

CONTRIBUTIONS TO THE DEVELOPMENT OF A MODEL OF ECO TECHNOLOGIC ORGANIZATION

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***Abstract:** The paper present a series of contributions to the development of a model of eco technologic organization. Managers of various organizations generally recognized the need for change, as a way to cope with competitive pressures, but many do not understand how the change should be implemented. The key to success is to integrate employees, their roles and responsibilities within the organization in a structure of processes. A process-based approach and starting with the declaration of vision and mission, analyzing critical success factors and identifying the basic processes, it is the most effective way of employment of staff in the process of change. In these conditions paper addresses notions of implementation of the change in the industrial organizations: organizational change process, consequences of ignoring the change, internal and external factors of change, actions needing change.*

Keywords: organization, model, eco technologic, implementation.

1. INTRODUCTION

Each organization has its own specific type of organization and functioning and in this regard, it is difficult to recommend a common methodology, applicable anywhere, anytime and whose success is always guaranteed. Although consultants often have their own methodologies, sometimes quite performing based on a rich work experience, however, it cannot be said that there is only one way to succeed. The following we will clarify some ideas and instructions to be used by those who wish to implement or maintain such a system.

2. IMPLEMENTATION MODEL OF ECO TECHNOLOGIC ORGANIZATION

2.1. Initiating implementation model of eco technologic organization

The organizations held a series of changes, some are small scale, affecting an individual or small group of individuals, such as small changes in work organization at a job, others are large scale, affecting the overall organization her or its major areas, such as the assimilation of a new product or introducing a new management system.

Schematically, the changing process appears as in figure 1. An organization must be aware of market pressures, and develop appropriate strategies to win customers on the basis of existent competitiveness criteria existent in the market at that time. In reality, market competitiveness criteria lead the market. Organization cannot change these criteria and the environment that creates external pressures will not change. Therefore, change must come from the organization. Figure 2 illustrates the consequences resulting from ignoring the current market forces and avoiding changing actions.

There are countless examples of organizations that have paid a lot for ignoring the changes in market conditions hesitating or refusing to adapt to these changes.

The changes are real changes that apply to any part of the organization: plans and activity programs, the scope of the management, machinery and equipment, equipment, organizational structure, the people themselves etc.

