

# **Dismissal of People in Junior enTerprise: Relation between Expectations and Reality**

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## **Abstract**

Junior enterprises are organizations in the universities that are formed by students and have as goals provide business experience and apply knowledge acquired. The turnover and the dismissals in these companies will be presented together with their causes, for example, employee satisfaction, the presence of other extracurricular activities and the failure to meet the expectations of the members. Thus, the work aims to analyze the people's dismissal in the junior enterprise of the Universidade Federal de Itajubá (Unifei) – campus Itabira from the comparison between the member's expectation according to the organization when he enters and the reality lived during the permanency. The research was based on qualitative evidences with the data collection through interviews and the exam consisted in content analysis that provided the information's understand that was obtained in the interviews. It was found that the students mostly expect from the junior enterprise consulting in their specific areas of graduation, training, leaders and mentors and report that the company demands a lot of time that makes difficult to reconcile with the universities' activities. Thus, the junior enterprise must analyze the expectations when the members join the company to determine ways to meet them and, consequently, reduce the voluntary dismissals.

**Keywords:** Turnover Voluntary Dismissal Human Resources Management Expectation and Reality

## **1. Introduction**

The junior enterprises are organizations formed in the universities by students and have as goals provide business experience and apply knowledge acquired by students during graduation and thereby make the students more qualified to enter the market.

These organizations have specific characteristics that will be presented in this word, the subject turnover and therefore the layoffs recurrent in junior enterprises are discussed with centrality.

The turnover in small organizations presents differences related to the big organizations. Some of the causes are the different experiences and needs that exist in a small organization besides the informality caused by the low number of employees. As a consequence to the low number of

employees there is the presence of flexibility concerning the practices of the people's resignation. Therefore, these practices present more difficulties to be applied in small organizations.

The main subject presented in this work will be the turnover related to the occurring voluntary layoffs in the organization. The reasons for the output of different members will be presented to relate relevant topics to these layoffs, wherein one of the main factors related to the turnover and voluntary layoff to be analyzed is the satisfaction of the employee inside the company, which is an internal factor. Inside the junior enterprises this topic must be analyzed constantly because there are external factors that may take the student to leave the company as, for example, other activities extracurricular and the failure to perform the members' expectations. Besides the reasons that take the students to enter the enterprise don't be attended, which are, mainly, the search for knowledge and business experience.

This turnover limits the acting of the students in the junior enterprises, because, it's known that there is a limit time of permanency in the university and in the company. Thereby, it's noted that the factors mentioned make the human resources management of a junior enterprise more complex than from other organizations.

To help the students stay in the company, it should attend a few requirements as such as attend the expectations of the students that, as already mentioned, are related to the business experience and absorption of knowledge in their areas of performance as engineers. But there are difficulties in attend those expectations. Some of them are: the diversity of students because the company presented as object of study in this work is interdisciplinary, which means, it must include the nine engineering courses offered at Unifei, campus in Itabira; the amateur status, because the knowledge utilized by the students in the organization were got only in the theory and the knowledge's appliance experience occurs inside the own company so, it's noted that there is a difficulty in students with no experience move a company.

The lack of experience of the students could be reduced in case there was a mentor to help the students. The Junior Enterprise Movement recommends the presence of advisor's teachers but it's not always possible to find a mentor available to help the company. Besides the influence in helping and passage of knowledge, the mentor can reach another factor: the consulting. The students who join the company expect to make consulting that is the main form to acquire specific knowledge in their area of acting, but there is the difficulty in getting in the market. The junior enterprise is competition of consulting enterprises structured and with more experience; therefore, it's necessary to give more credibility for the entrepreneurs when the service that will be made by the university's students is offered. The advisor's teachers could give this credibility for the entrepreneurs at the moments of hiring the service made by students and, with that, attend the desires of the students to make consulting.

Therefore, the study aims analyze the resignation in the junior enterprise of the Universidade Federal de Itajubá - *campus* Itabira starting from the comparison between: the expectation of the collaborator in relation to the organization in the moment of entrance and reality lived during the permanency.

Among the authors who will base the research, there is Nen (2015) that presents some activities offered in the universities for the students with the goal to provide business experience related to the market's need with Reis and Brito (2015) that addresses the turnover related to human resources management and knowledge management. Besides Lai *et al.* (2016) which addresses Human Resources related to the small organizations that presents similar characteristics to the junior enterprise.

Therefore, the study begins with this introduction that addresses the concept of junior enterprises with the difficulties related to the factors that can take the employees ask for dismissal. The turnover in small organizations and junior enterprise will also be presented to base the subjects addressed in the research and then the methodological procedures for making the research. The results collected through interview will be presented with the content analyzes of the information and, subsequently, the final considerations followed by the references used.

