

CHANGE MANAGEMENT IN NATIONAL SECURITY INSTITUTIONS

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Abstract:

Traditional association with defense military security no longer meets the new security environment indicators of national and international scope of the concept extending far beyond military matters to non-military aspects. The experience of recent years shows that national security can be achieved by military means alone, but now includes non-military elements, such as a strong political base emanating from democracy, the rule of law and human rights in education and implementation market economy. Compared with private organization, the change in the public organization is more complex because the preponderance agents or forces generated by environmental change, particularly its political and legal components, internal forces playing a supporting role. The change thus appears to be a deliberate strategy.

Keywords: management, change, organization, national, security

Introduction

In today's society, community members decide to leave decision-making institutions. On the other hand, in 2012 the state is in crisis. A major crisis does not cause a disruption of social norms. In such a situation, the community moves from the usual set of moral principles to another set typically the emergency.

The emergency does not mean a repeal of all principles, a collapse of conventions, but a narrowing and displacement of normal distribution principles. Protecting those in power keeps the structure of fundamental institutions and keeps in running regular communication channels.

Once Romania joins the European Union, Romania has entered a new stage which involves preparing and taking steps Schengen Area. Abolition of checks at internal borders of the European Union (EU) is the most visible and most important effect of European integration.

EU directives can have a minimal effect on organizations from countries

outside, but can have a major impact on organization acting in such a country, but that is a supplier or customer of an organization in the EU.

Change as necessary

Promoting effective measures of social responsibility, implementing Business Principles, are effective measures to prevent and combat corruption (Burlea Şchiopoiu, A., 2007a, p. 24).

Therefore, clear and deep perception of the need for change by managers of the change process is essential. Perception of change is important, but not sufficient and should therefore be supported by a complex of actual activities of the managers.

On the other hand, staff organization have helped to understand that the current organizational structure should be adapted to new requirements posed by competitive economy that managers have to be effective tools for planning and evaluation for complex, and their decisions require a participatory foundation, using modern

management methods and techniques (Agapie, M., 2008).

Volatility environment, increasing speed due to changes in information and communication technology, requires organizations to work with increasingly complex external environment. In this environment, the organization must adapt strategy, which is modeled exactly in line with the mission and strategic vision and complexity which is characteristic of them asked to be flexible.

Change management model of public institutions is inevitable and will take effect on both the citizens and the private sector. Public institutions are not guaranteed the existence or level of funding. You should like them to understand the dynamics of changing technologies. Each public institution must have its own strategic concept, to consider new practices, effective, to renew, to innovate and make their merits known to the general public and audiences who pay taxes and follow their work, through strategies designed clear picture.

Constantinescu and Nistorescu (2009, p. 336) have shown that management reduces uncertainty in the organizational pyramid structures operating vertically and showing clear who has authority over whom.

In the center of change management is the issue of change, which is the stage that we find in the future, based on current state and structured and organized process that will allow the transition from one state to another. The problem of change may be higher or lower in the final order or implications can turn to individuals or groups of individuals being part of the department or different departments, the entire organization or only certain components of the environment in which the organization operates (Preduț Radu I., 2008, pp. 215-223).

There are two categories of factors influencing change within the organization: external factors that can

be controlled to a lesser extent by managers, and internal factors that act changes in the organization, the processes of decision making, communication, interpersonal relationships, leadership, management style, etc.

In addition to factors listed there are many elements that by nature of their content generate change. All these factors can be grouped into four main groups: political, economic, socio-cultural and technological factors.

Clear and deep perception of the need for change by managers of the change process is essential. Perception of change is important but not sufficient and should therefore be supported by a complex of actual activities of the managers. Therefore, one of the most important aspects understands the organization's staff, managers and subordinates, the need for change.

Organization's staff should be helped to understand that the current organizational structure should be adapted to new requirements posed by the transition to a market economy, the current information system should be changed and transformed into an effective tool to reach managers and their decisions need substantiation participatory, using modern management methods and techniques.

This stage, essential for it involves actually creating human belief in the organization, that the current management and current personnel policy are not compatible with market requirements. Understanding the need for change may involve other, knowing that a continuation of the management and execution processes with older structures in the new conditions lead inevitably, sooner or later, in situations critical to the organization.

During the social and organizational change, there is a need for communication strategies and techniques to adapt (Burlea Șchiopoiu, 2007b). The process of change within the organization must go through the

opening or thawing stages, in which case try changing the balance between desired and actual for change, change or transformation, for which the transformations that allow the transition to the desired position and close or freeze stage where the new balance to be achieved in the system. This step can be made by calling the regulations, the organizational culture and organizational structure.

Change in national security organizations

Because Nistorescu (2010, p. 99) has shown scientifically that value system is one that forms the basis for skills and behaviors of each component of the organization, scientific approach to security risk is used terms, threat, danger, state security, aggression, conflict, national interests, vulnerability, security objectives, security system, security environment, etc.

Against this background, the danger may be considered a state or situation created because the existence or integrity of the danger that exists independently of our will, the danger may arise under the risks we assume when we design and carry out an action, after a prior or direct threat. At present, in a society increasingly based on knowledge, the correct approach to change in the institution of national security is extremely difficult, due to national and international implications of the expected effects of actions taken or derived (Barcan, L., 2010, pp. 47-52).

