CHANGE IN ORGANIZATIONAL CULTURE

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Abstract: Organizational culture has a number of effects on the socio-economic results of the organization as an open system on its employees and the management practiced in the organization. Research on organizational culture change are reduced. Therefore, creating a new corporate culture through an important change brought existing organizational culture is a complex and lengthy process.
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Introduction
Cultural organizations together with their world image reproduce and reflect a certain spirit of the time and some practice strategies reporting to reality [1].
The organization, leadership and organizational culture are closely linked: organization and management generates a certain organizational culture, and the latter shapes them on first.
Organizational culture is a mindset, a specific way of seeing problems and solve them, a sense of belonging to a team. At the same time, organizational culture gives rise to a certain jargon specific to each organization, jargon they understand only members of that organization.

The concept of organizational culture
Studies in an interdisciplinary organizational culture quite pronounced, making it difficult to define organizational culture. In its definition they have contributed various disciplines: anthropology, psychology, economics, sociology, general and comparative management. Whitely W. and G. W. England reviewed 164 definitions of culture, reaching a synthetic definition: "a culture sums up the knowledge, beliefs, art, laws, moral rules or customs that serve to differentiate groups from each other" [2].
Among the definitions of organizational culture representative recall [3], [4], [5], [6], [7], [8]:
- Ovidiu Nicolescu: "Organizational culture is a system of values, ideals, expectations, beliefs and common rules of conduct that prevail among members of an organization and making the performance of its directly and indirectly."
- Eugen Burduş: "... a complex pattern of beliefs and hopes, which include philosophies, values, postulates, attitudes and norms common to the members of that organization."
- Strati: "... is a set of symbols, beliefs and behavior patterns learned, product and recreated by people who devote their energy and life's work of an organization. It is expressed in the design and organization of labor, built manifestations of culture and services that the

organization produces. "
- William Ouchi: "... a set of symbols, ceremonies and beliefs and myths that communicates the organization's core values of its members."
- Geert Hofstede: "... collective mental programming that distinguishes members of an organization of members of other organizations."
- R. Pascale: "Organizational culture relates to the implementation of an internal model that determines the behavior, values and schemes of thought, speech and action in an organization."
- R. W. Griffin: "Organizational culture is the constellation of values of an organization, the organization's purpose is to elucidate and support in establishing modalities and priorities."
- Stanley Davis: "... a set of values and beliefs shared by the staff of an organization with specific meanings and it provides rules for acceptable behavior".
- M. Diamond: "Organizational culture is a social invention include material creations, formal and informal conceptual construction, socialization, indoctrination, rituals, myths, theories of action outlined and practiced, personalities of leaders, groups as subcultures host culture, history of the organization humor etc. It feeds on subconscious structures relating the organization's members".
- Edgar Schein: "Organizational culture is all common knowledge accumulated by a group of employees, gained in their implementation and to confront the challenges of environmental and development company".
- Gary Johns: "... formal, organizational culture consists of beliefs, values and assumptions shared within an organization."

Although organizational culture has received so many definitions, in all this we find the common features [9]:
- organizational culture is a reference

framework for the organization's members;
- all definitions are considering a set of meanings and values that belong to employees of the organization;
- meanings and values that form the basis of organizational culture is a synthesis of individual and national;
- organizational culture elements require a relatively long period of time to form;
- values and beliefs are reflected in symbols, attitudes and behaviors;
- manifestations of organizational culture significantly influence the evolution and performance of the organization.

Organizational culture comprises several components which, taken all together, they can give it a meaning it. These components are [10], [11]:
- philosophy - is intended to guide policy and strategy and, in general, the attitude towards their employees and to customers;
- beliefs - general sentences about the organization;
- values - expressed ideals toward which the employees of an organization in its work;
- rules - specific rules of human behavior, is acting restrictions under which employees in the organization;
- myths - symbols that refer to the history of the organization, from its evolution;
- rites/rituals - "protocol statements" of each organization;
- symbols - consisting of badges, gowns, uniforms, etc .;
- other components - canons of law, rules of the organization, ways of knowing and / or defense etc.

Changing organizational culture - factor of progress

Since the 90s of last century the term culture has been enriched with new concepts and themes for discussion: changing the organizational culture, cultural functions, etc.

Changing organizational culture is a kind of organizational change, but an important one, since any transformation amounts to a re-evaluation of basic assumptions that employees of the organization are assumed. On the other hand, organizational culture is the interface between employees and change, being able to convert one by one into a barrier or a facilitator of the process [12].