## 2. Turnover in Small Organizations and Junior Companies

A junior enterprise is an organization that makes projects and offers services related with the students' graduation that are part of the enterprise and look for the country's development, as well as form capable professionals (Nen, 2015). The students have asked for courses and entrepreneur programs so the education institutes have responded to this request as the recognition of the importance of the entrepreneurship grows (Hayter, Lubynsky and Maroulis, 2016). The academic entrepreneurship is the most basic level that involves the distribution of knowledge in research of goods and services that can be commercialized (Marion, Dunlap and Friar, 2012). According to Guerrero, Urbano e Fayolle (2016), the favorable entrepreneur environment in the university still presents one positive effect in its contribution to the region through our entrepreneur activities. In the case of the junior enterprise, it offers consulting services in the city of Itabira to attend its goal to form capable professionals and give its contributions to the region.

For the labor be prepared for the market's needs there are a few aspects that present great value related to these needs: a) Development of programs to identify the labor necessity in level national and local; b) Identify the graduates first jobs; c) Study the level of use knowledge and skills acquired in school, facing the fields of activity of the economics agents and other kinds of institutions; d) Study the effects of entrepreneur systems in more efficient activities in universities and effects of these systems in young people (Nen, 2015).

The junior enterprises are entrepreneur systems present in the universities that prepare the students for the market. This integration of the students and their training in a society based on knowledge allows the personal and curriculum development through pilot projects (consulting made by the junior enterprises) that contributes for the knowledge and skills development (Nen, 2015).

The junior enterprise presents peculiar characteristics and the companies can be differentiated in relations to many factors as such as, for example, size, number of employees and line of products and services. The junior enterprises relate with the size and number of employees of the small organizations, therefore, the application of resources from Human Resources Management in these organizations presents similar characteristics with the junior enterprise.

The literature has recognize the importance of the company's size in examine the strategic choices considering the people's management and employees' relations. The reason is because these companies present different characteristics from the large enterprises. For example there is the people's management that is generally more informal in small organizations (Lai *et al.*, 2016).

The informality in these organizations leads to indifference or antipathy of the entrepreneurs with the formal practices from Human Resources Management. Besides the small organizations generally present a organizations structure more flexible and simple. Therefore, it follows that the management strategies in companies with different sizes can be presented as result of the organization's internal structure (Lai *et al.*, 2016).

The members in the junior enterprise are students in the university; therefore, there is relation between them outside the professional environment that can influence in the informality inside the company in relation to the Human Resources' practices. The junior enterprise presents in its chart a Human Resources Director that is responsible for the recruitment and selection, members' motivation, resignation, organization climate surveys, performance evaluation, among others functions.

According to Lai *et al.* (2016), the enterprises that have the presence of a professional in the function of Human Resources Management tend to take actions that influence direct in employees and the company's internal structure. Therefore, the director can influence in factors that affect negatively the Human Resources Management's practices inside the junior enterprise, but the board of directors is made by students that are acquiring experience in the moment that they occupy the positions present in the company. Besides that, the entrepreneurs' success depend on their skills in create a strong team committed and motivated, capable with individuals oriented for the market together with a strong impulse and high motivation (Kroon, Voorde and Timmers, 2003).

Besides the characteristics mentioned, an entrepreneur must still be persistent in build strong relationships with his group, take risks knowing that the job can be challenging and different from what he is used to (Pun, 2015). These characteristics take to the motivation because of the present challenges and the construction of an compromised team inside the junior enterprise.

There are characteristics that the leaders must have to make easier an organization's management. The International Society of Technology and Education is one of the institutions that suggests these patterns to educational leader and administrators that were developed to evaluate skill and knowledge. The evaluation happens based on five dimensions: visionary leadership, learning culture of the digital era, excellence in professional practice, systematic improvement and digital citizenship. The dimensions related to the junior enterprise are visionary leadership and systematic improvement (Gençer and Samur, 2016).

The first dimension presented consists in inspire and lead the development and implantation of a shared view to an comprehensive integration with technology with the goal to promote excellence and support throughout the organization, which means, the directors must give support to the members and generate the sharing of visions that aims have more connection between members and board of directors. The second dimension aims constantly improve the organization with the use of information and technology resources that, for the junior enterprise, helps in the entrepreneur management with the information sharing and learning between members (Gençer and Samur, 2016).

