

## Analysis of the Influences of Professional Training and Personal Development Practices Exercised in the Change Process

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### Abstract

*Professional training and personal development are two essential aspects of modern life that have become more relevant with rapid technological and business changes in recent decades. People are forced to adapt quickly to these changes to remain relevant in their fields of activity. In this context, the paper aims to investigate the influences of practices regarding professional training and personal development on the added value of organizational change in the employees' perception of organizations in Romania. The results show that professional training and personal development are essential to developing the skills and abilities needed to cope with changes in the business environment. Change can be difficult for individuals and organizations but can bring significant added value, leading to new opportunities and increased adaptability. Therefore, individuals and organizations must remain open to change and invest in professional training and personal development to cope successfully.*

**Key words:** training, personal development, organizational change, added value

**JEL classification:** O15, O33

### 1. Introduction

Professional training and personal development are essential for everyone wanting to succeed. Moreover, these practices play an essential role in developing the skills and competencies needed to face the challenges and changes in the modern business world (Delaney and Huselid, 1996). In a world where technology is advancing rapidly, and labor market demands are constantly changing, professional training and personal development are becoming increasingly important to remain competitive and succeed in one's career (Giancaspro et al., 2021). The professional training process can be achieved by participating in seminars, training courses, and workshops, which provide the knowledge and skills necessary to understand new market trends and requirements (Bocean, 2007, 2008, 2015). On the other hand, personal development focuses on increasing interpersonal skills, self-confidence, and understanding one's limits (Vărzaru and Vărzaru, 2016). This can be done through meditation, reading, empathy development exercises, or encouraging and getting feedback from peers and mentors.

The paper aims to evaluate the professional training and personal development practices, as well as their influences exerted in the change process, more precisely on the value added by this process in the perception of the employees of organizations in Romania. The five-section structure of the paper begins with a brief introduction of the research theme, followed by a theoretical background. The third presents the research methodology, while the last two present the findings and conclusions.

## 2. Theoretical background

The impact of professional training and personal development is significant (Khoreva and Wechtler, 2018). Through these practices, people can acquire the necessary skills to meet market demands and adapt to constant change. Moreover, these practices help to increase self-confidence, improve communication and leadership skills, and increase personal and professional satisfaction.

The change process can worry many, but it is essential to understand the added value it can bring (Heckmann et al., 2015). For example, change may be necessary to remain competitive in an ever-evolving market, obtain new career opportunities, and meet personal goals.

The change process often involves stepping out of one's comfort zone, but this can lead to increased self-confidence and the development of new skills (Otoo, 2019). Having a well-defined strategy and focusing on your goals is essential to carry out the change process successfully. Finding the appropriate resources, seeking feedback, and collaborating with others are essential to achieve the desired success (Dempsey et al., 2022). Professional training and personal development can benefit individuals, including in the process of organizational change (Mladenova, 2022). They can improve individual skills and abilities, increase engagement and job satisfaction, and contribute to career development. Moreover, professional training and personal development can contribute to developing self-confidence, self-discipline, and self-determination (Vărzaru and Vărzaru, 2013).

Consequently, we propose two research hypotheses:

*H1. Professional training and personal development practices influence the value added in the change process.*

*H2. Personal development opportunities greatly influence added value in the change process.*

## 3. Research methodology

The paper presents the conclusions of an empirical study carried out through a survey based on a questionnaire between September and December 2022. Within the framework of practices regarding professional training and personal development, the following variables were studied in employees' perception: the expansion of training opportunities, the management of the professional training process, investment in the professional training process, and personal development opportunities. Furthermore, regarding the organizational change, we opted for the employees' perception of the added value in the change process. Table no. 1 presents the research variables and the codes used for each variable.

*Table no. 1. The values of the multilayered perceptron established between professional training and personal development and the value added by the change process*

	Variable	Code
Practices regarding training and personal development	Expanding training opportunities	B2_11
	Management of the professional training process	B2_12
	Investment in the professional training process	B2_13
	Personal development opportunities	B2_14
Organizational change	Added value in the change process	C_33

*Source:* Developed by the authors based on the data using SPSS v.27

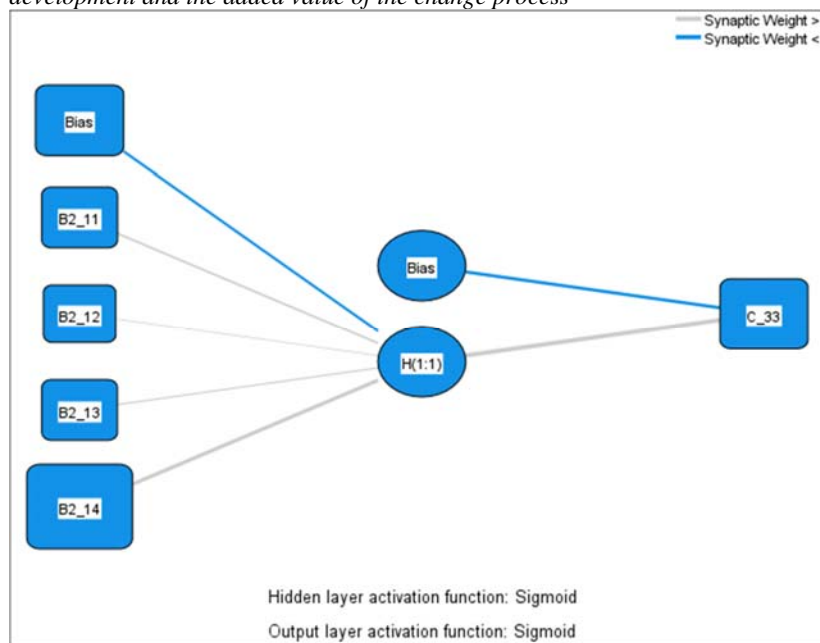
In order to carry out the analysis of the influences of the practices regarding professional training and personal development exercised in the change process, we used the analysis of artificial neural networks of employees' perceptions of the studied phenomenon, similar to other authors (Vărzaru et al., 2022; Iancu et al., 2022; Puiu et al. al., 2022; Vărzaru, 2022).

