INTERDEPENDENCIES: METHODOLOGICAL MANAGEMENT REDESIGN – ORGANIZATIONAL CULTURE

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Abstract
Redesigning management is considered the most complex and difficult way to organizational and management changes, who involving the deep, dramatic, radical and fundamental work processes – mainly management – an organization, with major implications on the efficiency and effectiveness. Virtually, every subsystem of management – from the methodology to the decision, from the information to the organization and ultimately, to human resource management – is directly involved and affected by such change means.

To support it is necessary organizational transformation, organizational culture change that, step more difficult and more delicate because of its content, given the values, symbols, myths, stories, etc. behaviors.

Keywords:
reengineering management, methodological management redesign, organizational culture, organizational transformation.

Redesigning the methodological component of management – the organizational culture

Promotion and use of management based of profit centers is the core of the redesign of methodological subsystem management, at the Group ROMAQUA.

In the context of this management tool, complex and sophisticated, can be used and other management tools such as project management, management by exception, the scoreboard. However, redesign of this component of management involves promotion of rigorous methodology, general or specific design / redesign or maintenance operation management. Management based on profit centers "causing" a variety of ways to show changes in organizational culture. His effectiveness and efficiency generate effectiveness and efficiency in company, revolutionizing, virtually, organizational culture, conditioning element for local businesses economic performance, under crisis conditions.

Along with the use of management based on profit centers, the Group ROMAQUA consider appropriate use of modern systems, methods and techniques of management. Program implementation of new management tools to ROMAQUA Group will be structured into two sections, corresponding to the periods of operation and specific objectives to achieve:

- Preparatory section, which will include decisions and actions to "ensure human, material, technical, information and financial resources and preparing the necessary climate and reshape organizational culture". It is noted here that the redesign of methodological

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subsystem will be influenced by elements components of organizational culture of this company and organizational culture in turn, must be remodeled concurrently with the methodological system (and other management systems) so that the new management system designed to be functional.

- Operational section, in which will indicate the actions to take, in chronological order, the resources will be allocated to people who are responsible, factors that influence organizational culture and the redesign, to be taken into account and the period necessary to complete.

To ensure a favorable climate for change at work, have the managerial and executive staff within the company to be sensitized to change, because the promotion of advanced management tools, as a result of the redesign, will mean a major change.

However, organizational culture change will take place "in the sense to turn it into a vector of change"².

To raise staff from ROMAQUA Group with changes that will take place both in terms of system management and organizational culture, it is recommended that the application of measures:

- Organisation of information sessions for managers including the leaders of trade union organization, the objectives, content and management advantages of the new instruments;
- Senior managers to attend training;
- Also, average and lower echelon managers (management center managers, heads of departments functional and operational) should participate in training because they are particularly important in the change of management and organizational culture change in that they linking senior management and performers.
- Organizing training courses for performers, which should improve given the new technologies will be introduced.
- For employees of enterprises in the group to be trained and made aware of changes that occur and to reshape the organizational culture is recommended:
  - All employees must understand and be familiar with the objectives of designing the new system and also must understand the problems that they solve this redesign.
  - They also need to recognize the benefits that will result in the use of new systems, methods and techniques at the level of organization, departments and positions.
  - Each employee must acquire appropriate knowledge and skills to participate in appropriate job title to improved managerial functioning methodological.
  - Reduce employee resistance to change, while motivating them to engage actively in the methodological and managerial changes.
  - Be created a mood and an atmosphere that is conducive to change.

Along with staff training activities within the Group ROMAQUA should be given special attention to "reshape the organizational culture and other specific means referring to symbols, rituals, ceremonies, status and individual and group behavior. Given the complexity and importance of organizational culture on performance and prospects of the company, it is recommended to call the professional advisers, who propose specific cultural reshaping actions and participate to operationalization of the most sophisticated and important of these"³.

For example, management based on profit centers directly influence cultural values and individual, group and organizational behaviors. Appear new values – "work based on objective," "motivation based on performance" "self-management decision of profit

² I. Verboncu, M. Zalman – Management și eficiență, Editura Universitară, București, 2005
³ O. Nicolescu, I. Verboncu – Metodologii manageriale, Editura Universitară, București, 2008
targets are negotiated”, “each individual and management center contribution to the profit,” “permanent reporting to the management center budget “etc.– with behaviors that support them – “work for the company and for us”, “active, effective and affective involvement in objectives,” "profit sharing”, “participation in the foundation and adoption of the decision”, “active attitude towards others, knowing that motivation depends on the degree to achieve individual, group and organizational goals”, “responsible participation in setting and achieving goals”.

Interdependencies between organizational culture and redesign based on profit centers

Culture is one of the most important factors influencing firm performance by attitudes, decisions and behaviors that members of this organization they adopt. The implementation of management based on profit centers in ROMAQUA Group will definitely require organizational culture reshaping of the company. This must happen because, without a change in attitudes and behaviors of members of this organization, we can not achieve implementation of the new management system in order to emphasize the company's performance.

