Change Management in the Organizational Culture of Small and Medium Enterprises

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Abstract
In small firms bear the image and likeness organizational culture owner, in particular, the manager responsible and empowered. His attitudes are reflected cultural acts willingly or unwillingly in his handful of employees. Usually in small Romanian firms no hierarchical managerial levels, the manager overseeing ordering and direct all business moments: sizing production, establishing processes, adaptation work program, involving all resources, pricing, customer handling, etc.. Of such management can arise only an organizational culture focused on generating for patron satisfaction and generating a climate of goodwill. In most cases, the employer wants to strand anything that moves, wants to be consulted on any matter that requires the least decision-making process is relatively lenient with some initiatives, which obviously have resulted in tangible benefits. Is the classical image of Taylorist culture, the employee is valued and paid to the way in meeting the requirements and tasks, all aspects of planning, organizing, training, coordination, control and evaluate the preserve manager. In such a context are quite a few situations where personal whims become observable components of organizational culture specific small businesses.

Key words: management, change, culture, change management, organizational culture, small business, etc..

- Short theoretical boundaries.
Mass media have begun to define existence by assessing how involved in capturing change. Everything is changing around us and there is an interest to change. Contextual ambience know an avalanche of change, both good and evil. Global crisis management paradigms changing social and cultural systems. People are obliged to change their living conditions. It seems that nothing is lasting, no longer safe. In an infinitesimal time, things happen which question the personal comfort. Avalanche brings information to the people aspects of change daily, like, every minute in the U.S. are born about 60 children in China and India 244 351, in the U.S., most workers who are approaching the age of 38, have already gone through 14 jobs, all in the U.S., 25% of employees are the new job less than a year, and 50% of employees have been working for the new job less than five years is considers that the most sought eight jobs in 2015 did not known now, every day is
printed cards by 3000, are transmitted daily by 6000 million e-mails, every second is given by 150 million phone calls, from mobile phones etc. It seems that time passes very quickly in addition to each and all of us are stunned by the many variables that form the equation of change, which has a variety of results, most often unpredictable and unmanageable.

For individuals, and for organizations, aware approach to change management is manifestation of change management.

Since the newspaper, the only relatively stable element is represented precisely perceived change, personal change management processes are distinguished by increasing personal effectiveness, whether they are individual initiatives, whether they are creative personalized answers to assigned tasks. In all cases, since there is confidence in change management, man feels that becomes more useful it becomes more valuable it becomes more in control. Therefore, one who accepts the rigors of change makes change an element on which the security was alive.

Similarly, "...change management is one of the most important skills you can have any manager in a modern organization. Organization that manages the best change is one that will prosper most, and managers who consistently fail to implement change will be among the most successful."

Within an organization, change management can express specific forms focus on aspects sequential activity as follows: given process engineers responsible for new product features as particular forms tangible change management, economists given the new market conditions change management, operational managers managing data redesign production processes that change management etc.

Therefore, change management is not necessarily achieve well-defined goals tutelary entity that establishes a new state of things, but learning to use the advantages upward change in organizational performance. Change management is conscious actions directed towards maintaining competitive organization parameters in a dynamic and unpredictable.

- **Determinations of specific organizational culture small business.**

Organizational culture is a relatively new phrase entered the lexicon of management research, expressing the economic success of firms situations characterized by cultural elements integrated business vision. Thus, by 1951, Eliot Jaques defined organizational culture as covering "ordinary or traditional modalities of doing things that are embraced in a more or less everyone in the organization and new members need to learn or to accept at least partly to be accepted into service firm.". Other major concerns of the field defined organizational culture as "... the basic model assumptions that a given group has invented, discovered them or has developed in an attempt to issues of external adaptation and internal integration model that has worked well enough to be considered valid and therefore sent to new members as the correct way to perceive, think and feel in relation to those problems. "In more recent organizational culture was finite as "... consisting of invariant models of organizational behavior, taken as
a whole, which put the bond, informs and provides a context for the various actions of individual managers throughout the organization, things that come to distinguish the behavior of that organization behavior of other organizations that are not directly specified in the rules or forms. "All these definitions capture the informal nature of organizational culture, but there are many other points of view which considers this is only a formal character or is an expression how the formal and informal aspects establishes a common type of organizational culture. Organizational culture in small firms bear the image of the employer, in particular, the manager responsible and empowered. His attitudes are reflected cultural acts willingly or unwillingly in his handful of employees. Usually in small Romanian firms no hierarchical managerial levels, the manager overseeing ordering and direct all business moments: sizing production, establishing processes, adaptation work program, involving all resources, pricing, customer handling, etc.. Of such management can arise only an organizational culture focused on generating for patron satisfaction and generating a climate of goodwill. In most cases, the employer wants to strand anything that moves, wants to be consulted on any matter that requires the least decision-making process is relatively lenient with some initiatives, which obviously have resulted in tangible benefits. Is the classical image of Taylorist culture, the employee is valued and paid to the way in meeting the requirements and tasks, all aspects of planning, organizing, training, coordination, control and evaluate the preserve manager. In such a context are quite a few situations where personal whims become observable components of organizational culture specific small businesses.

• Organizational culture and change in small firms.

More than in other situations, small business management is responsible for the following manifestations of organizational cultures, as follows: power-oriented organizational culture, organizational culture oriented role, results-oriented organizational culture and customer-oriented organizational culture.

In power-oriented organization, the leader is omnipotent, decisions are taken only by him, so employees subject without discussion. Organizational culture of this kind is tyrannical and despotic, and business management principles cultivates fear and punishment. Of course, the change in these firms is heavily monitored and it expresses the will and initiative manager. Employees usually compete to strengthen the position of head chief, flatându him and encouraging him, adapting without some kind of opposition, everything Relative maintain workplace safety.

In this type of culture, power manager still runs, but based on rules that add value to people who have significant roles in the business. For example, in a motel, the whole process management can focus on the critical role of incumbent employees distinguished as: a cook, a gardener, a waiter, a head of the room, a bartender etc. change management can take two levels: first, the decisive belongs supreme boss who decides key issues and monitors all others coming from carriers roles, and the second focused on the role belongs to the persons entitled to a role that can make decisions according to the rules. People who follow the rules are
quite appreciated the head, while all other threaten their job security. Unscrew employees in the change process, cultivating good organization, coordination and cooperation.

Closely with management on the growing role and performance-oriented management. Role taken performance. For example, if a sales center sales begin to take increasingly larger whole sales process management focuses on it, appreciating the creativity and ingenuity of staff responsible for new performance. But when performance changes, attitude changes and those responsible for the failure. As such it supports the changes and initiatives that lead to performance and penalizes those who do not meet established minimum performance. Customer-oriented culture is built on knowledge of customer needs and the daily effort to meet higher domestic employees thereof. Most companies that offer lower production and services aspire to this kind of culture, as it manages the dynamic correlation between customer and employee unable to meet demand. Changes in the company are focused on customer and manager expresses admiration for his employee as a measure of how perceived customer satisfaction. Customers are always changing, the actions of employees wearing color changes resulting from their particular desires, and management changes aimed just satisfacertea priority customers. It turns into a real court setting who have to work in the company and who does not, and wage correlation with the perceived level of customer satisfaction.

In conclusion, the basic features of organizational culture change management in a small company resulting from the following considerations: if a culture change organizational management in a large company is a long and complicated process that takes a long time in a small business it occurs as cause-effect relationships in a short time, abruptly, changing concerns, as appropriate, activity, role OF THE LOCAL, being appreciated only after the fulfillment of tasks, changes mainly concern different forms adapting to what is required.

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