THE RELATIONSHIP BETWEEN INDIVIDUAL AND ORGANIZATIONAL DEVELOPMENT – FINDINGS OF A LARGE SAMPLE RESEARCH

KATALIN DOBRAI, FACULTY OF BUSINESS AND ECONOMICS, UNIVERSITY OF PECS; HUNGARY
FERENC FARKAS, FACULTY OF BUSINESS AND ECONOMICS, UNIVERSITY OF PECS, HUNGARY

Abstract
The aim of the paper is to give insight into the development issues of the nonprofit organizations, particularly, how the outcomes of learning and development of individuals working for a nonprofit organization influence organizational development and vice versa. This can be considered a highly important process that helps organizations to engage more successfully in community affairs, to strengthen the civil society’s participation in public activities and its interest representation power.

In order to reach this goal, the paper starts with desk research on issues regarding this topic: According to a recent survey that was conducted by Johns Hopkins University among nonprofit leaders about the most important characteristics of nonprofits, nonprofits are productive, empowering, effective, enriching, reliable, responsive and caring (Salamon, Geller and Newhouse 2012). This is how nonprofit leaders see themselves and their organizations. These features enable them to fulfill their mission to engage for the poor, for the jobless, for disabled and other groups of the society on the periphery. Since they are increasingly forced to use their resources effectively, and to meet the requirements of higher quality standards (Lecy, Schmitz and Swedlund 2012), they implement a variety of knowledge-related solutions. Both individuals and organization have to learn and develop by using the most different ways of knowledge transfer within the organizations and between organizations, even crossing sectoral boundaries (Harris 2010, Green 2004); which shows the growing importance of expertise also in the nonprofit sector (Millesen, Carman and Bies 2010). The deployment of these opportunities to improve, shows that nonprofit organizations are open towards their external environment, and it also shows their high degree of flexibility (Salamon 2012), and at the same time it also helps them to become stronger as organizations towards the external environment where they engage.

The desk research provides the background of the empirical research, the aim of which is to examine what relationships can be found between the development of individual organizational members and that of an organization. The paper also shows how individuals see their own development as a result of completing an organizational development program, and also, how they judge the development level of the organization they are involved with. Data for the empirical research were collected as a result of a large sample survey that was carried out country-wide in Hungary (a country with a developed nonprofit sector), using the experiences gained during a two-county pilot project. Its goal was studying organizational development as a tool of professionalization of the nonprofit sector organizations. The survey took place in the first half of 2013, as the third phase of a four-step research project, involving more than 800 nonprofit organizations (mainly associations and foundations), responding to the questionnaire and interviews. The analyzed research is an organic continuation of the research of the authors in the field of learning and knowledge management in the nonprofit sector.

1 Work on this paper was supported of the Hungarian Scientific Research Fund project # 101886.
1. INTRODUCTION

The increasing role that knowledge intensive service organizations play in the business sector has its impacts on the professionalization needs of the nonprofit sector organizations. As the latter group also increasingly contributes to performance of a society, being successful is becoming a critical issue for them. This phenomenon has led to the development of new research topics in connection with the nonprofit sector, namely the growing interest of the leaders of nonprofit organizations for management practices and methods that help them with developing a high performing organization, with increasing their professional level.

Since nonprofits are increasingly forced to use their resources effectively, and to meet the requirements of higher quality standards (Lecy, Schmitz and Swedlund 2012), they implement a variety of knowledge-related solutions. Both individuals and organization have to learn and develop by using the most different ways of knowledge transfer within the organizations and between organizations, even crossing sectoral boundaries (Harris 2010, Green 2004); which shows the growing importance of expertise also in the nonprofit sector (Millesen, Carman and Bies 2010). The deployment of these opportunities to improve, shows that nonprofit organizations are open towards their external environment, and it also shows their high degree of flexibility (Salamon 2012), and at the same time it also helps them become stronger as organizations towards the external environment where they engage.

The spread of this mindset in the sector can be followed in the relevant literature well (Meyer – Leitner 2011, Maier – Meyer 2011, Roberts et al. 2005, Lewis 2001). Present paper wants to contribute to these research processes, and gives a brief insight into questions of professionalization based on international research results.

By bringing empirical evidence, it also contributes to the empirical research findings in this field, by using the example of the Hungarian nonprofit sector. Focus is on how the sector’s members see their own professionalization and that of their own organization, and how they find the contribution of organization development (OD) from this perspective. The aim is to examine what relationships can be found between the development of individual organizational members and that of an organization. The paper also shows how individuals see their own development as a result of completing an organizational development program, and also, how they judge the development level of the organization they are involved with.
Data for the empirical research were collected as a result of a large sample survey that was carried out country-wide in Hungary (a country with a developed nonprofit sector).

