

THE IMPORTANCE OF ORGANIZATIONAL CULTURE WITHIN MANAGERIAL REENGINEERING

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Abstract

Apart from proper dimensioning of the necessary staff, professional training of the managers, redesigning the HR management may result in improving the organizational culture, which is essential for managerial reengineering. Therefore, managerial reengineering requires the existence of a flexible organizational culture, dynamic, innovative. It is advisable to make the change that convinces the employees that they work for the clients, not for their bosses, an attitude that may be supported by the retribution systems that need to be correlated to the degree of customer satisfaction.

Keywords: organizational culture, human resources management, managerial reengineering.

JEL Classification: M1, M12

1. Introduction

The process of implementing the new HR management subsystem involves both the design team of this project, as well as the design team of the company's management system, because the actions of the HR management subsystem interconnect with the other elements of the other systems.

2. The methodology of redesigning the human resources management

The methodology² of redesigning the human resources management system is highly complex and includes the following steps, found in a guide for operationalization and assessment of the human resources management system:

- 1) Creating the team for reengineering the human resources management system, determining the scope of the redesigning and setting the targets;
- 2) Creating the program for reengineering the system;
- 3) Analysis of the human resources management system;
- 4) Redesigning the human resources management system;

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²Nicolescu, O., Verboncu, I., „Managerial methodologies”, Editura Universitară, București, 2008, pag. 299-343

- 5) Implementing the human resources management system;
 - 6) Evaluation of the functionality and performances of the new system.
- ◆ Step one: Creating the team for reengineering the human resources management system, determining the scope of the reengineering and setting the targets includes creating the expert team, from determining the size and structure of the team, selecting the specialists, to determining the work methods, identifies the specific targets, the main activities related to human resources, and determines the elements that connect human resources management to the management of the company, as a whole.

During this step, the company's strategy will be analyzed, resulting the specific targets of the human resources management system, followed by the sizing from a personnel point of view, of the general objectives and of the main domains of activity.

The outcome of this step is the designation of the reengineering team and the definition of the specific goals, of the main activities and tasks to be performed in the human resources field.

- ◆ During the second step – „Creating the program for reengineering the human resources management sub system”³ the reengineering program is defined, point in which the decisions and their corresponding actions for redesigning are foreseen, which are correlated to the decisions and actions to redesign the management system of the organization. This step targets the constant collaboration between the team leader and the leader of the team in charge with redesigning the whole management system, and if needed, with the general manager.

The structure of the reengineering program must include: the action of decision, the start and end date, responsibilities and people in charge of them, various aspects to be considered and notes on them.

The methods used in this step are the program chart, which includes the items mentioned above, and a Gantt chart, which correlates in time the actions to be performed, for better supervision.

The outcome of this step is the program for reengineering the human resources management system.

- ◆ Step 3 - Analysis of the human resources management system⁴ consists of creating a registry recording the activities, attributions and tasks related to human resources and their management, identifying the strong and weak points found herein, determining the issues that need to be solved and recommendations to improve human resource training.

The result is the list including the strong and weak points, the table including recommendations for improving, the list of the elements that are the interface

³Nicolescu, O., Verboncu, I., „Managerial methodologies”, Editura Universitară, București, 2008, pag. 307

⁴Nicolescu, O., Verboncu, I., „Metodologii manageriale”, Editura Universitară, București, 2008, pag. 308

between human resources management system and the other management subsystems.

- ◆ ” Redesigning the human resources management system”⁵ is considered to be the most difficult of all, because it has to reach the following targets:
 - Identifying and determining the constructive parameters of the HR management subsystem;
 - Making sure of the functionality of the HR management subsystem;
 - Giving value to the quality of the human resources, to their development and improvement.

The result of this step is represented by three documents. These documents include the presentation of the configuration and functionality of the HR management, a description of the methods, working and management techniques for HR related activities, a description of the correlations between the HR management subsystem and the other management subsystems, on one side, but also the ones between this one and the managerial system, as a whole, on the other side.

The project of the HR management system is included in the management system of the organization.

- ◆ ” Implementing the human resources management system”⁶ targets the operationalization of the new managerial subsystem and the implementation of the HR management system.

As a start, one must meet new requirements of the new managerial change.

