

Entrepreneurial Coordinator Management of Individual Career Planning of the Organizations in Romania

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Abstract

As a topical theme, career management is a permanent component of society, being closely related to factors of everyday existence. This is because most of the population is interested and responsible for their own living, development and wellbeing of his life and his family, opportunities, and about shortcomings which are influencing entire mechanism career management. In the present research, we aim to offer a clear and pragmatic vision on the process of development and career management as a prevailing factor of modern entrepreneurship, both at individual and social level. In the context of current reality, the career management is the most important dimension of working with direct and immediate consequences in all areas of social development.

Keyword: entrepreneurship, planning, career, management

J.E.L. classification: M1

1. Introduction

The starting point is the literature in the field of human resources management and joining our own research approaches, this research paper proposes a holistic vision of professional career as a progress factor of modern entrepreneurship. The request was made on the following subjects: development of human potential in terms of entrepreneurship, career management fundamentals, flexibility, mobility and career counseling.

Career management is approached in the context of three variables: space (organization, unconcerned of its domain or dimension), the employees (all of them, because the definition of career doesn't apply only for the ones in leadership positions), time (covering the entire professional life-time).

The career concept (DEX, 2002) aims for the diachronic longitudinal aspect of the manifestations of different professions, of occupying various positions by a person during his life-time. The definition of career contains multiple meanings. Daily language uses a certain meaning, while the scientific language uses a different meaning. The approaching of the career from the point of view of each person is different from the organization's point of view.

The premise of the present paper-work is centered on the fact that career and career management are indissoluble bounded and they need to be analyzed according to the progress recorded the human resources management's science of which is a part of, as a defining element and developing entrepreneurship.

As a proof of the fact that the sense and the essence of the career concept evolved in time, stands the Greenhaus's definition which says that the term represents "the model of work related experiences" (J. Greenhaus, 1987) experiences that are taking part and fulfill the life of a person.

Practically, a definition like this one contains not only the shared goals, such as positions, jobs, but also the subjective visions concerning work, attitude, value or career expectations. This view that substitutes the plan which defines the concept of career is shared by Schein (1990), author which is emphasizing the importance of considering it both through the rise and evolution of a person in an organization / occupation but also by the intrinsic perception of the person reported to his professional life.

This raises the obvious distinction between two aspects of career composed by internal factors - individual (interests, values, aspirations) and external factors (level of education, family, society, organizational policy) whose role is representative in career development.

Career - is an evolutionary succession of business and professional position that a person can reach, like attitudes, knowledge and associated skills which are developed over time (J. Jansen, 2007) So it's about occupations and positions that a person has during the active period of life, including the pre-vocational functions (such as those of students who are preparing for working life) and post-vocational (pensioners can role of substitute teachers, collaborators, etc.).

Career - professional activities and positions occupied by a person in an organization determines the attitudes, knowledge and skills developed it over time.

Career - is the dynamic frame in which a person perceives life in a whole different meaning and interprets personal qualities, actions and things that happened (A. Manolescu, Marinas C., I. Marin, 2004). This definition covers different roles and identifies roles that the individual is involved in (student, employee, community member, parent, etc.), how they act in the family, school or society and stages that it may occur in life (marriage, retirement, etc. .), all "considered as an indivisible whole"(Jigău M., 2001).

Professional career - is an advancement, professional development of an individual throughout his life. In the same profession, a person's careers can sign specializations, professional development or career advancement.

The professional development of a person should not be analyzed taking into account only employee status, but also the context of life and overall development of that person can be considered entrepreneurship.