Sources organizational culture change can come from inside or outside the organization. Both the internal dynamics of the organization and the environment around the organization can determine at some point need to change the culture of the organization due to [13], [14], [15]:
- reduced or different performance compared with those covered by the top management;
- major changes in senior management;
- how to achieve change roles by managers;
- change the object of attention of managers;
- promote new methods and management techniques;
- major differences between the strategy adopted and the reality of the organization;
- crisis, when the old constituents not respond satisfactorily current problems or perspective;
- change the organization's vision and mission;
- low ability to adapt the organization to the environment;
- resistance and hostility towards the new;
- change the criteria for granting rewards and status in the organization;
- change the criteria for recruitment, selection and promotion of employees within the organization;
- rituals and ceremonies in organization change;
- economic and political changes in society

The changes that occur in an organization's culture may be emerging or planned. Emerging changes are changes occurring spontaneously or under the influence of macro-social changes, political or economic, either due to international mechanisms and / or intra. They are usually continuous, process, incremental changes that do not affect appearing as in-depth cultural identity of an organization. Planned changes are induced in a systematic and directed so as to lead to a new configuration of an organization's culture and a new way of reporting to its members to one another and to things and events facing. [16]

Sometimes the planned changes emerging changes can occur. The content of these changes is emerging spontaneously, unexpectedly or could not be anticipated. Orientation spontaneous change can be both convergent and divergent with the planned changes.

Whether the change occurs in the structure, management strategies, ownership of form or type of technology used in the organization, it requires changes in organizational culture as conservation and cultural inadequacy lead to failures.

Changing organizational culture is linked to conservation. On the one hand, patterns of behavior and relationships, traditions, rituals, myths, work styles and interaction are

perpetuated over time to preserve a certain identity of an organization. On the other hand, changes in the broader culture of the company, the employees of the organization participate, influence and cultural patterns prevailing in that organization, meaning that calls for modifications, adaptations or adjustments [17].

Steps are changing organizational culture [18], [19]:
a) identify existing organizational culture through cultural diagnostics;
b) identification of the type of culture the most appropriate organization currently operating conditions;
c) identify strategic changes, structural and behavioral should be made in the organization to support organizational culture change;
d) analysis of personnel changes that are required to be made;
e) change planning, risk assessment and creating cultural action plan.

The new culture that emerges is a culture in line with the general direction of the organization, which favors change, behavior modification and support changes.

Among the mechanisms for changing organizational culture remember [20]:
a) natural evolution - organizational culture evolves by simple assimilation of elements that previously worked best;
b) directed evolution - members of the organization are used to produce some changes, without losing the specific identity of the initial organizational culture;
c) directed revolution - change of organizational culture is achieved by attracting some people in key positions outside the organization;
d) development of the organization - organizational culture change is not an end in itself but is unavoidable;
e) management technology - technology is used to persuade employees of the organization on the need to change organizational culture;
f) changing incrementalistă - getting through small steps of change in organizational culture.

When performing organizational culture change must take into account the following aspects [21], [22]:

- identifying, analyzing and possibly changing mental models existing in the organization;
- achieving harmony between the elements of organizational culture and vision, mission, strategies, objectives and external environment of the organization;
- obtain credibility for their actions, and gaining employee involvement, through the application of policies, procedures and practices that are consistent with the new organizational culture;
- preventing resistance to change by providing strong arguments and rational;
- disseminating new culture throughout the organization by using various mechanisms of transmission (communication channels both formal and informal) and behavioral practices that reflect the new organizational culture;
- participatory approach to get a deep and sustained organizational culture.

Promoting a new organizational culture is a set of changes aimed at conceptual elements, structural, informational and psychological organization and its technical-economic system.

Changing organizational culture is initiated by the top management of the organization and to achieve in a short time, it needs an organizational climate marked by discipline and authority of agents of change. At the same time, changing the organizational culture by changing attitudes and behaviors organizational inertia and it will hit the conservatism of employees of the organization. The transition from the existing organizational culture to the new organizational culture will be represented by a sequence of intermediate cultural patterns would leave their mark in their own way, on management practices. We can say without any mistake, that the restructuring of the organizational culture is a vast and complex process of learning and acquiring new and organization should act as a learning organization.

Conclusions

❑ Changing organizational culture is different from changing the system, as it involves targeted action on efficiency beliefs, core values and perspectives.

❑Promotion and acceptance of change in the organizational culture is conditioned by training human resources in the organization.

❑Promote and strengthen organizational culture change in target people comfort zone once the beliefs, habits, traditions, rituals.

❑Changing organizational culture resistance from employees, resistance due both the individual and the organization as a whole.

❑Changing organizational culture requires effort and a long time to overcome resistance to change.

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