EFFICIENT MANAGEMENT IN ENTERPRISES
BY SUSTAINABLE DEVELOPMENT OF COMPETENCES

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Abstract. The topic addresses the need to implement the concept of sustainable development businesses in Romania, Austria, and Germany. The article examines the adaptation and customization of software created by the author assessment of general skills, entrepreneurial, professional and employee cross on green technology related to modern firms that have adopted the promotion of sustainable development. The software allows customization of questionnaires by employees, by type of firm, and its size. To this end, it identifies, promotes and develops according to the needs of employers, relevant new occupations sustainable growth in Europe, reinforcing creativity and innovation, increase quality, equity and efficiency of training systems and the ability of employees to use knowledge and technology in the occupation carried out in order sustainable development. Efficient management of such enterprises is ensured by identifying employment opportunities in promoting sustainable development.

Keywords: management, enterprises, sustainable development, competences

1. Introduction

Complex issues of sustainable development have become a global political dimension being addressed at the highest level. Were developed, concrete programs of action at global and local level (Local Agenda 21) according to the principle "think global and act local". In the process adopted a variety of international conventions that establish precise requirements of the European states and strict implementation deadlines outlining international legal space for the practice of the precepts of sustainable development [1].

2. Dimensions of sustainable development
2.1. The concept of sustainable management by developing competences

Problems and pressures facing businesses that have adopted the concept of sustainable development are legacy issues. Problems due to the transition process, issues related to legal and institutional framework are: redefining the role you must play in local sustainable economic development, lack personnel structures in green technology, lack of knowledge and experience necessary for efficient management and effective cooperation on the "vertical" and "horizontal" in enterprises [2].

In the last five years, were written a series of articles on sustainable development, green technologies, green systems, sustainability, were designed software professional evaluation of employees, but failed to create and implement a software professional custom types of businesses, evaluating all types of skills: general business, professional and transversal employees in companies that promote environmentally sustainable development. Following the Kyoto Protocol broke the effective implementation of sustainability as a global strategy through targeted and specific mechanisms [3].

The proposed software, for sustainable economic development firms, seeks to initiate a balance between short-term priorities and long-term vision in terms of organizational change and sustainability, among the priorities of local, national and international, the global management efficiency [4].

The implementation of software based on the assessment skills of employees of companies that have joined the sustainable development is also important in terms of accountability sphere of business, governments and the professionals who provide environmental services and whose point of view depends on whether or not the project meets extra additionally conditions and to qualify for the European standards in terms of sustainability. Thus, effective management of the enterprise will reach its peak [5].

The environment is a social and economic problem, so managers need to understand how quickly how to manage it, avoiding panic because they have the resources necessary entry in accordance with environmental legislation and to reach the brink of bankruptcy [3].

2.2. Objectives and methodology

In order to implement these objectives in businesses need to create and develop a methodology to measure employee skills required by employers in sustainable development and the measures necessary to adapt to the new skills needed green technology. This refers to

technologies based on sustainable development as well as new requirements for environmental management because changes in production methods and adopting new business models (focusing on value-added services) [3].