The debates between experts regarding the definition of career are long and not over yet. Johns defines career as "an evolutionary sequence of activities and professional positions a person can reach such as attitudes, knowledge and skills associated develops over time" (A. Manolescu, Marinas C., I. Marin, 2004). In the same context, career becomes a "series of lifelong roles related experience" (A. Manolescu, Marinas C., I. Marin, 2004). In defining entrepreneurial career, the programs with a well-defined structure are crucial and they aim for developing at the workplace for all individuals working within the organization. Individual development of each member of the organization is an essential element of investigation and identification of the entrepreneurial career concept. The potential growth of an individual within an organization depends on the amplitude prospects of entrepreneurship development organization. It is much easier to associate entrepreneurial career in the context of personal growth in terms of an individual's career development when the economy is strong, and the organization is moving on an upward trend. If defining individual career mostly referred to the framework in which an individual perceives and carries out its life in, defining entrepreneurial career refers to all programs about activities development of all members of the organization and its own resources. To these programs are added training activities, seminars and external courses. Thus, conceptual perspective on entrepreneurial careers is both objective and subjective, specifically intra-being, because an institution that has no employees to gravitate on the individual orbit careers remains just a concept.

The interdependence of individual career and entrepreneurial career is manifested by the existence of the contract between the individual and the organization and the relationship between the individual and psychological organization. There are interactions between what the individual wants and values, his skills and needs of the organization does not mean that there is an overlap of the two identical concepts. Motives, needs, values and attitudes are common elements of each part during the course of individual and entrepreneurial careers.

So, the entrepreneurial career is a process of continuous development in the relationship between the organization and individual which is interactive and interdependent, in which are made purchases in both sides, there are critical moments in individual lives and in the organization as

well, they appear activities and situations that cumulate experience, competence, creating new meanings and making projections for the future.

In conclusion, the theory of the entrepreneurial career definition is the prerogative convergence of several disciplines and academic studies, however, gives an insight regarding the individual and the organization. If psychologists say and study that people make career, sociologists believe that people are valued by career, while economic studies sustain that, in fact, career is an interface of the two concepts.

2. Research Methodology

Within entrepreneurial management, a major coordinated is that employees will need an improvement or an acquisition of a behavior, but also new, special skills, more than an accumulation of knowledge or technical skills. They will need management skills, but also coordination and control parameters to operate in a common organizational environment less precise and volcanic. For adding information which may allow the manifestations of entrepreneurial management in an organization, the management has various quantitative methods (objective) and qualitative (subjective) to assess employees skills and potential. Following these evaluations, to which individual needs and expectations are assigned to, the organization can communicate employees the opportunities of replacements by offering them support and advice in order to achieve jointly goals. Strategic planning of entrepreneurial career is a process assiduously and continuously, involving the planning of human resources in the organization, according to the development goals of the organization, the expectations and forecasting of the development of these objectives closely connected with business policy of the organization on the medium and long term.

Considering all these aspects, we tried to develop a research based on a case study, in which we consider as complying with the general requirements for validity of the method. Thus, in the present study, we focused our attention on a group of people who applied for training in various specializations at a training center for a definite period of time (2010-2015, as a general period, with effect on shorter periods, in situations where there were no records of the data center).

The research manner was retrospective, the data records from the historical evolution of the training center were used for quantitative and qualitative analysis in order to highlight some general trends in the development of individual career guidance. On the other hand, we looked and identified general trends in relation to career development for different periods of time, and the existence of possible gender differences (women - men) in terms of career guidance. The selection type of the "sample case" was based on information ("information-oriented sampling") and less on random sampling, based on better knowledge of the history of this case.

This is one of the general possibilities of sampling / selection of the subject in the case studies, confirming the realism and the validity of the study conducted in this research. In this context, we consider that the case study that was the base of our research is valid, based on realism, the significant and interesting data that drove us to a pretty clear picture regarding the development trends of individual career for the group. It is obvious that basing our research on a case study, we cannot issue general conclusions, to be applied in other situations. At most, we believe that there are similarities between similar cases between dates in the history of recordings of similar centers in other counties.

In our study, we used as statistical sampling method, random selection, whereby any possible combination of elements in the community has the same probability of entering the sample (I. Mărgineanu, 1999). Robson (C. Robson, 2002) considered that the case study can be defined as "a research strategy well established, focused on a specific case (which is interpreted in detail, presenting detailed references about individuals, groups, organizations concerned), taking into a contextual account all its particularities. It requires the use of several complementary methods of data collection, analysis, processing and storing relevant information, both quantitative and qualitative."