2. THEORETICAL BACKGROUND OF THE RESEARCH

2.1. Knowledge Society and Knowledge-Based Services

According to Busch and Murdock (2014: 11), in every-day language the word ‘professional’ means “an individual with a high level of competence in a particular field”. They narrow this term and definition and assume that a professional is a person “who belongs to a particular profession”. They also cite Freidson’s (2001) description of an ideal profession (Busch – Murdock 2014: 12), listing the following dimensions of it:

“The profession represents specialized expertise.
The profession has exclusive control over a defined field.
The profession is protected in the labour market.
The profession is based on a specific form of higher education.
The profession is based on an ideology that focuses on quality.”

People who work at a KIBS satisfy the above criteria. Since one of the most influential factors which affect the changes towards a growing professionalism of NPOs is the emergence of the professional service organizations, the so-called knowledge-intensive business services (KIBS), we find it necessary to introduce them in a few words.

We can describe knowledge-based/knowledge-intensive service organizations as entities that provide help to other organizations when those are facing problems for which solutions are provided by external sources (Dobrai and Farkas 2007) when those don’t own the necessary knowledge. In such organizations, most activities are carried out by people with high qualification, by people with expertise; so knowledge is more important than other inputs (Starbuck 1992). If we talk about knowledge-intensive services, people usually think of KIBS (knowledge-intensive business services) which “provide knowledge-intensive inputs to the business processes of other organizations” (Miles 2005: 39). A broad variety of services (e.g. e.g. auditing, engineering, or IT services, HR-management, accounting, legal, R&D services, and consulting) are provided by this sector, as we can see from the list: both traditional professional and modern, technology-based services. They sustain their competitive advantage as a result of the creation and utilization of knowledge. Special characteristics of
KIBS-sector organizations are the intensive usage of knowledge, extraordinary growth rates, special market relationships, a high degree of expertise and professionalism, self-regulation, special ways of value-creation, involvement in innovation, and co-creation of knowledge by service provider and client. These services are often fitted the client’s needs, and professional standards, social factors and legal regulations affect the service. The activities of knowledge-based services are a very important factor in the business sector; but they also can be observed in the public and the nonprofit sectors of today’s economy.

2.2. Learning and Professionalization of Nonprofit Organizations

In knowledge societies, the importance of the existence and management of organizational knowledge and expertise, also in nonprofit organizations has grown (Chan és Graddy 2008, Green 2004). Each of the success factors identified by Green (2004) stresses this way or that, the relevance and critical importance of learning and development (such as becoming a learning organization, professional fulfillment of financial tasks, creative rethinking, changing of development, governance and leadership styles etc.). There is no doubt, that managing learning and knowledge in an organization is a key factor of becoming professional.

From the approaches to professionalization we focus our attention in this paper, on those that study the higher level of service delivery and organizational development. In the paper we use a definition of professionalization that we have used in our survey, according to which professionalization is the process of becoming professional: high professional level, not being an amateur, expertise, professionalism of fulfillment of both organization related tasks and of internal and external services.

We have to mention two tendencies, two phenomena that influence the professionalization process. The borders between public, private and nonprofit sector organizations disappear, a sign of which is the emergence of so called hybrid organizations or organizations with mixed structure. In hybrid forms there are features of business, public and the nonprofit sector organizations all present (Smith 2010, Billis 2010). They use governance and operational methods and technics of different organizational types parallel.
Nonprofit organizations worldwide cooperate with organizations of the forprofit, public sector and also other nonprofit organizations, by using the advantages of the most different solutions. They have access to professional organizations and networks but they also function as a learning platform for them. Hence, as a facilitator of professionalization we can view co-operations within and between sectors (Salamon 2012), and also the development of networks. Their importance is that the networks that they have joined can coordinate their activities, and above that they share their resources, and support knowledge sharing, since there is an exchange of experience between them (Kákai 2010). Strategic alliances help nonprofits at producing an output, but they are also motivators of work methods and service change (Green 2004). An evident output of such cooperation is the opportunity to learn and develop themselves, using the advantages provided by this organizational form.

The development of networks is an answer of the organizations to the economic challenges of the knowledge-based society that calls for flexibility, for fast learning capability, and also for service tailored to the needs of customers. Networks as an organizational form are forms of co-operation. A network is a special form of alliance that provides guarantee for benefits for the cooperating partners. Networks may include organizations with different knowledge and skills, like knowledge communities where people with diverse knowledge, skills and abilities are connected by common interest and commitment to a common goal.

Well-functioning networks bring real benefits for the clients, for the community, since the general task of the networks is to create new knowledge and enhance the performance of the participating organizations. Networked nonprofit organizations can operate more effectively, and support service delivery better if they exploit their knowledge resources better.

Nonprofit organizations create value for the economies all over the world: they provide a growing number of services. They work together with for-profit, public and nonprofit organizations. The cooperation with other organizations can have a variety of forms, from informal relationship between people of different organizations to contracts, or from informal networks to tight co-operations. For the participants, these structures provide a framework for collaboration, and parallel to that, also a learning platform. Chew and Osborne (2009) draw attention to the fact that the nonprofit sector organizations experience big changes in how they do their everyday activities, due to the influence of diverse external environmental,
organizational, and other factors. It is also known that business people often serve on nonprofit boards or do volunteer work for nonprofits.