A manager is more dependent on the recommendations of an expert, the more and less able to take decisions well documented. The expertise in decision making is obviously useful, and sometimes may need more experts. However, not be allowed to develop their own decisions.

The decision-making process, the main task of the manager is to form an overall picture, to analyze all possible dimensions to achieve the best results. Then, in the post-change management

and communications pro-development stability become more important (Iacob, M., Iacob, D., 2008, pp. 65-70).

Change management requires a systematic sequence of processes accompanied by a permanent feedback. Implementing change management involves defining the factors that generate change, recognition, understanding needs changing to another diagnosis problems, identify methods by which to make change, determining ways to implement change, overcoming resistance to change, change implementation and evaluation of implementation changing.

First is mentioned and the group method or methods have to be used both to analyze problems and to implement change. The most effective ways will be selected to make the change. Major changes in the organization simply do not happen.

Administration involves running a real change in facing complex forces pushing for change and the forces that resist change. This process has several steps, can talk about awareness of the need for change and raising awareness among managers to initiate change in organization, diagnosing the situation based on information gathered and analyzed, identifying all the forces that support change, and those who resist change, development of options for change, choosing the best (or most convenient), the change itself, that the application variant chosen all necessary measures, detection and elimination of possible shortcomings and strengthen their new values that support behavioral changes made.

Orientation events that trigger an ideology of change in culture and organizational structure can be opportunities or major disruptions in business context (global economic boom, the emergence of a new generation of technology) or changes in ownership and / or business management (merger with another company, achieving a joint venture,

change the top management of the organization, etc.).

Resistance to change is the main obstacle that we face change. Reasons that generate resistance to change are personal, misunderstanding the fundamentals change, tolerance for change (carelessness), fear of the consequences of change, tend to exercise restraint. To minimize this phenomenon, however, resistance to change, managers could initiate a set of activities such as preparation time changes through discussions with those involved in this process, supporting and encouraging those involved in the process of change through effective participation in this organization the debate on the issue of change, interpersonal influence and putting pressure, which can generate resentment and hostility.

The challenges that organizations must respond today are related to changes that need to create conditions to operate internationally to meet international influences and promote adaptation strategies. Thus, in the context of international and national management organization must constantly face minor changes, some elusive, the underlying decision. Globalization requires a new vision of knowledge approach to collaboration within and outside the organization (Burlea Şchiopoiu, A., 2008, p. 55).

Change is essentially a transformation or a change in the status quo, a shift from a state of affairs to another, from one set of conditions to another. The change means, for many people, uncertainty or insecurity about their future at work, relations with others. It is therefore likely that this fear or anxiety of people about to change, to lead them to attempt to block, to resist its introduction. In a sense, resistance to change is a positive because it proves the existence of some degree of stability and allows the prediction of organizational behavior. But resistance to change effects is mainly negative: it

can generate conflicts within the organization, but especially is an obstacle to progress.

Knowledge and understanding of the causes of resistance to change are essential for finding the most appropriate means to reduce or even defeat the resistance. One of the most important ways to reduce people's resistance to change is their involvement in planning their change by focusing on their feelings, their own insecurities on their resistance. When people face open with each other, they have information in place of uncertainty, they may contribute to change rather than resist change. People must be given the opportunity to discuss and understand the nature of change and their fears triggered by it.

Another way to reduce people's resistance to change is addressed anxieties created by change. Be that the emphasis should be put on finding sources of discomfort to people who fear change and not using sanctions or threats as a means to persuade people to engage in change. In a process of change, given that habit, routines are sources of resistance to change, behavioral models should not ignore the work that was already well-established and institutionalized.

In general and especially national security there is no single change strategy. You can adapt an overall strategy or what is called a great strategy, but any initiative, you get more results from a combination of strategies. The choice of strategies of the above will be used in this combination of strategies (Pfister S., 2004, pp. 195-198).

Communication is one way to reduce resistance to change. Resistance can be reduced by communicating with employees, helping them understand the need for change. This method is effective when the main cause of resistance is lack of information about individuals in the change process. The time and effort

involved in this tactic are the main disadvantages of them, especially when change affects a large number of people.

Handling is another way to reduce resistance to change. Distorting facts and making them look more attractive, hiding some bad information or spreading false rumors to cause employees to accept change are examples of manipulation. This method is less expensive, but risky if people find out that they were duped, change agent credibility reduced to zero in this case.

The organization is involved in a process of continuous interaction with its environment. In this environment, in addition to organization, there are other systems - suppliers, customers or end users - that influence the organization and, in turn, are influenced by it. Within his organization may be perceived as having four components in interaction: tasks, organizational structures and systems, culture and people - members of the organization.

Tasks form the primary component of the organizational system include activities to be performed, the characteristics of these activities, the quantity and quality of services or products offered by the organization. Organizational structures and systems include responsibilities and lines of subordination, information systems, monitoring and control mechanisms, job descriptions, formal systems of remuneration and awards, meetings structures, operating procedures etc. While these features of the organization are relatively easy to describe, they often end up being outdated and unable to change the world.

The changes are part of management and organizational life. They can be important, occur increasingly frequently and can be decisive for the survival of the organization. Changes can give people different opportunities involved: increased job satisfaction, improved

working conditions, improves practices, efficiency etc.

The first step in initiating a change process is the diagnosis, finding answers to questions like "What changes are needed in the organization to secure a more effective?" It often changes need not have one. It happens many times to understand it was not until after he made a change that did not answer the real problems?