The strategic objectives of EU policies in enterprise management efficiency through the sustainable development of employees' commitments and Romania are:
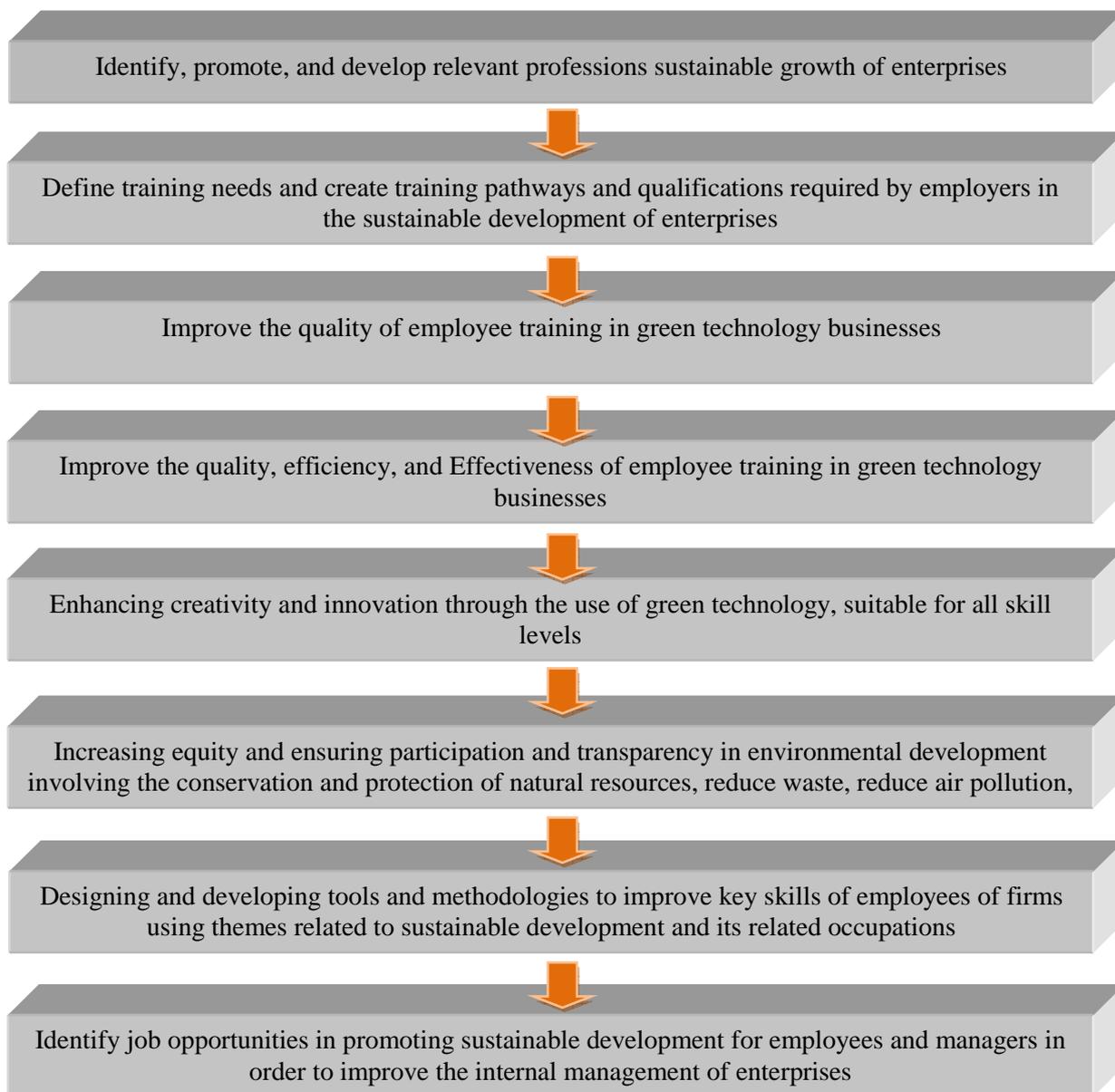
Identify, promote, and develop relevant professions sustainable growth of enterprises

Define training needs and create training pathways and qualifications required by employers in the sustainable development of enterprises

Improve the quality of employee training in green technology businesses

Improve the quality, efficiency, and Effectiveness of employee training in green technology businesses

Enhancing creativity and innovation through the use of green technology, suitable for all skill levels

Increasing equity and ensuring participation and transparency in environmental development involving the conservation and protection of natural resources, reduce waste, reduce air pollution,

Designing and developing tools and methodologies to improve key skills of employees of firms using themes related to sustainable development and its related occupations

Identify job opportunities in promoting sustainable development for employees and managers in order to improve the internal management of enterprises

Figure 1. Objectives and methodology

2.3. The degree of expected impact

Were identified the following areas of research: capacity building software based on areas of sustainable operation of enterprises, product upgrading by designing an attractive design and web page transformation, improving the ecological function of market requirements, product certification information EVAN and promotion: marketing advertising within eco, sustainable productivity growth, streamline internal management, personnel selection fast, durable and efficient for purchase by companies interested in training programs and related professions for sustainable development [2].

