

PROFESSIONAL DEVELOPMENT OF HUMAN RESOURCES AT NON-MANAGERIAL AND MANAGERIAL POSITIONS - THE IMPACT ON ORGANISATIONAL DEVELOPMENT

Biljana Galovska¹

SUMMARY

The aim of this paper is to analyze the interdependence between the professional development of human resources in organizations, both in non-managerial and managerial positions at various levels of management. Professional development of human resources is one of the key factors that contribute to organizational development, and also one of the dominant factors of organizational success. The interdependence between the organizational and the individual perspective of organizational development is a subject of permanent scientific research. It is impossible to express organizational development as a sum of individual contributions, due to the complexity of this category which depends of numerous variables in the comprehensive model of organizational development. Professional development of human resources is only one of the variables of the above-mentioned model of organizational development, and the objective of this paper is to analyse their specific nature, roles and interdependence. Specifically, the research will be directed to the identification of the variables of the comprehensive models of organizational development, and moreover, a detailed elaboration of the impact of human resources development in this context will be presented. A specific approach would be implemented in terms of modeling the professional development of human resources, the processes, strategies etc. Individual development will be also taken in consideration as a key sub-component of professional development, and, consequently, as an implicit variable in comprehensive models of organizational development. Methodologically, apart from the theoretical elaboration, a blended methodological approach will be implemented, based mainly on qualitative research methods, such as case study; also supported by case-specific quantitative methods, that would contribute for better explanation of the relations and interdependence between the above-mentioned variables. Finally, research conclusions and recommendations will be presented.

KEYWORDS: *organizational development, human resources, professional development*

INTRODUCTION

Professional development within organizational frameworks refers to strengthening the workforce and/or individuals within the workforce. Organizational goals are specific and are realized according to existing acquired skills and work ethic that prevails in the organization. In addition, the personal, individual development of employees, professionals

¹ Biljana Galovska, Msc, doctoral student Faculty of Economics Prilep, University of St. Kliment Ohridski Bitola, North Macedonia, biljanagalovska@yahoo.com

and management in the business organization highlights their level of achieved knowledge and skills, which are within the service of achieving organizational goals. Individual development can also be experienced on a personal basis, according to one's own perceptions and affinities, but when it is placed as part of organizational development, in that case the strategic framework of the organization prevails. Professional and personal development are analogous in terms of the flow towards improvement, greater understanding and better effectiveness of the individuals.

However, it is of particular importance to indicate additional factors in encouraging professional development in common with organizational development, that is, individual effort by employees, time and resources (mostly material), but also the surrounding and the work ethics.

Every professional development and individual development at the organizational level is supported by a clearly established system of training and development programs, as well as a system for evaluating the engagement of employees, through tangible and intangible rewards. A system set up in this domain will enable not only the improvement of skills, but also the proportional improvement of the productivity of employees, and overall the organizational culture and the understanding of the essence of organizational values and goals.²

The purpose of this paper is to analyze the interdependence between the professional development of human resources in organizations, both of the employed staff and of the ranked employees within managerial positions. Regarding the implemented methodological framework, the paper includes a combined qualitative and quantitative empirical framework, i.e. the application of a content analysis method, the application of an instrument - a survey questionnaire for the realization of quantitative research, as well as the application of a method of generalization and specification in order to extracting key guidelines and recommendations.

LITERATURE REVIEW

Organizational development represents progress that the organization makes through processes that improve management effectiveness. Organizational development represents the overall process used by the organization to increase efficiency and effectiveness, in a way that will determine organizational performance, and precisely because of this, the performance of organizations is set as the ultimate instance.

In the context of the above, it is important to highlight the role of individual development and individual growth and their significance for organizational and professional development. Namely, individual development is a comprehensive process that deals with specific aspects of the individual: the development of concrete things, and the ways in which that achievement can be planned, achieved and evaluated. Individual growth, on the other hand, is a more generic process that has to do with the totality of the individual, as it is always evaluated according to values. Individual development leads to personal improvement, growth and learning. Individuals who continuously improve themselves, advance in their profession, enrich their abilities and achieve higher results.

