ECONOMIC PERFORMANCE AND ORGANIZATIONAL CHANGE

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Abstract
The main objective of this paper is to identify the need for change within economic organizations. In this regard, we considered necessary to clarify some issues related to the identification of factors inside or outside the company that determines the need for change, understanding the mode of action of their organization, knowledge of tools, methods and techniques with which we can analyze specific action of such factor. All this is done in order to be able to identify the most appropriate change at a given time. We do not make some changes just for the sake of change, but we want from it, to get an increase in performance of the organization.

Keywords: organizational change management, internal environment, external environment, changes proactive, reactive changes.

Classification JEL: J50, O30.

1. Change and organizational performance

Survival in a world quite dynamic as the one we live in today, implies a change by promoting organizations in general and especially economic ones.

The systemic approach to economic organizations on the assumption that these are systems, made themselves a lot of subsystems with strong ties and mutual influences by interconditionality. In addition to internal interactions of the organization exerted strong influences from a range of factors from the external environment.

In such circumstances it is obvious that the performances not only depend on the parameters of internal and external factors of the organization but sometimes even impressive proportions. These realities require, more than ever, shifting the focus managers on the analysis of the environment in which the company not only works, but wants to get success.[5]

For many organizations, the environment in which they operate has become, in recent times, extremely complex and dynamic. The complexity of the environment from the action of many environmental factors and dynamic means that over time the intensity of these factors change.[6]

The action increasingly complex and more intensive factors outside the organization, it may adopt one of the following possible courses of action:
- to be concerned with identifying the trends of those trying to anticipate their future development by promoting proactive changes within the organization;
- to respond to the action of these stimuli promoting especially those changes that lead to increased environmental adaptability of the organization, ie reactive promote change;
- not to promote change, ie a total lack of response to any of these stimuli.

For modern organizations the way forward is obviously way proactive change. Unfortunately, this course of action is chosen only by a small number of organizations. This is because in addition to those who fear change and which are not few, there are a large number of managers and say “why make changes if things go well enough as it is?”[6]

Even if organizations do not choose the path of proactive change it is important that they do not miss operation of the second chance, that of reactive changes. This means that the organization is interested in identifying and understanding the action of factors both inside and especially outside or be able to identify the changes that need to be implemented at a time to ensure the conditions necessary to achieve the objectives which it proposes. By implementing changes reactive, response to stimuli coming from the environment action takes place between the company and environmental harmonization. Adaptability to the environment is an important feature of any modern organization is overwhelmingly likely to influence success or failure of the organization.
Choosing the wrong economic organizations today, however, it is to minimize the importance of introducing changes in the nature and scales at a faster pace than in the past, i.e., to remain indifferent to the action of factors that determine the need for change, so choosing not promoting change.

Because managers of organizations to promote change, either proactive or reactive, they should have first skills and knowledge to enable inter alia the need for timely identification of organizational change. Thus, we believe that great importance should be given in the assembly of specialized knowledge on that managing organizational change, those related to identifying the need for change.

2. Tools and techniques of organizational change

The need for organizational change is determined by several factors within or outside the organization.

As we showed above, now it is necessary to pay more attention to the factors that determine the need for change in the environment.

The environment exerts a powerful influence on economic organization, marc by a number of factors, which we can group them according to the characteristics and nature in the following categories:

- Economic factors:
- Management factors:
- Technical and technological factors:
- Political factors:
- Legal factors:
- Demographic factors:
- Ecological factors:
- Socio-cultural factors.

Of course, not all these factors have the same intensity of the action on an organization. In analyzing the environment it is important to follow identify those factors that greatly affect the organization, which of them are most important and which are currently estimated to be more important in the future.

It thus requires a comprehensive analysis of the environmental issues, which includes:[3]

- identify if the environment of the organization is considered static or show signs of change, that is a dynamic environment;
- analysis of environmental influences. Here we are looking to identify are environmental influences that have affected the development and performance of the organization in the past and which future trends of these influences.
- identify the position of the organization analyzed in relation to other similar object of activity (competitors), analysis of the market power of the company (assessment market segment they occupy), analyze trends upward or downward position the company on the market competitors.

If an organization is found in a medium alone (i.e., there are few factors influence the environmental on it) and static (factors whose intensity action does not change over time in a rapidly), it means that she will be in a lesser extent influenced by changes in the environment, which provides for an easier decision on the future of the company, the strategy to follow[2]. But, as expected, not all organizations work in an environment simple and static.

But the current trend is the increase in those who work in an environment, dynamic and complex. Action on the organization of a number of factors in the environment, and with an intensity of action different time, creating pressure on the managers of these organizations, which for may choose the way forward most advantageous for the company must understand the mode of action of these factors.

For this you have to know them, be able to identify, assess and analyze the amplitude of their action on the firm course of action in the past and predicting their future trends. This is made possible by the use of appropriate techniques.

A first technique is the "analysis of external factors by groups". Groups or categories of external factors which have similar characteristics listed above. The objective of this technique is to identify factors with strong influence, identify trends amending factors influence the long term, and to identify factors differentiated impact on organizations.

