

FLEXIBLE CAREER UNDER CONDITIONS OF THE SOCIETY BASED ON KNOWLEDGE

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Abstract:

Regarding the new conditions of information society and knowledge we assist in the production of substantive changes in the careers of employees, mainly given by produced changes in the nature of work, whose content is given by creative thinking, knowledge and intelligence. Products are of an intangible nature - information and knowledge. Globalizing labor market and employment policy will be the power project and no intellectual life, and so the employer-employee relations will be based on cooperation and less on subordination; new forms of work increasingly make their way - tele-working and tele-activities - with great influence on information and telecommunications liberalization.

Key words: human resources, career, flexible career, knowledge society, information society

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The career, as a progressive succession of professional activities, positions, role-statuses reached by a person during his or her evolution, contains itself the idea of evolution of the human individual who is integrated into a specific field of activity, with the reason to obtain new positions, responsibilities, to be higher in general, accompanied by greater prestige and more power reported to the initial positions. From this perspective, the organization, the unique frame for formation and affirmation of careers, through organizational management, after M. Armstrong (2004), has as a practical/pragmatic purpose career planning which includes the way the employees are promoted/advanced, their evolution from the professional point of view, according to the necessities and possibilities of the organization, and to the performances, potential, knowledge, abilities and experiences gained by the organizational integrated personnel.

Thus the organizational career management, as an inter-relational human process, pays higher attention to the career's dynamics through which there follows the way the employee's career progresses, develops, the way the organizational integrated human individuals build their careers, the way they advance through promotion or enlarging or improvement at their job, through the enrichment of their roles fulfilled within the organization. This process is natural, if we take into consideration that the human existence is dynamic, permanently transforming, into complex actions from which the organizational ones give dynamic content to own professional career.

In the same time, career management has as fundamental objectives to elaborate the promotion and development policies for careers, to integrate individual needs and aspirations into the organizational ones, having as target increasing the positive image especially through acknowledging the needs, the careers development dynamics, into the conditions of a society based on knowledge, competition, which means based on social professional dynamics. Into such post-industrial world organizations' successes will be assured by the attention paid to human resources, the only structures with development and increasing potential, organization's progress,

those that transfer the creative thoughtful capacities to the instruments, applicative techniques and representing the most efficient and important investment that recovers in time through performance. Such a potential, within a society marked by deep changes must be motivated, understood, coached and promoted, looked upon dynamics, potential that receives, stores, processes and evaluates a great amount of relevant information, that ulterior applied on the profession, give performance into the career. This is the living structure of a society that disposes of some passivity to change, but surpassed through the great capacity of adaption to the diversity of the situations that may appear and that can be overrun through the assimilation and practice of the last acquisitions (-knowledge, abilities, technologies etc.-) into own career in a world of changes, of occupations development. Thus looked upon it, the dynamic world of careers, adapting to these new processes preoccupies both the organization, frame that institutes the career, interested into accomplishing advanced activities, reported to its objectives, and the employee, the active subject of the career, the one that makes proof of professional changes through getting new knowledge and experiences, and through his or her trainings and activity dynamics.

The research of these realities has been achieved starting from a well-outlined objective, which is the need for knowledge, for finding out the particularities of the career management into some organizations from the business field regarding changes dynamics in the professions' world and especially of their implementation into the individual and organizational career development within the conditions of the society based on knowledge.

The objective of the research is deciphered through work hypothesis: 1. the more the need of affirmation and promotion of the organizational integrated individual are better determined, individualized and their capacities and abilities are configured by the activities they carry on, the better the organizations are interested in elaborating dynamic career development and promotion politics; 2. if human resources represent the unique structure with creative potential within the organization, than the company must build its own system for development and promotion for the individuals' capacities and abilities regarding organizational career.

The investigation has been carried out on a target population made out of 125 subjects having manager positions, in 85 business organizations in Iasi County, trying to get acquainted with the way the concept of dynamic adaptable career has been made operational, becoming in fact a reality within the conditions of the informational and knowledge society. The research of Iasi business field concerning such a sensible matter as human resources where there are inter-conditioned organizational elements with subjective elements, with cultural models not always convergent – with family organizational models, of the community environment with those built in an individual way – correlated with the purposes and targets of persons and organizations, transform such a preoccupation into a more and more complex and ample one.

Regarding *knowledge and becoming aware of the coordinates of the Informational Society and Society Based On Knowledge* we must remark that the majority of the managerial structures has been surprised, sustaining that this aspect is related to the philosophical approach, politic philosophy, economic theory, sociology with minimum valences for economical - social practice; not knowing the content of these paradigms - Informational Society and Knowledge Society – could not be set off into their way of becoming operational, into the existence of the investigated business environment, advantages, risks or disadvantages of the new type of human society.