² Herbert, A. S., „Administrative Behavior How organizations can be understood in terms of decision processes“, Computer Science, Roskilde University

Based on the above, individual development has a particular importance and influence for organizational development. In addition, conditions for individual development should be created within the organizations, as well as the managers with different sector positions are directly responsible for this.

Every organization that is affected by the degree of realization of the organizational development, contributes to the organization to overcome the organizational changes, by setting up an efficient system of valuing the professional competencies of the employees, as well as their systematic promotion. What is important to point out is that organizations are living systems, with many variables and hence development is a continuous process. Change requires acceptance, and this depends, in addition to other factors, on individual characteristics and opportunities for building competencies among employees through professional development.

During the massive process of supporting continuous organizational development, modern organizations are open to use tools for individual development such as development programs and trainings, seminars, internal trainings of the top management with the rest of the employees, and at the same time with the inclusion of individual, team and organizational tools for awakening potentials.

The successful performance of work tasks by employees in any position, and especially by managers at different functions and levels in organizations, implies certain professional competencies. In addition, several factors that directly affect professional development are considered from this aspect, i.e.: (1) interventions; (2) needs of the organization; (3) preparation of employees; (4) interests and competencies.

Organizational development focuses on integrating the needs and requirements of individuals with organizational goals, more precisely and improving the organization, effectiveness and productivity through optimal use of existing resources (in terms of human resources, involving the members of the organization more in the decision-making process, etc.).³

Organizational development is related to the professional and individual development of employees at different levels. All this is particularly important to analyze, because it has a great role in promoting organizational growth, internal integration and transition from a certain position to one that provides more opportunities for the effective use of organizational resources.

It is about a planned process of change that affects organizational values and culture, and above all the system of valuing professional competencies, that is, the reward system.

The connection between professional development and personal development has a great impact on the overall understanding of the organizational performance. It is a holistic approach that has a direct impact on the productivity of employees as well as the management team. The improvement of the employees' performance is realized through the process of education, training at the workplace, but also through the inspection of the process of mutual performance of work responsibilities. In addition, professional development helps in building and maintaining moral and ethical values, thereby building loyal employees who respect the organizational goals and mission.

³ Micah Nyabiba Asamba, Tharaka University, ORGANIZATIONAL DEVELOPMENT Organizational Development, January 2022, <https://www.researchgate.net/publication/357701825>

Individual development, as a part of the strategy of organizational development, affects the improvement of the personal performance of the employees and thus has a direct proportional effect on the overall organizational productivity.

MATERIALS AND METHODS

Within the framework of the paper, a quantitative empirical analysis is applied, based on collected data through the application of a survey questionnaire as a transparent instrument. The statements/attitudes in the framework of the questionnaire are placed on a Likert scale, in order to see the gradation of the attitude. During the implementation of the surveyed questionnaire, overall scientific ethics were applied in order to obtain relevant data and to preserve the privacy of the respondent, which would not further affect the personal and organizational reputation. The analysis conducted in this thesis is based on fragments from a broader research, which is still in progress. The results of it are not final but have been partly used for the needs of this thesis.

The target group of the quantitative analysis are employees in a domestic production-oriented organization with foreign capital, which operates within the territory of the Republic of North Macedonia (organization "X"). More specifically, it covers employees who are placed in management positions and employees who are not part of the management team, that is, they function within the sector departments. The total number of respondents is 100, i.e. 50 managers (of departments, sub-sectors, sectors) and 50 employees, who are not part of the management teams. In total, 120 surveys were conducted, but 20 were not answered by the respondents.

The obtained results are presented descriptively and their interrelationship is determined by the statistical method Pearson's correlation coefficient.

The scientific data sources used within the research are of theoretical and practical nature. In addition to secondary sources of data, primary sources are also used depending on the degree of their availability as well as for the needs of analysis and interpretation of the general and individual hypothesis.

The empirical research was conducted for the period of 10.03.-25.03.2023.

