



Training entrepreneurial culture in enterprises of the Republic of Moldova

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Abstract

This article addresses the problems related to the formation of organizational culture in the Republic of Moldova. There are reviewed the results of research carried out in the business of producing and conclusions that are made. It highlighted the role of human resources training in organizational culture. The paper highlights the preconditions for the creation of an entrepreneurial culture.

Keywords: *Organization culture; Training; Entrepreneurial culture*

The contemporary world entered a phase of accelerated change: changing social structures and economies, but also mentalities, social practices, styles of behavior. On top of this century, the way in which society is organized undergoes radical transformation. This is reflected primarily in social institutions.

Moldova currently living experience turbulent transformation complex and often paradoxical at all levels of society including all types of organizations.

The most important resource of an organization in order to change is its organizational culture. This is the personality of its own organization, which develops over time in response to environmental conditions.

To examine the main features of organizational culture in the Republic of Moldova it is necessary to emphasize the national culture constituting an important factor on organizational culture: people, still the essence of their rural, conservative. In this sense, there is a problem which is the lack of entrepreneurial education to citizens in general. Moldova is still a country in which private initiative has been completely destroyed and even forbidden by the totalitarian regime. In those years not only entrepreneurial education was lacking, but even more private initiative was considered a crime and punished as such. From this point of view, Moldova started after 1991 with major problems in the field, with lack of experience and 17 years are not enough to establish an entrepreneurial culture, because an entrepreneurial culture must to learn and transmit from generation to generation.

The vast majority of new entrepreneurs do not yet have the knowledge and capabilities needed to create a coherent strategic perspective and to adapt to the dynamic external environment. Instead, they have a contagious enthusiasm, are totally committed to their companies and have a strong intuition and sense of direction to which their organization should focus. Also, intuitive views on development are communicated with the enthusiasm of employees, thus causing a sense of belonging, of involvement and engagement in problem-solving organization.

With regard to entrepreneurship, most studies have focused on individual characteristics of the persons involved in entrepreneurial activities. All these studies have shown three characteristics of the basic need of development, assuming risks and the internal locus of control (Begley & Boyd, 1987; Brockhaus & Horowitz, 1986). They are further incline to take the initiative to assume responsibility, ambition of winning reputation, tenacity, intuition changes in the external environment, the desire to exploit opportunities, self-confidence, confidence in what they do etc.

Less attention was given but socio-cultural context more broadly, in which entrepreneurship occurs, develops. Therefore, we need to identify and analyze those socio-cultural factors influencing the decision and entrepreneurial approach.

It still puts the problem this crop structure, key elements of a claim. In this respect we can show the mentality of individuals (meaning, beliefs, values, interests, motivations), entrepreneurial vision (inspires trust, allowing freedom and flexibility), individual units (individual profit centers, resource allocation, focusing on customers), employees think and act as entrepreneurs, creating a growing entrepreneurial leaders from the inside.

In the context of the exhibition, together with a team of researchers headed by professor eng, corresponding member of ASM, rector AESM ms. Gr. Belostecinic, I did a research in a number of enterprises in Moldova, which have as priority field of activity manufacture various products. The research aims to analyze the implementation of the main elements related to competition of human resources in businesses in the Republic of Moldova. Indirect have been studied and some items related to organizational culture. Results in which they can result from the processing of surveys applied to 30 companies in the area of Central and Northern zone of the Republic of Moldova. The number of people who did answer questions is the proposed 195. We started from the conviction that the practice of rituals and ceremonies maintain and develop certain behaviors of the organization's culture. Holidays organized jointly with certain occasions strengthens relations between the organization and prizes and awards granted to employees for honors in the ceremony gorgeous strengthen the belief of employees that the company appreciates the performance of employees. In this connection has been a question on the celebration of events, such as pension spending, and onomatopoeic days of birth, national holidays, the day etc. Thus, we intend to find out if the group exists in certain customs, traditions, rituals, ceremonies. From the responses obtained it has concluded that there is celebrating more than name days, birthdays – 72.82%, followed by other significant life event colleagues – 53.85%. Various events including the day, is celebrating the 50.77% of enterprises, which shows that their leaders want to form a team spirit, a positive climate socio psychological. But not all team members accept behaviors required rituals, some refusing to participate in events, deeming them unnecessary. It is gratifying that the number is in the minority. Thus, 89.19% said they gladly participate in such celebrations, while 10.81% gave a negative response.