The expected impact will be up to the companies that will ultimately implement this computerized product due to interest of the companies that have developed collaborative relationships in Romania, Austria and Germany [6].

Table 1. Objectives and activities

No. crt.	Objectives	Activities
1.	Identify, promote and develop relevant professions sustainable growth of enterprises	Identification of related professions for sustainable growth of enterprises
		Promotion and development of relevant professions sustainable growth of enterprises
2.	Define training needs and create training pathways and qualifications required by employers in the sustainable development of enterprises	Defining training needs under the concept of sustainable development
		Creating pathways to sustainable development training and qualification required by employers in business
3.	Improve the quality, efficiency and effectiveness of employee training in green technology businesses	Improve the quality of training systems for employees of firms in green technology
		Increasing the efficiency and effectiveness of employee training in green technology
4.	Promoting equality, social cohesion and active citizenship	Establish a program to promote equality it, social cohesion and active citizenship
5.	Enhancing creativity and innovation through the use of green technology, suitable for all skill levels	Performing activities according to the needs of employers, to strengthen creativity and innovation through the use of green technology, suitable for all skill levels
6.	Increasing equity and ensuring participation and transparency in environmental development involving the conservation and protection of natural resources, reduce waste, reduce air pollution, water and soil	Performing activities according to the needs of employers, to strengthen creativity and innovation through the use of green technology, suitable for all skill levels
7.	Designing and developing tools and methodologies to improve key skills of employees of firms using themes related to sustainable development and its related occupations	Designing and developing software EVAN improving key skills of employees of firms using themes related to sustainable development
		Designing and developing software EVAN improving key skills of employees of enterprises by practicing the trades
8.	Identify opportunities for work in promoting sustainable development for employees and managers in order to improve the internal management of enterprises	Identifying opportunities to promote sustainable employment for employees in order to improve the internal management of enterprises
		Identify job opportunities for managers to promote sustainable development in order to improve the internal management of enterprises

2.4. Possible risks, alternatives

Risks that may arise in the form and completion of the project: unplanned changes, changes imposed by law, the conjuncture economic system cumbersome communication with managers or employees of a company, indecision of enterprise software acquisition and implementation, fear of change and the difficult transition to a sustainable economy innovative businesses [1].

There are alternatives that can overcome these unpleasant situations: adaptation occurred, fairness in dealing with employees and managers of communication companies, relationships with enterprises that have adopted sustainable development and to understand the meaning of mission management efficiently [3].

3. Case studies

Case studies show a software implementation called EVAN that aims to promote a system of general skills assessment, entrepreneurial, professional and cross-held by employees, studied and applied effective management of small and medium enterprises. For example, functional custom software for organized brainstorming sessions with stakeholders of three companies: micro (Firm 1), small (Firm 2) and medium-sized enterprise (Firm 3) which established the alignment of skills to business needs and increase business performance by cost. Applied EVAN software it contains questionnaires, value tables, and graphs, followed by results and interpretations for the three companies analyzed. For recovery software is the differentiating firms by structure (size) of the company (having different number of employees) and turnover [6].