RESULTS AND DISCUSSION

The general hypothesis that is analyzed and interpreted refers to: "If there is a clearly defined strategy for professional development within organizational frameworks that is based on the advancement of competencies, in that case there is parallel progress between the management functions and the non-management team of employees." The hypothesis is analyzed on the basis of received parallel data from management and non-management staff within a domestic company with foreign capital, which operates in the territory of the Republic of North Macedonia.

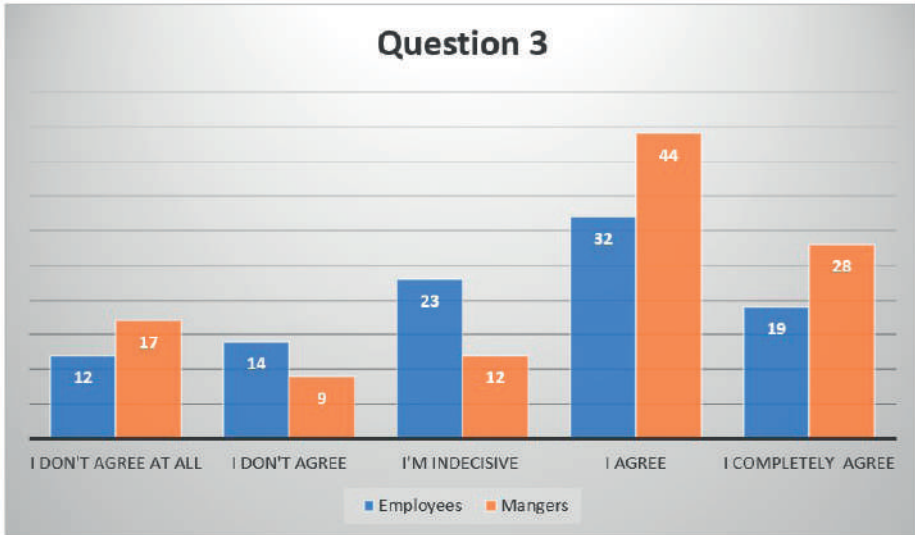
This hypothesis is analyzed and interpreted through the answers to the following statements:

- § Number 3 of the survey questionnaire "In the organization where I work, there is a clear strategic plan and set goals regarding the advancement of the personal and career competencies of the working staff at every level"

§ Number 5 of the survey questionnaire “I believe that there is a space for improving the opportunities for the development of personal competences, in order to bring to the fore all employees as well as to provide opportunities for internal career advancement”

The following results were obtained.

Chart 1 - Correspondence of the answers to questions 3 and 5 from the survey related to the strategic plan and improving the opportunities for the development of personal competencies



Source: Author's own research

In relation to the received answers to the stated claim, “in the organization where I work, there is a clear strategic plan and set goals regarding the promotion of the personal and career competencies of the working staff of each level” the following distribution of answers was received: 1) the employees answered : Disagree with the statement 26% (categories: “I don’t agree at all” and “I don’t agree”), 23% are undecided in their attitude and 51% agree with the statement (categories “I Agree” and “(completely Agree”); 2) managers answered: Disagree with the statement 16% (categories: “I don’t agree at all” and “I don’t agree”), 12% are undecided in their attitude and 72% agree with the statement (categories “I agree” and “I completely agree”). According to the above, a difference can be seen within the answers of the two groups, where the employees have more doubts regarding the existence of a clear strategic plan and a presentation with set goals in the organization, than the managers. All of this points to an uneven understanding of the organizational mission, that is, the steps for its realization.

