

FEATURES IN THE IMPLEMENTATION MATRIX ORGANIZATIONAL STRUCTURE IN PUBLIC ORGANIZATIONS IN ROMANIA

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Abstract: The organization involves the regulated structure of roles that employees have to carry out. The structure is regulated in the sense that all the tasks necessary to achieve the goals are shared, and it is hoped that the award was made to people who can carry out the best. Structure is a management tool and not an end in itself. Its purpose is to help create a framework for human performance. Although the structure should be defined to cover the duties, roles should be designed in light of established capacity and motivations of people available. Also, there must be synchronization between the adoption of specific forms of quality and their integration into existing structures and mentality of the people with openness to change, to achieve a "conduct quality" by forming a culture of adequate quality.

JEL Classification: D73, H83, M12, M54

1. Theoretical Study on the elements of resistance

Factors that determine organizational culture are age structure and size of organization, business profile and nature of work, characteristics of the human factor, economic and financial situation of the organization, trade unions and their role in conflict resolution, but quality is a primary factor in creating the culture and value style managers their management. Changing to a culture of quality needs to be generated by managers, but the statistical data presented as inhibitors of quality first managers.

The attitude of employees is in direct line with the requirements of managers and their level of training. Affordability, interpreted as kindness, often conceals a high dose of incompetence. Against this background, the employee is educated and neglect perpetuated by the lack of action of the head, "let that go and just" be a counterproductive and anti-qualitative saying.

"I know all" is not good news if we consider that the employee is performing work under a job description. Often it contains provisions unclear or illegal, such as "employee executes other tasks. Knowing all actually means mastering what not to do, is to mend, to match, before returning to the principle contained.

Lack of regular control activities, discipline and adversity against the tendency to deny the authority lead inevitably to a collapse management, decision-makers being suffocated by their own shortcomings in terms of leadership.

In Romania, we will face an aging population. Most often, the number of institutions over 45 years will be greater than that of young migrants in a number of increasingly large.

2. Measures to combat bureaucracy mechanistic

Dynamic computerized alert society organizations determined to adapt to an environment before a permanent change. Although presents many difficulties and predictable forms that can be identified departs more or less of baseline characteristics, bureaucratic organizations are maintained. In these circumstances, bureaucratic organization, stated that an

organization "type mechanic" that has proven efficiency and rationality in a relatively stable and predictable adapted radical social and technological change or disappear. Therefore, bureaucracies will have to find new forms of organization, more flexible, tend to matrix or flattened organizational structures are increasing.

Public organizations will be temporary systems capable of adapting and changing, depending on environmental developments and individual needs. They will be built around problems to be solved.

According matrix organizational structure, these problems will be solved by groups of people who have different qualifications. Managers will play only the role of connecting links, which have the ability to understand scientific language, without claiming to know and to direct the entire place of business. Management groups of specialists will be done in a way more organic than mechanical one, are forming groups based on back order problems and the most able to solve problems, not those who have a certain rank. People will differ not by rank or role, but by skill and training, which means that vertical differentiation type bureaucracy will be replaced with a functional, flexible.

3. Solutions proposed to reform the Romanian public organizations

For dividing an organization into groups or work units must be taken into account that human group is important so as to secure the communication, coordination and cooperation between people and sharing common objectives and resources. Job description must indicate the tasks, goals and job responsibilities, skills needed to fill the post and station relations with other items in the group work. The current trend in designing job is to try to broaden and enrich the post.

The problem posed by this type of organization is that each employee would have two heads (one head of production and a functional head). This double dependence is a downside, because people may be confused, which of heads must be loyal to them for misunderstanding between the two. For this type of organization to operate, the two heads must be regarded as equals, to adopt similar management policies and priorities and to give employees fair rewards and sanctions.

There are a number of advantages, which may be associated with this array. Some of the most important are:

1. Resource efficiency - matrix organization facilitates the use of highly specialized personnel. Any project or piece, may typically share resources with others. This advantage is demonstrated in particular in projects that require only part of the work they can do a professional.

2. Flexibility in terms of change and uncertainty - any change over time requires information and communication channels to provide information specifically to those whom it is addressed, in due course. Matrix structures encourage a constant interaction between the project unit and members of the functional components. Information is channeled both vertically and horizontally as transferring know-how among people. The result is clearly a faster response in terms of competitiveness.

3. Technical performance - the specialists in the art to interact with other professionals in the work carried out on a project. These interactions encourage, crossing fertile ideas. Any professional should be able to listen, understand and respond to the views of others. Meanwhile, he must maintain continuous contact with other members within their own disciplines and that, because together, they form part of a functional compartment.

4. Stimulation of the top management for long term planning - an initial incentive to develop a matrix structure is given by the fact that top management is involved in becoming more in everyday operations. Environmental changes tend to create numerous problems compartments product, problems can be solved by managers on lower levels. Matrix organization makes it possible for top management in decision delegation, leading to extra time finding a long-term planning.

5. Improving motivation and commitment - in projects and groups are included individuals who have special expertise. For its management is just a special responsibility to meet specific labor issues. Decision making in such groups tend to be more participatory and democratic than hierarchical structures. The opportunity to participate in key decisions at a higher level increases the degree of motivation and commitment, particularly targeted at individuals who have a thorough knowledge of professional and specialized.

6. Creating opportunities for staff development - members of a matrix organization are faced with many opportunities to improve performance and knowledge. They are usually placed in groups composed of individuals of different orientations. They are accustomed to consider different views expressed by various individuals. The experience not only broadens knowledge of each specialist in organizational terms, but science and technology.

4. Conclusions

The objective in the development of a matrix organization is the creation of product management departments. Matrix structure requires duplication of the vertical chain of command over to authorities and horizontal responsibilities. This implies the renunciation of the principle of unity of command (each employee corresponds to a single head). In the matrix structure is two or three channels of command, which means that directors of a subsidiary is subject to several central departments (directions relationship decentralized / ministries).

However, the matrix structure has disadvantages:

- Existence of several lines of command, which is determined dilution of responsibility, in this case, an objective responsibility is shared between two or more instances;
- While moving information more quickly, making takes time, because the meetings to be held at the top to make decisions jointly;
- Tensions and disputes that may arise from the desire of a department director to focus more authority than others may.

The proposed foster teamwork and, therefore, allow the distribution and redistribution of personnel, equipment and systems effectively, where appropriate. For they are required, however, extensive changes in organizational culture that foster the growing need for collaboration and communication. Managers need the skills to achieve objectives rather working with subordinates as their peers and not as subordinates. Must be sensitive to the climate of work and need skills to enable them to make changes to achieve wealth and satisfaction. However, managers should be aware of demographic trends and the growth rhythm of retirement, amid falling birth rates and default number of aspirants.

5. REFERENCES

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