change have little opportunity to influence proposals by the decision maker. Then, much effort is devoted to changing people's belief to accept willingly.

Top-down approaches were considered a symbol of management, because it implies the adoption of decisions you have to execute others. Lately, however, as the effectiveness of participatory model was increasingly recognized, top-down management has gained a reputation for being undemocratic and lacking concern for people, because it manages to win over change, to make it to and learn. However, leadership, confidence and willingness in decisions can sometimes provide better performance. A top-down approach is a way to introduce change, direct it, to provide credibility and authority process.

Because the proposed change to be introduced quickly, top-down model may be the only realistic approach, even if the implementation is painful. If you need to quickly implement a change, you should consider whether the situation is because the manager was not able to detect earlier that need.

The most famous bottom-up approach of the change process include quality assurance teams action, local action groups, initiatives on empowerment (meaning employees investing authority and power to take decisions), etc. Besides that adopt certain mechanisms generating ideas (as suggested collection schemes), this approach is almost always the team, so that bottom-up approach tends to become synonymous with the team approach. However, not all bottom-up approaches have appeared on the field of team work.

Bottom-up approaches are needed, usually when the means of solving problems are not clear, and those directly affected must participate in finding solutions to

potential or those affected by these problems when they feel unfairly. As a result, potential solutions can be different, for which top-down approach may be appropriate.

Obviously meaning bottom-up depends on the perspective adopted. For example, running a government of national security body may consider the involvement of unit managers in decision-making processes of adopting a bottom-up, however, staff units considered bottom-up approach.

A disadvantage of bottom-up approach is that any planning and implementation process takes a long time, because its effectiveness should be based on a lot of consultations and agreements. In addition, difficulties may arise if the body does not have a structure able to collect and evaluate ideas on changing employees. If the pressures that staff exercise can be very effective in producing change (provided the management team is willing to consider them), their ignorance can lead to dissatisfaction, frustration and resentment.

Approach an expert calls for experts to analyze and make an assessment of the performance problems faced by the organization to propose different solutions and, sometimes, and implement them. Expert often comes from outside the organization or department to be brought change and has skills and experience in a specialized field.

Services of an expert approach would seem a quick and cost effective introduction of change, especially when it comes to new technology, leaving the manager to see his own business. The problem is that the manager come to have little influence on what changes, it remains the task of integrating expert solutions in the general context of the organization.

Resistance to change should be approached scientifically, so that manager can adopt and successfully drive strategies for defeating resistance to change. Changes in the organization are perceived differently by members, depending on the degree of understanding and control that people feel they are involved. The main responses, perceptions and attitudes of organization members are optimistic attitude towards change (the change is good, enthusiasm, missionary zeal, opportunities, challenges, stimulation), pessimistic attitude (when change is bad: fear of the unknown, chaos, hostility, irritability, insecurity, worry) or indifferent attitude, defined by skepticism, uncertainty, confusion, stress or creative tension.

Therefore, management must take into account the position of members of the organization to change. There are several ways of dealing with opposition to change, based on training and communication, participation and involvement, facilitation and support, negotiation and agreement, manipulation and co-option, as well as explicit and implicit coercion (Băleanu, 1996).

Addressing change through training and communication is often used in situations when there is a lack of information from opponents or the presence of inaccurate analysis. People say change only after being convinced that it takes so much time if the number of opponents is great.

Participation and involvement on the use of the originators of the lack of information but that information is integrated with all that time consuming if the change is inadequate. Simultaneously, facilitate and support is useful when the opposition is due to problems of adaptation. It fits the adaptation problems, but time consuming, costly and can often fail.

Negotiation and agreement are useful when a person or group will lose obviously due to a change and oppose considerable resistance. The way to avoid considerable opposition, but it proves costly. In case of failure, can move on to handling

and co-option, when other approaches are too expensive or are not operational, this approach is a relatively quick solution, least expensive, but bring future problems if people feel manipulated.

Coercion, explicit and implicit, is used when speed is essential and change initiators possess considerable power. This approach is very fast, eliminates all opposition, but is risky, especially if people remain resentful of initiators.

In practice often encounter management of change is not connected to each other. The problems are linked, the complexity of change increases and becomes more intricate problems. Tangles can be defined as a complex set of issues or dynamic interaction problems. In order to resolve perplexities can use three types of approaches: clinical, research or design.

Clinical approach requires a holistic orientation and solving problems in a satisfactory manner, by using results of opinion polls, through participation and consensus, based on subjective aspects, unstructured, non-technical methods. The danger is that this approach will lead to increased perplexities. This approach is suitable subtle situations, such as failures to receive protest of dissatisfied employees' salaries for months.

Approach by research using scientific methods, formulate problems so one by one to be solved completely and focus on technical methods, but underestimate the social dimension of the problem. The danger is to underestimate the systemic nature of problems. This approach is suitable tough situations, such as upgrading a subunit or the entire organization.

Approach by design means that the problem is dissolved and is redefined in terms of change, based on analysis of environmental and nature issues. Approach lead to organizational learning conditions, to train staff and provide opportunities for stakeholders to participate in change. This approach is suitable for solving the change in tough situations and subtle situations, such as the restructuring of an entire organization.

Knowledge management is the premise of new strategic and managerial approaches, ensuring the success of initiative groups within the organization. Therefore it is necessary to use instruments allowing a fast approach toward the economic, social and political fluctuations (Burlea Șchiopoiu, 2005).

Organizational development approach is a holistic approach, supported by medium and long term, is multi-methodological and internal change is proposed to correlate with the environment. It is based on results and methodology of behavioral science, together with organizational theory, psychology, sociology, anthropology and political science to understand the functioning of the organization and ways that can be effectively transformed.

This approach is process-oriented rather than to objective, given that the change objectives can be achieved only through a process and that implies a facilitator who come from outside the system in which the change and have knowledge, skills and experience in change. However, this approach is participatory, since it offers recipes or formulas and is based on collective decision making, the consensus in developing the mission, goals and values of the organization.

5. CONCLUSIONS

In today's concerns for creating a secure and stable international security as a result of events that have generated significant political, social and economic, both

globally and regionally, locally and nationally, it was necessary and Romania to reconsider the concept of security and how it promotes its fundamental interests, in terms of developments of European and Euro-Atlantic security. Study of national security from the perspective of integration and globalization processes, with all the chances and opportunities they bring, but with so many challenges imposed, is a necessity which has forced many researchers to give the field a vast investigation.

Change management uses the communicative purpose, first the external communication (for the simple reason that outsiders are the main factors influencing the evolution of organizations) and then the internal communication (to operationalize strategies for change and to counter resistance to change). While preparing for NATO integration, ensuring continuity of internal reforms to address key national security objectives remains a priority. During transition, Romania has focused on core reform effort connected to become a credible participant in the race to NATO. Their efforts focused ways of acting as a de facto ally in the southern flank of NATO and in the context of global terrorism campaign.

Understanding that working for himself, states must actively contribute to greater systemic safety, preventive and coordinated approach to global security, all powers supporting reform of the security at the new security architecture. It should be given a greater chance of cooperative security, which supported the provision and partnership, provides an optimistic outlook of global security and, therefore, the national and the incumbent active, only able to cope with new threats. The global space is needed some activities to help strengthen national security.

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