

ANALYSIS OF RESEARCH ON THE DEVELOPMENT NEEDS OF EMPLOYEES IN EDUCATION

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Abstract— In contemporary methods for managing business, within capitalist society, human resource management is one of the most important parts of successful business. One of the fields of human resources, which is not paid enough attention, and its significance is more than obvious, is research field.

Keywords—development, survey, research, education.

I. INTRODUCTION

WE can distinguish two groups of research in this field. One group aims at scientific development of this sphere, clarification of theoretical dilemmas, asking new questions, testing new work models (e.g. study of the relationship between particular types of personalities and management styles that suit them, testing the relationship between psychological constructs that are considered significant for business and success etc.) [1, 3, 5-8].

On the other hand, research can also be used for practical purposes and then they aim at the analysis of the potentials of one company, i.e. systematic data collection on business and management. In this type of research, we obtain information on the powers, weaknesses or possible problems in functioning of a company [9, 13, 14, 15].

Research process starts from determination of field and topic of research, as well as reading relevant literature on this subject (e.g. wider field-employees, research topic: “Satisfaction of employees with new management system”). Furthermore, researcher chooses between quantitative or qualitative research method, depending on the topic and extent to which he desires to penetrate the depth of the problem [4].

Quantitative methods enable the collection of numerical data that are later on subject to statistical analysis, while qualitative methods enable a more detailed explanation and discovery of the problem’s cause.

Advantage of quantitative methods is that they can include a large sample (so if there is an intention to examine the satisfaction of employees at the level of entire company, this method would be useful).

In addition, in this way we obtain precise, statistically

verified and objective data.

Such research type is cheap and it is performed in the short period. Therefore, it is suitable for those research fields where we are interested only in review of the situation, where it is not required to consider details.

Sometimes, research through questionnaire or survey can lead to providing socially suitable answers, such as, for example, when examining the loyalty to the organization and in those cases perhaps the second research technique is better, or combination of qualitative and quantitative method.

Using qualitative research methods we obtain complex and detailed data that reach the essence of the problem. This technique is useful when, for example, we wish to examine what is in the basis of satisfaction, i.e. dissatisfaction with work.

However, lack of this method is that research itself lasts for a long time, requires a lot of time, involves a small number of respondents and processing and interpretation of data are rather requiring and imply reduction of a great number of data to those considered relevant, where the analysis partially depends on the researcher himself and his objectiveness.

Depending on the theme, researcher chooses particular research technique and perhaps the best solution is combined method of quantitative and qualitative techniques (the former in order to obtain the review of situation regarding particular topic and latter in order to deeply analyze the causes and find potential solutions) [2].

Some of the fields of human resources, where it is possible and desirable to perform research, are: job organization, work load, stress and devotion of employees, satisfaction with job, team work, communication and information flow, change management, loyalty to organization, organizational culture, competitiveness, training and development of employees, productivity, time management, teamwork, etc. Data obtained within these fields can be valuable for strengthening the company and planning future work [12].

Therefore, studies can serve us as one type of tool that can help us reach right solutions that will actually change the fields that do not function properly, keep successful those that do, as well as identify the points that must be

developed in the future. Study should be the first step in human resource management because it carries a great amount of valuable information that can be crucial for company's success and save resources [10, 11].

Respondents are the employees in elementary school „Trajko Stamenković“ in Leskovac. The survey was based on examination of development needs of employees and their interpersonal relations and generally their relation to work.

II. DESCRIPTION OF TOOLS FOR CARRYING OUT THE RESEARCH

In this research, we used quantitative method.

Survey on development needs of employees

Your response to this questionnaire is very important for us to discover how to be better associates, workers, bosses. The information obtained will be treated with ultimate discretion and used exclusively for statistical processing. Most strict attention will be paid to not letting any information leak and thus be associated with particular individual, company or activity.

Name of our company is: _____

Education level: _____

Years of service in this company: _____

Gender (encircle): **a) male** **b) female**

This part of questionnaire is to be filled by encircling the number on the scale from 1 to 9, as it corresponds to Your perception of the relation between left and right claim. If the left statement suits You better, encircle 1, and if the right suits You better, encircle 9.