#### 4. Findings

In order to determine the influence of variables from the category of professional training and personal development on the value added by the change process, we used the analysis of artificial neural networks. The model is of the multilayer perceptron type, having an input layer comprising the variables from the professional training and personal development category (B1\_11, B2\_12, B2\_13, and B2\_14) and an output layer represented by the variable C33 (the value added by the change process). Between these is a hidden layer represented by the role of human resources in organizational change. Figure 2.11 illustrates the relationships established between the researched variables.

Table 2.15 presents the values predicted in the analysis of the artificial neural networks established between professional training and personal development, the value added by the change process, and the levels of absolute importance and normalized importance of the variables describing professional training and personal development.

Figure no. 1. Analysis of artificial neural networks established between professional training and personal development and the added value of the change process



Source: Developed by the authors based on the data using SPSS v.27

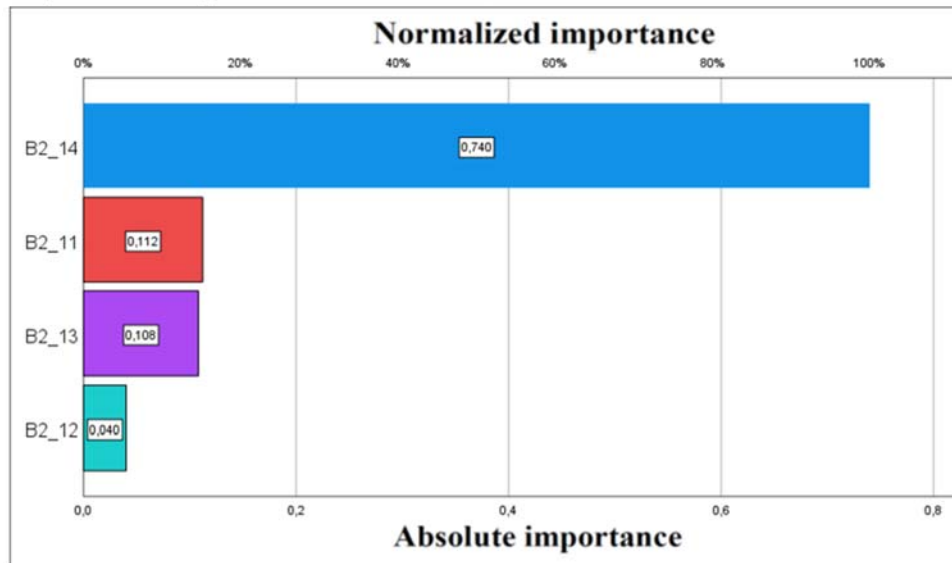
Table no. 2. The values of the multilayered perceptron established between professional training and personal development and the value added by the change process

Predictor		Values		Absolute Importance	Normalized Importance
		Hidden Layer 1	Output Layer		
		H(1:1)	C_33		
Input layer	(Bias)	-0.260			
	B2_11	0.256		0.112	15.1%
	B2_12	0.094		0.040	5.4%
	B2_13	0.250		0.108	14.6%
	B2_14	1.702		0.740	100.0%
Hidden layer 1	(Bias)		-1.584		
	H(1:1)		3.694		

Source: Developed by the authors based on the data using SPSS v.27

The values of the influence coefficients of the variables in the input layer show that the variable B2\_14 has a substantial impact on the variable C\_33, which means that the opportunities for personal development offered by the organization represent the resource management practice that has a decisive contribution to the value added by the change process. As seen from Table no. 2 and figure no. 2, the absolute and normalized importance of B2\_14 are the highest concerning other variables' absolute and normalized importance.

Figure no. 2. The absolute and normalized importance of the variables describing professional training and personal development



Source: Developed by the authors based on the data using SPSS v.27

Following the analysis of artificial neural networks, it can be seen that the two hypotheses of the research are validated.

## 5. Conclusions

Professional training and personal development are essential practices to remain competitive and succeed in an ever-changing world. The change process can be worrying, but a well-defined strategy and the right resources can bring significant added value to personal and professional development. Organizations must be flexible and open to change, constantly looking for new opportunities and encouraging change as an integral part of personal and professional growth. Moreover, investing in employee training and personal development can bring significant benefits in terms of employee productivity, engagement, and satisfaction for companies and organizations. Companies can promote continuous learning and skill improvement by providing training and personal development opportunities, leading to more significant innovation and long-term performance.

In conclusion, professional training and personal development are essential to modern life and crucial to developing the skills and competencies needed to cope with changes in the business world. The change process can be complex but can bring significant added value for personal and professional development. Therefore, organizations must remain open to change, constantly seek new opportunities, and invest in professional training and personal development.

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