Another technique is "use of scenarios" is a way to analyze the influence of environmental factors, in case it wants to establish a strategy over a longer period of time (minimum 5 years) and where a limited number of factors influence success strategy. The scenario is an attempt to build a picture of likely future situations.

Concern organizations to analyze external factors generally comes down to a more detailed analysis of factorilor in the environment can influence it in a larger table. This refers to the existence of organizations esta identical, ie what we call competitors or competitors. It is therefore recommended that special attention be paid to ensuring better analysis of competition.

For this a useful tool is the "five forces model". Michael Porter. Applying the model involves an analysis negotiate power suppliers and customers, analyze competitors rivalry, analysis of possible threats from new entrants into the business or prosuselor replacement.
Identification of the competitive position of the company can be done through:[1]

"Competitor analysis" - It's recommended to be done to understand the organization's position against the competition. For this it is necessary to understand the strategic direction of other companies by finding questions like the following. Which are their objectives?; -What are the strengths and weaknesses?; -What are their current performance and strategy?

"Analysis of Strategic Group" - can help analyze the competition by understanding positioning strategies of the organization in relation to other organizations. The aim is to identify well-defined groups who represent organizations with similar strategic characteristics, following similar strategies or competing on similar bases. Porter argues that groups can usually be identified using two or three features.

Identification of the company's market position in relation to other companies, the assessment attractiveness of different market segments, growth rate appreciation of a particular market, are of great importance; analysis that we do Ambience environment.

To achieve this, we can use: Method Boston Consulting Group (BCG); A.B.C. method (McKinsey) method Arthur D. Little, and others.

Environmental objective of the analysis is to identify opportunities that should not be missed by the organization, as well as threatening to exist or occur in the future and that may lead to decreases in the recording of her performance.

As it was previously shown, an economic organization must not only implement changes which need was identified by analyzing the environment, so changes that lead to environmental alignment of them but. It must be as careful and factors that determine the need for change and acting within.

As internal factors driving the need for change, in addition to company employees, we can mention: the technology used by the company, the type of organizational structure, management style, decision making, communication, interpersonal and organizational culture.

To identify the need for change generated by an internal factor, it is necessary to make the internal environment and a comprehensive analysis faction[8]. Diagnostic Analysis is a methodology that seeks to diagnose the health of a company without following it to settle and treatment applied.

Diagnosis is made on different fields such as[3]: general state of the company's legal status, the state of human potential, technical and technological potential state, state research potential development potential state financial management.

Findings health in each area using a specific set of criteria or indicators, which formed a better assessment is required to be charted and can be used for this important factors. This methodology can be used with the other submitted it for analysis environment.

The objective analysis of internal is to identify weaknesses and strengths of the organization, to be that the changes that are proposed to be implemented, they become the strong influence and reduce weight and intensity weaknesses.

Internal environment analysis can be done using techniques such as:

- "Audit of available resources", which involves identifying existing resources that can be attracted to nivell firm to support change. It is recommended that auditing be done both in terms of quantity and quality, physical resources, human, financial or other resources that can not be quantified; "value chain analysis". What is a useful technique to understand how resources are used, controlled as work together, generating a picture of the organization's ability to implement change;

- "Benchmarking" is a technique that is appreciated by comparison different, either in time (aimed at identifying any significant changes on the present level of resources of the company compared to previous years) or levels of certain performance indicators of ailor companies part of the same industry:

- "Analysis of the strengths and weaknesses" - to identify strengths, weaknesses, opportunities and threats in the environment, it can use one method SWOT\' initials of its name which means in English just name elements whose analysis follows through its application.

Strengths and weaknesses of a company can identify and through method competence centers, by comparison with competitors. Competency centers involve the identification of the obvious advantages that the company has for its competitors.

But even when it can be appreciated that there is an influence that determines the need for change, both from domestic factors and from some outside the company, organizational change might not occur.

We believe therefore that despite the obvious pressures for change, organizational change can not take place when the intensity of factors that show resistance to change is greater than the factors that determine the need for change. Analysis of the two groups of factors can be done by force field analysis.

Similar located: presented above, organizational change does not occur even when the action of factors determine the need for change though is very strong, the real level is not perceived by the managers of the organization, and especially the top.
It is not surprising that talking with several managers of an organization, to identify that there are differences between them about how each identifies the need for introduction of changes, timeliness and importance to the organization.

3. Possibilities for reduction of resistance to change

Once an organization has identified the need to implement an organizational change and having chosen the type of change to be implemented much attention is required to be given by managers coordinate changing process of reducing resistance to change.

The phenomenon of rejecting the decisive changes to be implemented, is manifested in all organizations, the proportion increasing with the size of the organization. The same phenomenon occurs if any changes determined to be introduced, regardless of the importance they have, with the proportion increasing their scale, involving damage to a larger number of employees. Therefore, between resistance to change and amplitude change there is a directly proportional relationship, and between resistance to change and the time of its completion is in inverse proportional relationship (maximum resistance will be encountered when the change was a surprise for employees).