Culture refers to values, rituals, power sources, rules and loyalties of the organization and non-formal system of reward or penalty, which determines how to act in the organization. People come with their different skills, knowledge, experiences, personalities, values, attitudes and behaviors. It is necessary organization to adopt changes to survive in an environment increasingly unpredictable. The organization should consider changing an opportunity, because it helps to develop and prosper.

Value system is one that serves as the foundation for skills and behaviors of each component of the organization. In practice known situations where the adoption of changes means addressing organizational development. The model assumes an explicit strategy for initiating and guiding the change process. Otherwise, the change may give unsatisfactory results, such as: nothing happens, the change is cosmetic and that remains unchanged or is the situation before the change or negative consequences due to the unpredictability of change benefits exceeding importance.

Overcoming resistance to change, a new challenge

Favorable external pressure change may be due to political, economic, sociological and technological (PEST) exercise the external environment in which the organization. Other external pressures arise from market demands and offers, competitive conditions and changing

conditions. Favorable external pressures change lies beyond the control of the organization.

Positive internal pressure changes are often linked to external. These include: the need to increase productivity, to improve quality levels, to increase sales volume, to improve services, to increase the motivation of staff and to maintain the organization. Positive internal pressure change is under control of the organization. There are three common approaches to generate positive internal pressures for change: top-down approach, bottom-up approach, the approach based on expert services, each with different advantages and disadvantages.

A change may occur at one or more of the following organizational levels: individual, team, group or division. Length and difficulty of implementation of the changes depend directly on which it takes place. Force field diagram is an analytical tool that can be used to identify the forces that oppose and which require a change, relative to their size and possible elements for change that could be attracted to the forces that require change.

Among the common causes of opposition to change are the narrow self-interest, misunderstanding and mistrust, differences in assessing the situation, low tolerance to change, pressure from peer groups, the stress associated with fear of change, negative experiences related to changes past.

Among the approaches that can be taken to reduce opposition include training and communication, participation and involvement, facilitation and support, negotiation and agreement, manipulation and co-optation, explicit and implicit coercion.

Given that resistance to change was defeated following the actual implementation and feedback change permanently the modulations generated by factors that actually trigger. In this stage, the key is developing an action

plan, which must include clear procedures for implementing change. They have adapted to the specific realities within the organization and facilitate the implementation of all actions that change attracts them.

Therefore, if policy makers' team includes a number of experts, is required to verify whether the solutions adopted are within the overall organizational objectives. In practice, successful planning and implementation of change requires a combination of the three types of approach. Exact proportions of each depend on several factors, however: the time and resources, history, politics and culture of the organization (Burduş, E., Căprărescu, Gh., Androniceanu, A. and Miles, M., 2003, pp. 31-40).

Knowledge influences that change has had on efficiency are a social aspect to continue implementing the change. Managers that trigger such a complex are well aware that change may involve a period of time before results begin to appear. They also know that arise during implementation and other issues that were not expected to be resolved in time, otherwise the development process itself is questionable.

Nistorescu and Sitnikov (2003, p. 15) have shown that in the study of strategy is an important military legacy, terms such as objectives, mission, forces, weaknesses began being used in reference to the battlefield. However, the team of specialists dealing with the implementation of change can make partial assessments, regular employees to reinforce the belief that the mode of action query is good, but the implementation is complex and lasting response to these requirements emerged second generation organizational development, organizational transformation called, differs substantially from the previous.

Change strategies, applied individually or collectively, are always adapted to humans. When is a change,

this happens because the performance of the people fell. Sometimes people speak and write as if the organization is a tangible entity different from people who compose it.

In this respect, it is often said that the organization has suffered a decrease in sales or production. But the organization is an abstraction - organizations do not change behavior, although a change in its organization structure or process may have an impact on organizational behavior. In fact, what appears is a community of people sharing the same consciously or common guidelines and decides to change their behavior. A production strategy change is always oriented towards influencing human behavior.

In assessing the collective behavior, the operation is important to distinguish between a group of people who are connected interactively to a system called a collective group of people sharing common values, but no links or specific interactions of the group, as community. Employees working together towards a product, talk, plan and make decisions together, whether formal or informal, form a group. Millions of people drive their cars on holidays are part of a community but not part of a group.

Change strategies for a group can be impractical for general communities. Although a group can be a powerful force in producing change, change is always possible that a particular group member is provided, and peer pressure is a method that can be used in a networked community. Therefore, the strategy depends on the target change, individual, group or community change of people overall.

Case study on implementing change in national security institutions

Proposed research topic successfully integrates new research directions in the management of international organizations. National

culture influences the individual organizations, their structure, how to conduct internal and external relations type work environment promoted. Because our study we used only the public, we tried to illustrate the influence of national cultural dimensions at the organizational level, the practice of management.

The present research was conducted using multiple case study method. In this research we used multiple data collection methods, combining quantitative with qualitative techniques. Quantitative data were collected through a questionnaire. The success of such an approach has competed and another element, namely the order in which questions is asked: they were ranked, sorted by various criteria or, for example, elements from the overall, general and up to details phenomenon investigated in the study taking place. Finally, regarding the questions, there are many voices who believe that this work belongs to art rather than science.