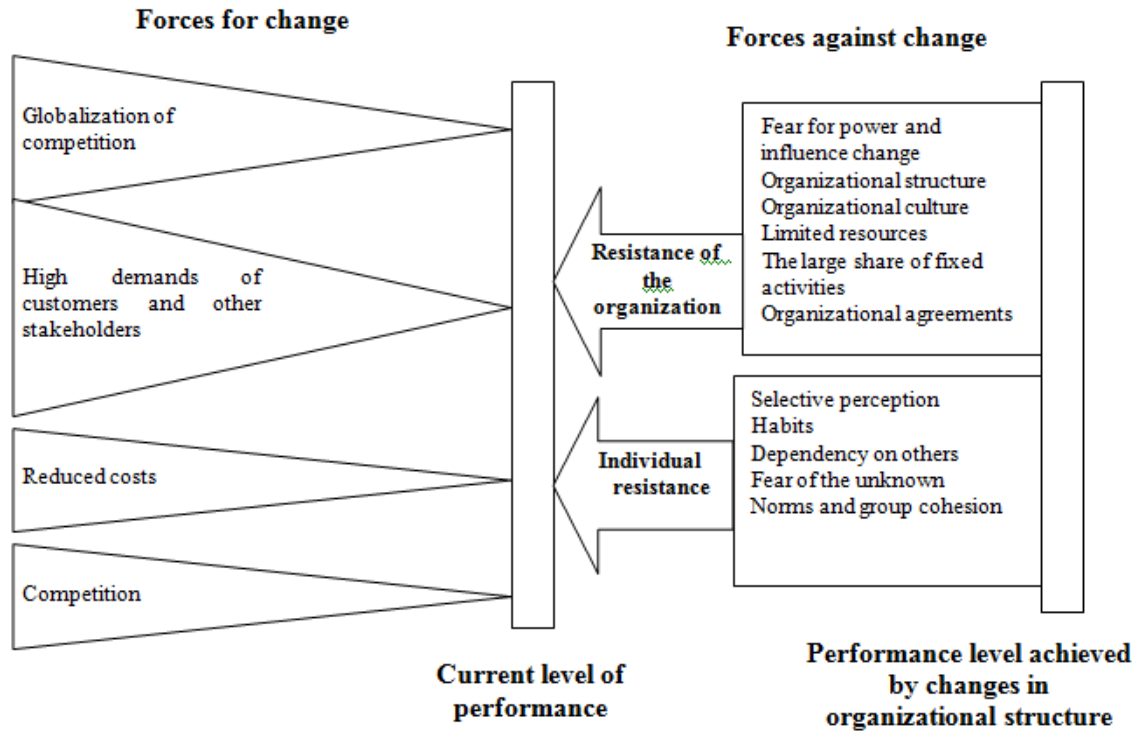


Figure 1. Organizational change process

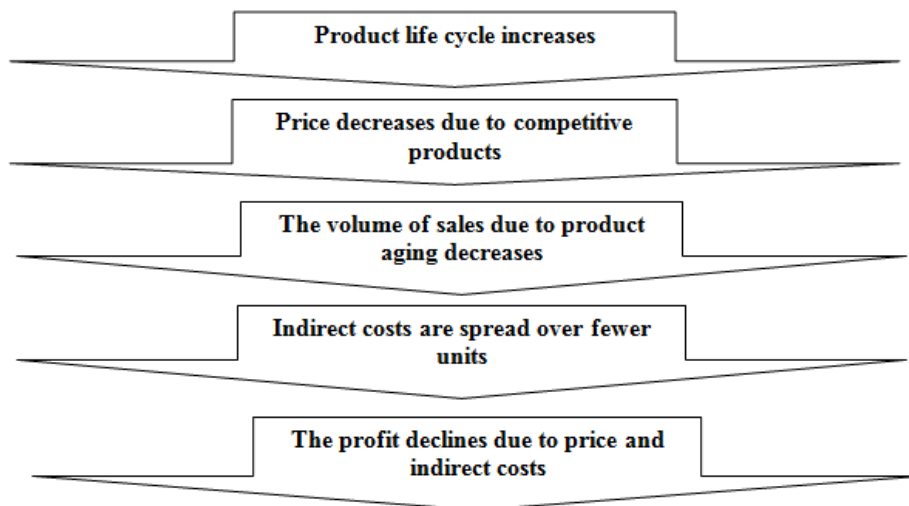


Figure 2. Consequences of ignoring the change

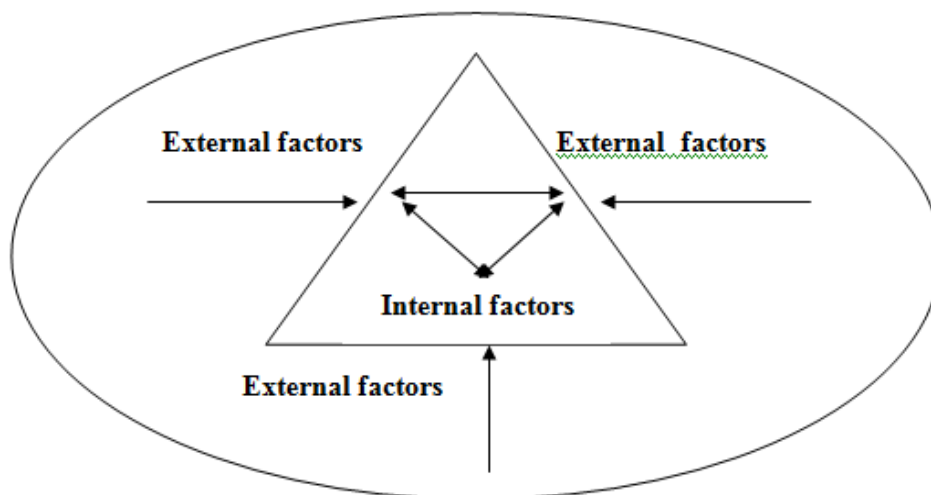


Figure 3. Internal and external factors of change

Figure 3 represents the schemes of internal and external factors that may cause changes in an organization. The external factors of change arise from external organizational environment factors: general and specific (figure 1 and figure 2)

2.2. Awareness of the need to implement environmental management

Managers of various organizations generally recognized the need for change, as a way to cope with competitive pressures, but many do not understand how the change should be implemented. The key to success is to integrate employees, their roles and responsibilities within the organization in a structure of processes. A process-based approach and starting with the declaration of vision and mission, analyzing critical success factors and identifying the basic processes, it is the most effective way of employment of staff in the process of change (table 1).