The introduction of new management methods, new technologies, business reorganization and other factors that influence activities and relationships "must be based on a detailed investigation of the conditions existing in the firm, organizational climate, employee openness to new, opportunities and threats offered by the economic environment, etc."

Following investigations carried out on a questionnaire, in the Group ROMAQUA, we found that most respondents considered that the idea of redesign management based on profit centers is appropriate, but only half of them granted chances of success of this project.

In this case, we can say that the power of influence of organizational culture can be a factor in braking the proposed changes within the company, because of employees' attitudes towards major changes are required. It is not enough that only managers of the upper hierarchical levels be convinced of the need for change in the future design firm management system, as well as its successful implementation, it is necessary that all employees participate in the operationalization of these changes, convinced of obtaining expected results.

Diagnostic analysis, both in terms of economic and management viability of the company, as well as on organizational culture, allowed us notification changes that are needed and how to design, the methodology to be achieving them. It highlights the cultural elements that are beneficial to the firm in terms of targeting competence of employees by business objectives and others that slow down the process.

First, organizational culture must be reported to the strategic objectives of the organization, because it is the determining factor in their choice of strategy of the company, thereby creating a specific way of perception and behavior of staff organization. Second, it must set up criteria for groups, teams that will participate in the implementation of management based on profit centers, criteria which must take account of how expression of culture. Teams must be supported to harmonize strategic nature and structural changes, emphasizing the values, attitudes and behaviors. Also, be made a link between motivational system and the performance achieved in the organization, because organizational culture influences and is influenced, in turn, how the motivational system is designed.

The vast majority of employees in the ROMAQUA Group are not satisfied with the level of pay, considering a job as a source of income and less as professional experience. They believe that they need incentives (material), because, without taking into account the real needs of employees and their harmonization with the objectives of the organization, it is
difficult to achieve expected performance. Thus, we believe that to implementing management based on profit centers is necessary to correlate the degree of fulfillment of individual and specific goals with system of rewards or sanctions. Material incentives are considered the most important, the personnel within the organization (and in most Romanian companies) responding to them rather than moral and spiritual incentives. One aspect that should not be neglected is the changing conception of employees in connection with the organization. It must highlighted the importance of customers, the role of product and service quality for operation of the future management system.

Within ROMAQUA Group should be established the company's mission who mobilize the employees, as a set of written organizational values, must be known to all employees, must be clearly defined, realistic, boost performance, to be attractive and can be communicated both verbally and non-verbal (showing the behavior of employees). Such a set of values, in our opinion, could look like this:

- Focus on customers;
- Respect people and treat them all correctly;
- Quality is very important;
- Communicate openly and effectively and supports the ideas of others;
- The most important qualities are integrity and performance;
- Take your risks and rewards and join the team;
- Develop yourself and others.

Regarding the company's information system, before implementation new information management system, the information circulating on certain routes, which meant that most staff do not have access to them. By reshaping the management system must allow access to employees to information, knowledge, enabling them, in more or less time, to increase their professional potential.

It was found that most employees attach very great importance of teamwork, which can be considered an aspect that will support the implementation of management based on profit centers, which involves the establishment of team (formal and informal) that will participate in the proposed objectives, both at company level and management level centers. Team goals are considered more important than individual ones. It appears that managers attach great importance to improving the professional activity and performance of employees in each job, which means that the organization still treats or attempts to treat human resources as one of the very important resources, which must be invest in various forms, so that employees, in turn, can provide a high efficiency necessary to achieve objectives. Also, the employees believe that a pleasant working atmosphere, a relaxed organizational climate, causes greater involvement in company activities, with visible effects on results. Because it is considered that this climate favorable is not provided only partially analyzed in the company, employees ranked last among the values of the organization, attachment to it, which creates unfavorable assumptions regarding management redesign.

The conclusion is that climate organizational change should be considered, by creating a relaxed working atmosphere, without however neglecting any control and extending self-control at the workplace where it may be used to reduce bureaucracy. The trend towards teamwork must be controlled, meaning that managers from different hierarchical levels can diminish the responsibilities assumed, by hiding behind collective responsibility. Ideal would be to determine those motivational mechanisms "to encourage and facilitate the combination of individual initiative with objectives and responsibilities set of the group".

Regarding the importance of values in the organization, we found that the top is the professionalism and staff believes that the emphasis in terms of motivation should be on
performance, which leads to the conclusion that "there are strong links between the training experience, attitude and behavior of staff from different hierarchical levels and results". Another important element to the management system redesign in ROMAQUA Group is to emphasize the importance of quality and a greater focus on customers.

Conclusions
Management redesign influences on the organizational culture, in ROMAQUA Group, can be summarized as follows:

▪ The methodological redesign of management system influences the organizational and management culture, in terms of forms of manifestation and in terms of its functions, that meaning some of them gain and for others, it increases behavior.
▪ Redesigning the overall management is provided in the ROMAQUA Group's global strategy and supported by a number of exogenous and endogenous variables, among them an important role has organizational culture.
▪ Methodological subsystem redesign ensures the promotion of new values, behaviors, the roles of managers and performers acquire new dimensions, symbols.
▪ Organizational culture change and turns into a variable favoring change in general and change management in particular.

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