RELATIONSHIP BETWEEN INNOVATION, ORGANIZATIONAL AND INTERORGANIZATIONAL CHANGE

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Rezumat
Managers need to encourage creativity and capture team ideas when designing the strategic approach Essential to Growth and Competitiveness, business manager actions must be in line with their intentions. In many organizations, innovation occurs through statements designed to change the world, but ends in abandonment. In order to keep the company competitive on the market, promoting an organizational culture based on innovation is the key to ensuring success. Admitting that innovation means generating value from ideas, resulting in a different way of acting and producing better things (products, services, processes), we believe ideas are vital to the development of any innovation. Successful and fastest growing companies are those companies that use innovative solutions in their current business, and that is why a significant proportion of their revenue is generated by new or improved products and services.

Cuvinte cheie: organizational innovation, organizational change, interorganizational change, innovation change, innovative solutions.

1. Introduction

More and more companies are increasingly focusing on innovation, fundamental research, applied research and technology transfer. In this respect, a distinct space for innovation is given in international agreements and European documents. Innovation is at the heart of economic growth, being its catalyst, and at the same time becoming a factor of competitiveness. Companies that are successful and record fastest growth are those companies that regularly introduce innovation, and that is why a significant proportion of their revenue results from new or improved products and services. The creation of technical progress is based on scientific research supported by the stock of scientific and technical knowledge accumulated and has the effect of invention. Implementation of technical progress is achieved both through the innovation process that results in innovation and the diffusion of innovation in the economy. By making technical progress we understand the creation of elements of technical progress (fundamental concept, scientific ideas or inventions), innovation (valorisation of inventions in the form of innovations) and the diffusion of the elements of technical progress (diffusion in the economy of innovations). [4]

Over time, innovation has acquired new, increasingly complex meanings, the different connotations attributed to innovation over time being driven by changes in the economic environment. Thus, during our century, there is a new approach to innovation that is based, on the one hand, on delimiting the meaning of innovation from that of change, and on the other hand, on innovation as an element of introducing the "new" into a domain, as a novelty. It is noted that initially the notion of innovation covered only a small part of an enterprise's business, innovation being either any idea, practice or product developed recently and perceived by the first undertaking that adopted them as new in the report with the reference framework or as a process of adapting new ideas that can be applied to product development to meet the requirements of a particular market. [3]

Furthermore, as competition and innovation perceptions are enhanced as an important source of creation and support of competitive advantages, it was noted the opportunity to extend the range of competences from the products made to the way they were obtained, thus involving all the activities involved in obtaining the product in the competition, which generated a considerable amplification of the meaning given to the term "innovation". That is why it can be said that innovation by invention still has an important role to play in advancing the knowledge and evolution of today's society. [2]

Figure 1. Key success elements in the process of innovation
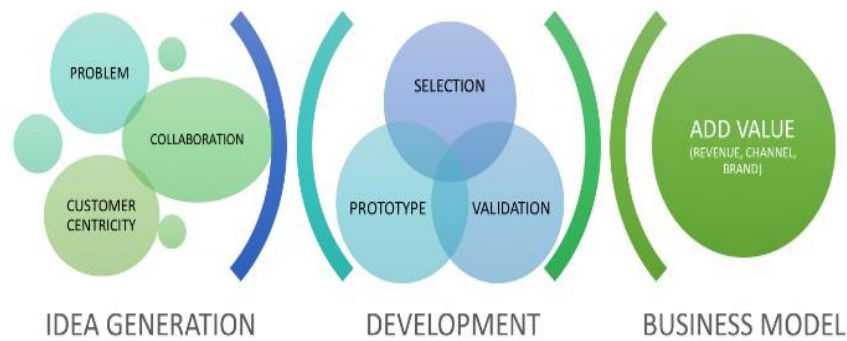
2. Theoretical framework - Organizational change conceptualization

Change management is a process that allows an organization to modify any part of its structure so that it can cope efficiently in an ever-changing environment. This includes activities designed to provide support, acceptance, approval for the necessary and agreed changes and changes. The goal is to control changes while maintaining the integrity and quality of services in the production environment. The concept and practice of managing change has become more and more popular among organizations in recent years. Change is a current and continuous phenomenon in the evolution of society, but always viewed with fear and skepticism in its incipient phases. Within organizations, changes can generate resistance from employees, resulting in a difficult, delayed or even impossible implementation of organizational improvements. Thus, the managerial ability to create and maintain a climate that minimizes resistance behaviors and encourages participation, acceptance and support becomes essential to any effort to change. [1]