The EVAN software was designed due to multiple functionality, which gives the following advantages:
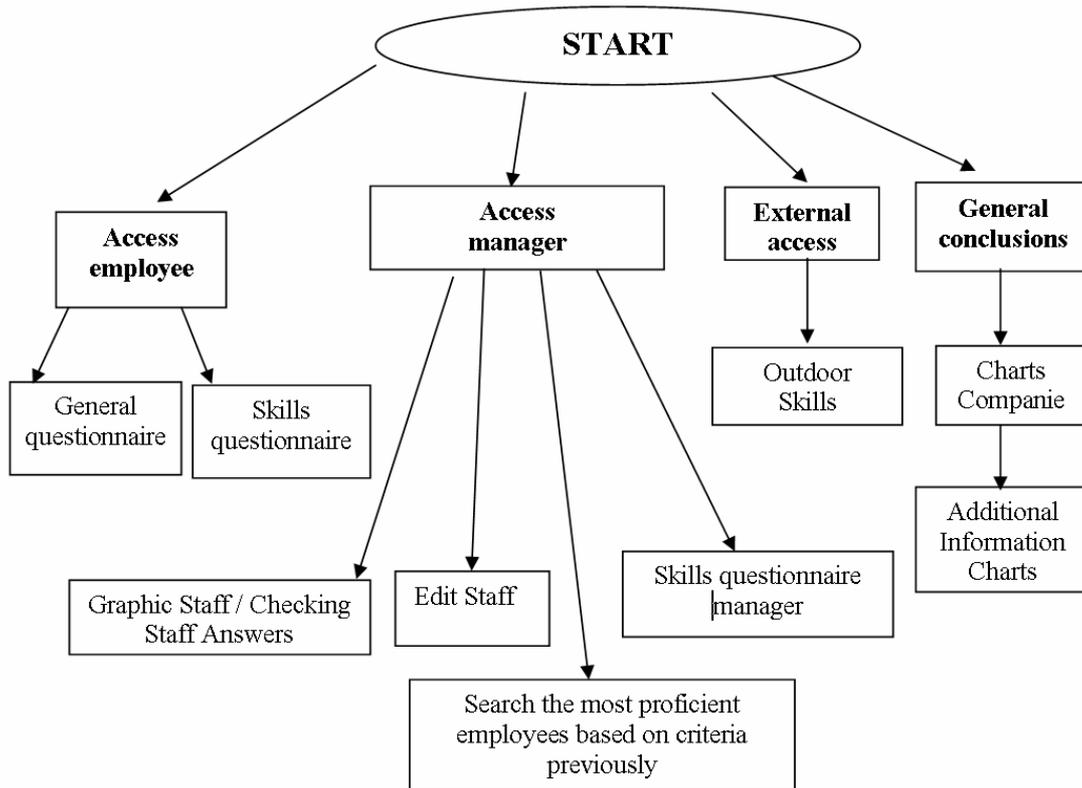
Figure 2. EVAN custom software structure

1. Choice performance in order to increase company performance; acquire practical expression "the right man in the right place";
2. Checking the involvement of employees in the work they perform in the workplace;
3. Establishing an appropriate salary level for staff performance and firm decision-making employees less prepared;
4. Increase the objectivity of the assessment due to the selection of the employees;
5. Reduce by 80% during the evaluation of an employee due to online software company posted on intranet;
6. Giving a period determined by the manager for completion by employees of evaluation;
7. Ensures privacy because only administrators have access to the system;
8. Allows electronic archiving of data and program catches;
9. Allows measurement of success and record an unlimited number of employees;
10. Eliminate sources of error in the assessment process allowing accurate reflection of the position of the evaluator to assess;
11. Removes subjectivity employer to employee, employee's emotional state and frustration, as a concept transparent and fair [7];
12. Eliminate work with physical files and archives crowded offices of companies;
13. Increase the effectiveness of employee performance evaluation process and thus the company;
14. The application can be customized according to the business activity of the company, the position held by the employee (eg. an accountant does not have entrepreneurial skills, so it can be evaluated from this point of view);
15. The application allows the preparation of evaluation customized to each employee individually;
16. Avoiding mistakes assessment (tips, solutions to problems that may be faced manager) [6].