1	Well-paid job	<u>1 2 3 4 5 6 7 8 9</u>	Job where I can express innovativeness and creativity
2	Job that requires me to make important decisions	<u>1 2 3 4 5 6 7 8 9</u>	Job where I can work with pleasant people
3	Job where industrious people have the greatest responsibility	<u>1 2 3 4 5 6 7 8 9</u>	Job where loyal employees with the most years of service have the greatest responsibility
4	Informal relations between employees, but authority is tacitly respected	<u>1 2 3 4 5 6 7 8 9</u>	Formal relations between employees, imposed authority
5	Routine job	<u>1 2 3 4 5 6 7 8 9</u>	Job where colleagues are not exactly friendly
6	Job where direct superior expresses his criticism regarding the work of employees in front of everyone	<u>1 2 3 4 5 6 7 8 9</u>	Job that does not provide enough possibilities to apply skills that you acquired in years
7	Job where direct superior has a fair relationship with workers and treats them with respect	<u>1 2 3 4 5 6 7 8 9</u>	Job that given an opportunity to constantly learn new and interesting things
8	Job with continuous risk of losing the job	<u>1 2 3 4 5 6 7 8 9</u>	Job where the challenges are very small or do not exist
9	Job that continuously gives chances to improve personal skills and advance at work	<u>1 2 3 4 5 6 7 8 9</u>	Job that gives a lot of free time and has an excellent rewarding system
10	Job does not leave enough space for free and independent work	<u>1 2 3 4 5 6 7 8 9</u>	Job with inadequate physical work conditions
11	Job where teamwork dominates	<u>1 2 3 4 5 6 7 8 9</u>	Job that allows to maximally use you skills and abilities
12	Job with no challenges	<u>1 2 3 4 5 6 7 8 9</u>	Job with inadequate physical work conditions

13. What motivates You to give your maximum at work?

You may encircle several answers, numbers from 1 and so on, having in mind that 1 is the answers that suits You the best.

- | | |
|--|--------------------------------|
| a) Monetary reward | b) Opportunity for advancement |
| v) Possibility of better work conditions | g) Possibility to be popular |
| d) Possibility of professional development | đ) To be respected |
| e) Possibility of obtaining an apartment | ž) Possibility to travel |
| z) Possibility to create business policy | i) Something else |

authority, mean value is 3.38 in favour of informal relations with certain authority, the conclusion is that people do not like any kind of authority imposed on them because it would create rejection towards superior and create negative atmosphere in the workplace and such manner of work is usually counterproductive and it creates one enormous dissatisfaction at workplace.

- 5) The fifth question, mean value 3.08 between routine job and job where colleagues are not friendly says that people would, regardless whether the job is routine, boring, still rather choose it over bad interpersonal relations.
- 6) In question number six, they choose between job where superiors express their criticism regarding the work of employees publicly and job that does not give enough possibilities to apply skills that they acquired for years, mean value is 4.32. The mean value is here a little more on the side of public criticism than job where you can apply skills acquired for years, but there is a lot of indecisiveness in this case.
- 7) The question seven job where superior is in a fair relationship with employees and treats them with respect and job that provides opportunity to constantly learn new and interesting things mean value 4.30 small advantage is given to interpersonal relations, as in previous cases.
- 8) In question number eight there is extremely interesting mean value having in mind high percentage of unemployment in Southern Serbia, it was chosen between two facts job with constant risk of losing the job and job with small or no challenges mean value was 4.86 shows a slight advantage of the second claim but it mostly shows that people equally do not like a boring job with no challenges, even if it comes to losing a job.
- 9) In ninth question the result shows (3.54) that

people prefer the job that gives them possibility to improve personal skills and progress in work over the job that gives them a lot of free time and has excellent rewarding system.

- 10) The tenth question gives respondents a possibility to choose between two equally bad statements, i.e. job that does not leave enough space for free and independent work and job with inadequate physical work conditions. Mean value (4.36) shows that respondents are indecisive, but they tend more towards the job that does not give a lot free time for free and independent work.
- 11) When it comes to a job where teamwork dominates on one hand and job that allows to maximally use the skills and abilities on the other hand, people have chosen the job where they can express their skills and abilities, which the result shows (5.04).
- 12) The question whether the respondents prefer the job with no challenges or job with inadequate work conditions, there was indecisiveness (4.32), but they would prefer the job without challenges than job with bad work conditions.
- 13) In the thirteen question, respondents have the possibility to encircle more answers that refer to their motivation, i.e. what motivates them to give their maximum at work. Percentages show that people are mostly motivated by monetary reward (70%), to be respected (30%) and possibility of professional training (30%), while on the other hand there is no respondent motivated by popularity at work (0.00%) (Fig. 2 and Table 1).
- 14) As for rewarding personal contribution, 56% replied that sometimes they are rewarded and 36% said that contributions are not rewarded which probably depends on engagement of employees to give their contribution (Fig. 3).

