

## **STUDY ON MANAGEMENT TRAINING TO EMPLOYEES OF ORGANIZATIONS IN ROMANIA**

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**ABSTRACT:** The managerial education is regarded as one of the most important sources of competitive advantage, for both individuals and countries. In the global competition of the economy, the managerial education is the main factor that makes the essential differences among countries. The most economic developed countries are those that pay special attention to managerial education and are more interested in the development of the training programs in management.

Managerial education highlights the importance of participating in the real issues of society, contributing thus to the economic and social progress, to a better quality of life.

**Keywords:** management, education, management training, organization.

**JEL classification:** *I25, J53, M53, M54, O15*

### **1. INTRODUCTION**

The rapid pace of the occurrence of new information leads to the need of the professional adaptation to new knowledge and competencies that support obtaining and increasing economic performance. In this context, the management training is regarded as one of the most important sources of competitive advantage, for both individuals and countries. [1]

The paper describes and analysis recent developments in the field of the management, emphasizing the features and its principles. The empirical part of the article is underpinned by an analysis conducted at the organizations of Romania. For this we have investigated a representative sample employees from organizations of Romania regarding their perceptions about the managerial training.

The study is based on the theoretical and applied research that we have done on role of the managerial education.

The research was conducted using a variety of bibliographic sources such as statistics, surveys, reports, professional articles. Information basis for this study consisted in processing and interpreting survey results conducted with isondaje.ro. On the basis of the analysis were drawn the conclusions on the role of the managerial education in development of organisations in Romania.

The purpose of our approach was to come up with feasible managerial solutions regarding the possibility of stimulating the management training, in such a manner that it could significantly influence the actions and decisions aimed at increasing performance in the sphere of activities of the organization.

### **2. THE EDUCATION IN MANAGEMENT - THE CURRENT AND FUTURE PROBLEM**

The management concept defined as "... a generic term which describes all the component management science, scientific management and empirical management" [2] is found as a science and art while in all levels and spheres Romanian society as a necessity of its development. Also, the managerial science from nowadays sustains, based on research and detailed experimentations, that the exercise of a performance management is recommendable and efficient in every organization.

In this context, the entrepreneurial and managerial domains are not mutually exclusive but overlap to a certain extent.[3] The former is more opportunity-driven, and the latter is more resource - and "conversation"- driven.[4]

Vital lifelines can be provided by support services that know their markets and thus significantly increase the success rate of new enterprises. Effective support consists of holistic programmes that integrate the essential elements like management training, R&D coaching, and networking with peers, potential suppliers and clients. Entrepreneurs increasingly need advice and support in dealing with resource constraints and supply insecurity through strategic investment and product development. Many smaller enterprises are also under increasing pressure from the companies they supply to meet new standards and design requirements linked to improved resource efficiency and recyclability.[5]

All business development support should include signposting information and providing links to support services, advice and counselling, and business coaching and mentorship. Such assistance may also extend to the provision of particular skills (e.g. opportunity recognition, business planning, financial management, sales and marketing), delivered either informally (e.g. mentoring scheme) or more formally by attending a course.[6]

The education system is important for delivering the continuing education programs in order to develop the employees' new skills and knowledge, required by a very dynamic society. [7]

In Romania, the educational system must be oriented to satisfy the real demands present on the labor market.

Taking into consideration the human resources that Romania has and the fact that those resources are underused, the private and public allocations oriented in human investments must become a priority for the economic policies. To be able to develop and aspire to a sustainable growth you need a well-trained and developed human capital.[8]

In the last 26 years, management education in Romania was developed into a brisk at various levels of training organized by some companies to programs BSc, Masters, postgraduate and doctoral programs.

### **3. CONCERNING THE STRUCTURE AND CONDUCT OF RESEARCH**

***Purpose of the paper:*** this study refers to the overall implementation of research findings on managerial training in organizations of Romania. The study was conducted through a questionnaire applied to a total of 192 representatives belonging to organizations from Romania, in an equal number of women and men. The questionnaire contains 10 questions covering the aspects of managerial training in organizations of Romania. Anonymous questionnaires were used in order to get honest answers and to conduct impartial investigation.