The intensity of the joint celebration of events

Table 1

	Nr respondents	in %
Name-days or birthdays of colleagues	142	72.82
Significant events in the life of colleagues	105	53.85
National and religious holidays	65	33.33
Professional Day	94	48.21
Businesses Day	99	50.77
Overall	195	

Managers and professionals (i.e. they were respondents) were asked whether the company exists in providing equal facilities: 66.15% of the total number of respondents said that they are equal, 29.17% that does not exist, 4.69% argues that there is equality, although never had such facilities.

Another important issue to be solved is to try a stronger connection between the organizational culture and company performance. The need arises from the fact that many of the investigations have focused on building organizational understanding and less on the influence of culture on organizational performance. Over time there were more concerns about the mutual influences of culture and performance management obtained. Among these include Kotter and Heskett, who highlighted the power that organizational culture is one of the most important factors, which predicts the performance that can be done by an organization. In organizations where managers share common values, where there is an awareness and a high commitment to achieve the objectives set, an appropriate communication and motivation as extrinsically, especially as intrinsic, given the cultural traditions, the results are appreciable, reflecting more realistic potentially available to the organization.

Although there are different admissions on the term of organizational culture, an aspect is found in all, the impact of the strong culture of the organization that it has on efficiency, on the final outcome.

In the research mentioned above, the efficiency rating companies in which subjects work, so the culture and organizational climate, covered the whole range of qualifications (Table 2), from very poor to very good. Most of the concerns were

in the group average and good responses, which - led to the weighted average of all responses fall into interval notes 3-4, the maximum 5.

The intensity of respondents' answers to the question of what characterized by their perception of issues related to the company

Table 2

Appearance analyzed	Nr respondents	The intensity event					The weighted average
		Very poor 1	Poor 2	Average 3	Good 4	Very good 5	
1. Overall economic efficiency of the organization	189	2	14	80	77	16	3.48
2. Technical equipment	191	4	22	83	61	21	3.38
3. Resource materials involved	185	2	6	75	82	20	3.61
4. Organizing the overall business enterprise	193	1	12	71	95	14	3.56
5. Concern overall increase in work efficiency	189	3	37	72	51	26	3.32
6. General concern for technological restructuring	192	10	18	69	69	26	3.43
7. Concern for improving general forms of work organization	191	4	40	66	60	21	3.28
8. Concern for the promotion of staff	191	6	52	72	38	23	3.10
9. Encourages the promotion of staff performance	187	6	41	70	45	25	3.22

Appearance analyzed	Nr respondents	The intensity event					The weighted average
		Very poor 1	Poor 2	Average 3	Good 4	Very good 5	
10. Equity in solving all problems	189	7	24	82	63	13	3.27
11. Receptivity managers to the organization of ideas, suggestions and proposals staff	188	8	31	69	63	17	3.27
12. Stimulating the creative potential of staff	191	7	45	66	54	18	3.15
13. Encouraging free expression of views in meetings	188	15	35	63	52	23	3,18

Overall economic efficiency of the organization is appreciated by those working in the respective companies with a pretty good average 3.48. In fact, the results of the companies surveyed, largely confirms the opinion of the respondents.

Within organizations there are out to the permanent staff, to the creation of working conditions, promoting their performance organizations are better. With this agreement is the majority, but all at once, concern for the promotion of staff in companies which enable it considers a grade average of 3.22.

There are not sufficiently receptive to the managers of those innovative ideas, suggestions, proposals which they submit inferiors, there is not stimulated staff with creative potential, the average being 3.15.

The variety of elements that influence organizational culture and climate is evident, and research requires a high degree of flexibility in behavior management team to be concerned about maintaining a permanent organizational culture appropriate to encourage staff with creative potential to be involved in implementation change.