The information can come from the Junior Enterprise Movement, because, according to Dorn (2016) there are organizations based on knowledge that most of the works made is substantiated in project and the learning from projects made previously is one of the most important resources for the competitive advantage. The interdisciplinary of the company can also be considered a competitive advantage, because the members, that are volunteers in the organization, engage in develop a practical guidance and flexible with goals, knowledge and shared ideas in a way that they help the group (Mansilla, Lamont and Sato, 2016).

But in the junior enterprise, the interdisciplinary harms the organization because of the difficulty in attend all the engineering courses in the university related to the knowledge made, that presents more relation to the Industrial Engineering because of the administrative areas. The consulting that would have as goal propitiates knowledge to the students from other engineering courses.

Therefore, the lack of the students' experience and the relationship with other members outside the professional environment can influence in the informality inside the organization and in the decision-making. Baron (2003) shows that the companies that are unable to deal effectively with subjects related to Human Resources Management present difficulties in attract and maintain the best employees and motivate the ones that stay and, consequently, fails in raise the value of your human resources. Wherefore, the lack of the students' experience can leads to the difficulty to maintain and motivate the members that stay in the junior enterprise.

To help in the lack of experience and in the students motivation, coaching made by mentors must be present in the company. The management coaching can be applied through questioning, listening and constructive feedback to improve the work and important topics for the organization (Kim *et al.*, 2013). When made by leaders, the coaching impacts in the members' satisfaction with the team, which means, if there is more coaching the leaders interacts with the team and more is the feeling of the members' satisfaction because of the support and safety passed for the students, besides that, when they watch the leader, tactics of training are learned and, with that, they tend to become leaders which also contributes to the individual satisfaction (Dimas, Rebelo and Lourenço, 2016). The members' satisfaction with work still has a positive effect on the commitment with the career and the organization (Kalkavan and Katrinli, 2014).

According to Shen (2016) the recognition of the works accomplished by the students motivates the members to stay in the company and it refers to several forms of rewards and recognition. The junior enterprise has a few forms of recognition of the members such as, for example, member and team of the month. But, even with the activities present to increase the members' satisfaction, the junior enterprise still presents high turnover.

Therefore, with the members leaving, there is in the enterprise high turnover that influences the organization's internal structure in different factors. One of them is the productivity that according to Demyen and Popa (2014) the productivity is considered one of the most important factors for an enterprise's success. It can be determined by the relation between the turnover and the number of employees, this being an indicator that became the base to predict the need of labor in an organization. The organization's development is not possible without the continuous growth of this indicator.

As there is high turnover in the junior enterprise, which means entrance and exit of members, the productivity tends to fall because the turnover causes lost of knowledge when the collaborator leaves the company (Reis and Brito, 2015). The production of knowledge presents a traditional approach that consists in the hegemony of theoretical science through the disciplines. But this approach will be transformed by the entrepreneur turn that consists in practical and applied activities. Besides that, the scholars have argued that by the ability to generate knowledge, the dominant paradigm of academic science will be the one that contains the disciplines that present practical and applied activities (Boggio, Ballabeni and Hemenway, 2016). The junior enterprise is an entrepreneur activity that has as goal applies in your tasks the knowledge obtained in the disciplines offered in the university.

The employees' turnover also has influence in the company's policy definitions because it takes to the lack of continuity in the relationship between people engagement and the members that are defining the company's policy which still results in the involvement of different people with different perspectives in the process of decision making (Emery, Mulder and Frewer, 2015). In the junior enterprise, this can occur due to the turnover of directs that can harm the management change and the continuity of strategies applied in the organization.

Another important factor is that the members of the junior enterprise have other activities to be made in the university with the obligations with the company, but where there is overload on the members in relation to the number of hours worked the productivity can fall, because the average of hours worked by a collaborator determines the level of productivity (Demyen and Popa, 2014).

One solution would be the company resource planning that is usually utilized by big corporations to manage the flow of information in standardized way, of human resources and financial information. It has been utilized in universities as a way to improve the efficiency in the administrative processes and, in the junior enterprise, can be utilized to manage the human resources and yours activities to reduce the overload on members (Kitto and Higgins, 2010).

The overload on the students beside decrease the productivity it also can be a factor that has influence over the company's resignations. And the human resources' acquisition in organizations defined as small and in growth have unique challenges (Leung, 2003).

Therefore, it's realized that there are several challenges faced by the junior enterprises in motivating and holding their members. Some of the causes can be the excess of hours worked that leads to the lack of time to dedicate for the university, lack of consulting due to factors as such as the absence of mentors, the informality present in the company can difficult the Human Resources Management's practices that could retain the students in the organization, among other factors.