Senior management should begin developing the new process-oriented structures by commitment to all levels by observing certain stages. The starting point should be an overview of the organization and the changes requested by the management team. By carrying out this diagnostic analysis on the imposed changes, on existing problems, and on the areas for improvement, can get an initial commitment, vital to begin the transformation process is obtained.

The basic processes describe what it is done or what should be done so that the organization achieves success factors. The first step in understanding the basic processes is to identify an architectural network of processes with the same order of importance (figure 4).

Once the basic processes are defined, it is necessary for the new structure of processes objectives, targets and performance indicators to be set. The decomposition into sub-processes, activities and tasks is also necessary. An insight into how to the structure of processes should be carried out is presented in figure 5. Assignments are made by individuals. The employee must understand the task and his position in the hierarchy of processes.

Table 1. *Actions needing change*

Values	Necessary actions
Stakeholders' attitude towards environmental performance.	Reporting results of studies by stakeholders to all employees; including their satisfaction degree as the key element for the environmental plan; individual assessing and rewarding for an exceptional service.
Team work and cooperation	Extensive use of teams to improve quality; reward of team members according to system of assessment of special activities.
Internalization of the client-supplier relationship	Using environment quality management at compartment level; encouraging interaction between compartments.
Leading all the indicators depending on the degree of satisfaction of stakeholders.	The communication of this concept to all employees; meeting stakeholders' objectives represent the top objectives revealing performances of the organization.
Primacy of long-term improvements to rapid improvements.	Teams to supervise the resolution of factual issues; rejecting quick solutions that are not supported by data.
Facts and data are preferred to suspicions and assumptions.	Preparing teams to solve problems based on facts; supporting management teams for the correct diagnosis based on objective data.
Focus on finding solutions, not mistakes.	Award those employees who find new problems and work to solve them.
Total involvement of employees	Follow closely the employees involved; relief efforts to achieve quality and environmental performances; employees' involvement award in the assessment of organization's culture.
Approach the environmental quality in the context of organization.	Structure of quality system must be integrated into the existing one; setting targets and long term plans for environmental quality; the approach in the field of the environment is a new road to be followed.
Guideline for environmental quality is an intensive process.	Recruitment and training of appropriate personnel; popularize environmental quality policy in the domain of environmental quality in promoting a new attitude of staff; training, assessment, promotion and reward staff with honors in environmental quality domain.
Promoting a spirit of commitment to the environment	Full involvement of senior management; availability of necessary resources; patience and perseverance in action; joining local, national and international organizations having as objective environmental quality.