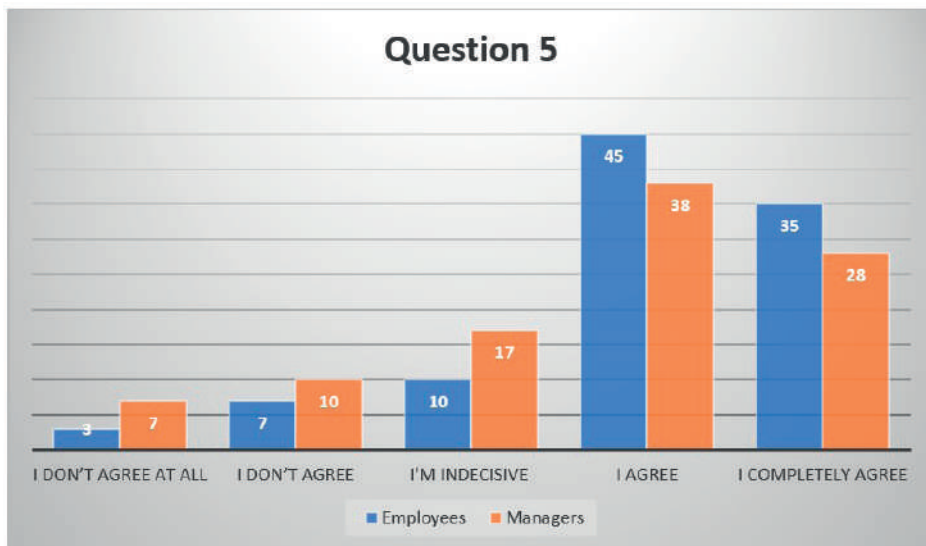
The relationship between the analyzed variables is presented in table no.1 where the values of the Pearson correlation coefficient are shown. From the obtained value Sig=.030 it is determined that between the predictor variable and the variable investigated with question

no. 5, I believe that there is room for improving the opportunities for the development of personal competencies, in order to bring to the fore all employees as well as provide opportunities for internal career progress” there is a significant correlation which according to the value is explained as light, moderate.

Table 1 – Pearson’s correlation coefficient of paragraphs 3 and 5 of the research

| Correlations | | |
|--------------|---------------------|-----------------|
| | | Group structure |
| 3 | Pearson Correlation | ,720 |
| | Sig. (2-tailed) | ,030 |
| | N | 100 |
| 5 | Pearson Correlation | ,021 |
| | Sig. (2-tailed) | ,030 |
| | N | 100 |

Chart2 –Correspondence of the answers from the survey to questions 3 and 5 related to the strategic plan and improving the opportunities for the development of personal competencies



Source: Autor’s own research

In accordance to the received answers to the statement, “I believe that there is a space for improving the opportunities for the development of personal competencies, in order to highlight all employees as well as provide opportunities for internal career advancement”, the following distribution of answers was received: 1) the employees answered: They do not agree with the statement 10% (categories: “I don’t agree at all” and “I don’t agree”), 10% are undecided in their attitude and 80% agree with the statement (categories “I agree” and “I completely agree”); 2) managers answered: Disagree with the statement 17% (catego-

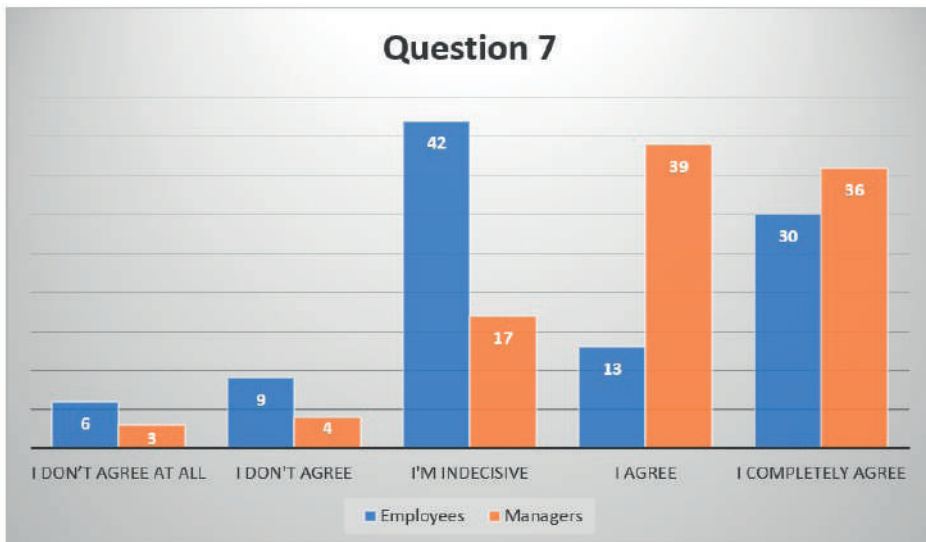
ries: “I do not agree at all” and “I do not agree”), 17% are undecided in their attitude and 66% agree with the statement (categories “I agree” and “I fully agree”). According to the above, there is a high level of acceptance of the set attitude by both groups of employees. Consequently, the organization needs to set a clear position and action plan in its strategic framework regarding the opportunities for the development of personal competencies offered within the organizational framework, with the aim of overall progress of the two target groups, employees and managers.