The work was structured aiming to achieve the following theoretical and practical strategies:

IC: (Central Hypothesis). Data analysis allows to identify a general trend of evolution of employees by demanding courses at the training center.

IL 1. (Work Hypothesis): For most courses offered by the training center applications development know a sinusoidal trend.

IL 2. (Work Hypothesis): There are gender differences in relation to participation in various training courses offered by the center.

IL 3. (Work Hypothesis): No statistically significant differences between women and men participating in training courses in relation to the type of factors involved in managing their own careers.

3. Analyze

In order to analyze policy documents which refer to the development and evaluation of vocational skills after learning passing training programs in various fields, in order to identify training system to assess these skills, we studied the normative documents regulating the activity National Authority for Qualifications and publications and reports carried out under projects funded by the European Union, whose beneficiary was the National Qualifications Authority.

All beneficiaries of training and, respectively, graduates are presented in Table 1. You can observe the breakdown on specializations and categories of gender and age (<25 years). On the specializations, the situation is presented in the tables below:

Table no.1. Total beneficiaries of the training from the investigated center

Nr	Name of the course	Number of students	Graduated	From which		PersonP whichabandoned	Persons under 25 years old	
				Women	Men		Women	Men
1	Beekeeper	635	595	165	472	40	46	75
2	Baker	108	105	82	26	3	14	8
3	Cook	337	273	220	116	64	35	51
4	PVC and al confectioner	57	49	1	56	8	0	13
5	Beautician	87	77	87	0	10	31	0
6	Carpenter	103	93	1	102	10	0	8
7	Electrician	375	321	11	364	54	3	119
8	Electromechanic	168	156	29	139	12	1	39
9	Haadressermanichiuri stchirpodist	1007	828	952	55	179	519	38
10	Trainer	284	276	171	113	8	17	3
11	H. R. inspector	97	90	82	15	7	18	3
12	B.C. installer	53	41	0	53	12	0	7
13	T.S.G. installer	330	291	5	325	39	0	58
14	Trade worker	598	547	457	141	51	97	34
15	Masseur	484	447	348	142	37	72	36
16	Earthwork machinist	29	24	0	29	5	0	8
17	Walls and ceiling assembler	28	20	0	28	8	0	8
18	Inlay plywood assembler	98	85	2	96	13	0	16
19	P.C. operator	21	20	13	8	1	2	1
20	Polymer operator	161	161	120	41	0	1	7
21	Oil trader	173	170	24	149	3	0	12
22	Waiter	352	299	183	169	53	80	131
23	Knitwear confectioner	213	212	213	0	1	39	0
Total		5798	5180	3166	2639	618	975	675

Source: own interpretation of the data

According to the analysis of numerical data presented above, the development of applications for enrollment in offered courses experiences a sinusoidal trend , with variations according to the demands of the labor market (or, possibly, depending on other factors, of socio-economic nature) - which confirms the working hypothesis 1. Therefore, men constitute the majority of students in courses of Beekeeper, Al and PVC confectioner, Carpenter - Carpenter - installer, Electrician, Electromechanical Engineer (BC and T.S.G.) machinist embankments, walls fitter - ceilings, mosaic, oil operator. Women represent the majority trainees to courses: Baker, Cook, beautician,

Hairdresser - Hairdresser - Manicurist, H.R. Inspector, Trade worker, Masseur, polymer Operator, knitwear confectioner. The courses "balanced" in terms of participants (in relation to men - women) are Trainer, Waiter. These results confirm the working hypothesis 2, and that there are gender differences in relation to participation in various courses offered by the training center.

In order to confirm the latest hypotheses, we selected areas of activity that are offered training center who were enrolled to investigate the most participants, namely: 1. Hairdresser, hairdresser, manicurist; 2. beekeeper; 3. Worker in commerce. Under this approach, there was selected a number of 45 subjects with ages between 18-40 years old (average age 26.3 years and an equal standard deviation SD = 10.5). The number of women was 28 and the number of men - 17, which is a lot balanced in terms of gender participants. All results were achieved after the battery samples were processed using a specialized program SPSS. No difficulties were encountered in harvesting data, all 45 investigated subjects gave valid answers.