Thus the research done into the Iasi business environment, at the level of some managerial structures points out that only 22 subjects which represent 17,5%, have heard about the Society based on knowledge, more specific about the knowledge economy but without identifying the characteristic elements of this social construction.

Vague knowing or more correctly not knowing the projects of becoming the Human Society in the postindustrial period confirms the fact that the business field resumes its activity to achieving the business content without correlations and inter-determinations with elements that facilitate business: accomplishing the SI and SC vectors and pillars, becoming aware of the specific processes of this society through a rich activity of instruction and education of the population.

Although the economic literature in our country just like in other countries reserves appreciable spaces to the content of humanity development together with surpassing the classical period of the industrialization and the appearance of the symptoms of The Third Wave period of time (A. Toffler, 1983), of the postindustrial society, based on knowledge with its informatics dominant, 82,5% from the subjects have not any information about these realities. Regarding those who affirm that they know about the knowledge society (17,5%), everything is vague about this process dominants. Thus, for example the respondents reduce the process of building the knowledge society to creating and developing the material basis, the informatics activity infrastructure, aspect that is correctly reflected by 80% from the subjects. Isolated there are not mentioned or they are not known the changes produced into work nature and its externalizations, the transformation of knowledge into a generalized phenomenon within work spheres and structures, knowledge transformation into economical fact, especially through its products, knowledge.

Concerning these aspects of work nature changes there are vaguely rendered, not even intuited, by 80% from the subjects, the possible mutations suffered by the inter humane, inter organizational and social relationships sphere; the liberalization of the reports between employer and employee, from the subordinate status to the collaborator status; the creation of a network of cooperation structures for accomplishing an own objective, through taking part in common to fulfill some launched projects, as a result of the externalization and development of virtual organizations. The reducing of structures and inter organizational communication levels and based on this, the increase of interactional collaboration relationships, in the prejudice of those authoritative – dominant, have benefic effects upon the auto-organization of every component's own activity through his or her becoming an active participant, with a behavior synergetic articulated into activities of co-elaboration, co-education, co-administration, co-evolution and co-evaluation.

It is a literature well-known thing that the knowledge society fundamentals its whole becoming on technological dominants, informatics infrastructure development. Problems that may appear related to these determinations concern the fact that the informational basis must be set in motion, used and developed by intelligent active agents that, as M. Drăgănescu (2001) shows, are real expert systems used both to "mining" data and especially to activities such as *knowledge* formal discoveries.

From this point of view our research emphasizes the fact that a part of managers appreciate the place and importance of human resources and to be more specific the workforce's quality: 15,2% from the subjects declare that they are very satisfied with the quality of their employees, 62,4% are satisfied and only 22,4% unsatisfied. The fact that 61 companies which represent 71,8% from the sample's components have not clear conceptions about personnel policies or they do not have training programs, confirms companies' lack of attention towards employees' quality, their perfecting, resuming their preoccupation only to respecting some indices resulted from the CVs when they first come into the firm. This phenomenon does not resume only to the executive levels, but it is extended to the managerial ones where only 49,6% from the managers (62 subjects) have taken specific training courses. The research realized within the 85 business organizations in Iasi County confirms the need to develop the human element, make operational the educational paradigm of knowledge

based on society at all organizations level, companies with the purpose to increase their performance into the knowledge act and accomplish own objectives and tasks.

The research also tries to bound business organizations' preoccupations in Iasi concerning knowledge and implementation of modern methods in human resources development. Thus regarding the usage of e-learning there has been revealed that 44,8% from the sample's subjects have heard about this preparation and perfection form of human resources but without having theoretical and practical knowledge about this system. Only 10,7% from these ones use the system both for personal knowledge and abilities development and for specialty general norms knowledge. To these observations there is to be added the fact that from those who do not already know about the e-learning (55,2%), 67,9% from the managers sustain that they are not ready to implement this system and only 21,4% have the availability and necessary conditions to apply this modern method for personnel instruction. The reality of the investigated business environment also shows that the managerial structures need to be trained: 25,6% from the managers want to know the news related to their own activity field through obtaining these information, having a constant preoccupation for knowledge; 36,8% want to be informed in time and not immediately, not being constantly preoccupied; 37,6% declare that they do not want to be operatively informed, do not show a specific preoccupation or almost not at all towards their own training and education.

So the research presents only one aspect of the implementation of the instructive-educational pillar's tasks of the society based on knowledge into the business field in Iasi; and this environment is at a great distance reported to the tasks of the Lisbon Strategy which specifies that in 2010 the European Union to become "the most competitive and dynamic economy based on knowledge, capable to generate (...) a higher rate of occupying the work force and a high social cohesion". More than ever this time appears the need to instruction and education, making subject, personalization of the continuous preparation act, permanent perfection, process that is possible through stimulating the knowledge act, motivating the employees to participate to their own knowledge and abilities development necessary for reaching personal performances; making some networks, partnerships with units specialized in work force training and education process – educational system, research-development and innovation institutions – but also some environments favorable to efficient dynamic advanced activity.