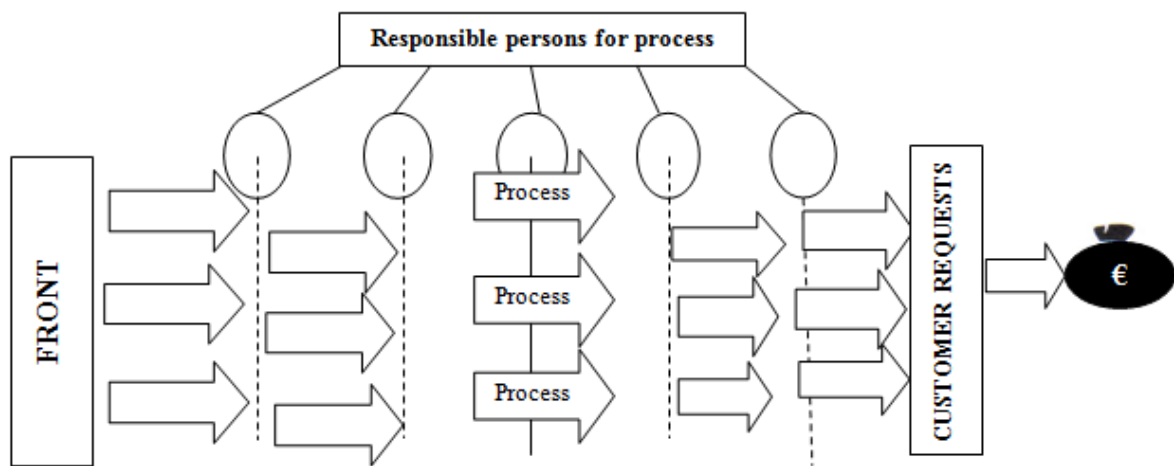


Figure 4. Architecture of processes

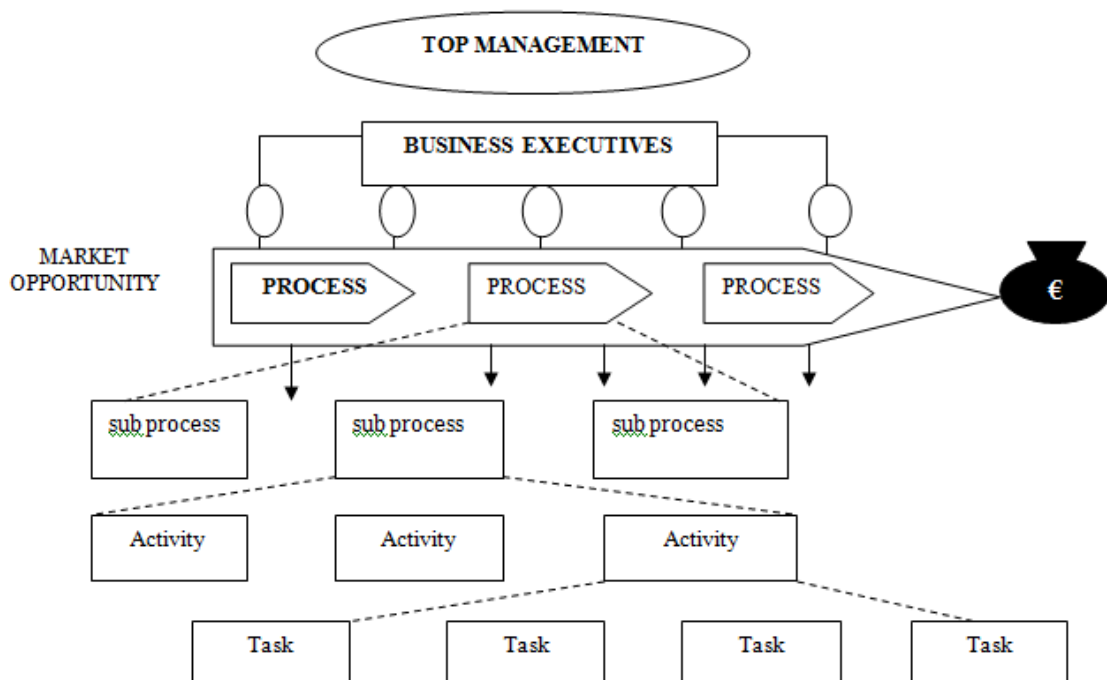


Figure 5. Identify main processes and their decomposition

3. CONCLUSIONS.

Sustainable development of eco technologic organization cannot be achieved only through the efforts of the organization, but it requires the participation of all sectors of society. Government has an important role to play, through laws, regulations, taxation systems and other measures. The main activities that the Government could perform to management an eco technologic organization on a sustainable basis are:

- use the command and control regulations and economic incentives to force industry to internalize the cost of environmental depreciation, making the polluter (and ultimately the consumer) pay;
- develop plans and adopts policies to encourage eco technologic organizations to use environmental factors and natural resources adequately without adversely affecting productivity;
- conducting or sponsoring research in the environmental field;
- collection and dissemination of significant data material relating to emissions of pollutants and their effects on human health and the environment, in order to create public awareness of problems and a request for environmental non hazardous products and services;
- participation in international agreements to reduce pollution, causing cross border effects.

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