***Research objectives:***

- a) identifying the role of managerial training of the personnel of the organizations;
- c) analysis of managers' attitude to managerial training of the personnel;
- d) identifying the directions of the development of the managerial training in Romania.

***The research methodology:*** the research methodology involved the use of scientific methods and tools: investigation, questionnaires, surveys, analyses and syntheses.

Were targeted more several aspects. Of these, our analysis focuses on the indicators that explain the extent to which managerial education stimulates the initiative and the developed of organizations: the participation in managerial courses; the role of managerial education in development of the organizations; the role of managerial training in understanding the place of manager in society.

The questions in the survey had a closed character, with several variants of answers. This type of survey was used for the ease of the recording of the answers, as well as for the subsequent operative manner of analysis and processing of the collected data. For the same reasons, the questionnaire was conceived in a concentrated form that would allow gathering the relevant information for the issue that interested us. The survey was pre-tested on 10 subjects. After the pre-testing, three questions were reformulated.

**Originality of the research:** The analysis of the management training of members of organizations in Romania, in order to propose feasible solutions regarding the need to change the mentality of managers and their subordinates on participation in training courses in management.

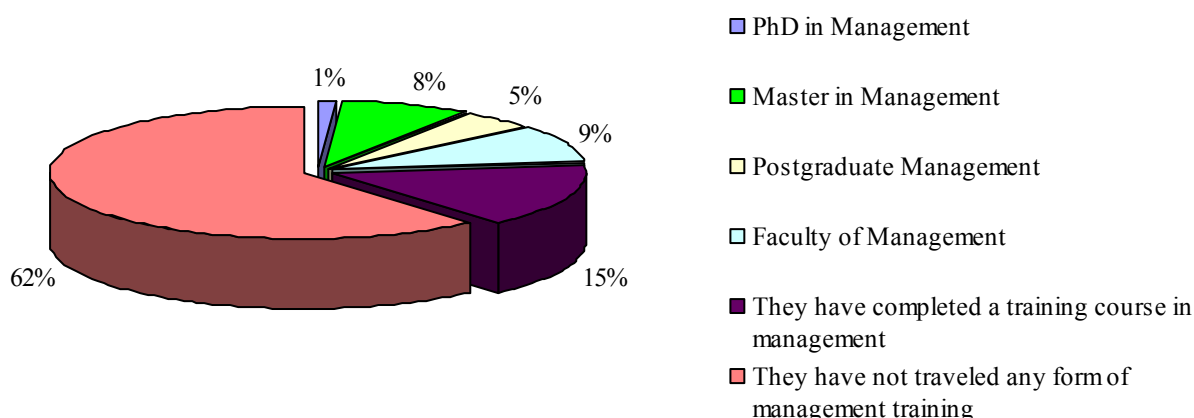
**Practical character of the research:** the research has the following practical applications:

- improving the quality of management in organizations;
- development of competence and skills in management;
- creating a climate of trust and openness in relations between staff and their managers;
- contribute to the development strategy of modern management.

#### 4. THE RESULTS OF RESEARCH

##### 4.1. The general level in management training of employees

At the question "What management training have you?" Respondents showed that 2% are Dh.D in Management, 8% are graduates of Masters in Management, 5% have completed a postgraduate course Management, 9% are graduates of Faculty of Management, 15% have completed a training course in Management and 62% have not completed any form of management training.



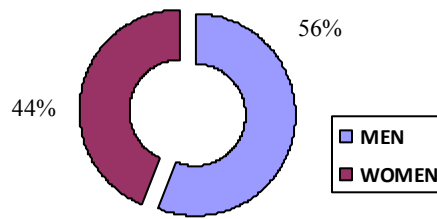
**Figure 1.** The level of competence in management of the interviewees

##### 4.2. The need of trainig in management of the employees

It was found in a pleasant way that all those who attended the interview agreed that it is necessary the management trainig.