Figure 2. Change management process and its influencers
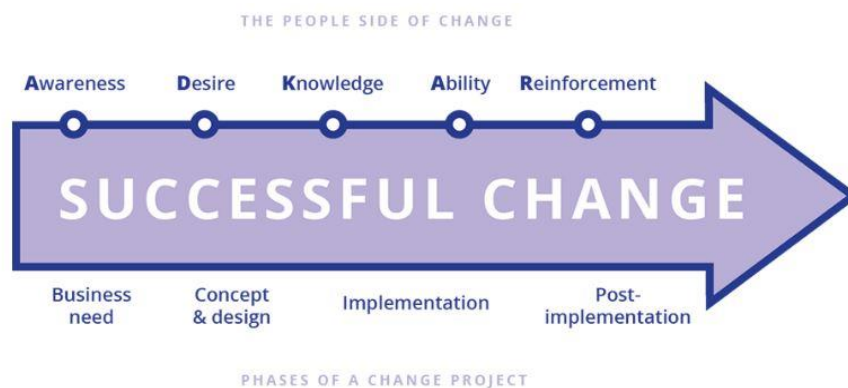
In order to prevent the damaging effects of resistance to change, we propose to leaders a model formulated by John Kotter (1979), materialized in 6 methods of its approach: [12]

- Education and communication;
- Participation and involvement;
- Facilitation and support;
- Negotiating and obtaining consent,
- Handling and co-opting;
- Constraint implicit and explicit.

Thus, an informed change agent has many options to manage the positive change mood. The first solution is education and communication. The goal is to educate people about change before it is implemented and to help them understand the logic of the change process.

3. The impact of innovation on organization and inter-organizational change

Innovations are, by definition, a technological change within the organization. An innovation will always create a new set of alternatives, new ways to accomplish one or other of the company's activities. These new ways must, however, be superior to what we have known so far - otherwise we cannot speak of innovation in the true sense of the word. In other words, it is an improvement in relation to the existing ways of executing the tasks of the organization. Also a common feature of innovations is that they arise when the organization faces a certain kind of uncertainty, if a situation where past experience no longer offers sufficient solutions to solve current problems. Innovation implies, in this sense, the emergence of old routines and the search for new alternatives for action. [11]

The innovation process is a succession of activities that attempt to transform one or more ideas into products or services for the market, that is to say money. It is obvious that not all ideas can turn into products that the market accepts, so to pay for them. For this reason, in order to have a portfolio of ideas rich enough to have a choice, we need to have several sources of ideas and a mechanism for their selection before they can hope to find some of which will later be able to turn into money. [8]

Figure 3. End to end innovation process
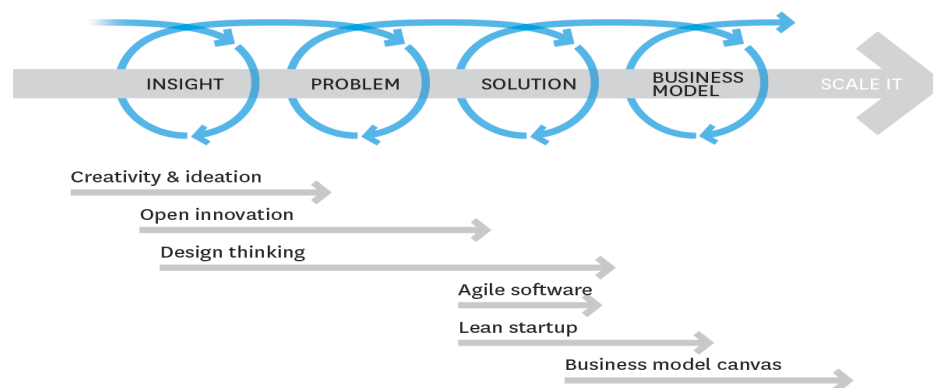
The term covers all types of innovators, product innovators, process innovators, organizational methods or marketing methods, as well as enterprises with incomplete or abandoned innovations and refers to active businesses. Companies that want to truly innovate need a secure base as a starting point. It can be ensured through fundamental mechanisms of innovation. This concept derives from Michael Porter's works. The core activities in innovation are those essential processes that have a great impact when it comes to what innovation means as an effective process. [7]

