

WORK PROGRAM FLEXIBILITY OF THE DORIAN MODEL

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Abstract: The paper presents a model of the employee's type of work, in the new society – the knowledge society, which can allow him to harmonize his social existence, to interweave his social evolution with a normal family life, in a healthy environment, in a lasting society. The model would allow reshapes both in the social time level and the occupational one. But because all this can't occur by themselves, we have to learn all the time, to improve, to invent, to create a better world for all of us. It is true that all of this need a change of the mentality, change that can be reached with a strong will and effort, requiring many years.

1. Introduction

Production relations were always a step behind technology development, and now, during the globalization era, they have to get multiple dimensions, both in length and depth. The new economy demands a rethinking of the production factors theory.

What yesterday was an interesting project, today it can be something usual, and tomorrow – out-of-date. We witness, during the globalization era, at the birth of new types of relations between the company, its background and society's members.

These fast changes determine a redrawing of the social life, of workers' needs and expectations form the new society – the knowledge society.

In the 3rd millennium, the specialists in the filed are talking about “the virtual company”, “the digital company”; this “new” company has four main coordinates (characteristics): globalization, intense technological changes, informational revolution and demographic changes.

“The future management must have a bigger capacity of analyze and synthesis, flexibility and thinking method, negotiation capacity, availability to dialog and emotional intelligence”.

2. Knowledge Society – 3rd Millennium Society

Knowledge becomes the essential component of the economical development system and contemporary social. Knowledge, as opposed to work, land and capital, is asset that estimated during its use. The more the knowledge is used, the efficient it becomes. The creation, the acquisition and the effective development of the information in a company has become the basic source of the competitive advantage.

In the knowledge society, the assets have a bigger quantity of incorporated knowledge, which means more intellectual value added and less consumption of natural resources, physical work and capital. Information is the source which isn't exhausted during its use; it has to be used more often because it looses its values with the passing of the time.

Human Capital Elite in the Knowledge Society – Knowledge Worker

The knowledge society presents the knowledge worker, crucial component of the human capital.

Human capital is defined as “the stock of professional knowledge, skills and abilities, as well as the state of health which assures the creation capacity and along with this bigger wages”. [2]

Knowledge worker represents only a part of the human capital – the one who makes a conception and creation work. He continually innovates, improves and learns. His office is the cyberspace, where he processes information and obtains knowledge”. [3]

The other part of the human capital – routine worker – remains dependent on the machine, is subdued to its limits, performs a repressive work, both in commodity production and services.

The birth of the knowledge worker generates **intellectual capital**, which is the power of the collective mind and determines revolutionary processes in the management evolution, generally speaking, and human resources management, especially.

Human Resources Management in the Knowledge Society

After it has run through many stages during its evolution, from the traditional model, the taylorist one which separates the physical work of the conception one, to human resources, which admits that the employees have, among money (and physiological needs), other motivations: feeling useful, important and appreciated as people. The passing to the new model, the human resources one, is slowly, maybe too slowly made compared to other’s competitors speed (American and Japanese).

We shall underline some activities specific for the human resources management, which must be done this way: organizational behaviour adjustment, which is made through standards and habits must be done through values and mission; the managerial action now established through procedures, must be lead according to the necessities; communication must be done directly, in network. Team-work will be a part of jobs designing activity, the worker with many skills, who will work in multifunctional teams, composed of members who have different skills. When the manager hires a person, he hires him/her not for the job but for the company. The responsibilities hierarchy will be on skills not on age and devotion.

In the business world it is used “neomanager”, which promotes professional competition, offering resources, idea, and motivations, persuading the employees to look for solutions and to assume responsibilities after taking a decision.

Careers route favour the ones who can practise more occupations and who prove real qualities for a team-work and for a permanent improvement. We have noticed that today’s teenagers aren’t interested anymore in office jobs, in a rigid schedule and in an undetermined period.

Employees’ proper motivation can be achieved through a whole financial and no financial politics which answer and greet individual needs of respect and achievement of the knowledge worker.

3. Necessary Instruments for the Transition

Maybe for some of us “transition” has negative connotations, because we indulged in being “spectators”, in receiving “helps”, we have forgotten that the power lies in us.

In fact, everybody is in transition, all the time, every society, this meaning that it is a middle stage between two well-defined stages. It is important how easily you can adapt the new conditions, you either let yourself carried by the “wave” or you “swim” and get where you want.

And because the things aren't happening fast enough and in the best direction, that means that the result of the investigations isn't translated into innovations, in a satisfying proportion, European leaders have taken impetus measures through the “Lisbon process”.

3.1. Lisbon European Strategy

Lisbon human strategy (2000, readjusted in 2005) has defined the objective of Europe transformation in the most competitive economy, the most dynamic, the most innovating in the world, based on knowledge and on a bigger social cohesion – till 2010. A very bold project because – European economy doesn't work properly, the growth index has disappointed in the last years, while other economies in the world are in a better state. The rigid and expensive regulations enclose the contractor activity. The globalization challenges, the technological changes and the ageing phenomenon are given the right attention.

Lisbon's workings were divided into 5 priority zones:

- 1st zone: Foster Entrepreneurship in a Lean and Efficient State;
- 2nd zone: Boost Innovation;
- 3rd zone: Improve Conditions for Employment;
- 4th zone: Complete Product Market Reforms;
- 5th zone: Find Competitive Environmental Policy Solutions.