This step must take into consideration several aspects, including:

- the managers and specialists involved in this process must be informed on the content of the actions and on the implementing procedures.
- their training for accepting the fact that these actions are necessary, proper and efficient, using various methods: group and personal discussions, using materials presenting the actions, organizing special informational workshops etc., organizing trainings, in which alongside the members of the designing team, there will also be external consultants, all these to help reduce the resistance to change, to increase the degree of involvement, the creativity and their effort, by understanding and learning the elements of the project.
- the members of the design team and the upper level managers assist the employees in implementing the changes.
- The control and evaluation of the new managerial team and the correction of the errors, if they occur.

The process of implementing the new HR management subsystem involves both the design team of this project, as well as the design team of the company's management system, because the actions of the HR management subsystem interconnect with the other elements of the other systems.

⁵Niculescu, O., Verboncu, I., „Metodologii manageriale”, Editura Universitară, București, 2008, pag. 310

⁶Niculescu, O., Verboncu, I., „Metodologii manageriale”, Editura Universitară, București, 2008, pag. 313

The implementation step of the new HR management subsystem may be considered finalized only after some months (maximum 6), meanwhile the employees developing the new skills for accomplishing the new targets and for using the new methods, approaches and HR techniques.

- ◆ The last step „Evaluation of the functionality and performances of the new system”⁷ determines the ability of the new system to create efficiency and functionality within the organization and facilitates the identification of errors, if any, and of the proper corrections, and/or the improvements that may still be done to obtain increased functionality for the new system.

Because the system needs a time to adjust (approximately 6 months) in order to allow the employees to develop the habits and for the changes to consolidate, the evaluation must be done at two moments: the first one after six months from the implementation of the new system (this has to be a detailed one), and the second one after one year, emphasizing the main constructive items.

The result of the evaluation is the *recommendations list* including the main necessary improvements and *the decisions for motivating the personnel*, which take into consideration the results and the efforts, the involvement and responsibilities undertaken.

Apart from proper dimensioning of the necessary staff, professional training of the managers, redesigning the HR management may result in improving the organizational culture, which is essential for managerial reengineering. Therefore, managerial reengineering requires the existence of a flexible organizational culture, dynamic, innovative. It is advisable to make the change that convinces the employees that they work for the clients, not for their bosses, an attitude that may be supported by the retribution systems that need to be correlated to the degree of customer satisfaction.

Also, the organization undergoing reengineering promotes *behavior features* such as⁸:

- The wish to reach the highest level within the organization;
- The wish to adapt to changes, to take on risks
- The wish to take decisions;
- The desire to work in a team
- Opening to current issues;
- Developing confidence;
- Respect towards the ones that the employees interact with, but at the same time self-esteem.

Therefore, it is advisable to implement some *beliefs* as⁹:

- They are part of a team;
- Every position in the organization is important;

⁷Niculescu, O., Verboncu, I., „Metodologii manageriale”, Editura Universitară, București, 2008, pag. 314

⁸Champy, J., „Reengineering du management”, Edition DUNOD, Paris, 1997

⁹Hammer, M., Champy, J., „Reengineeringul organizației”, Editura Tehnică, București, 1997

- The clients are the ones paying their salaries, therefore the employees should act towards meeting their needs;
- Remuneration is based on the value created by the employees, therefore they must take on responsibility for their actions and they must make their best for solving any issue;
- The employees must be interested in continuous learning.

Managerial reengineering generates *mutations* at organizational culture level.¹⁰:

✚ The systemic approach based on five categories is promoted as a main method to increase awareness, leading to the appearance and consolidation of certain values within the personnel such as: the employee's work is targeted to achieve the goals, the motivation is based only on performance, bold objectives are encouraged, the possibility to do what they know best, the devotion of the team for achieving a certain work that would bring added value. These aspects contribute to obtaining a synergy within the organization and increases the role of organizational culture in defining the individual and group identity;

✚ Motivation is based on performance, increasing the consolidation of new values such as team spirit and objective based labor, at the same time creating the grounds for new myths. The new motivation system contributes to defining the individual and group identity ;

✚ The employee will become compatible the job he obtained based on his competence. This way, the personal and official – managerial authorities will be synchronized. Thus, human quality comes first, mediocrity disappears, hiring and promoting is only based on competence.

The concepts used during the reengineering process reflects the major contribution of high level management on managerial reengineering, and the aptitudes, professional competences, qualities and habits have an impact on the new HR management system, and even on the whole management system.

3. Conclusion

Because the new HR management subsystem system needs a time to adjust, meanwhile the employees must develop the habits and for the changes to consolidate, the new skills for accomplishing the new targets and for using the new methods, approaches and HR techniques.

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