### **3. Research Method**

The present study is descriptive, because it involves the exam of a phenomenon to better define it, describing its characteristics, according to Ganga (2012). The technical procedures leads to a case study, where the researches get information about the phenomenon according to the individual's vision, making possible interpret the environment where the problem occurs (Ganga, 2012).

The research will be based on qualitative evidences. This perspective of approach presents several collection instruments, among which there is the interview. In the present study the junior enterprise's standard interview was used, consisting of five questions. As discussed by Boni e

Quaresma (2005), the structured interviews are elaborated by structured questionnaire, which means, the questions are previously formulated and there is the caution to not run away from them.

The unit of analysis is the junior enterprise of the Universidade Federal de Itajubá – *campus* Itabira, in which will be analyzed, throughout interview with the members in resignation of the company denominated research subjects, aspects as such as: the junior enterprise's resignations, reasons for dismissal, the perception when enter and leave the company and the work made during the time of permanency in the organization.

The sample was determined throughout gradual selection where the typical cases were selected, which means, those where the success and failure are particularly typical in the average or most part of the cases (Flick, 2009).

The research's subjects were examined throughout the dismissal interview, having in sight that it's about an instrument already presented by the junior enterprise that is available for the research. The analysis of the data collected will occur in the form of content analysis that is composed by systematic procedures that provides the notation of the indicators allowing the performance of inference of knowledge. This analysis takes to the verification of the messages with the objective to understand the means of the speeches and determine the relations between them (Cavalcante, Calixto and Pinheiro, 2014).

The messages were analyzed mainly throughout board of categorization that consists in the organization of the collected data with a specific purpose. The data that have the same characteristics are grouped. The board of categorization presents a relation in which the elements are placed in their due spaces because of their formal characteristics (Carvalho and Souza, 2013).

#### 4. Results

The perception of the work made by the members in the junior enterprise are related to factor that attend the company's goals as such as provide professional experience and bring new knowledge but it has negative factors such as the conflict with the studies and the accumulation of tasks.

The subjects highlighted that the positive points related to work are the motivation challenges, the sense of initiative, new knowledge and professional experience. And the negative factors include the conflicts made with the studies, the accumulation of tasks, high demand of time, sense of individual initiative, need of planning and motivation, communication failure, distance between the graduation and the company's activities, absence of a leader and a mentor. This means that the company need to conciliate the your activities with the ones from the university to reduce the time conflicts and the board of directors' planning can help in time organization. So that the members continue motivated in the company, the goal to provide professional experience and bring new knowledge must be related to the graduation's courses and an activity always present in the company. Besides that, the presence of a leader and a mentor helps in motivating the members.

In relation to the literature, the study shows that the companies need a professional in Human Resources Management to make decisions related to the employees as reported by Lai *et al.* (2016), besides that the professional needs to form a team with high motivation (Kroon, Voorde and Timmers, 2003) and according to Baron (2003) the companies that don't have an capable leader in Human Resources Management has barriers in motivate and attract the employees.

According to Demyen and Popa (2014) the productivity is determined by the average of hours worked, so, the high demand of time required by the company takes to the members' productivity reduction besides the conflict with the activities made for the university.

The students' expectations with the actuation in the junior enterprise have as main factors the consulting in their areas of graduation and expectation of learning. The subjects pointed that they expected facility in closing consulting, but that process is difficult because of bureaucratic dysfunction, besides that, yearned for an structured company with differentiation between professional and personal relationship, coaching, more learning, relation with the graduation courses and the presence of mentors. This means that the company needs a structuring with the goal to improve the bureaucratic

processes, the personal relationship, offer coaching and search for consulting with the goal to make more learning and relate to the graduation courses. To obtain more training and consulting the presence of mentors is important to pass trust to the clients and they can also offer the training.

According to the literature, the study shows that training bring more satisfaction for the members and it also brings safety and gives support for the students that tend to become leaders and, later, give the trainings (Dimas, Rebelo and Lourenço, 2016).

The reality lived by the students inside the company presents factors that difficult the learning and the opportunity to have professional experience, such as the lack of consulting and mentors. The subjects related that there is bureaucratic dysfunction in the company which results in difficulties to get consulting, communication failure between directories and absence of a mentor. Besides that, the company's activities present distance from the graduation courses, but the company still has activities that lead to the acquirement of knowledge in administration, leadership, oratory and professional behavior.