Each priority zone has initiate “challenges”. The 3rd zone of priorities – whose interest is the working market filed – has treated the following challenges:

- Working costs reduction;
- Global education and training;
- Improvement of the flexibility of the working market.

The demarche that we are taking refers to this segment of the economy – work – and we are bringing to you a proposal that answers the new challenges on the market as a model, which interweaves the necessities of continual improvement with work schedule flexibility and harmonizes the employees' social life from the long term point of view.

3.2. Flexibility and Innovation

We quotes from “The Challenge” improving of the work market: “the flexible ways of functioning must be spread in a company, while the work market request must be faster adapted to the necessities of a global and consuming economy. Some business must be put on clients' disposal 24/7, and that requires more flexibility during the work. Instead of slowing the development of part-time jobs or of limited work contracts, the politics decision factors must support future models”. [6]

Due to those necessities, that we are going to underline, we have imagined a “model” of work-time, model that answers many present problems, generated from the evolution of the company's stakeholders [5] in the 3rd millennium.

A certain model - the dorian model – because it must have a name, we hope it will be desired, applied and will be an instrument of a complex employees' motivation.

3.3. The Dorian Model

Nowadays the employees work 5 days a week, 8 hours a day, 20-23 working days a month, this means 160-184 working hours a month, 11 months a year (one month holiday). In France, the working week has 35 hours.

The dorian model means one “active” week holiday every month.

This week would start on Saturday afternoon and would finish next Sunday evening.

We will further justify the utility of this model:

- The employee is tired after a week of coming back from the holiday, no matter how long it was. Our “batteries” ‘capacity loaded during the holiday last a week. So, if the holidays are more often, even though shorter, the benefit is more obvious;
- Because of the diversity of the total activities, in future, it will be necessary to work more, even on Saturdays. If we make a estimation, we will notice that: 7 hours worked every day, 6 days a week, 22-23 days a month, that is 154-161 hours of work a month, almost the same that is nowadays;
- The “active” week of holiday will be used for active relaxation, which means a week spent in an organized staff, during which the relaxation interweaves the “continual improvement of the adults”. On which topic? The themes can be vast, beginning environment and health protection, emotional intelligence improvement, social integration politics, hobbies, and ending with professional improvement;
- There are in the Japanese companies some circles of qualities, circles which have as topic the working problems, these circles take place in an informal environment and are real frames of ideas and innovations. This week of holiday, spent as we have describe it previously, in an organized environment, could become a proper way of solving the working problems and not only;
- In fact, professional improvement should be a continuous field, because the news appear all the time, as in every field, and a knowledge worker can't be only a customer of the new, but also a generator;
- The holiday week can be used also for professional reorientation, for major changes in career, which requires new professional formations in Universities and Authorized Institutions. This is necessary because work potential isn't reduced by age as much as is by skills;
- Who will work during the holiday week? Another employee, which gives the possibility of developing other skills, so that an employee won't become irreplaceable, and an intern mobility is created, a very important instrument of individual improvement and reorganization of the company without dismissals;
- Because of the population's ageing on the global level, new occupational structures must be created, new working categories, which can keep the worker active till an advanced age, and the holiday week can be used at a certain age in order to prepare for this period. It is desirable that the passing from the active to the passive period should be the passing from “event” to “process”. I won't discuss this subject because it can be the subject for a whole discussion;
- The choice of the holiday week should be made in such a manner that the family can spend as much time as possible;

- The places that can be visited during this week can be chosen together, in the country or abroad, depending on the subject, the needs of the week and also on the financial possibilities. This can be an opportunity to promote and improve of Romanian tourism;

- In education, this free week can be a chance of improvement and meeting new people with the same preoccupations. For pupils can be a time spent together with their families or for informal education.

The reasons for the application of this model could go on, but other models can also be created, so improvements of the social life can be made.

I have used this model in a company where people work in shifts and I can tell that it works, even in Romania's nowadays conditions.

4. Conclusions

I have presented this model in front of you in order to discuss it, to promote it, and we wish this model to be learnt by the people who have power to make a change. Why shouldn't Romania have initiative? Why shouldn't other people work according to our ideas?

We must have the courage to innovate, to make a step forward to excellency.

The application of this model can be an opportunity to bring people together, not only at work but also in a friendly environment, cultivating the diversity.

In Romania, as in many countries, people have forgotten to live, the nowadays speed doesn't allow people to realize the beauty of nature and life, to build a lasting society and to abandon the consumption one.

Many of European educational systems, well known in the past, have lost from their reputation because they have lost the quality of the education. The expenses for education have stagnated since the middle of the 90s and this is one of the reasons why too many people leave the schools in an informational society, when people won't work with their hands, but with their mind.

Education should contain knowledge workers, consumptions and services producers, but also knowledge customers. In the near future, the social values will be different; there won't be material richness but virtual, spiritual ones.

The teenagers lack the informal education, the education that is received in the family, education that defines them as PEOPLE. It is not their fault, it's their parents' society's fault, because they haven't either received a strong spiritual education.

We all want a peaceful, wealthy world so the people can live in harmony.

Societies can evolve from a strong agrarian economy, to knowledge economies without passing through an industrialization period. This is possible only for the intelligent societies, the flexible ones, which are willing to invest in education, health protection and other social programs.

The only politic colour should be the global wealth and harmony, because the most important things are life and health, and the most important values are: information and knowledge.

To sum up in an optimistic way, I will quote a nonconformist saying: "often and long breaks – the key to great success".

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