Design and drafting questionnaires was observing certain rules regarding the size and structure of the questionnaire, on the one hand and the questions, on the other. Survey size (or length) refers to the duration time. This feature determines decisively, many people will have to respond. It is much easier to convince people to answer a questionnaire whose duration is twenty minutes than the duration of which exceeds one, for example, three quarters of an hour. Moreover, once installed fatigue (possibly boring), respondents will not be as precise and careful as the first part of the investigation.

In our study we used a disproportionate stratified random probability sampling. The first layer of the sample was composed of police officers working in the historical region of Oltenia. The second layer was composed of military structures of the historical region of Oltenia. Socio-

demographic variables were nominal type (gender, environment and operating position in the organization) and type ordinal (education). As a method of data processing we used indicators of central tendency, median, frequencies and percentages of responses for each item.

Because this study used only public organizations, we surprised the influence of national cultural dimensions at the organizational level, the practice of management. Based on these observations, the present study we propose the following research objectives:

- O1: investigating sources associated pressure changes caused by transformation of the institutions of national security and its impact on employee attitudes;

- O2: investigation of differences in the individual consciousness, depending on the stage of transformation in which the organization;

- O3: investigating the moderating role of commitment, both perceived the organization to its members and the employees to the organization.

To identify research hypotheses in the first phase was conducted bibliographic research. Although the hypothesis is not required in all research situations, especially when a new topic, neinvestigat previously, when an attitude of exploration is more appropriate than testing a hypothesis based on research objectives we formulated the following research hypotheses:

- IP1: transforming institutions of national security is compulsory in the context of Romania in international organizations;

- IP2: sources of pressure are, in general, foreign-style, independent management organization;

- IP3: change is often associated with changing employee attitudes towards the institution.

- IP4: changing the institution's commitment to change requires employee commitment;

- IP5: moderating role of commitment is directly proportional to respect the commitment of the institution.

The broad issues of sociological study, an important tool for gathering information through direct methods is the questionnaire, is considered the most attractive way to collect quantitative data. The questionnaire was formulated in the form of twenty-five basic questions to identify questions about the respondent data.

Questionnaires were conducted in his spare time, to give as much time respondents have a higher value as the level of sincerity. The information that led to the research was obtained based on the share of most institutions that conducts work referenced in the counties included in the Southwestern region of Romania. Not considered as statistical population is non-exhaustive survey and the sample size calculation we took into account the size of the formula to calculate sample size a simple random sampling.

Questionnaires were administered during November 2011 - February 2012, and staff responses were recorded by respondents to ensure anonymity climate and increase the number of questionnaires completed in a relatively short time. Data were processed information; the form is designed and operated in a table.

Given the theme questionnaire applied previously stated, the sample surveyed consisted of 350 people, civilians and military, with secondary and higher education, employees of institutions of national security and technical data collection was done by self-administered questionnaire. Of the 350 questionnaires administered, 327 were correctly completed, a total of 23 questionnaires were not returned timely.

Checking the hypothesis IP1 was achieved by analyzing data collected by its subsequent questionnaire: "Do you consider necessary institutional changes in national security?", "Consider appropriate modification of the institutions of national security?", "Do you think that would be useful to modernize the management of institutions of national security?" and "Do you think that changes in national security institutions will lead to their efficient operation?".

Checking the hypothesis IP2 was done during the analysis of data collected by its subsequent questionnaire, namely: "Appreciate the good integration of the national interest of national security institutions to international organizations?", "Do you consider it necessary to amend legislation governing the institutions of national security?", "We see a direct relationship between changes in national security institutions and legal factor?" and "Appreciate the positive link between integration of national security institutions to international organizations, organizational change and political decisions?".

Checking the hypothesis IP3 was performed to verify the hypothesis by analyzing the questionnaire during questionnaire data collected by its subsequent, namely: "Do you think that employee attitude changes will help institutional change within the institutions of national security?", "Do you think there is a direct relationship between employee attitudes and institutional change within the institutions of national security?", "Do you think that organizational changes will positively affect the interests of employees of institutions of national security?" and "Once started a process of organizational change within the institutions of national security, do you think will be affected in a positive way?".

Checking the hypothesis IP4 was made during the survey by analyzing data collected by its subsequent

questionnaire, namely: "Do you think that being effectively implemented the integration of national security institutions of international bodies?", "Do you think changes will positively affect organizational performance and employee training institutions of national security?", "Do you consider it necessary to change the internal rules of the institutions of national security?" and "Consider an appropriate landing resize executive national security institutions?".

When asked "Do you consider appropriate to amend the structure of institutions of national security?" responded "absolutely not" a total of 64 respondents (19.57%), "not" a total of 67 respondents (20.49%), "quite appropriate" number of 55 respondents (16.82 %), "appropriate" number of 86 respondents (26.30%) and "very appropriate" number of 55 respondents (16.82%).

When asked "Do you think it is appropriate to a landing resize managerial institutions of national security?" responded "absolutely not" a total of 55 respondents (16.82%), "no" in 74 respondents (22.63%), "quite appropriate" number of 48 respondents (14.68 %), "appropriate" number of 81 respondents (24.77%) and "very appropriate" number of 69 respondents (21.10%).

When asked "Do you consider appropriate landing a resize executive institutions of national security?" responded "absolutely not" a total of 61 respondents (18.65%), "not" a total of 77 respondents (23.55%), "quite appropriate" number of 65 respondents (19.88 %), "appropriate" number of 67 respondents (20.49%) and "very appropriate" number of 57 respondents (17.43%).

