ENTREPRENEURSHIP AS A MODERN MANAGING INTENTION IN A DIRECTION OF DEFINING QUALITY

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ENTREPRENEURSHIP AS A MODERN MANAGING INTENTION IN A DIRECTION OF DEFINING QUALITY

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Abstract

Practicing the entrepreneurial approach and initializing behavior within an organization in order to create work incentive, creative thinking , innovation , proactive approach and taking moderate risk in the line of work , in the transition countries will result in overcoming the present obstacles that are lack of strategy, continuous education of employees and sustainability of the process , which will affect the quality of services and adapt to the needs of the environment and the labor market .
The survey confirmed the lack of defined coordination and effective communication between management levels in the management of employees as important factors in the process. The result is a recognized need for an institutional policy on corporate governance and effective implementation of the quality system which includes: defined strategies and standards for quality, responsibility in the organizational units and individuals in terms of providing them and way of their implementation, monitoring and review of the institutional operating policy .

Key words: *entrepreneurship, quality standards, employees, quality recognition*

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INTRODUCTION

Every institution has the need of establishing their own individual quality system in
accordance with its internal structure and dynamics using concepts and standards set
by its unique philosophy and structure of individual and professional structures of
managers and employees.

Lolwana (2006:359) points out that new approaches to quality assurance adopted the
EQF (European Qualifications Framework) as a model, only confirm the need for
public criteria, in the sense that the progress of the institutions can be assessed in the
form of Quality Management System (QMS). That, in turn, leads to the question
whether this is enough to evaluate quality improvements of a single institution, if you
go by the fact that most approaches to quality assurance through process management,
tend not to seek the answer to 2 significant issues.

•   In what way can the management processes be improved?

•   In which of the processes problems are encountered?

Haynes, P. (2003:64) defines the quality management process as " systematic
management procedures adopted to ensure achievement of specified quality or
improvements in quality that will enable the key stakeholders' confidence in the
management of quality and in the achieved results ."

The quality of process assurance has the following main objectives:

•   Accurately and comprehensively identifying, defining and describing the
expectations and needs of customers.

•   Independent audit and quality monitoring ,providing information to those who
implement , manage or otherwise contribute to improving the quality

•   Provide measurable criteria for all involved in the process to have a clear,
comprehensive and accurate understanding of the quality standards of the
organizational processes.

•   Provide resources and systems that can achieve the required quality.

•   Ensure that those who implement workflow have the skills, knowledge and
motivation to make or deliver adequate quality.

•   Ensure that those who manage workflow have the means and skills to monitor
the quality and ability to communicate and modify criteria to better meet required
standards (Department of Education, 2004)

1.   DEVELOPING ENTRAPRENEURING COMPETENCES OF EMPLOYEES AS CONTEMPORARY MANAGEMENT INTENTION

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From the above, the conclusion that there is a real need for increased quality in work practices recognized by improving personal skills of managers to develop a working environment in which employees will be motivated for personal development of their competence and ability to participate in the management of working process, which would increase the target orientation effectively meeting the needs of the participants in the work process and the environment.

This is exactly what determines the subject of this research - the need for establishing a model of integrative corporate - entrepreneurship leadership as an important factor for improving the performance of organizations.

Starting from the fact that the management in organizations is realized in the absence of functional system of quality standards that is to ensure continuous improvement and adjustment of process management and the actual competencies of employees whose improvements in the management and integration of processes will result in the development of Entrapreneurship as a function of individual and institutional aspects of organizations.

Data collection was aimed at the following aspects:

- Realistic awareness of employees for the **existence** of important aspects of the quality of work processes in organizations.
- The level of **active involvement** of employees in the management of organizations.
- The contribution of managers for **improvements in individual job performance**
- The need for **continuous education of employees** as part of the strategic management of organizations.

This research has demonstrated the attitude towards change through actions and work towards : **Institutional changes** that relate to recognizing the need for change in the existing system, which will improve the institutional and social levels. The focus is directed towards integrating the managers and employees, which would contribute to increased quality of work and improve results for all users as an aspect of overall institutional and socio - economic development.

Individual changes related to changes in each organization individually, which would be recognized in the more effective access of the employees in the work process . This improvement would be manifested into bigger and better team collaboration , mutual respect , exchange of experiences , positive criticism and self-criticism , and motivation for permanent internal and external education and would significantly reduce the social " friction" in both the vertical and the horizontal base .

Sample of research include:

- sample of organizations that perform service activities (8)
- sample of organizations performing production activities (16)
- sample managers / from all levels (24)
- sample employees (267)

The requested views and opinions were aimed at:

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- Evaluation of existing practice by monitoring the attitudes and opinions of awareness about existing aspects of management, involvement of staff and adequacy of existing management processes ;
- Suggestions to increase the efficiency of individual employees , the need for new management intentions to managers and suggestions for future improvements of the management process

The analysis of the data in terms of existing management process imposed two general conclusions:

a. There is no defined coordination between the levels of the management system (horizontal and vertical) and employees;

b. Lack of good communication between all factors important in this process ; In order to ensure high quality, transparent and easier to understand management process for all involved , defining the strategic objectives of HR function of the organization is required, which will be measured by :

1.1. *STANDARD*: MANAGEMENT OF THE HUMAIN RESOURCES FUNCTION OF THE ORGANIZATION

Parameter : managers in organizations should practice systematic directing in order to facilitate the development and practice of key competencies for staff - programs that provide mission and strategy to meet their professional needs .