4. Operation of software EVAN in enterprises of sustainable development

1. The program is loaded by the system administrator on the company's intranet;
2. Access the program by the employee during the period and the time interval set by company management as a compulsory activity that takes place during working hours and choose the activity for the enterprise;
3. The evaluator selected from the database of the company specific skills evaluation criteria position held by the employee;
4. Depending on the criteria of self-assessment

questionnaire and generates assessment questionnaire Editor that can be filled with what the manager and/or external evaluator wishes [3];

5. Questionnaire results are automatically transmitted to the employee and his supervisor;

6. Manager or direct supervisor completes skills assessment questionnaire;

7. The external evaluator completes skills assessment questionnaire;

8. Results of the system are automatically generated and will be taken and interpreted by the management company [6].

For example, a comparison was made on some entrepreneurial skills, through displaying, in the program, of the most important three entrepreneurial skills, which was found to provide top marks in terms of small and medium enterprise of sustainable development and very close to the maximum micro.

Managers of travel companies tend, in a relatively large extent, to be more satisfied with their job. In addition, managers who manage medium to large businesses express a relatively higher dissatisfaction compared to those of small firms. Managers and dissatisfaction is higher among those working in companies facing serious problems [7].

In order to perform analysis of satisfaction from workplace, managers are conducted marketing research studies. The results led to improved performance. A sociological study was conducted on entrepreneurship and management of enterprises operating in four areas of economic activity: manufacturing, information technology and communications, services and tourism.

Professional training is a learning process, during which, employees acquire knowledge and practical carrying out their activities there. Training includes all training actions in order to exercise the profession, in the most efficient. Professional development is a complex process and is intended to acquire of knowledge both now and in perspective.

To give good results, a training program must be based on a careful analysis of the organization's needs. The training aims to develop new capabilities and/or improving existing ones. Improvement can be seen as a study of vocational training and professional developments intertwined. Differences between them are consisting in the fact that the first contains qualifications and learning anew profession and the second includes learning by employees already qualified in a particular field [8].

The software has been designed as a flexible product and interactive analysis of the role of general skills, entrepreneurial, professional and cross

that allows the manager to conduct a full assessment, scientific and rational skills of employees in the field of sustainable development justified the employee reported, the direct supervisor and the external evaluator and subsequently interpreted.

Developing clear goals can help verify if a person has benefited from a course. When the outside training is appropriate, the manager must help the subordinate in applying for the relevant lessons. Manager needs to assess their competence compartment, which provides training and training of staff.

5. Conclusions

After validation by case studies, EVAN software usage and identification of the role of entrepreneurial skills in the effective management of SMEs, confirming performance objectives and assumptions relating to the significance of the practice of entrepreneurial skills by employees of the companies analyzed reflecting a precise shape and position the company valued its employees; moreover, it confirms the reliability and efficiency of the IT product by decreasing duration analysis after completing the questionnaires, the lack of congestion and deletion of system and limiting errors that may occur at a manageable level by the manager and the external evaluator mainly.

The software provides fast and accurate EVAN made in the assessment of employees due to decreased processing time information, control and elimination of calculation errors, data storage, interpretation and representation of information in graphical form, table and tabloid form, thus a very useful tool to streamline the management company of sustainable development studied. Study was used to validate software and product differentiation factors. Were obtained over 80% percent of all assumptions contained in theoretical research, for which considerably increases the confidence level of the beneficiaries in results.

It is estimated that the real need for entrepreneurial skills as the main link analysis to achieve optimal values for the ratio employer-employee company's management in accordance with the strategic objectives real direct results on the efficiency of companies for sustainable development.

This paper can be useful in the future because of author's suggestions and it covers the following aspects:

- Expanding research exclusively to large enterprises to track the extent to which they can

help to support entrepreneurship; also another aspect that can be pursued is the role that managerial responsibility policies can hold on national governance, focusing more on analysis the impact of these measures internally;

- Extension of the geographical area included in the national study to see how well the results are confirmed and collaboration with other researchers in the field internationally, to enable the questionnaires so that there is the possibility of comparing results;

- Future development of focus groups with representatives of large enterprises and NGOs to know personal opinions about the process of social entrepreneurship, using as a starting point of research results.

Sustainable development of the national economy is the way that can reduce and eliminate large economic disparities inherited ensuring thus overall socio-economic progress of the country and its rise among civilized nations.

Acknowledgement

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