When asked "Do you think that would be useful to modernize the management of institutions of national security?" responded "absolutely not" a total of 60 respondents (18.35%), "not" a total of 81 respondents (24.77%),

"quite useful" number of 57 respondents (17.43%), "useful" a number of 66 respondents (20.18%) and "very useful" number of 63 respondents (19.27%).

When asked "Do you appreciate the good integration of the national interest of national security institutions to international organizations?" responded "absolutely not" a total of 72 respondents (22.02%), "not" a total of 60 respondents (18.35%), "quite useful" number of 73 respondents (22.32%), "useful", 58 respondents (17.74%) and "very useful" a number of 64 respondents (19.57%).

When asked "Do you consider to be effectively implemented integration of national security institutions of international bodies?" responded "absolutely not" a total of 76 respondents (23.24%), "not" a number of 59 respondents (18.04%), "quite effective" number of 70 respondents (21.41%), "effective" number of 59 respondents (18.04%) and "very effective" number of 63 respondents (19.27%).

When asked "Do you consider it necessary to amend legislation governing the institutions of national security?" responded "absolutely not" a total of 54 respondents (16.51%), "not" a number of 69 respondents (21.10%), "quite necessary" in 74 respondents (22.63%), "required" number of 79 respondents (24.16%) and "very necessary" number of 51 respondents (15.60%).

When asked "Do you consider it necessary to change the internal rules of the institutions of national security?" responded "absolutely not" a total of 65 respondents (19.88%), "not" a total of 61 respondents (18.65%), "quite necessary" number of 70 respondents (21.41%), "required" number of 72 respondents (22.02%) and "very necessary" number of 59 respondents (18.04%).

When asked "Do you think that employee attitude changes will help institutional change within the

institutions of national security?" responded "absolutely not" a total of 55 respondents (16.82%), "not" a total of 57 respondents (17.43%), "somewhat" a number of 68 respondents (20.80%), "than" a number of 89 respondents (27.22%) and "very much", 58 respondents (17.74%).

When asked "Do you think there is a direct relationship between employee attitudes and institutional change within the institutions of national security?" responded "absolutely not" a total of 58 respondents (17.74%), "not" a number of 55 respondents (16.82%), "somewhat" a number of 68 respondents (20.80%), "direct" number of 66 respondents (20.18%) and "very direct" number of 80 respondents (24.46%).

When asked "Do you think that organizational changes will positively affect employees' interests of national security institutions?" responded "absolutely not" a number of 69 respondents (21.10%), "no", 58 respondents (17.74%), "somewhat" a number of 76 respondents (23.24%), "positive" number of 62 respondents (18.96%) and "very positive" number of 62 respondents (18.96%).

When asked "Once started a process of organizational change within the institutions of national security, think you will be affected (a) positive?" responded "absolutely not" a total of 62 respondents (18.96%), "not" a total of 71 respondents (21.71%), "somewhat" a number of 68 respondents (20.80%), "positive" a number of 65 respondents (19.88%) and "very positive" number of 61 respondents (18.65%).

When asked "Do you consider that organizational changes will lead to increased effectiveness of institutions of national security?" responded "absolutely not" a total of 62 respondents (18.96%), "not" a total of 59 respondents (18.04%), "somewhat" a number of 69 respondents (21.10%), "more" a number of 64 respondents

(19.57%) and "very much" a total of 73 respondents (22.32%).

When asked "Do you consider necessary institutional changes in national security?" responded "absolutely not" a total of 78 respondents (23.85%), "not" a total of 77 respondents (23.55%), "quite necessary" number of 57 respondents (17.43%), "required" number of 57 respondents (17.43%) and "very necessary", 58 respondents (17.74%).

When asked "Do you think changes will positively affect organizational performance and employee training institutions of national security?" responded "absolutely not" a total of 59 respondents (18.04%), "not" a total of 62 respondents (18.96%), "somewhat", 58 respondents (17.74%), "positive" a number of 69 respondents (21.10%) and "very positive" number of 79 respondents (24.16%).

When asked "Do you think that would be appropriate that the shift in national security institutions to act from top to bottom?" responded "absolutely not" a total of 66 respondents (20.18%), "no" a total of 54 respondents (16.51%), "quite appropriate" number of 61 respondents (18.65%), "appropriate" number of 76 respondents (23.24%) and "very appropriate" a number of 70 respondents (21.41%).

When asked "Do you think that management changes will positively affect relations between the institutions of national security?" responded "absolutely not" a total of 73 respondents (22.32%), "not" a total of

54 respondents (16.51%), "somewhat", 58 respondents (17.74%), "positive" a number of 69 respondents (21.10%) and "very positive" number of 73 respondents (22, 32%).

When asked "Do you think that changes in national security institutions will lead to their efficient operation?" responded "absolutely not" a total of 60 respondents (18.35%), "not" a number of 69 respondents (21.10%), "somewhat" a number of 75 respondents (22.94%), "more" 58 respondents (17.74%) and "very much" a total of 65 respondents (19.88%).

When asked "Do you think that there is a direct relationship between changes in national security institutions and legal factor?" responded "absolutely not" a total of 59 respondents (18.04%), "not" a number of 66 respondents (20.18%), "somewhat" a number of 76 respondents (23.24%), "more", 58 respondents (17.74%) and "very much" a total of 68 respondents (20.80%).