Indicators :

- Adopting policies to develop the competencies of the employees.

- Setting criteria for employment and practicing the process of defining them.

- Systematic identification of needs and planning sustainable development of competencies

- Existence of continuous professional development, training and lectures .

- Establishing a process of organizational learning relevant skills and qualifications

- Developing skills in methodical - mentoring in the areas of future work introducing new employees.

In addition, defining of documented sources of evidence for the application of those standards is needed :

- Existence of functional diagram of the organizational structure for the purpose of descriptions and responsibilities of the established levels of operational management.

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- Adaptation of the appropriate changes and innovations in effective process: adaptation processes for new things, evidence of adaptation processes, lectures and regular feedback on their performance.
- Results of reports on performance monitoring.
- Results of the assessment reports of the process provided by all stakeholders

Strategy of planning and forecasting unfavorable situations and adopting corrective measures to comply through actions for improvement can be expressed in two basic forms :

a. Strategic options – forecasting the maximum and minimum of the expected fulfillment

The application of this type of improvement will be measured by:

1.2. STANDARD: EXISTENCE OF ACTIONS FOR THE PLANING AND IMPROVEMENT PROCESS

Parameter : Organizations aim for sustainable improvement in key indicators based on systematic evaluation of the effectiveness of the business processes , resources and feedback from our customers .

Indicators :

- Using system development tools that enable quality feedback to stakeholders
- Permanent external assessment process (for performance monitoring)
- Setting identifiable indicators of the objectives of the process.
- The process of constant self-monitoring of internal indicators.
- Provide activities for benchmarking comparisons.
- Transparency of planned actions for improvements related to organizational strategy
- Continuation of the process of developing professional competencies and assessment of its performance (teaching staff) .

Documented sources of evidence for the application of this standard

- The concept of evaluation includes setting indicators and analysis.
- Conducting secondary measurement - internal evaluation of changes in the processes of the organization .
- Usage of comparative statements as a benchmark for external comparisons.

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- Internal evaluation of achieved annual activities.

- Internal evaluation of assessment in accordance with the criteria of scoring at the state level, including trend indicators from previous evaluations.

b. ***Strategic alternatives*** - the success of the process of developing specific scenario for each supervisor circumstances for a specific period of time , will be followed by :

1.3. STANDARD: EASUREMENT OF KEY RESULTS

Parameter : Institutional measurement of results on key components of the strategy in the long run about customer satisfaction .

Indicators :

During the selection of indicators , it is necessary to find answers to the following questions :

- Are the stakeholders satisfied?

- Are the employers satisfied with the achieved knowledge and skills that apply to employees in the workplace?

- What kind of results are obtained knowledge of the participants in the evaluation process?

- What part of the process makes them successful in the employment market?

- How does the picture of the overall operation of the educational institution look like?

- How successful has the program been related to the requirements of the customers?

- How successful is theachievement of financial goals ?

Documented sources of evidence for the application of this standard

- Number of participants in work programs

- Turnover or amount of educational services provided in further professional education

- Regular measurement of customer satisfaction

- Results of measuring customer satisfaction

- Analysis of responses of satisfaction

- Review and analysis of the number of complaints and their approval In the development of organizational strategy two groups of activities are need:

- **Analytical activities** - collecting and processing different data about the organization and the environment by analytical teams

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- **synthetic activity** - establishing criteria , strategic goals and strategic scenarios that are implemented by the development team ;

All these listed segments are to enable efficient and effective quality improvement process management, which will enable growth and development based on :

- integration of the change in the existing situation
- Transfer of change
- Spiral connection with previous and next state

In addition, all steps need to be documented and submitted on time to the management team and to all employees for monitoring the achievements and further implementation of the results in the development and planning of the local business community in terms of planning future staff resources and to monitor the quality needs of the labor market which operates in the immediate and wider environment , which directly affect the quality of the companies and thus the community development . This approach to the stated problem will allow participation and personal development of all participants in both the work and control processes and thus contribute to effective organizational learning and enhanced organizational responsibility.

CONCLUSION

Countries in transition are facing with difficulties in managing with human resources, because that style is hardly practiced twenty years, and updated on deep foundations of unproductive government efficiency and effectiveness of working time and the process of producing goods and services. This research showed that managers and employees are aware of the need for faster change through quality standards and sees their importance as an important link in the management skills necessary to achieve effective competitive advantage of companies. That in itself does not mean a quick and effective process, but it is a step towards quality and improvement.

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