

CHANGING ORGANIZATIONAL CULTURE IN TERMS OF INFORMATION AND COMMUNICATIONS TECHNOLOGIES

Abstract

Organizational change can be considered a genuine moment of evolution and development of the entire organization and decision of change is closely related to the company's mission, the objectives that wish to achieve in order to ensure their competitive advantage. At the same time, information and communication technologies as well as growing competition, changes in both production methods and organizational structures of companies. New forms of organization and management models based on different concepts and skills involving clear needs of employees with new skills, new roles, behaviors and values. It appears, therefore, a new culture of the organization.

Key Words: *organization, organizational culture, communications technologies*

1. Introduction

The actual period is characterized by large transformations of social, political, economic and technological intelligence [7; p. 133]. The socio-political organization, the new relation between economy and institutions, the process of globalization, on the one hand, and scientific-technological progress, major attention given to the problems and requirements of individuals but also the growing competition between companies and nations, on the other hand, have made “the fall” of dominant paradigms, causing a deep crisis.

Also, the climate of uncertainty and confusion led inevitably to the managerial and organizational theory to a rethink of the relationship between the organization and the environment, as well as the need for a complex redesign of the company through change.

2. Organizational changing - organizational culture changing

Organizational changing can be considered a genuine moment of evolution and development of the entire organization, the decision of change is closely related to the company's mission, the objectives that wish to be achieved in order to ensure their competitive advantage. Assuming the premise that, in order to have a real chance of success, changes in the organization must be planned, it can be identified three distinct phases [3, p. 165]:

- *initiation, conceptualization, planning* - in this phase it plays an essential role the changing strategy and their supporters. Visionary leaders have a clear vision of inconsistencies between the organization and the environment and are able to develop and to initiate the implementation of strategic directions for increasing the performance of the system;

- *implementation* – agents and proponents of change are responsible for the implementation of creative plans designed in the first phase;

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- *acceptance* - the affected group by the change is not involved in the conception and implementation of change, and their reactions and actions determine the success of the change.

If negative reactions - resistance to change - are not anticipated, recognized and resolved, the change will be painful and unsuccessful.

Regarding the resistance to change the study „*L ' apport de la technologie des informations dans le changement organisationnel*” [4, p. 865], reveals major differences in the transformation of the Romanian organizations analyzed under the impact of ICT, in relation to the enterprises in the EU and the USA.

The differences reflect the national cultural context, resistance to change of policy makers and social upheaval fear could be driven by substantial reduction of socio-professional categories, by the introduction of these elements of modernity.

Exploiting the opportunities offered by ICT can induce profound transformations in business strategy and organizational structure. This is supported by the statement that in recent years, there have been significant changes in defining the role of information technology in organization management [1, p.40]: the direct impact of ICT on organizational culture, organizational structure and process redesign, redefinition of markets borders and their structural characteristics, changing the bases of competition, as well as providing a new set of weapons in competitive struggle.

To be able to evaluate the impact of ITC on the organization, we must consider the organization as a socio-technical system [2, p.45] whose components are: employees, businesses, culture and structure, information and technology. All this is reflected in: objectives, strategy, organizational forms of business, types of management systems, systems of work organization and production, intra and inter-professional training, emergence of enterprises in the tertiary sector and changing cost structures, control and power within the company.

Transformation of the whole organization, in terms of ICT is conditioned, in the opinion of many experts, by the existence of a set of preconditions, namely [6]:

- the company management must be committed to changes caused by ICT;
- each employee must be able to view what are the benefits of ICT and on which values are based;
- existing of the exogenous conditions that issues facing not can be addressed and solved using the previous methods;
- the upper management people in organization to support the achievement of organizational change;
- managers and professionals who carried out the change generated by ICT must be prepared and committed to a long-term process;
- all staff must be aware from the beginning that will be faced with the "opposition" to the implementation of ICT;
- during ICT implementation there must be the availability of a large number of people to learn;
- most of the staff organization to be convinced of the need to make any changes expected;
- organization is ready to call on any assistance and / or useful contribution within and outside the company;
- ensuring access to information that is involved in all phases organizational change.

Consequently, information and communication technologies and increasing competition, changes both production methods and organizational structures of companies. New forms of organization and management models based on different concepts and skills involving clear need for new employees, new roles, behaviors and values. **It appears, therefore, a new culture of the organization.**

To capture how to reshape the organizational culture as a result of the introduction of information technology we use Lundberg's model of organization culture change, shown in Figure 1.