When asked "Appreciate the positive link between integration of national security institutions to international organizations, organizational change and political decisions?" responded "absolutely not" a total of 67 respondents (20.49%), "not" a number of 72 respondents (22.02%), "somewhat" a number of 63 respondents (19.27%), "positive" a number of 60 respondents (18.35%) and "very positive" a number of 65 respondents (19.88%).

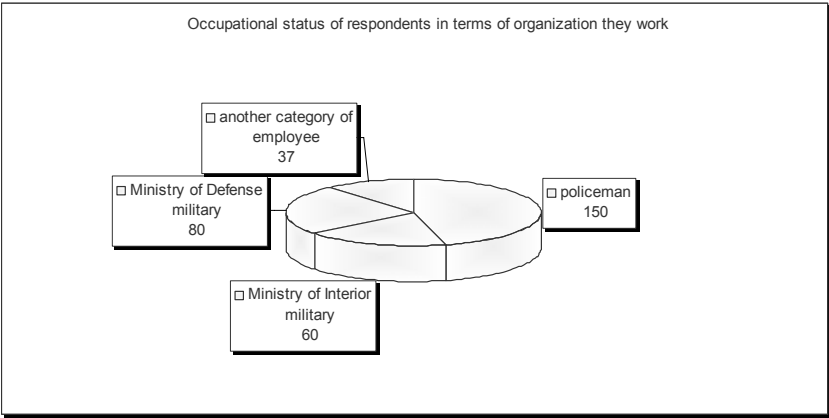


Figure 1. Distribution of respondents according to organization

In terms of professional status of respondents in terms of organization they work (figure 1), 150 of them (45.87%) are police officers, 60 (18.35%) are military personnel of the Ministry of Administration and Interior (MAI), 80 (24.46%) are military personnel of the Ministry of National Defense (MND) and 37 (11.31%) are other categories of employees.

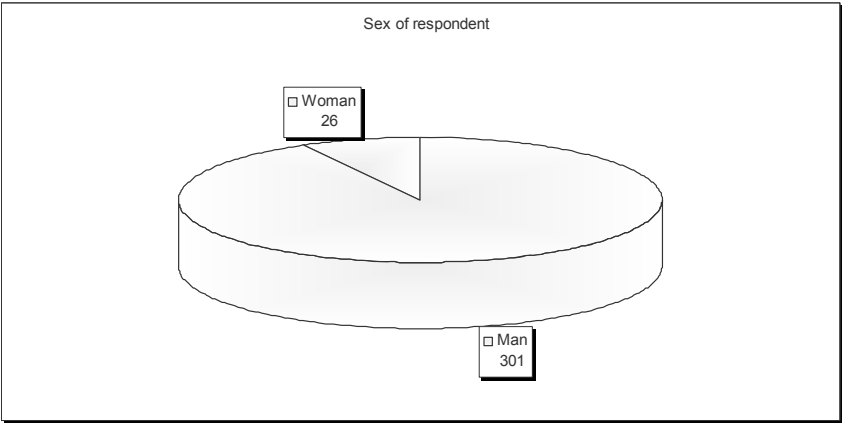


Figure 2. Distribution of respondents by gender

In terms of sex of respondents (figure 2), 26 of them (7.95%) were women (18 policemen and eight other categories of employees) and 301 (92.05%) were men (132 officers, 60 military "MAI", 80 soldiers "MND" and 29 people in other categories of employees).

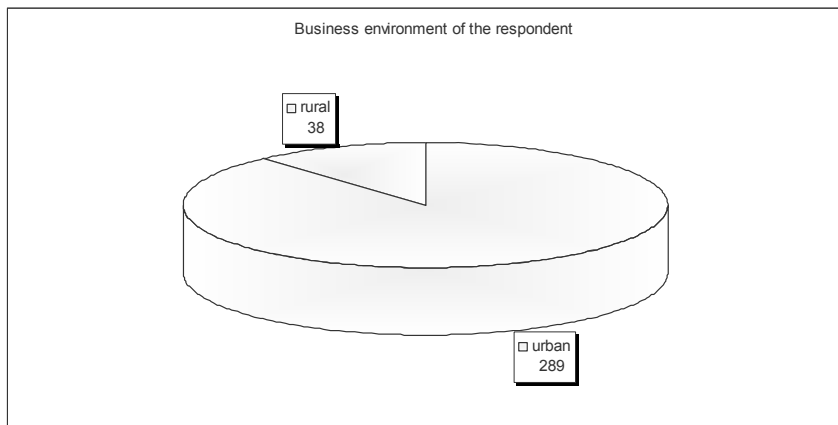


Figure 3. Distribution of respondents by area of activity

In terms of business environment of the respondents (figure 3), 38 of them (11.62%) are in rural areas (38 policemen) and 289 (88.38%) working

in urban areas (112 policemen, 60 soldiers "MAI", 80 soldiers "MND" and 37 people in other categories of employees).