Figure 4. The innovation culture (market, technology, learning and entrepreneurial orientation)
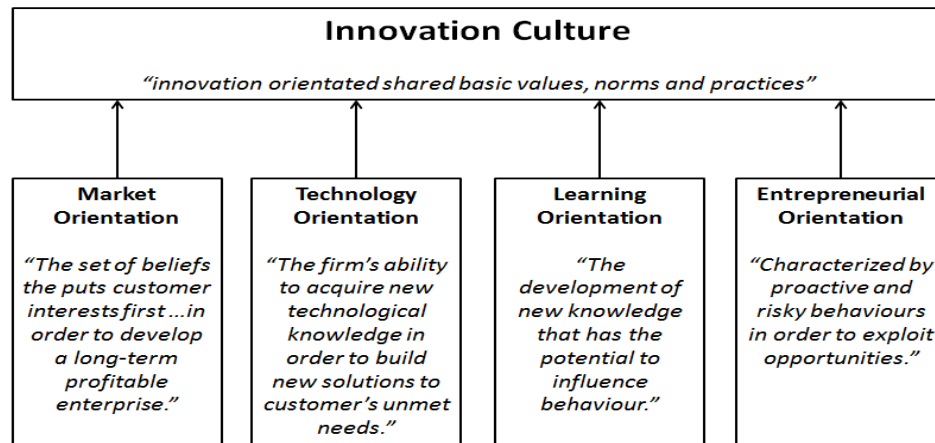
A simple insight into innovation in the organizational environment is that first of all we need to create the space for expression of ideas. Some ideas will be new, innovative, while others might be from other registers: from banal to utopian. Managers need to create a framework in which people make their ideas known and receive support for their implementation. There are organizations that have implemented communication platforms in which any employee can make their ideas public, then those ideas that are chosen and supported by as many people as possible within the organization go further and come into practice. [6]

Creating space for expression of ideas is a step in the direction of innovation culture, but it is just the beginning. There are some organizations in which there is an employee, usually in a managerial position, who acts as the "catalyst" of innovation in that organization. It is also a beginning. Even if there is a place where ideas are gathered or there is a manager running the process, real organizational culture can encourage or discourage people's curiosity, courage, creativity, questioning current procedures, questioning managers' authority, experimenting, and mistakes. This behavioral perspective leads directly to the environment, the atmosphere that has been created in that organization, with all its beliefs and behaviors less visible and accepted. The challenges and themes of reflection for leaders who want to create a culture that facilitates innovation can be: [5]

• What kind of organizational structure should we build to facilitate a culture of innovation?

• What kind of management style should we have in the organization to foster questions, reflection, curiosity, experimentation, mistakes and courage?

Changes are about creating a vision shared by all members of the organization, a positive vision, clear images that inspire everyone to act as they may have never acted so far. This vision will be the crucible, the framework in which innovation will emerge. This vision will require a new structure and maybe a new way of functioning in the organization: new processes that include reflection after action, including the implementation of lessons learned by both leaders and specialists, working processes that include and allow putting questioning the current modes of operation or allowing experimentation, curiosity, mistakes and perseverance in taking it from the beginning. Collaboration and team spirit are the foundation of learning and innovation in the organization, because learning is a team discipline. Dialogue thus becomes the central form of communication within the organization. Power games are no longer relevant and no longer consuming the employees' energy because they are no longer allowed and validated by team members, regardless of their level. [10]

To bring innovation into the organization involves creating a new way to lead people so that they create services, products, new processes. Innovation will fundamentally change the way we understand leadership - it brings the understanding that it is the leaders who create the right

framework for the specialists to come out as much as possible and work as well together. The challenge will be to see reality as a source of growth and development opportunities, not as a source of obstacles and difficulties. [9]

4. Concluzii

Organizational efficiency, based on innovation, is achieved by reducing the distance between strategy, operation, structure and people - with particular attention to implementation. Creating an ambitious innovation strategy is one, but its successful implementation is another. In times of crisis, companies need to innovate more than ever. Those who continue to work on developing innovative culture and invests even in times of crisis, will be those who will enjoy competitive advantage in the coming years. Innovation should manifest itself in all company activities: in the development of new technologies, products and services, marketing, sales techniques, organizational methods, and new management techniques. Innovation is influenced by the depth of the knowledge process and by the diversity of approaches at the organization level. In many cases, ideas are generated and imposed by the manager, without the involvement of the rest of the compartments when they exist, which blocks the development of an innovative culture. More sad are the cases where the innovation proposals coming from the employees are ignored. At an organization's level, the management-led innovation manager must create, maintain and develop the spirit of innovation, include innovation in everyday activities at all levels and in all areas.

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