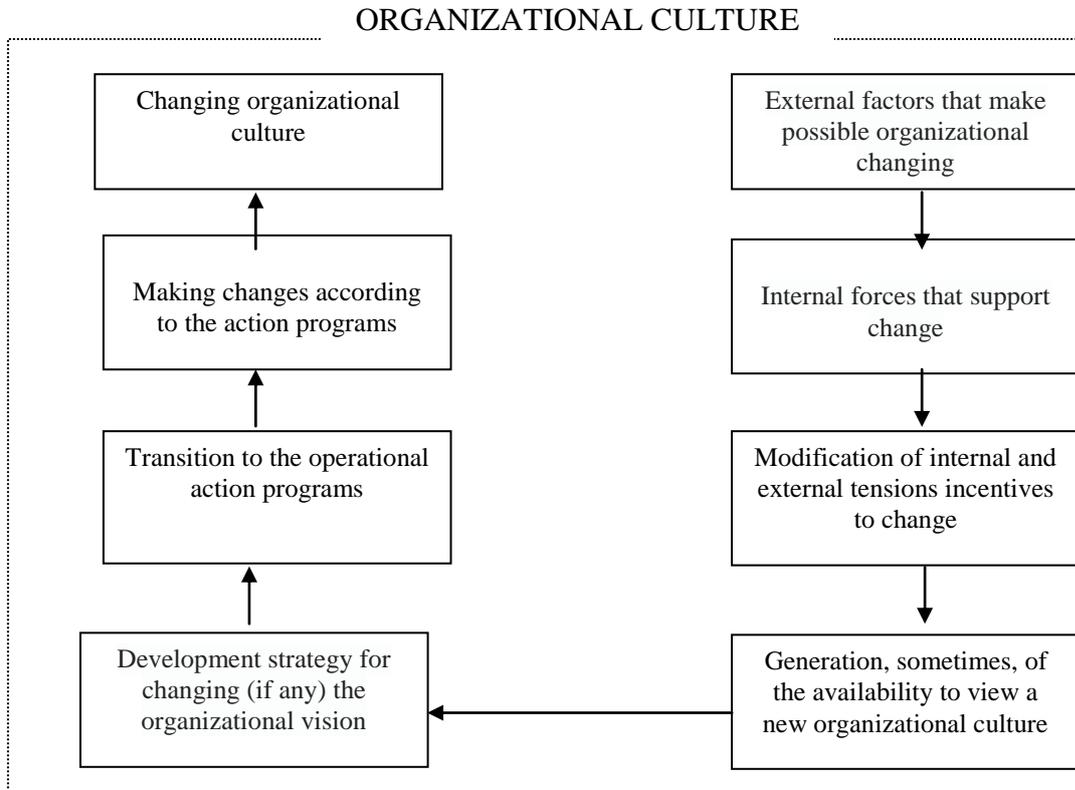


Figure 1. Organizational culture changing model

Source: Lundberg, C., *On the Feasibility of Cultural Interventions in Organization*, Newbury Park, 1985, p.182

According to this model:

- the category of *external factors* include information technology and communications;
- the *internal forces* that generate change through ICT includes: the existence of a leadership focused on change, good level of collaboration between employees, the availability of staff to accept changes;
- *internal and external tensions* incentives to changes or, in other words, what led to the ICT implementation refer to the specific requirements expressed by the market or the community to the company, obtaining competitive advantage, improving internal and external communication, the need for transmission of information in a shorter time, improving working conditions, reduction of costs, introducing radical changes to improve processes in the organization, etc.

The events that trigger the switch to making change in organizational culture include opportunities or major disruptions in the context of the company, changing leadership.

Among the conditions that facilitate cultural change we can mention: size or length of organization – if the organization is smaller or younger, the more easily initiated a cultural change, type of organization - a weak culture is less conservative than a strong culture.

The other elements of the model, in fact, the logical phases for achieving change in organizational culture have common content, such as:

- to determine the target configuration culture - cultural change announcement;
- to identify specific behaviors that constitute the target of culture manifestations;
- inclusion of practices in the assessment of the performance-measuring the use of new behaviors;

- inclusion of a performance reward system to encourage desired behaviors.

The degree of difficulty of change decreases from values to attitudes and behaviors towards [6]. Values and norms have attached beliefs and attitudes. Therefore, any cultural change may not start with changing them but with the change of behavior. So, first determine the employees to act in the direction desired, after that attaches a series of values of these behaviors. For target behaviors, employees receive rewards and begins to believe (so *beliefs*) that this is the new path, the correct action. If they think this is good, then the new values are incorporated in the system, and the *value*, in part, *means culture*.

Conclusions

Regardless of the type of change, *organizational transformation is an inevitable phenomenon*, especially for modern enterprise and the corporate managers role is particularly important.

Concluding, we can say that it is necessary to reflect on an important aspect related to the process of organizational change: *for the successful transformation of the organization requires a higher intellectual effort, innovation, in a word, of knowledge*, because transformations from the environment, and which obliges businesses, are increasingly faster. *This involves changing the organizational culture*.

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