CHANGE MANAGEMENT: A WAY OF ENHANCING ORGANIZATIONAL EFFICIENCY

George BUCĂȚA*
Alexandru-Marius RIZESCU*
Vasile Florin POPESCU *

***"Nicolae Bălcescu" Land Forces Academy, Sibiu, Romania,**
*** "Carol I" National Defence University of Bucharest, Romania**

Since the process of creating an organization is the implementation of activities in terms of effectiveness, any organization during operation must adapt to the new conditions that occur in the internal and external environment of adaptation, which more often requires organizational development through improved strategy, organizational structure, etc., resulting in increased effectiveness in the implementation of specific activities, where organizational development is defined as a process or a field of research that includes a wide range of activities.

Key words: *organizational change, organizational efficiency, change management.*

1. INTRODUCTION

The organizations represent a constant presence of the company's business. In this regard, the organizations are a permanent presence, which dominates the society even without leaving the impression. In terms of organization, proposed by authors over time, a multitude of definitions relating to "what is" and "what does it mean" organization, the emergence of multiple definitions with regard to the organization being linked to trends and schools of thought that arose and developed over time in the economic, sociological and psychological fields, political and administrative sciences. [3]

In an organization that operates efficiently, there is a alignment and articulation between mission, vision, values, policies, procedures, structures, organization and culture. A project of organizational development, although it is larger, has a long-term effect in the development of the organization. First of all, this project starts from a diagnosis of the situation, by conducting studies on customer satisfaction and organizational culture and

effectiveness, using methods and quantitative and qualitative tools. These studies show the link between the organization's strategy, structure, systems and styles of leadership and organization culture. Step two is setting goals to achieve. The next step is the forecast, which facilitates the achievement of plans for change and finding optimal solutions for achieving strategic goals. Step four is the implementation of the changes, where we can intervene by offering training and coaching solutions to facilitate the implementation of the plans. Step five is a permanent one which involves systematic alignment of the organization's philosophy to the way in which things happen. Such a project can last 6 months-2 years. [6]

Numerous aspects of organizational change have been detailed by various authors in the social and economic fields. These can be classified into: [1]

➢ Changes in the way organizations are established (legal status, ownership, scope of activities, etc.)

➢ Changes in tasks and activities (classification of products or services offered, suppliers, customers and markets);

➢ Changes in the technology used (equipment, processes, tools, materials and energy);

➢ Changes in management structures and processes (organizational structure, decision-making process, information system, internal control procedures);

Fig.1. *Organizational Change Management*

➢ Changes in organizational structure (management style, influences, values, and traditions);

➢ Changes in people (management, employee performance, competence, efficiency, work behavior and motivation);

➢ Changes in organizational performance (economic, financial, social, how the organization is integrated into the environment and fulfills the mission);

➢ Changes the image that the organization has created in business circles and in society.

Depending on the type of response to the environment, the literature has identified two main types of adaptive changes, namely:

- proactive;
- reactive change.

Depending on the degree to which the organization is ready for change, we can distinguish the following two types of change:

- Change is planned so that change is possible in advance and adequately prepared by the organization. When planning change, it is important to keep in mind that its success depends on both people and organizations having to cope with a limited number of changes within a given period of time, which vary from one employee to another, from one organization to another, and from one country to another;

- Unplanned change is natural change that results from the need to adapt and respond to situations that arise in the new environment.
- Depending on the way a change is implemented, we can identify it:
- The imposed change is initiated and carried out by changing the position of strength. Most of the time, this kind of change causes great resistance and dissatisfaction among the people involved. It is okay not to overdo it with imposed change, except for emergency situations where there is no time to discuss it and where not doing it or delaying it would be very damaging to your organization. Even in these situations, management has an obligation to explain to employees the decision to make a particular change precisely to reduce their resistance to change;
- Negotiated change is that type of change in which two or more affected persons or groups are involved and in which the actions to be taken are discussed. Negotiation is recommended when employee interests change, precisely to gain their support for successful implementation of the change.

Depending on the implementation of the change, four groups of change strategies are presented in the literature, divided as follows:

- Top-down strategies, in which employees are informed, assume that the organization's management sees the need for certain changes.

recruiting representatives from functions where the people affected by the proposed change sit. The main advantage is the extension of the issues affected by the change to multiple functions, as well as broader cooperation in implementing the change.

-

Fig. 2 *Guiding organizational change*

- Bottom-up strategies place the responsibility for implementing change at the base of the pyramid, on teams of employees.
- Strategies between representative functions that require

The central problem of today's society is the management of change: we are facing changes in all areas of social life, political, economic and cultural. This is especially true for the organization of life - both in the public and private sectors. The na-

ture of our society is a series of inter-related, interdependent, bureaucratic entities, both public and private, that affect all aspects of life. We are born in organizations, we are educated in them, organizations spend much of our lives working in them. In developed economies, organizations produce goods and services on which we depend. They also create social roles, norms of behavior, and our value systems. [4]

The traditional universe of organizations provided some stability in our lives. The universe of organizations is undergoing a radical process of change. On the one hand, successfully initiating change and managing it can bring significant benefits to organizational survival, economic viability, and human satisfaction. On the other hand, failure to anticipate change, refusal to recognize the need for change, or delayed response to the organizational disasters that result can lead to a loss of control.