##### 4.3. Socio-demographic data

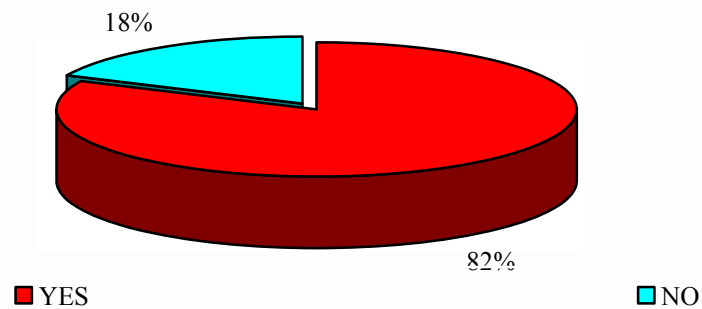
The Socio-Demographic data registered shows that: men (56%) are somewhat more likely than women (44%) to have taken part in an management course.



**Figure 2.** The desire to prepare in management

#### 4.4. The role of managerial training in development of the spirit of the entrepreneur

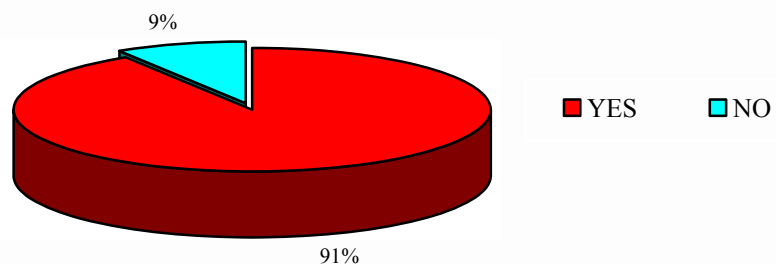
Statistic data stress the fact that in Romania 82 % of respondents agree that their managerial education helped them to develop a sense of initiative and a sort of entrepreneurial attitude. Most of Romanians see the management as one of the solutions that can provide economic and social development. The high percentage obtained, confirms the preferences of Romanians for the entrepreneurial education.



**Figure 3.** Option for role of managerial education for in development entrepreneurship spirit

#### 4.5. Managerial skills and know-how

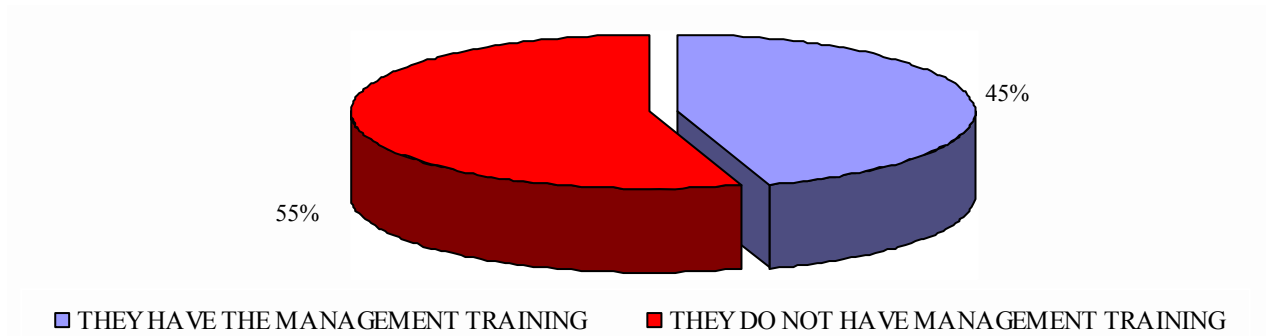
Also, the success in business involves a managerial skills development. According to the survey, 91% of respondents agree that their managerial trainig gave them the skills and know-how to enable them to run a business, while 9% disagree with this.