The individual hypothesis of this paper refers to: “If the criteria for clear employee progress are set in the organization, especially related to the system of material and non-material upgrading, then it contributes to more efficient work results and maximization of work performance by the staff placed in management positions and non-management employees”.

This hypothesis is analyzed and interpreted through the answers to the following statements:

- § Number 7 of the survey questionnaire “I have a clear insight into the criteria that need to be met within the organizational framework, in order to encourage progress in the employee”
- § Number 8 of the survey questionnaire “I believe that the system for material and non-material upgrading is fully compatible with the professional development of employees and the set goals for organizational development”

Chart3-Ratio of responses from the survey to questions 7 and 8 from managerial and non-managerial employees related to the criteria for employee’s advancement and professional development towards organizational development



Source: Autor’s own research

The relationship between the analyzed variables that have been investigated through questions 7 and 8 is also shown on table no.2 From the obtained value of the Pearson's correlation coefficient Sig=.043, it is determined that between the predictor variable and the variable investigated with question no. 8 there is a significant correlation which according to the value is explained as a real significant connection.

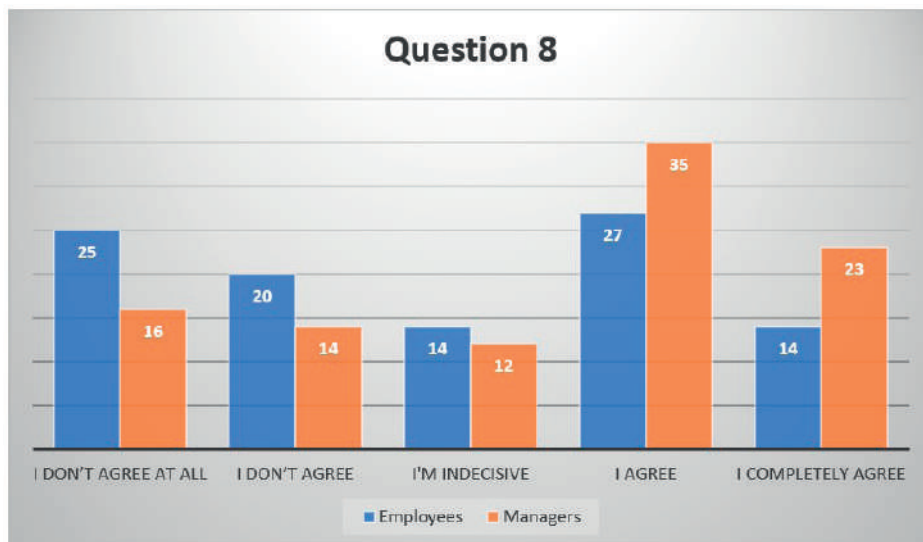
Table 2 – Pearson's correlation coefficient of paragraphs 7 and 8 of the research

| Correlations | | |
|---------------------|---------------------|-----------------|
| | | Group structure |
| 7 | Pearson Correlation | ,912 |
| | Sig. (2-tailed) | ,043 |
| | N | 100 |
| 8 | Pearson Correlation | ,773 |
| | Sig. (2-tailed) | ,043 |
| | N | 100 |