Managers' focusing mainly on production without paying attention to human resources training expresses a limited conception regarding the organization and managers' mission; there is followed mostly their will to succeed, to obtain desired advanced results of maximum commitment and production at a high level, competitive with any price, but with minimum investments or none on work force, the creator of these values. This aspect is also reflected into the research by the fact that 12,1% from the managers have used in the training programs strategies for surpassing crisis from some dysfunctional matters or under the pressure of some employees structure ("heirup", "laissez faire"); 21% from the companies have used strategies of surviving training and 43,9% the strategies of becoming aware of the need to train, obtain new knowledge and abilities required by the position, which means making the employees responsible.

Regarding the transformations that occur in the career, the research adequately reflects the opinions of the investigated subjects. The development and dynamics process under the new conditions created by the society based on knowledge becomes complicated, complex as a sequence of the transformations appeared into the organizations – the appearance and development of the virtual organization, seen as temporary network of independent companies, accomplished based on the informational technologies and communications or as company constituted through the Internet – but

also in the occupational structure of the human individual due to the setting up of the virtual bureau, virtual job. These transformations produced into the work nature are accompanied by the changes within work form, through developing Tele-work and into it the Tele-worker. Thus 83% from the subjects do not know about the changes into work nature; over 11% bring into discussion the development of new work forms, Tele activities, Tele - education and 6% have vague confuse knowledge concerning these processes, sustaining the importance of the Internet as open technology concerning both to obtain, liberate and change of information into promoting the transparency in knowledge and in action.

Reconsideration and re-dimensioning of the career under SI and SC conditions becomes a normal natural process because the professional way of knowledge, abilities and behaviors get other coordinates given by virtual structures instituted in work, in the employee's role-status. First of all there is to be remarked the new professional quality of the Tele-worker given by the level of the acquired knowledge, the place intellectual mental rational work occupies into the occupational processes, respectively by the formation of new social agents: human individuals into organizational structures with important contributions in developing new actions and existences of modern human being – investors, researchers-innovators, managers, civil society's leaders etc. - .There is to be appreciated the fact that over 85% from the subjects sustain that there are produced important changes within career under new created conditions and 15% think that this occupational structure that accompanies the human being in his or her evolution does not take any changes. There is to be remarked the fact that 76% from among those who sustain changes producing in career bring into discussion the need of **flexible adaptable career** as a current need, in the position to follow the human capital on long term, to anticipate professional transactions.

Regarding the new career content, 83% from the subjects bring into forefront the projects and programs existent at organizational level concerning the employees' individualized training; a better interdependence of the human individual development with the organization strategies: making the employee responsible for a better self-knowledge, for knowing the organizational environment and for a higher mobility in accomplishing his or her role-status, for continuous social professional training; adapting the organization, the business environment to the flexibility requirements assuring a person's manoeuvre space, liberty and power to manifest oneself within the organization. Also more than 58% from the sample's subjects think that the responsibility for human individual career's evolution reverts to the company, in position to assure career advice for the employees, of the informational system in keeping with the needs to develop the career and company's strategies concerning human resources, job's flexibility and systematical actions of support for the subjects in educational processes, of general and special formation of people in their career.

Flexible adaptable success career involves the approach of human being formation on his or her professional way in an unitary inter relational way, taking into consideration also the human individual action only within organization structures, because only this one institutes work, a person's actions in his or her position, his or her becoming on professional ways. Changes that take place into the organization in a direct way are reflected by the career content. Responsive to the transformations produced into the profile thought and practice, the organization through its structures, intervenes into adapting the institutionalized work forms, positions and careers for creating the unit of action of people free networks that meet convergent when carrying on the objectives and individual and organizational tasks. Thus relationships created into the context of new changes produced within organizations and implicitly within careers, become collaboration relationships, partnerships where the employees' training, instruction and

education through individualized and personalized modalities fully contribute to the transformations within career's content.

The new economy based on knowledge together with accomplishing the other vectors of the knowledge society, do not cancel work's social content, on the contrary there is emphasized the character of the interdependence among agents, accomplishing partners who take action network both for developing knowledge creative and innovating activities and for using its results, knowledge for the existent information transfer. Or such phenomena are not produced into particular plan, on the contrary, the transparent liberalization in the information movement does not take into consideration limits, in space or in time, they become universal goods to which the whole human existence contributes, the whole business environment fan, wherever it might be, for the Informational Society and Knowledge Society are not the prerogative for some given communities, but universal global existences.

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