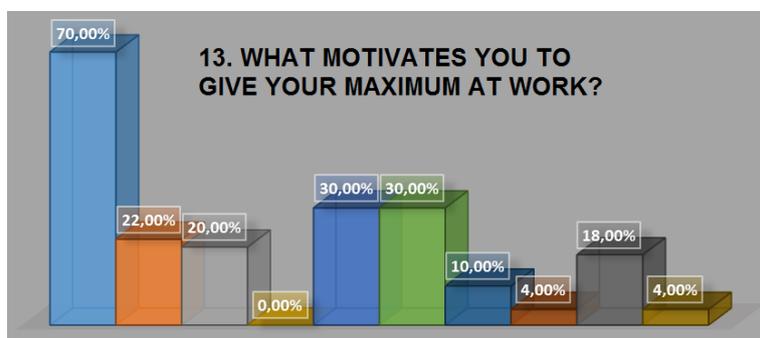


Fig. 2: What motivates You to give Your maximum at work?

Table I: What motivates You?

70,00%	Monetary reward
22,00%	Possibility to advance
20,00%	Possibility for better work conditions
0,00%	To be popular
30,00%	Possibility for prof. training

30,00%	To be respected
10,00%	Possibility of getting an apartment
4,00%	Possibility to travel
18,00%	Something else
4,00%	Possibility to create business policy

15) Fifteenth question referred to the impact of employees in creation of business policy. Small percentage (18%) replied that employees have the impact in creation of business policy, while 46% said that business policy is created from

outside (Fig. 4).

16) 16) When it comes to additional education of employees, great percentage of them, even 82% responded that employees have additional education when there is a need for it.

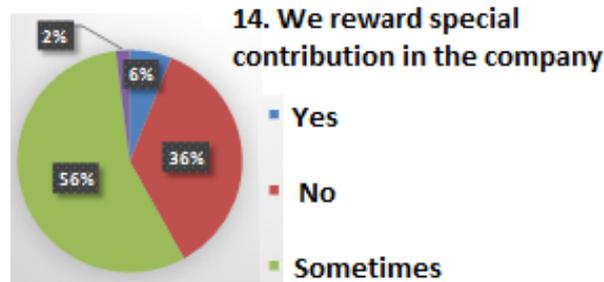


Fig. 3: Reward for special contribution

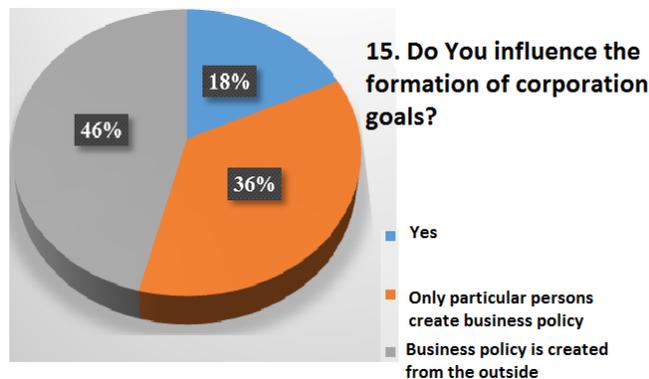


Fig. 4: Additional education

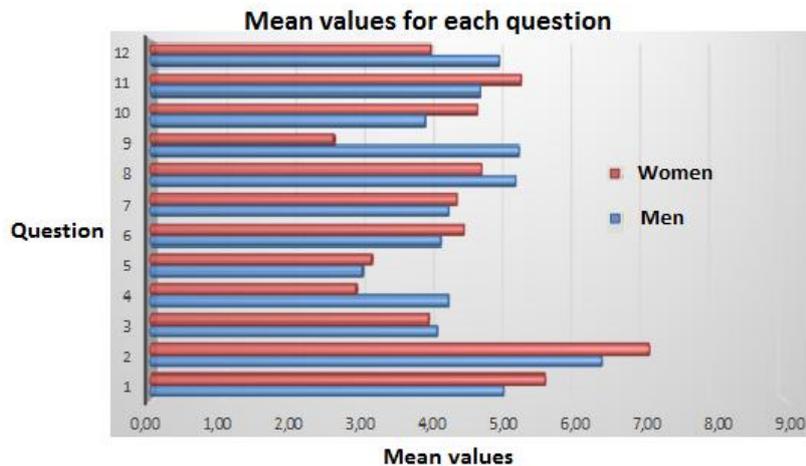


Fig. 5: Mean values

From Fig. given, we can conclude that in case of the first 12 questions, with most questions, there is no significant difference between mean value of men and women, except in questions 4 and 9 (Fig. 5).

IV. CONCLUSION

In question four, it was chosen between two theses: informal relations between employees with tacit respect of the authority and formal relations between employees

and imposed authority. Mean value in case of women 2.91 and men 4.22. We can conclude that men are not close to either of the two statements, having in mind that mean value was in the middle. While the women are closer to the first statement, i.e. tacit respect of authority with informal relations, judging by the result in ninth question it can clearly be seen that women more care about improvement of personal skills and advancement in organization, while men prefer the job that gives them

a lot of free time and has excellent system of rewarding. From this, we can conclude that women care more for career development than obtaining rewards and excess of free time.

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