In relation with the received answers to the statement, “I have a clear insight into the criteria that need to be met within the organizational framework, in order to encourage the employee’s progress”, the following distribution of answers was received: 1) the employees answered: They do not agree with the statement 15% (categories: “I don’t agree at all” and “I don’t agree”), 42% are undecided in their attitude and 43% agree with the statement (categories “I Agree” and “I completely agree”); 2) managers answered: Disagree with the statement 7% (categories: “I do not agree at all” and “I do not agree”), 17% are undecided in their attitude and 75% agree with the statement (categories “I agree” and “I completely agree”). According to the obtained results, it can be seen that the attitude of indecision prevails, especially in the group of employees as opposed to the group of managers. Consequently, it is necessary to revise the concept of human resources within the organization, especially the segment with the description of necessary competencies for professional development and acquisition of further positive perspectives within the organization.

Regarding the received answers to the statement, “I believe that the material and non-material improvement system is fully compatible with the professional development of employees and the set goals for organizational development”, the following distribution of answers was received: 1) employees answered: They do not agree with the statement 45% (categories: “I don’t agree at all” and “I don’t agree”), 14% are undecided in their attitude and 41 % agree with the statement (categories “Agree” and “I completely agree”); 2) managers answered: Disagree with the statement 30% (categories: “I don’t agree” and “I don’t agree at all”), 12% are undecided in their attitude and 58% agree with the statement (categories “I Agree” and “I completely agree”). Accordingly, both groups have a higher percentage of answers in support of this attitude, which points to the fact that the human resources of the business organization, in order to ensure professional and organizational development, need to revise the system of compatibility of competencies with material and immaterial rewards, in order to ensure more efficient and effective work of the completely working staff.

Chart 4 -Ratio of responses from the survey to questions 7 and 8 from managerial and non-managerial employees related to the criteria for employee advancement and professional development towards organizational development



Source: Autor's own research

On the basis of the distribution of the answers in the frames of graph 1, 2, 3 and 4, the general and special hypothesis, during their statistical analysis and interpretation, are confirmed. At the same time, the following aspects are extracted as recommendations that refer to the overall need to balance the relationship between professional and individual development, based on respect for the organizational structure, organizational goals and interests, as well as an established strategic system of action:

- § A need for understanding of the organizational mission, i.e. the steps for its realization by all the employees in the business organization, both from the employed staff and from the management, is completely required.
- § A strategic framework with a clear action plan is needed, in relation to encouraging the development of personal competencies within the organizational frameworks.
- § The concept of human resources in the business organization needs to be compatible with the need to encourage professional development and the achievement and realization of organizational perspectives
- § The human resources system needs to establish compatibility between employee competencies with material and non-material rewards, in order to make the entire staff to work more efficiently and effectively

CONCLUSION

In order for employees to stay longer within the organizational framework, it is necessary for the business organization itself to offer a system for encouraging individual and

professional development, which is fully compatible with organizational development and organizational goals.

Organizational development, if it has a vision to continuously encourage professional development, needs to set a clear, strategic approach to strengthening work performance through different approaches (training, mentoring), depending on the perceived need.

High professional potential and development, is on a parallel basis with high potential of the employees and long-term attitude towards the working process and the workplace in the organization. The designed activities in this domain need to be placed in a strategic framework, taking into account all the revealed challenges in relation to the operation of human resources, i.e. a reward system and the encouragement of individual development, as an upgrade to organizational development.

Within the framework of this paper, through an implemented research of a target group of respondents (employees of a domestic organization, production-oriented, with foreign capital, which operates in the territory of the Republic of North Macedonia), the set hypotheses have been confirmed, that is: (1) if there is a clearly set a strategy for professional development within organizational framework that is based on the advancement of competencies, in that case there is parallel progress between management functions and the non-management team of employees; (2) if the criteria for clear advancement of employees are set in the organization, especially related to the system of material and non-material upgrading, then the mutual contribution of management positions and non-management employees contributes to more efficient work results and maximization of the work performance.

The main recommendations that arise refer to the need for internal cooperation between the working staff (non-managerial) and the management team, in order to share the same organizational mission and vision, as well as a strategic framework of a set concept for individual development and professional development, according to existing capacities and opportunities of the business organization (material and non-material rewards).

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