

NEW CONCEPTS IN THE CHANGE MANAGEMENT WITHIN PUBLIC ORGANIZATIONS

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Abstract: Knowledge of the influences that change has had on social effectiveness is a matter for further implementation of change. Managers who initiate such a complex process know very well that the change may involve a period of time before the results start to emerge. They also know that arise during the implementation and other issues that were not expected to be resolved in time, otherwise running the process itself is questioned. However, the team of experts dealing with implementation of change can produce partial evaluations, regular employees to reinforce the belief that the mode of action is good, but the implementation process is complex and time-response to these requirements was shaped the second generation organizational development, organizational transformation known, differs substantially from the previous.

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Need for CHANGE in public institutions

A definition of change management would be: creating, maintaining and systematic evaluation of changes in an organization. We away from the idea of change management as an area of professional practice is already contain a new definition of change management: content or subject matter of change management. It consists of models, methods and techniques, tools, skills and expertise as any other underlying business.

Public institutions are all organized structures, the company created to manage public affairs. Public institutions within the meaning of bureaucracy that you have today, the only way of organizing social and economic state can meet the challenges of modernity (the large number of population, diversity and complexity of human needs that demand met).

Organizational transformation involving changes at three levels. The first level is the change of attitudes and behaviors of employees. The second level refers to the change management system as a whole, and the last concerns the deep layers of the organization, systems of values, beliefs, affectivity community of employees, the last level is a reminder that the first two. Another feature of organizational transformation is that change is not confined to mere maintenance organization officials, but they intended to renew the organization as a whole.

Subject of CHANGE in public institutions

Content or subject of change management is drawn from psychology,

sociology, business management, economics, industrial engineering, systems engineering and the study of human and organizational behavior. For many practitioners of these components are linked and integrated expertise in a set of concepts and principles known as General Systems Theory. It is not clear whether this area of professional practice should be called a profession in itself, a discipline, an art, a set of techniques or technology. For now, suffice it to say that expertise is extensive, relatively consistent, if not eclectic, which strengthens the field and on which most practitioners would agree - even if the object of their work does not eliminate a high character of variation on this theme.

In the center lies the issue of climate change management, the progress that we find in the future starting from the stage, and structured and organized process that will enable the transition from one state to another. The problem of change may be higher or lower, with regard to final or implications can turn to individuals or groups of individuals being part of direction or different departments, the entire organization or only certain components of the environment in which the organization operates.

Change is a factor with a strong impact on management functions, especially on the planning and organization. A definition of change management should include creating, maintaining and systematic assessment of change. Change management can be reactive, in which case management reacts to changes in macro-environment (source of change is external) or proactive, in which case management is initiating change to achieve an objective.

Agent of CHANGE in public institutions

Initiators of change are managers who want to meet a target or simply reacting to external environmental changes. For best results, the originator (or originators) must be involved in implementing changes to provide support to employees involved in the change process and help overcome resistance to change. Otherwise unfortunate situations may arise where the manager suggested a change, but come to find that his proposals are ignored (knowingly or not) by employees.

Change agent is one who decides how it will actually be implemented change and solve problems during the change process. He is responsible for the results change. Managers may still be one company or an outside consultant specializing in the change occurs. Since the agent is someone came "from above", he has a great influence on employees, which can exacerbate resistance to change. Therefore, he needs the support of people who can convince employees affected by the change of its appropriateness.

The purpose of change is chosen according to final results to be obtained from the change and may be very different from changing attitudes towards a management specific aspect of production to total rethinking of products. Technological change includes all of the new ways of transforming resources into products and services. The usual meaning of the word technology means new equipment, but we can extend the term to include new techniques that use the same equipment. In general, technological change requires expertise.

The design involves defining the organization of work stations, organizing items in the compartments and the election managers of each department. Structural Change is to increase work efficiency by restoring the organizational structure, job description or the relationships of authority. Behavioral change is to reduce employee resistance to change by preparing them for change. One of the most effective

preparations for change is the continuous training of employees to be always aware of the latest developments in their field of activity.