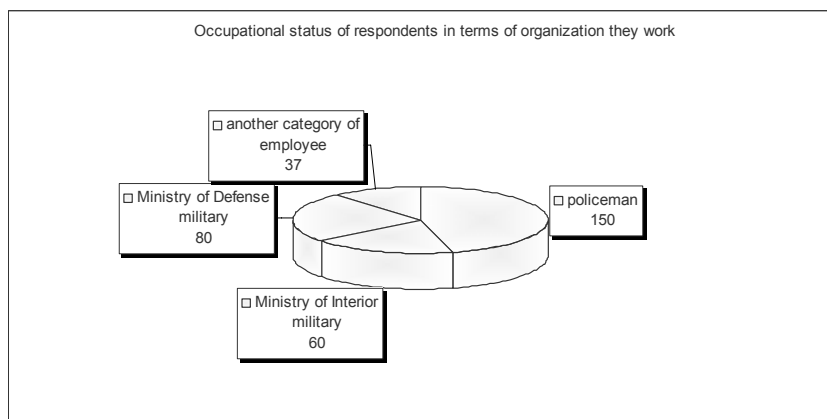


Figure 4. Distribution of respondents according to studies completed

In terms of study respondents (figure 4), 37 of them (11.31%) had completed postgraduate study (12 police officers, nine military "MAI", 11 soldiers "MND" and five other categories of employees), 66 (20.18%) have graduated from university (19

in terms of professional status of respondents (figure 5), 24 of them (7.34%) served on the boards (seven policemen, six soldiers "MAI", five soldiers "MND" and six other categories

policemen, 12 soldiers "MAI", 14 soldiers "MND" and 21 people in other categories of employees) and 224 (68.50%) are high school graduates (119 policemen, 39 soldiers "MAI", 55 soldiers "MND" and 11 other categories of employees).

of employees) and 303 persons (92.66%) executive positions (143 policemen, 54 soldiers "MAI", 75 soldiers "MND" and 31 people in other categories of employees).

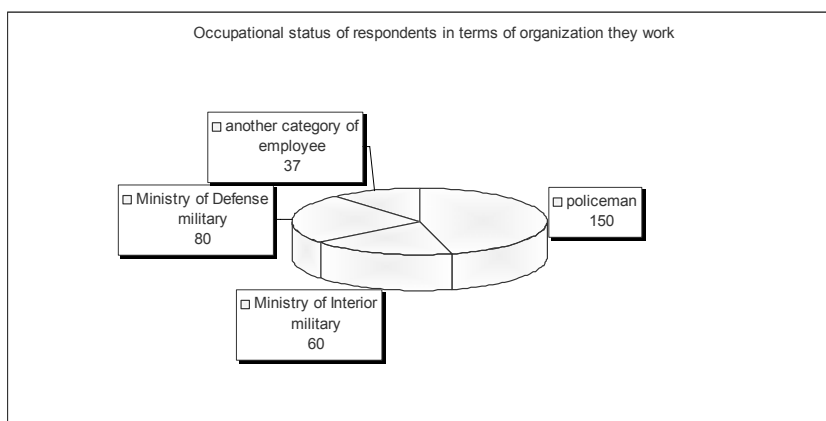


Figure 5. Distribution of respondents according occupational status

Given that the institutions concerned are dominated by a mechanistic bureaucracy, the main strategy is required to be used is the coercive, organization and operation regulations allowing maintenance of order and discipline, even and especially during crisis. This strategy can be supplemented by grants of indoctrination and rewards those who support change, without hesitation in eliminating staff in leadership positions who do not do everything to defeat resistance to change.

Since the transformation of national security institutions in the context of Romania in international bodies imposed transform community policing in local police, with direct impact on the plan of the national police responses by police shows once again dominating inertia the socio-professional, in disagreement with the historical changes taking place in our country's accession to the EU and NATO, supported and understood by other groups of respondents.

Responses followed the trend of personal interests, directly affected by the institutional transformation, integration those organizations working respondents, most police officials and high school performance considering that tomorrow may bring more harm than good in the personal career and

the possibility of having previously won rights. The big difference of weight between the military "MND" and policemen clearly denounces employee commitment, that there is a military oath, once again reinforcing the idea that change is often associated with changing employee attitudes towards the institution.

The major influence observed is dichotomy military-non-military, between personal and group interests actually dictating the answers given. Since the share of respondents who work in institutions other than "MAI" or "MND" in the total number of respondents is small, the general trend shown indicates the willingness of employees to align with international standards; the main motivation is the correlation of wages with those of similar staff in other EU member states and NATO.

Conclusions

Change management in the national security institutions was conducted generally at a pressure of political, authoritarian management style being required by legislation. Because change, in the context of Romania in international bodies, is a necessity, change management must first be studied in terms of features, stages and levels of reform. Also, change management models and

approaches have profound implications for public institutions amid change implementation. Therefore, study of change management in the context of security environment requires knowledge of the changes in the national security organizations and the study of organizational development in the new security environment and the difficulties encountered in the implementation of national security.

For the pragmatic approach of change management in national security institutions was necessary an empirical research, based on a questionnaire applied to different categories of employees of these institutions in the South-West region of Romania. Given that a mechanistic bureaucracy dominates the institutions concerned, the main strategy of change that is required is coercive, organization and operation regulations allowing maintenance of order and discipline, even and especially during crisis. The strategy could be supplemented by grants of indoctrination and rewards those who support change, without hesitation in removing personnel with management functions that do not operate to defeat the resistance to change.

Changes in organizations can be grouped into changes caused by external environmental forces and pressures generated by the internal environment changes. Changes in the external environment are usually beyond the control of management organization and therefore they must be continuously scanned, analyzed, evaluated, understood and anticipated possible for management to take decisions to the organization to respond successfully to these changes.

The changes in the organization can appear in both national and international environment and the local environment. Often, small-scale changes, sometimes Unnoticed, or staple can cause more serious impact on the work than major change.