**Figure 4.** The management give skills and know-how to run a business

#### 4.6. The trainig in management of heads of organizational structures

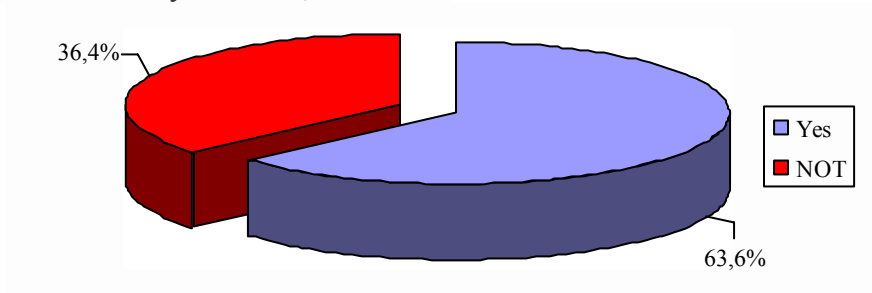
When asked if their the bosses have managerial training, responses showed that only 45.5% have managerial



**Figure 5.** The managerial training of the heads of the respondents training

#### 4.7. Voluntary participation in management training courses

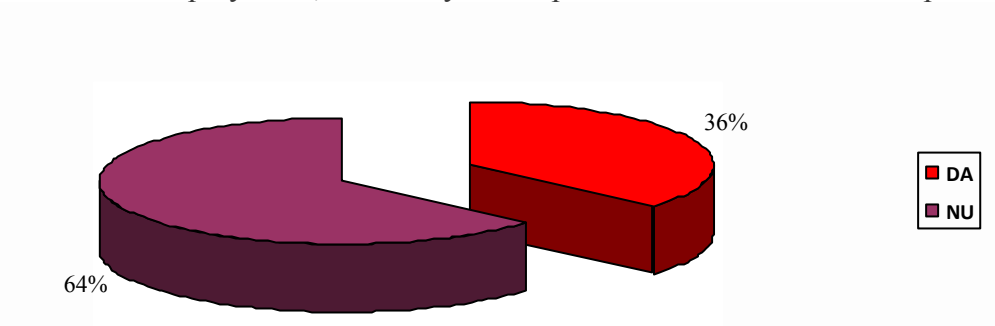
To the question: "Are you consulted when you are sent to classes in management, if you want this?" The answers were: yes 63.6%, not 36.4%



**Figure 6.** How are the employees of the firms sent to management courses

#### 4.8. Institutions are concerned with the management training of its employees

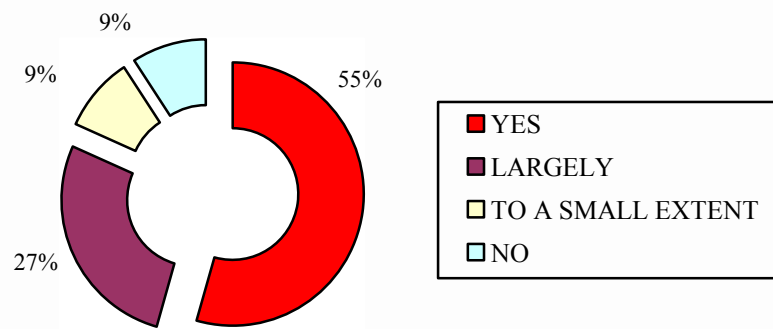
At the question "Are you satisfied how your institution is preoccupied for the training in management of the employees?", 36% they the responders "Yes" and 64 % responder „NO”.



**Figure 7.** Interest of managers to trainig in management on emplyees.

#### 4.9. The question asked if the "objectives of management courses

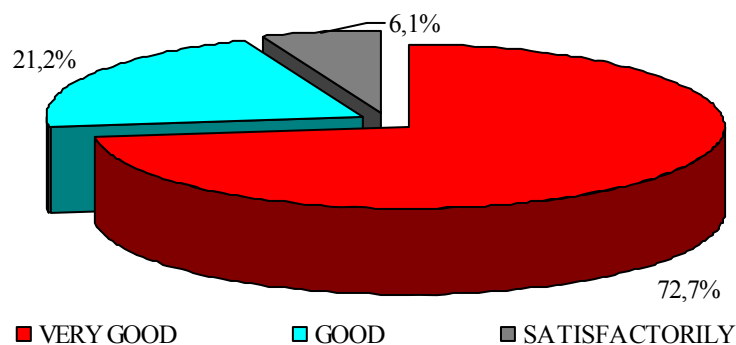
At the question asked if the "objectives of management courses corresponded your training needs?". The answers were different, as follows: "Yes" - 54.5%; "Largely" - 27.3%; Small "and 9.1%"; No "- 9.1%.



