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Change - a basic component of the current organizational environment

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Abstract

Contemporary society is marked by a defining feature, namely the change, which manifests itself at all levels of human activity. Indirectly affects the activities of organizations often forced to reorganize, to continually adapt to meet changes in their products and their environment and determined action in the main scientific and technical knowledge, manifested by acute competition in the national and global change in people's needs and tastes and trends in the economy and society. Organizations and organizational development issues are a topic of great interest for both theorists field and for those directly involved in their operation.

Keywords: change, organization, economic crisis, strategic management

JEL Classification: D21, O1.

Introduction

The new dimensions of management in economic crisis should be addressed at the strategic, tactical and operational. Organizational environments uncertain, turbulent involve specific economic crisis November managerial tools to achieve effectiveness and efficiency of work.

The pessimistic and gloomy background of the crisis it is clear that the economic crisis is widening and management, as a result of numerous failure of management practice, which finally lead to a substantive change Management.

Accelerating these changes occur in management and profound multiple effects, whose expression results in difficulty to predict change, which requires increasing the reaction rate decisions and implementing decisions. Peter Drucker believes that profound change which we are now witnesses and have a major impact on world business and company management are produced in five major areas of environmental namely economic, social and:

- a) International economic integration;
- b) Integration of firms in the global economy through alliances;
- c) Organizational restructuring of firms;
- d) New challenges aimed at management (the role, functions and its legitimacy, is changing).

Knowledge management functions, also deep changes. Thus:

- Function increases its importance providing forecast to cross the landmarks management firm located in turbulence obstacles growing environment;
- Stimulates the function of the organization is to provide current structural changes;

- Driving position is based on stimulating new forms of creative potential

Productive employees;

e) Increased the impact of international politics and international policies on the domestic economic.

In the paper "Management. Analyses and comparative studies ", Puiu Alexandru, believes the *change:* " the action of replacing one thing with another, or someone else, to give something a different way, another issue, change, transform, adapt, enrich, improve ".

Thus, we can say that the need for change at the managerial level is based on a set of skills, techniques and complex instruments are transformed into actions and results through the organization. Adopt methods of change management is difficult, but necessary, so continuing despite difficulties. The problem of change is expressed in the form of questions like: *How? Why? Why?* Examples: *How do we make this problem become more innovative, more competitive and more productive? What changes are needed? What indicators will signal success? What standards will apply? What performance measures are trying to adopt? Why do people need to be more creative? Why should increase profit?*

The complexity of the new competitive environment can not be monitored only by figures associated factors which influence an organization. Economic factors must be supplemented by other factors crowd determine employee satisfaction.

Change Management promotes this theory of leadership change to new dimensions. In an organization, the "change management" is understood the design, management, and systematic evaluation of changes level of organization. Changes may take the form of news, adaptations improvements and elimination of mistakes in the past.

Managing change includes such change in control organization and flexible organization adapting to continuous change. The main premises of change management are to:

1. Maintaining maximum possible control over the situation, to anticipate change and prepare a set of reactions;
2. Involvement, where possible, to make decisions, who will be affected by the change;
3. Accepting the idea that some aspects of change will be unpleasant and trying to reduce their effects on individuals and the organization.

II. Analysis of the factors that generate change within an organization

These factors determine the different movements within the organization so that they give rise to Special Forces in the process of change: forces / factors of change and forces / factors against the change. There are two categories of factors that influence change within the organization:

- **External factors** that can be controlled to a lesser extent by managers.

Examples:

1. A firm managers must respond to changes occurring in the market: new products introduced by competitors, enhance advertising new products, price reductions on various categories of products or improving services offered to customers who want to buy cheaper products and better quality good.

2. a change in technology by introducing computers and industrial robots, enabling rapid resolution of complex problems of production and management, helping reduce costs and improve quality, reflected positively in financial terms.

3. An increasing complexity of living systems generates complex communication and social mutations.

4. a specific external factors: international organizations (World Bank, International Monetary Fund and the European Union)

• **Internal factors** acting through changes in the organization. Are decision-making processes, communication, interpersonal relations, leadership, management style etc...?

In addition to the factors listed, there are a multitude of factors, which by nature of their content, generating change. But there are other factors underlying the change. All these factors can be grouped into four broad groups: A political factors, economic factors B. C. socio-cultural factors; D. technological factors.

Clear and deep perception of the need for change by the managers of the change process is essential, is important but not sufficient and should therefore be supported by a mix of actual activities of the managers.

Consequently, one of the most important aspects is the understanding of the organization's staff, managers and subordinates, need for change.

The staff organization should be helped to understand that the current organizational structure should be adapted to new requirements posed by contemporary society, the current information system should be changed and transformed into an effective tool to reach managers and their decisions need a participatory foundation using the modern management methods and techniques.

This step, essential, involves the creation of human resources in the organization belief that the current political system and the current management staff are not compatible with market requirements.

Understanding the need for change implies that further knowledge management processes and execution with older structures in the new conditions lead inevitably, sooner or later, the critical situation for that organization.

Change management has both advantages and disadvantages. For example, if you want to purchase a new car, it will replace the physical work of five people, change the part that generates a profit for the company as a result of reduced labor costs, but also an intensification of social conflicts and a certain increase their monitoring costs. Thus, any change must be analyzed both in terms of effectiveness and efficiency.

Conclusion

For the successful implementation of management changes have removed the main reasons for the obstacles that generate resistance to change: self-interest, misunderstanding of the fundamentals of change, tolerance for change, fear of the consequences of change, the trend of voluntary restraint effort;

To minimize this phenomenon, however, resistance to change, managers could 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, organizing debates on issues of change, interpersonal influence.

Change is essentially a transformation or a change in the present, a shift from a state of affairs to another, from one set of conditions to another. Finding the balance between change and stability, between what and how much they changed and what need to be maintained and how that is, between what is appropriate to be changed in one moment or another and you need to ensure continuity, is one of the largest and most difficult problems that arise in contemporary society.

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