There are a number of obstacles that change efforts may encounter. By definition, change means a change in the status quo. So whenever change is initiated, resistance to it is likely to arise. Resistance is a legitimate and positive force when, from a relatively objective point of view, the change is harmful to the society that an individual or group of individuals is promoting. It is possible for individuals or groups of individu-

als who feel threatened to resist in order to counter the efforts of those who are trying to promote change. Resistance can be generated and changed through agent error. Resistance should be used constructively by agents of change. Whether active or passive resistance, an organization communicates a message, provides some data. [2]

Thus, the term represents the resistance analysis of various conditions that must be considered when selecting and structuring intervention strategies. A successful planning process can be one of the first steps in convincing employees that administrators and managers are involved in the change process only for the benefit of the organization. Peter Drucker points out that employees must be involved in planning for change. To successfully navigate the process of change, the various phases of the process must be carefully planned. To the extent that a process of change can be located on a temporal scale, can be identified three major stages:

1. The first phase is primarily concerned with assessing the current situation of the organization and its programs and identifying potential problems in devising alternative solutions;

2. The second phase, establishing a plan and ensuring implementation of agreed-upon consensus solutions. In many ways, this is the most important step for

a good schedule, reducing errors and driving actual implementation. Proper definition of the problems and formulation of alternative strategies are critical;

In the third phase, the success of the implementation is evaluated, and sometimes it is necessary to correct these actions properly. The transition process in organizations involves problems of technical, political, cultural and psychological nature. When you initiate a change, especially in the implementation phase, all these elements must be taken into account. [8]

such as structures, modes and systems. And yet reality forces us to change management, we rely on their individual and collective dynamics to mobilize them. [7]

Top-down communication by employees interested in change is certainly positive for information, but if no one hears the questions, participation will remain limited. Similarly, training employees to use a new device is important, but they rarely get around to evolving the way they work. In fact, changing actions, like breaking out emotions, raises questions, "What will happen to me?", "Will I be able to do what I ask?" or "Will not I lose what I did
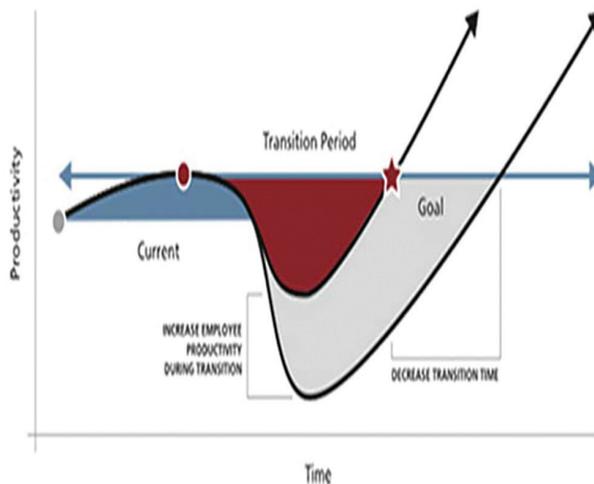

Fig. 3 *Managing change is key to productivity*

The change is usually represented as an iceberg, of which we do not see the submerged part. Generally, only the visible and operational aspects are dealt with,

today?" One of the most important tasks of change management is to respond appropriately to these questions in order to foster employee engagement.

Fig. 4 *Elements of a successful change of an organization*

In most cases, organizations call for a change in leadership, taking into account external conditions, because they do not have adequate internal resources. They may be present only at the beginning of the project or when difficulties arise. This is a sad fact, but it is not really justified. It makes more sense to recruit internally and form a change manager who will take advantage of the knowledge of the organization and its people, as well as its culture, its ways of communicating and working. And as change becomes more common in organizations, they have a vested interest in internalizing this expertise. [5]

2. CONCLUSIONS

The development of large companies around the world offers examples of success in business based on strong organizational cultures and stable decision-making, but also cases of failure, precisely because of the lack of flexibility of some infallible organizations. The last few decades of the development of the global economy in particular show that the only truly useful constant is change. What was present at a certain point in time in terms of efficiency and quality of activity proves to be useless or even embarrassing after a short time due to the rapid changes in the business environment. Corporate culture is in a constant process of change as it has to adapt to the environment both internally and externally. The external conditions created by suppliers, consumers, and especially the company's competitor's represent an environment that is constantly and rapidly changing. The demands

on the internal environment to foster employee engagement must change at the same pace. In order to align the interests of employers and employees at all levels and to ensure the efficiency of the results achieved, it is necessary to use all the expertise of the organizational level and to structure the achievement of synergies appropriately.

REFERENCES

[1] Ackerman Anderson, L. & Anderson, D. (2010). The Change Leader's Roadmap (2nd Ed.), San Francisco, CA: Pfeiffer;

[2] Blanchard, K. (2010). Mastering the art of change. Training Journal, pp. 44–47;

[3] Chen, A. S.-y., Hou, Y.-H., & Fan, K.-T. (2009). The Effect of Organizational Change on Team Creativity, Job Satisfaction, Organizational Commitment and Work Performance. Proceedings of ASBBS. Las Vegas;

[4] Kim, Kiyoung, Leadership and Organizational Change: Some Perspective from the Basics (April 3, 2015);

[5] Little, Jason (2014). Lean Change Management: Innovative Practices For Managing Organizational Change. Happy Melly Express;

[6] Uhl, A. (2012). Introduction, in Uhl, A. &Gollenia, L. A. (Ed.), A Handbook of Business Transformation Management Methodology (pp. 1-12), London, England: MPG Books Group;

[7] Bucata George, Rizescu Alexandru-Marius, Bârsan Livia-Nicoleta (2021). Considerations on conflict management during organizational change, Journal of Defense Resources Management (JoDRM) DRESMARA, Brașov, pp. 229-236;

[8] Whelan-Berry, K. S., & Somerville, K. A. (2010). Linking Change Drivers and the Organizational Change Process: A Review and Synthesis. Journal of Change Management, 175-193.