**Figure 8.** The correlation between the objectives of management courses and the training needs of employees

#### 4.10. Appreciation of the trainers by learners

Participants in a training course in management appreciates the readiness of trainers with the following ratings: very good - 72.7%, good -21.2% and satisfactorily - 6.1%.



**Figure 9.** Appreciation of the trainers by learners

### 5. ANALYSIS OF RESULTS OF SURVEY

The ignorance the managerial principles by the new manager without managerial studies has adverse effect on work organization. This situation will decrease their level of pay, some employees (especially the specialists) being determined even to leave the organization. The effects of such a situation are also unfavourable to organization because:

- employees who leave the current structure will commit to competing organizations;
- it will decrease the performance of the organization until hiring other specialists;
- there are additional expenses for the recruitment, the selection and the adaptation of new employees to the specific organization;
- are additional expenses, because the organization to shorten the hiring of new employees is easier forced to accept their wage demands;

- appear grievances of the members of the organization because some time they must meet and the prerogatives of those who left etc.

Lack of management training will create difficulties for the manager in prioritizing of the objectives and tasks of the organization. He will send chaotic tasks to the subordinates, but he will have then to return to those submitted to alter the sequence of activities set out above, with adverse effects such as:

- the delay the completion of planned actions;
- Increased costs;
- the loss of customers by not respecting the deadlines of the projects, products, services with them;
- generating discomfort and dissatisfaction among employees;
- the dissipation the energy of the employees;
- loss of authority to subordinates;
- the dissatisfaction of the top managers etc.

The management training necessarily involves communication skills and to motivate the subordinate staff. Lack of these skills and familiarity with subordinates will generate excessive demobilization of the employees in the execution of operational decisions received.[9]

Practice shows that work experience in a field on a certain function is not sufficient to ensure success of the new manager. He needs a thorough management training previously received appointment as leadership, because, as a manager, he must:

- to adopt decisions affecting progress or the regress of the organization he leads;
- to communicate permanent with members of organization, to provide information, clarifications to how to execute the decisions;
- to provide motivation of staff;
- to come up with solutions to remedy failures identified;
- to train their staff for new tasks ;
- to use modern operational management methods based on: plans, projects, budgets, system, objectives, results, innovation, motivation etc;
- to ensure synchronization the activities of they collective that leads him with other departments for timely fulfillment of the overall objective set at the organization level etc.

## **6. CONCLUDING REMARKS**

The research results have led us to a series of recommendations that will give managers a realistic perception on issues raised by their managerial training and organization members. These recommendations aim:

1. encouraging continuous education in management;
2. improving the skills of managers;
3. correctly informing members of the organization about actions regarding the managerial training;
4. improving the continuous training processes intended for the members of the organizations and adopting efficient models of management.
5. granting the department managers the freedom to share the load of people, because they know better possibilities of each one.

The results of the survey indicate that the managers of organizations have acted to increase their training and managerial subordinates. Also, showed that managers of organizations should put more emphasis on development managerial skills as an important factor to improve performance in activities.

The data presented in this study show the interest of Romanians in the development of managerial training. However, in Romania the managerial education is still insufficiency in the sense that Romania reduced the percentage of funding for the education, research and development.[9]

Also, the partnership between universities and the business environment is not sufficiently developed. Managerial education needs important human and financial resources for developing courses and training programs. The education in management can be successfully developed by the involvement of the education system in partnership with business environment and promoting a culture of management. Promoting the management requires a closer cooperation between universities, business and professional associations. The training in management needs to permanently adapt to the demands of the labour market and to develop the competencies required by a very dynamic business environment.

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