Result of CHANGE in public institutions

Rating change is absolutely necessary to determine the results of changes implemented and deliver the feedback to be used by management to improve the organization's strategy. This assessment is made, in general, the initiator of change. The process of change is done only if the outcome of this phase is satisfactory.

Triggering a change is made by the initiator of change and requires the identification of problems facing the organization (cost too much, too little income, conflicts, etc.) and the election agent of change. Agent must be able to carry out tasks (described above), particularly easy to establish interpersonal relationships and can determine the most appropriate solutions for problems encountered. If he is a consultant, is also taken into account in addition and experiences of other clients in relation to that person and the specific skills of the consultant.

Preparation of change impact analysis consists of a composition change and implementation strategies to minimize adverse effects to the change. This strategy consists of determining the primary objective (and possibly the secondary), the action plan (which includes time-bound), the team responsible for implementing the plan and the responsibilities of each team member. Also during these stages are established methods by which staff will be motivated to make change, defeating the natural resistance to change.

Reason for CHANGE in public institutions

Reason for change must start from the consideration that the success of change depends on which people feel the need for change. This means to make people feel uncomfortable in a situation in which the organization, with their current status, that would cause discomfort to try new ways of behavior. It is important to put the current situation and the opposition which wants to reach and be involved as much as employees in the change process.

Implementation of change is to modify the elements specified in the Action Plan. Change is then propagated to other parts of the organization are affected by factors changed in the previous step. Finally, the last step is to test the agent of change to ensure that they achieve the results sought by the originator. If test results are not satisfactory, repeat the previous steps until the outcome. This test is different from and prior assessment of change, which is made by the initiator of change.

The manager of CHANGE in public institutions

To act, the manager must have a good situation to another problem. This would require the completion of a stage which requires a diagnosis of problems. Identifying the type of problem involves, in essence, finding all the problems facing the managers of which actually results in a change. You can use (the knowledge of the problem) a series of methods and techniques: problem list, box of ideas, etc. First, it is recommended to identify scope of the change and its type, that if it is partial or total fast or slow. But certainly the complexity of problems and opportunities the organization are actually influencing the implementation of change.

Formulation of positive and negative symptoms it generates clear structure problem requires both positive symptoms and negative the current problems it

generates. The causes that generate the problem and the effects of their facts or they may have for each type of problem requires understanding the nature of cases which have generated positive and negative symptoms. The causes may be direct, indirect, primary or secondary. Effects can be immediate, medium or long term.

Resistance of CHANGE in public institutions

The main ways of action will lead to reduction or amplification of influenza cases have generated negative symptoms in first place, but not positive. Then set the necessary resources involved in such action and how the implementation of change. Estimation results arrived at by solving seeks to anticipate change measurable and quantifiable aspects of efficiency that will arise to solve the problems of change.

Overcoming resistance to change is the main obstacle they face change. To minimize this phenomenon of resistance to change, managers can initiate a set of activities such as preparation time change through discussions with those involved in this process, supporting and encouraging those involved in the process of change through effective participation in it, organize debate on issues of change, interpersonal influence, pressures, and can generate resentment and hostility.

CONCLUSIONS

With the resistance to change was defeated following proper implementation of change and feed-back generated by modulations standing factors triggering a fact, when developing an action plan which should include clear arrangements for implementation change. They have adapted to the specific realities within the organization and facilitate the conduct of all actions that change it attracts.

Knowledge of the influences that change has had on social effectiveness is a matter for further implementation of change. Managers who initiate such a complex process know very well that the change may involve a period of time before the results start to emerge. They also know that arise during the implementation and other issues that were not expected to be resolved in time, otherwise running the process itself is questioned. However, the team of experts dealing with implementation of change can produce partial evaluations, regular employees to reinforce the belief that the mode of action is good, but the implementation process is complex and time-response to these requirements was shaped the second generation organizational development, organizational transformation known, differs substantially from the previous.

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