There are standards characteristics in a leader with the goal to evaluate skills and knowledge, one dimension evaluated on leaders aims to promote excellence and support in the organization, which means, the directors must give support to the members and share the visions to have more connection between the members and the board of directors, while the other dimension aims improve the organization with the use of information that, for the junior enterprise, helps in the entrepreneur management with the information shared and learning between members (Gençer and Samur, 2016).

The motives of leaving presented by the members are related to the word and time organization. The ones that are related to work include aspects as such as the excess of work hours, interdisciplinary in the company and lack of consulting.

Among the ones related to work that include the interdisciplinary in the company, career path, excess of work hours, lack of participation in events, absence of leaders and tutors and lack of training, consulting and motivation. So, the company must work in the motivation that is influenced by another reason that is the lack of consulting and training. These factors when are related to the students' graduation course and have a leader to guide the members they feel more motivated to stay in the company.

With the presence of a leader and a tutor is possible to plan the activities in order to reduce the work hours and, with that, conciliate the company's activities with the ones form the university. The leader must give support to the students (Gençer and Samur, 2016) and the management training applies questionings and constructive feedback to improve the work made by the students and other important activities for the company (Kim *et al.*, 2013).

The motives related to time organization present mostly other extracurricular activities present in the university as, for example, scientific research and internship. The company with the members must make an hour planning so that the enterprise will not harm the other academic activities and will not overload the members in a way that they will not have time to dedicate for the disciplines. The members' productivity can go down as a consequence of the excessive time hours, because the average of the hours worked by an employee determines his level of productivity (Demyen and Popa, 2014).

The members related suggestions to improve the work that can help to maintain the students in the company. The participation in events and make consulting are factors that can attract the students to stay in the company. Therefore, the interviewees suggested that acquire trust in the market can help the company get consulting, participate in events' organization, get in touch with other companies, give training and feedbacks and have leaders as role models that give attention to members. The junior enterprise must work in external events and consulting in order to have the member's attention and in these events of the Junior Enterprise Movement is possible to know other companies in order to acquire knowledge from the practices that they use involving all the directories.

Besides that, the presence of a leader is essential, not only in the chart, because they must guide, be a role model, give attention and feedback to the members.

According to the literature, the study shows that the constructive feedback is a part of the management training to improve the work (Kim *et al.*, 2013). Besides that, in organizations based on knowledge the learning of the projects made previously is applied and, with that, it turns into an competitive advantage for the organizations (Dorn, 2016).

In the junior enterprises, the exchange of knowledge happens in events of the Junior Enterprise Movement in which the different companies share their work and tools that they use that com be applied in other companies. Besides the improvements, the members presents suggestions for motivation. For example, there is the career path, members recognition and the division of tasks as important factors so that the students feel motivated to stay in the company.

For suggestions the interviewees pointed the presence of members with common goals, personal growth with content beyond the company's administration, recognition of members and teams, support to make projects, task division and, as a result, reduction of the work hours, definition of a career path and knowing other junior enterprises. Therefore, the junior enterprise must select member with common goals to make the activities, determine ways to show recognition for the work made as, for example, member and team of the month that already exist bur the teams must be motivated to work to get the recognition, organize and plan the activities to reduce the working hours. Besides that, the events of the Junior Enterprise Movement take the members to know other companies and acquire new knowledge and examples of practices that can be applied in the enterprise.

The junior enterprise must support the members to make the projects, because the students search for new knowledge that are acquired from people with more experience, leaders and tutors present in the company. According to the literature the study shows that the members of the junior enterprise have other activities to be made in the university along with the obligations from the company, but when there is overload concerning the members in relation with the number of hours worked the productivity may fall, because the average of hours worked by a collaborator determines the level of productivity (Demyen and Popa, 2014).

## 5. Conclusion

The members' expectation in the moment of entrance in the junior enterprise is related to a structured enterprise, with consulting and training, with good personal relationship, learning and proximity with the graduation courses offered in the university. However, the interviewees related that the company does not attend to all expectations, because the number of consulting and training is small, the activities present distance from the graduation courses, there is the absence of mentors and there is communication failure between the directors that makes difficult the acquirement of consulting, but the company still enables new knowledge in administrative areas and contact with the professional environment.

This work presented as challenge find references that approached this kind of company because the junior enterprises present peculiar characteristics and were little studied, only a few characteristics are similar to the small organizations which make difficult to have a theoretical base about the junior enterprises. Therefore, as suggestions for further approaches about the subject there is determine and test tolls from Human Resources Management that can help to maintain the students in the company, verify the level of influence of the reasons in the members' dismissal in order to determine which one is the most important and evaluate the degree of satisfaction of the members related to the determinant factors for you stay in the junior enterprise.



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