Supported by legislation, control coordinates public institutions. There is a risk because of poor management of financial resources as budgets have suffered.

Changes in internal environment can generally be controlled by management of the organization. They can appear either to create competitive advantage or to improve some aspects of current activity improves performance or future development of the organization.

As generated by the external environment changes, these changes can vary depending on scope and complexity, so that some can be minor and unnoticed, while others have major effect on the organization. Concrete examples of the change are multiple in the current situation of Romania, easily retrieving change in adapting the national public safety requirements of international organizations in the integration process in the North Atlantic Treaty Organization and European Union.

Following the questionnaire applied, may be mentioned five types of change strategies: directive, normative, analytical, negotiation and action-oriented. To direct strategic change required by senior management and is looking at the normative attitudes, global values, using agents specializing in change. Analytical strategy is based on a clear definition of the problem, so that information is collected and analyzed in detail, the use of experts. If it recognizes the legitimacy of other negotiating groups can negotiate and make concessions in implementing change, such as the conclusion of international partnerships. On the other hand, action-oriented strategy based on an idea of the problem and trying different solutions, depending on the effect the necessary changes.

Intervention strategy fits into the system, usually defined changes that have relatively clear solutions to problems. This type of strategy involves

going through three phases: diagnosis, design and implementation of change. On the other hand, change management through organizational development strategy is based on the idea that any organizational change to identify the three states future state, which defines the goal change, the current state, which gives a diagnosis and status of this transition, which details the procedure transformation of the current state of the future state.

Strategy Organizational Development (OD model) is specific to complex changes. Rationalist models are not appropriate strategic change management, because it describes the processes that are formulated and implemented strategies for change, since neglect of the political, cultural and subjective organization. May be a fundamental error to assume that a strategic shift may result from the analysis and evaluation in traditional strategic management, because the need for change can not be accepted based on a rational and objective discussion, the change may not be well defined and does not charge members of the correct meaning.

Problems are characterized by complex changes of conflicting viewpoints, the ambiguity and lack of unique solutions. Organizational paradigm shaping how people perceive and define change, influencing their reactions and responses to change processes. Thus, organizational development work on organizational culture to make changes.

Agents of change are concerned to implement the proposal negotiated with the centers of power. To save time and energy, they would eat in conflict, they seek to co-opt representatives of public opinion approved by skillful handling of organized opposition to attempts by fragmentation of critical elements and their enveloping data and information described in a cooperative framework.

Therefore, the change must be managed as any process within the organization. Rate or rate change must be adapted to specific environmental characteristics of the organization (external and internal). The so-called "strategic continuum" shows a change in the intensity scale with two extremes: fast and slow.

Thus, fast paced show a clear planning, minimal involvement of others, attempt to eliminate opposition to a minimum and indicates slow unclear planning, involving significant others, attempt to reduce opposition. In the preliminary planning of change, management organization should define situational variables (size and type of expected opposition or possible position to opposing promoters in terms of power and trust, change the location of relevant information for the design and location of resources for its implementation, the stakes involved changing - the presence or absence of a crisis, consequences of opposition to change, no change).

Change causes a feeling of loss, suffering, because an individual is trying hard to resist contradictory impulses conflict by denying past experience and reconciliation, and reintegration framing elements of the past which is attached.

Moving from the personal pain of a collective experience changes the crisis shows that the social aspect. As a highly rational process of implementing the proposed changes are required to allow the rejection impulse to eat. Those who have the power to manipulate believe that people have to explain the change and see the opposition only ignorance or prejudice and treat them with contempt.

Organizations of public order are generally formed highly specialized systems and there are many criteria used for grouping and their classification, especially since no two identical organizations. Because each has its characteristics, determining the

most appropriate strategy involves the study of factors influencing change and identify in advance the size and forms of manifestation of support or opposition to the principles of change initiators position in terms of decision-making capacity, information and arguments relevant to the design change, energy necessary for its implementation and the stakes involved.

The public order or national security, removing us from the idea of change management, as an area of professional practice, there is already a new definition of change management: content or subject matter of change management. It consists of models, methods and techniques, tools, skills and any other form of expertise that underpins all activities. Content or subject matter of change management is drawn from psychology, sociology, business management, economics, industrial engineering, systems engineering and the study of human and organizational behavior.

Change can be tackled in a variety of ways, since there is no effective strategy at all times, approach or combination of approaches will reflect on their own assessment of what best suits the particular change. In this context it is useful to describe some of the different strategies we can use.

Translated from strategic and tactical needs of national security, the Competitive Intelligence is designed and coordinated monitoring of competitors, wherever and whatever they may be in a specific framework for action. Competitors are those persons, organizations or countries that we consider competing interests and our goals, and we are in competition.

Competitive Intelligence involves the fact to determine what our competitors will do before acting. From a strategic perspective, can predict a competitor's plans will build their own strategy to deal with its plans. As we expect, this will involve more tactical methods of collecting the information, but also impose an information infrastructure integration, analysis and information dissemination, and finally, calculating decisions based on information and analyzes obtained. Competitive intelligence is the essential ingredient of competitive strategy.

Strategies as correlated ensembles of activities performed to achieve organizational change, it is for senior managers. In terms of general principles underlying the shaping process of organizational change, incentives used, and means of mitigating resistance to change, can be used for general strategies.

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