Point, please, to what extent you believe satisfied?

Table 3

Design research	Nr respondents	The intensity event					The weighted average
		Very poor 1	Poor 2	Average 3	Good 4	Very good 5	
For your profession	193	0	8	54	87	44	3.87
For the general atmosphere within the organization	192	1	19	70	76	26	3.56
Activity management bodies	187	5	13	48	87	34	3.71
Activity that actually perform	194	0	10	59	96	29	3.74
For your colleagues	194	0	5	62	88	39	3.83
For your direct boss	188	2	12	36	80	58	3.96
Of revenues in relation to work	194	11	43	83	42	15	3.04
Promoting your hitherto	187	6	33	58	64	26	3.38
For your prospects for promotion	185	11	38	61	52	23	3.21
Your standard of living	189	4	44	73	50	18	3.18

All answers are located at the level exceeding the average level of satisfaction, exceeding the average weighted 2.5. Most believes that revenues are lower than the effort for work done. It is gratifying that the 86.43% of respondents are generally satisfied with their professions that practice in the firm and they are equally happy with the work which actually performed in the company.

The climate in the team, in the opinion of respondents is satisfactory with trends towards better. It is a favorable factor for enterprises, as determined closer collaboration between employees, may lead to more effective implementation of the tasks put before the group. The respondents consider the satisfaction of the personnel working in to the weighted average 3.83. And highest (3.96) is the average for satisfaction collaboration with the boss directly. Although the average is high enough, exceeds the average much satisfaction, problems that may arise in relation officer-subordinate, may have more adverse consequences for the

organization, which ultimately will lead to a decrease in labor productivity, income enterprise.

Promoting personnel in the enterprises investigated is enough. About this indicates respondents. Are lower, but still optimistic and the prospects of future promotions.

So now, the investigations have allowed us to make the conclusion that the entrepreneurial culture in the Republic of Moldova is going to replace the traditional, albeit an important factor here is time, but not only. In this respect, highlight the crucial role they have institutions, including the AESM. Plans for studies, teaching courses students must take to promote entrepreneurial culture in order to increase the ability of people to materialize the ideas of business. This includes creativity, innovation and ability to assume the risk, and the ability to plan and manage projects in order to achieve the objectives. From this point of view, the objective of these courses is to make entrepreneurship a career option for everyone, by providing training programs to develop managerial skills and entrepreneurial.

Changing economic environment and the many challenges of globalization will inevitably lead to new developments on the market: the promotion of entrepreneurial culture will act to increase the capacity of enterprises to enter new markets through the transformation of business ideas into action. This can be done by creating new businesses or changing existing business course. Therefore, you must give primary importance of human factor as a form of new generation.

Conclusions

As I looked at the top, the organizations today operate in an environment marked by dramatic transformations. The response of organizations in this environment varies, from ignoring these trends, by the prompt reaction of adaptation. Ignoring, we believe that presents a danger that organizations should avoid it at all costs: the disappearance as a whole.

We believe that natural response organizations in this context must be entrepreneurial reaction. This form of response shows indeed some risks, but they are much smaller than those associated ignore. To adapt, so to change, organizations should, firstly, to review the culture developed within these organizations. To meet the challenges proactively, organizations must take an

entrepreneurial culture, an entrepreneurial spirit, enabling them to cope with increasing competition in the market.

Our society is going through a period that leaves deep track on all plans: traditional values are eroded continuously and are not yet clarified new economy struggling to emerge from the depression that is a few years, many companies fail to give manifest competitiveness and problems, employees feel ignored and without a set of values and norms that provide enjoyment to work.

It is a favorable period for expressions of leadership to achieve some major changes in organizational culture and company management. Employees, overwhelmingly, to feel the traditional, conservative, will create future problems. Therefore, under the pressure of external factors and some internal, they are more than willing to change the conditions of normality.

We can say that it is a historical, creative people with initiative and capacity for work, and it offers a wide range of opportunities that can provide enjoyment major leaders, entrepreneurs. Leader is, in most cases, a person with well defined objectives whose achievement and a closely tracks require a great commitment from everyone.

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