In the descriptive statistics, were aimed for synthetic expression of the variables. There were taken in discussion the statistical values that describe the distribution and the shape of the distribution of different variables studied to ascertain the degree of normality of distributions.

Cronbach alpha coefficient of validity of General Career Management Questionnaire (CMGC) with 99 items has the value of 0.93, which demonstrates that the instrument has a very good level of precision measurement conditions in the batch of 45 subjects.

Cronbach alpha coefficient - General Career Management Questionnaire (CMGC)
Reliability Statistics

Cronbach's Alpha	N of Items
.937	99

Descriptive statistical indicators for "personal satisfaction, motivation and sense of purpose career" Scale - General Career Management Questionnaire (CMGC). Subjects who participated in the research obtained for "personal satisfaction, motivation and sense of purpose career" Scale an average of 4.83 value that lies in a lower average level of satisfaction and motivation in relation to their own careers. Standard deviation scores is 1.25.

As it can be seen in the table with Shapiro-Wilk and Kolmogorov –Smirnov, test results are statistically insignificant and therefore the variable is normally distributed which will allow processing parameters.

Descriptive statistics for "personal satisfaction, motivation and sense of purpose in career" scale

Descriptive statistics for "personal satisfaction, motivation and sense of purpose in career" scale				
Personal satisfaction, motivation and sense of purpose in career	Average		4.83	Std. Error
	95% Confidence interval	Lower Bound	1.54	
		Upper Bound	8.12	
	Standard deviation		1.25	
	Minimum		0	
	Maximum		9	
	Skewness		.027	.164
	Kurtosis		-.254	.326

Teste Shapiro-Wilk and Kolmogorov –Smirnov

Normality test

Personal satisfaction, motivation and sense of purpose in career	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
	.043	45	.200*	.995	45	.733

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Regarding to work hypothesis 3, we can say that there are no statistically significant differences between women and men participating in training courses in relation to the type of factors involved in managing their own careers.

4. Conclusion

Continuous training can be a way of developing entrepreneurial management through continuous improvement of employee service. As long as they develop professional skills, the

organization wins. Professional policy training relates in particularly to the overall strategy of the organization, the objectives and goals which are proposed, culture and values created by them and wishes to respect them and especially the policy regarding human resources.

The contractor must be a person with a strong influence of employees because it is a pattern of thought and action. It has a catalyst role rather than an instructor one. Employees must acquire specific knowledge and develop skills in training on procedures, methods and evaluation. Any deficiencies or lack of knowledge relative to job requirements and organizational changes lead to demands for further education.

The current competitive environment requires the transformation of human capital in the organization's intellectual capital, so the manual is aimed primarily for the entrepreneurial management of the organization. It requires that the management from the highest level until the one close to the line to understand their role, to accept and have the knowledge and skills necessary to involve them in the process. Shares and short-term solutions, consulting services, training programs remain without long-term effects if the managers of all levels have no competence in human resources and abilities of developing human resources.

Entrepreneurial management must understand the role of human resource management in the current context of the organization, it needs to be informed about the involvement and efforts needed to implement human resource development strategies and needs to trust in the effects of human resource practices on organizational performance. It is necessary to have a positive attitude towards the development of subordinate employees, policy makers need to realize that human resource development of their own organization leads to improved individual performance, group and business prosperity. In addition, a fair assessment of performance will motivate employees and policy makers need to be convinced that only a motivated employee gives maximum yield, while one demotivated, either will be capped or looking for another job. HR strategy is an integral part of the organization's strategy and its fulfillment is a precondition for a successful strategy organization-wide. Realizing all these elements, the makers will support the implementation of HR strategy and will provide resources, an appropriate framework of continuous training, and in a word said - will support human resources manager in his work, because now they have a common language and enterprise performance management.

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