For efficient manageability to reduce resistance to change a particular importance is knowing and identifying within the organization all the factors that generate the phenomenon of rejection, understanding the trigger and boost mechanism of action and knowing the methods, techniques and tools specific to actions of reducing resistance to change. In addition, it needs, first of all, specialists able to identify and apply in practice the most appropriate methods of reducing resistance to change, depending on the specific content of each stage map for implementing change.

To easily identify what opportunities exist on reducing resistance to change, it is important that in each organization to identify the factors of resistance to change how they act. Thus, in the economic organizations were identified several factors of resistance to change: employees, organizational communication, organizational structure, organizational culture, management style, resources necessary to implement change.

Of all the factors contained it obvious that the employees are experiencing the greatest resistance to change, from many different reasons:

- Fear of the unknown, possibly incompetence;
- Inertia and the need to keep unchanged relations with colleagues;
- No charging of benefits or, conversely, changing as generating dissatisfaction felt on a personal level;
- Lack of belief or misunderstanding the need to change;
- Lack of trust in agents of change;
- Insufficiency or lack of readiness for change from the employees, who are taken by surprise, the change being imposed by pressure.

It was also observed that greater resistance to change is manifested in organizations that:

- Organizational communication is malfunctioning, leading to lack of cooperation in solving problems of the organization;
- The information circuit is inadequate so it can not ensure the efficient circulation of information for timely decision making related to the sharp pace of change;
- The authoritarian style of leadership is predominant, so communication channels between managers and employees are closed;
- There is a strong adherence to group membership rules;
- Resources for implementation of changes lack or are insufficient.

Based on the factors that show resistance to change, we identified several opportunities to prevent or reduce this phenomenon by managers who coordinate change. We believe that this should be the following:

1. The designation of an agent of change is appreciated and respected.

Whether the agent of change comes from the experts recognized the company or one of a consulting firm, it is necessary for him to fulfill several conditions among which: have knowledge of change management to be specialist in a field compatible with the object of change to possess knowledge of social psychology, inspire confidence, be communicative and sociable, be creative and inventive, to be appreciated by employees. Of great importance as it is the skills, ability and even the pleasure of working with people which enables quick resolution of any conflict situations which can easily occur in such situations.

2. Clearly communicating the vision of change.

A clear vision of what it wants to achieve through change significantly increases the chances of success of such an approach. But this alone is not enough. Equally important is the vision of the future state to be communicated to those affected in a short time, aiming at changing the entire staff involvement. It is considered that a vision that can be communicated in minutes and stir up interest will not become a factor contributing to the success of change.

3. Coordinating the effort to change the top management company.

Because employees will show greater resistance to changes managed by agents of change in which they have
not much confidence, it is necessary that the responsibility for implementing the important changes to return to senior managers that have greater authority to the employees.

4. Training employees.
Employee training is an effective way of reducing resistance to change. It must help employees understand the change, the need for logic and benefits. The most common ways of training are lectures, discussions, simulations, group exercises, training groups, business games etc.

5. Using methods and techniques that lead to participation and employee involvement.
Getting employees to participate in the manageability of change is a sure way to diminish their resistance to change, transforming them from opponents into supporters of its change. To achieve this, it is necessary to create a favorable climate for employee participation with suggestions to improve the business, the most valuable initiatives should be generalized and rewarded. Employee participation and ideas can be done by inviting them to some meetings and discussions in the application of specific methods to stimulate creativity: SINECTICA, brainstorming, Philips 66 technique, Delbecq technique etc.

6. Provision of facilities and support to staff during the implementation of changes.
It can be applied when the real reason for resistance to change is the fear and concern about the future. In doing so, a special role belongs to the agent of change that should speak to those affected by change, to understand and to support the effort that we put them.

7. Giving the proper importance step towards reducing the resistance to change.
Because most often the effort to implement a change is considerable, and the desire to achieve faster the desired result many agents of change necessary process accelerated, with sometimes a very minor reduction stage resistance to change. This may reflect unfavorably on the final outcome of total change.

8. Correct and continuous information to employees about the developed level of change.
Such information is particularly useful especially if major changes on a longer period of time. The aim of such an approach is that adequate the involvement and participation of employees in their efforts to implement change.

9. Printing an appropriate pace of change.
Finding and respect such a pace is likely to allow affected employees to know and understand the purpose of change. Knowing that employees show greater resistance to changes that come unawares that his capture is recommended that the step of reducing the resistance to change to be covered properly, without trying resource savings, including time on its account[7].

4. Conclusions
It follows from the results that the future success of an organization depends on a degree of economic success achieved by large changes they implement. To obtain increased performance from organizational changes, they must be as necessary at the time, to be timely and not encounter much resistance from employees in their implementation. This can be achieved if the top managers of the company have sufficient information and skills necessary to identify the need for change.

5. Bibliography: