

SOCIAL CONTROL MANAGEMENT: TREND OR EXIGENCE?

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Abstract: For a long time, control management has been restricted to the costs management. The actual environment compels not only to the cost administration but also to the value that the client receives when he buys goods, services, indifferent to the problems which the supplier has with his own production and with costs. If the value can't be easily measured in lei, it can be approached through the measurable characteristics of the organization results as the quality, the number of the options given for the same product, the response time, the character more or less innovative, the efficiency of the service after sale etc. A lot of these components of the value are measurable through non-financial indicators, which are specific to the intern process (response time, level of the refuses, number of the options etc.). Value can be managed in an indirect manner, but still efficient, through making these indicator systems of performance, but under condition of identifying its essential characteristics. Social control management is the extension of the control management, which proposes to quantify this deficiency of the elements and to offer an information system more complete and complex. This paper proposes to relieve the elements that have imposed the apparition of this type of control, the evolution and its content.

1. New requirements of the performances evaluation

For a long time control management has restricted itself to the costs management. The actual environment compel not only to the cost administration but also to the value that the client receives when he buys goods, services, indifferent the supplier has with his own production, and with the costs. These are costs that don't create any value: waste, stocks, refuses etc. But the value isn't measurable until the moment of the sale. The different phases of the production from the organization contribute to a global value, which in the end is included in the product or the service, without being able to separate and measure the different constitutive components of this value. If the value cannot be easily measured in lei, it can be approached through the measurable characteristics of the organization results as the quality, the number of the options given for the same product, the response time, the character more or less innovative, the efficiency of the service after sale etc. A lot of these components of the value are measurable through non-financial indicators, which are specific to the intern process (response time, level of the refuses, number of the options etc.). Value can be managed in an indirect manner, but still efficient, through making these indicator systems of performance, but under condition of identifying its essential characteristics.

Control is a process which takes place in time of the change and it has to include the change. The change takes the form of the evolution technology, of modifying the qualifications available on the market, of the evolution of the competitors, and its strategies and compels to the examination for the organization and this can be translated through the maintenance of a permanent and dynamic progress. This means that not only the performance rate can be unstable. From the moment in which is reached a

certain level of performance, the mobilization stops and has to be found a new objective of performance.

The method supposes to analyze the organization permanently from every point of view for identification the main imperfections and action progress sources. This means that the identification of the most effective levers of the action for realizing the expected progress. The permanent diagnosis leads and sustains the permanent innovation. In these conditions, the vision of time and work changes a lot: work has to be always as creative as possible. The quantification of the work-value doesn't consist that much in its period, but in its creative content.

The complexity it's an obstacle for the quality of the information's of the managers. Otherwise, the useful know ledges of the performance are fragmented between the persons. The performance is presented as an assembly which cannot work but through collective will. The know ledges aren't all of them communicable or interchangeable. Managers objective is to orientate the behaviors utilizing in common these know ledges for reaching the taken objectives.

The main objectives of the organization and the reality of the ordinary behaviors don't necessarily converge. The convergence requires performant communication instruments which can be easily recognize by everybody, for analyzing the situation and place the real challenges in direction of a desirable strategy (the diagnosis) on one hand, and on the other hand for realizing the putting in place of everyone of the pertinent orientation of this strategy (the pilotage).

These pilotage instruments have to work in an interactive manner, because the diagnosis has to be known, and the managing style has to be accepted, without risking a lost of control of the behaviors. Besides the diagnosis instruments management control will supply managing instruments, which will allow translating the main objectives of the organization in compartmental behaviors of each ones, by choosing some decision rules and pertinent behaviors. But this approach will never reach the objectives unless, simultaneously, human resource management system, which is mobilized, has been associated and included in the approach in terms of work, training, competence management, pay system etc. Different organization forms tend to respond to this challenge, organization through projects being one well-known.

2. Limits of the traditional management control

Today, the performance is multidimensional. The actual management control, even if it leans on scorecards with multiple indicators, has difficulties in defining a synthetic indicator. First, management control leans on a modelisation of the organization and an iterative approach: first the plans results from the strategy and then the budgets. But every modelisation catches only a few aspects of the reality. In our case, the rigid character of an accounting system, the highlight of a pure economic rationality, tend to reduce the dynamic character of the environment and the strategic dimensions. Thus, management control cannot take in calculus the innovation and creation process, neither training into the organization.

In fact, the essential of the added value and the competition advantage in numerous sectors proceeds from these directions more than from knowledge and adequate management of the production costs.

The accounting model favors the physics quantification or the financial one. The immaterial investment is penalized more when its effects are qualitative and hard to identify, because it manifests on long term. Meanwhile, the survival of an organization

is connected to the capacity of investment in time in people that forms it. Management control has difficulties in highlighting many forms and actions that belongs to the human resources.

The notion of position and function are fundamentally connected to the organizations still affected by Taylorism. These are based on the existence of a prescript work, which on one hand forms the post, and missions which can be analyzed before, because they are ranged among codified experiences, that on the other hand represents the function. Starting from this, the recruitment repartition on posts, definition of necessary qualifications needed for sustaining the posts, to arrange them in a qualification system to train the employees for making that their competences coincide with the qualifications from the posts that their taking represents action easily relative. But new organizational forms tend more or less to highlight the disappearance of the notion of post. Actually they tend to minimize, even to deny the explicit division of the work. It's more and more difficult to associate a person to a task in some post.

The problem is that the notion of post and function represent essential key vault in human resource management. To give them low importance means to affect the representations of the employees and the markets of the human resource management. The persons can actually prove more difficult to manage in the organizations that reactivates professional identities that accelerates the mobility, that assume a daily working unaffected by the social groups that form the organization.

The identification of the knowledge's circulation places the human intelligence in front of uncertainty, from where the trend to substitute the classic definition of the tasks, a definition through objectives that have to be reached or through functionalities to accomplish, which, actually introduces a marge of inherent autonomy.

While in the classic model the split between the real work and the strict prescriptive was allowed as a simple necessary rule, from now on its part from the efficiency model.

New organizational and managerial restrictions of the organization include the growing role of unforeseeable or unlikely in the economic life, so in consequence the growing opening of the standards. In consequence, it's highlighting the main role of the synchronizing capacities, of managing of temporal sequences (events flux, foreseen and unforeseen), the growing importance of the logistic aspects. Organization doesn't rely on the regularity of the routines, but on its capacity to build and actualization local proposes, on its endowment with procedures of solving the problems.

The new forms of work contribution are becoming less defined. They develop in time depending on environmental reactions.

Such an evolution establishes a strong evolution of the competence concept, according as this means that from now on to action in a relevant manner in a complex professional situation. In particularly, this means:

- to know to choose and to mobilize, in a professional context, different types of knowledge's (technical, practical, experimental, procedural etc.). This knowledge's that have to be mobilized doesn't belong only to the person who acts, but to his entire professional network (experts, resource centers, etc.)

- to know to combine between them different knowledge's depending on the type of problem which has to be solved (for example diagnosis, management, strategy, etc.)

- to know to transpose the knowledge's in evolutionary or similar professional situations. According as in which the context develops, or the professions change, the qualified person has to know to adapt it. These competences have, in a large measure, to

be transferable

- to know to act and react: it means that the person has to know not only what he/she has to do, but even more. In complex situations, the competence permits to exceed the procedures: it's about the competence of the initiative.

In these conditions, and in measure in which the reality becomes more unpredictable and unstable, the people are confronted with the experience of a possible failure. The "practical intelligence" component, which mobilize in new situations, unpredictable, unstable and which allow the mobilization of the imagination, of innovation becomes prevalent. The risks tied by put in application of the practical intelligence are, on one hand, the possible isolation of the operation in the space in which he tests his solutions and, on the other hand the clash of opinions susceptible to appear among the developed operational modalities, which can be proved incoherent or bad coordinates. The modern work becomes more and more collective. This suppose to make common referential, on local level but also on an organizations level, referential that can't be established and legitimated but in a communication activity, from which the central position of the communications activity in the center of the industrial activity.

Catering for the nature of new contributions in work requested to the people, we see the passing from a concept on short term performance which can be translated through classic indicators as type of capacity and productivity, to a long term performance, which can be measured, on the some elements that are hard to quantify as:

- the capacity of adaptation, flexibility of human resources and organization
- the potential's development and, generally, of all accumulation forms of knowledge's and competences.

The reaction's capacity of people at events, necessary therefore strong economic and technical variability becomes central in work, indifferent if this is individual or collective. She presumes:

- an evolution from the qualification notion of the persons to the development notion of their capacities of expertise in specific situations
- a development of the capacity to lead a flux of events, accepting the uncertainty as a inevitably constant.

The form of the performance has the tendency to develop in the measure in which appears that is assist to a rebalance between it collective dimension and the individual one.

Acting on the elements previously developed, its understandable that only a notion of performance which includes a collective dimension can respond to a necessary cooperation.

3. Management control system in human resources domain

The concern for performance created a bound between management control, modalities of organization's work and human resource management.

According to the performances stake rely more and more on people and on their capacity to generate value, the execution of their management, no matter how multiform it can be, it's more necessary than ever. Thus explains the necessity of apparition of human control management within human resources compartments through realizing control systems of social management. Actually, social control management is susceptible to improve the knowledge of the complexity in a manner equally global, dynamic and interactive. Social control management, it passes from the management control of the objects and machines, to the management control of the

activities and people that are doing it.

Social control management is a component and an extension of management control. It's a system which helps social control management of the organization, having its goal to contribute to human resource management from the performances point but also from costs point.

Social control supposes:

- the conception, application and animation of an information system: it's the definition and the assurance of data basis management and of the scorecards which allow the survey of the employees, of the performances and costs which it innovates;
- the leading of socio-economical analysis as: analysis of the wages fund evolution of the performances, deviation's studies from the budget's staff expenses;
- the transposition into objectives, foreseeing, decisions, proposals which results from social or socio-economical analysis.

Therefore, social control management has to present quantitative detailed and pertinent information as regards the elements from which mobilization comes the success: its human resources.

Social control management includes the dates which comes from and have as destination different compartments of the organization.

Actually, social control management takes place in the same time for:

- financial direction, which inspects pay and financier commitment that represents wages fund;
- management controller, because this system is part of a more general management system;
- human resources direction, for the elaboration plan of management norms of human resources, as: long term evolution of the effectives, general conditions of work, motivation strategies of people, evolution of pay systems;
- human resources responsible who respond of pursuing the employees in what concerns the individual control.

The information system has to be structured on the basis of a pertinence principle, meaning an adaptation of the information to the level and type of decision that will be taken.

The objective of a social information system is to facilitate the information changes between managing functions of an organization and different operative subsystems. Social information system it's a subsystem needed by the human resources function and management function, for helping to the good achievement of its mission.

It has to be concurrently:

- an instrument of intern communication, meaning one of the instruments of cohesion, dialogue and action on social climate;
- a support of communication with the environment, for example as an annual publication of an audit or a social balance;
- a support of management process therefore a control of decision: social information is the matter of decision in which concerns the person (evaluation, promotion, pay, carrier etc.) or collectivity (mobility, management of the rhythm and work time, pay etc.).

This system is dedicated to pursuit four main domains:

- management of the effectives and human resources: this includes particularly recruitment, demography of human resources, provisional management of the employees, etc;

- control of social climate and social behaviors;
- appreciation of the performance and investment in value. This performance's approach individual and collective, can be stated through synthetic indicators of quality; its constitute more and more an object and an social management's objective;
- control of personal wages and social wages.

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