CHANGE MANAGEMENT OF ORGANIZATION IN THE KNOWLEDGE ECONOMY

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Abstract: The process of change involves major crises and conflicts and is not usually predictable. Change leadership is not directed only to improve results, but also to determine people to behave in line with the perspectives, values and beliefs as "correct". But culture change is driven by values - change effort is geared towards the socialization of individuals to determine to adopt new values and concepts so as to act accordingly, thus improving quality of life within the organization. Such changes are deemed necessary when the current fundamental beliefs leading to adverse effects.

The new public management system focuses on services provided to citizens and requires coherent coexistence and interaction of three areas: public administration, business sector and civil society.

Governance based on new technologies, digital government e-Government is "specific set of public management systems and resources, which, using ICT, aims to optimize the administrative act." From the experience of other organizations, many planning efforts and change management have failed when they have proposed to provide viable solutions to organizational problems. Draft change very much wasted time, money and energy. This is because many managers and consultants wrong when rapid intervention and diagnosis relies on summary.

Planned change involves going through a complex process involving several stages, which makes analysis and diagnosis, to develop an action plan on which the change is implemented, because, finally, an evaluation of the results . The new public management system that focuses on services provided to citizens and requires coherent coexistence and interaction of three areas: public administration, business sector and civil society.

Change Management is to study directing the organization, including the organizational, communication, information, and personnel. A differentiated and integrated change management deals with problems of strategic management, organizational, human resources, as well as those related to communication and information.

Change Management is part of organizational change and, on the other hand, some individual change. There is no universal approach to change management. Each unit should evaluate their unique culture and responsiveness to change and develop a change management strategy based on this profile.

Change requires the ability and desire to re-think many old ways of thinking and implementing the measures. It is crucial that employees can manage the uncertainty due to the change. Management capacity for risk taking and the rethinking of the processes are important factors. The organizations adopt changes to survive in an environment increasingly unpredictable.

Change strategies, applied individually or collectively, people are always adapted. Sometimes people speak and write as if "organization" is a tangible entity other than the people who compose it. In this respect, common words' organization has suffered a drop in sales or production levels. But the organization is an abstraction - not organizations change their behavior, although a change in organization structure or its processes can have an impact on organizational behavior. In fact, what appears is a group of people who consciously or unconsciously share the same common guidelines and decide to change their behavior. A strategy for producing change is always oriented towards influencing human behavior.

Organization should consider changing a favorable opportunity, as a help to grow and prosper. Public administration must be able to meet the challenges it has faced. Civil society and private sector to develop, the administration must find a partner to facilitate communication, provide levers and tools so that they can speak and develop. A rigid administration, constrained by their resources, rules and regulations may not offer the most prompt response to the needs of society, thus constituting a barrier, often difficult to pass.

The manager of a firm or individual entrepreneur has at his disposal a tool for assessing the viability of business he runs, namely, analysis of key financial indicators. They give a summary of the state of the financial viability of the company, allowing to find answers to questions which concern the existence or availability of monetary reserves, opportunities for repayment of loans, loans or other obligations, coverage of costs claimed for work; existence of a quantity of stocks, as the manner of financing the company - or managing cash flow - they ensure its chances of overcoming the crisis, recovery rates of investment, return on assets, etc. use.

However, results of practical fact that exclusive reliance on financial indicators in a management system, damaging the company. It no longer receives appropriate feedback. Financial indicators are delayed. They refer to the results, consequences, past actions, neglecting the future. They show how to create new value through investment in customers, in employees, technology, innovation. We believe that exclusive reliance on financial indicators promote dangerous behaviors harmful to both strategy and organization culture.

In the center lies the issue of climate change management, the progress that we find in the future starting from the state and structured and organized process that will enable the transition from one state to another. The problem of change is expressed as the question like: How?, What?, Why?. Ex: How we can 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 people need to be more creative? Why should increase profits?

When the organization is implementing something new, it is clear that all departments involved in this process to work as closely as possible in order to achieve even better results. A manager in most support new ideas and supports the change, although the answer to the last question allows us to make conclusion that the

organizations investigated, not all managers accept. It is important to know the attitudes and behaviors of employees before making major changes to correctly perceive and understand how the knowledge and experience gained over time by members of the organization is reflected in the traditions of the organization, its values and symbols. Knowing all of this, we can understand the power of influence of culture and the degree to which it will be a key support or braking for those organizational changes.

Government should provide public services at the same level of quality in all areas and localities of the country. Society members are responsible for their fate and the community they belong to, only after receiving legal framework for active participation in decisions concerning their lives. As partner of the community, government should ensure full transparency of decisions.

Most public officials are involved in conducting "routine administrative tasks - the implementation of regulations issued under the law of public service to citizens. Traditionally, the focus is on implementation of these rules. Currently, citizens have higher expectations from the government; therefore the emphasis has shifted towards providing quality services. This makes public function to lie managing a substantial number of tasks, which require public servants need reasoning in a context of limited resources. Moreover, there are high expectations from public officials to resolve claims as citizens in a courteous manner with accuracy and speed.

The public institutions are always the public's attention through the courts media. While public officials are accountable for achieving the implementation of these standards in their daily work, as in every organization, senior civil servants and the management are ultimately responsible for the creation of frameworks in which the highest standards can be achieved.

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People can not be forced to change. Management has the responsibility to manage change; it is the responsibility of employees. They are responsible for making every effort during the process of change. In fact significantly influence the management culture of an organization and one can positively and / or negative. How employees manage change is different from person to person and depends on a wide variety of factors (age, health, personality, motivation, experience change). Different people, different changes and different stages of change should be managed differently. Respect, support and proper implementation are individual differences.

The most important thing for management is to be present and to show that part of the process of change. People want to feel part of something higher. If they understand the direction and the desired result can contribute even more.

Resistance to change is a human major challenge facing companies in the development process to transform the company eBusiness. Mainly there are two reasons why people oppose the new working methods or new technologies, do not have the skills needed to use or benefit from them, and, secondly, the lack of understanding of how they will change the performance of the activity. If there is a desire for change, or the fear or threat in the organization, changes in competition with the state and is difficult to know who will win.

A strong resistance to change is often due to deep-rooted feelings. Patience and tolerance are necessary to help these people to see things differently. Little by little and to be noted that there must be reasonable and logical reason for change, otherwise employees will not understand why they should take part in this process. In presenting and managing change, continuous communication is the most important aspect to be considered. Overall change generates fear. Communication should be open, honest and encouraging. You should refer to all parties.

Negotiation is a basic means to get something from others. Bidirectional communication is intended for an understanding, if you hack other shared interests and conflicting interests. Accepting change is derived from understanding and trust. To help staff to adopt change, leadership must be present. Management should participate, encourage, inspire and remove fear, to establish interim goals and reward success and to thank later. Removing barriers, providing a constructive feedback and support of leaders - reward and recognize progress and achievements are the main issues that generate trust employees. Errors will not be penalized, but employees will be encouraged to know the systems, processes, etc. in detail and better.

Clear and deep perception needs to change by managers of the organization change process is essential. The perception of change is important but not sufficient and should therefore be supported by a complex of actual activities of the managers. Therefore, one of the most important aspects is the understanding of the organization's staff, managers and subordinates, the need for change.

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

Modern businesses tend to move in flattened organizational forms to improve communication, to introduce and enhance the practice of delegating the responsibility of each employee, as are eliminated unnecessary management levels. Among the disadvantages are horizontal organizations and managers complained that the lower hierarchical levels, and eliminated seeing opportunities for advancement, seek other jobs. To function effectively, this type of organization needs talented managers.

Most current organizational change is change and not changes the culture system. Many interventions to change arising from the problems observed due to system failures. Seven steps in the cycle of change is still an appropriate model of organizational systems change.

Change the system aims diagnose problems resulting from existing failures and between systems. After diagnosing the problem, are follow a series of progressive steps to align systems and solving the problem. In general, leadership change is necessary in this systemic approach.

But culture change is driven by values - change effort is geared towards the socialization of individuals to determine to adopt new values and concepts so as to act accordingly, thus improving quality of life within the organization. Such changes are deemed necessary when the current fundamental beliefs leading to adverse effects.

The process of change involves major crises and conflicts and is not usually predictable. Change leadership is not directed only to improve results, but also to determine people to behave in line with the perspectives, values and beliefs as "correct".

Knowledge influences that change has had on efficiency are a social aspect to continue implementing the change. Managers who initiate such a complex process know very well that the change may involve a time after which the results begin to appear. They also know that arise during the implementation and other issues that were not expected to be resolved in time, otherwise run the process itself is questioned.

However, the team of experts dealing with implementation of change can make partial assessments, regular employees to strengthen the conviction that the mode of action veins good, but the implementation process is complex and lengthy response to these demands has emerged the second generation organizational development, organizational transformation known, differs substantially from the previous.

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