Regarding the characteristic phenomena of professionalization Maier and Meyer (2011), Mannsky and Siebart (2010), Hwang and Powell (2009) all stress the spread of management methods and techniques of the business sector in nonprofit organizations, a sign of which is among others a change in their vision, goals, and strategy that also leads to cultural change. That managerialism is gaining space in nonprofit theory and practice is supported also by other research such as Agard (2010), Cutler and Waine (2000) and, Maier and Meyer (2011). Some people connect its spread to market oriented thinking (Agard 2010, Salamon 2012), since the management structure of nonprofit organizations shows increasingly market traits, and so they get a growing part of their income from business operations (Salamon 2012), or, because different types of nonprofit enterprises are appearing on the scene of economy.

2.3. Organizational Development as a Mean of Professionalization

Organizational development is an important mean of organizational changes. According to Cummings et al. (2008: 752), it is "the system-wide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness". OD includes also many different elements of the operation of organizations such as organizational culture, leadership and management, strategy, structures, productivity, performance, systems, processes, change, innovation, members of the organization etc.

In this paper we use a term of OD that we created at the beginning of the research project. According to our understanding, OD is a planned top-down effort, that involves the whole organization, and that has the aim to increase effectiveness and sustainability of the organization through planned interfering into organizational processes. An OD program is a country-wide, regional or sector-specific program that provides targeted support for OD in the nonprofit sector and in its organizations.

Literature of the last decade on organizations very often uses the term capacity building, in a similar meaning (De Vita et al. 2001, McKinsey & Company 2001, Backer 2001). According to this approach capacity building is aimed at the strengthening of nonprofit organizations in order to make them capable to better reach their goals (Backer 2001). Hence, the importance of capacity building is its contribution to an increasing performance and
The development of different capacity types helps improve service quality such as adaptive, leadership, a technical and management capacity, as identified by Connolly és York (2003) and used by many OD program providers. For the development of these capacities Millesen et al. (2010) suggest four alternatives: according to this, approaches of strategic management, resource dependency, agent theory and institutionalist approach, can be used to make decisions about OD solutions with focus on motivation, reaction, results and capacity development.

- Motivation can come from inside the organization (according to the strategic management approach and the resource based view) or from outside the organization (agent theory, institutionalist approach).
- Reaction of the organization can be proactive (according to the strategic management approach and the resource based view) or reactive (agent theory, institutionalist approach).
- The result can be the fulfillment of the organization’s mission (strategic management approach), providing, acquiring resources (the resource based view), meeting the expectations of sponsors (agent theory) or legitimation (institutionalist approach).
- Capacity development can be oriented on adaptive capacity building (strategic management approach), leadership capacity building (the resource based view), technical or managerial capacity building (agent theory, institutionalist approach).

Different groups of stakeholders (CEOs of nonprofit organizations, capacity builders and sponsors) have regarding capacity building different interests and different reasons to support organizational development initiatives.

This brief analysis of professionalization helps us identify the three important factors of the professionalization of nonprofit organizations (Dobrai – Farkas 2013):

- **Structures**: Hybrid forms, networks, knowledge communities, project teams can be considered as more effective structures then the traditional forms.
- **Processes**: Nonprofit organizations need to use management tools, and implement management technics, introduce new and better solutions if they want to find the right responses to the challenges of the operational environment. Success promising processes are network development, co-operation, and organizational development.
People: The importance of professional knowledge is growing both in functional areas and leadership and management (competence improvement, improving educational level, skills, learning culture, professional volunteers etc.).

The implementation of new forms and new solutions generates a need in the organizations of the sector to learn and develop themselves for the sake of the community that they are serving, and to become better than they were earlier. As a result of the organizational development, better performing organizations should shape the nonprofit sector.

3. GENERAL FEATURES OF THE EMPIRICAL RESEARCH

The project presented and analyzed in the following two sections of the paper was carried out with the support of the Hungarian Scientific Research Fund, and was called “Knowledge based services – professionalization of nonprofit organizations”.

By doing this research project, the research team tried to find answers to the following questions:

- How can the 4 phases of research broaden and deepen our existing knowledge about the nonprofit sector organizations?
- What are the signs of the individual and organizational professionalization in this sector?
- To what extent can be viewed the participation in OD programs as a key factor of professionalization?

3.1. Phases and Participants of the Empirical Research

The empirical research on the professionalization of the Hungarian nonprofit sector organizations consisted of four larger phases, presented in Table 1:

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2 Project leader: Ferenc Farkas, Team members: Katalin Dobrai, Zsuzsanna Kurucz, Statistical analysis: with the help of Dalma Stier, MSC student of Leadership and Organization
Table 1: Phases of the empirical research and methods used

<table>
<thead>
<tr>
<th>Research Phase</th>
<th>Methods Used</th>
<th>Number of Organizations Involved</th>
<th>Location of Organizations Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1</td>
<td>questionnaire</td>
<td>33</td>
<td>2 counties</td>
</tr>
<tr>
<td>Phase 2</td>
<td>interviews</td>
<td>38</td>
<td>2 counties</td>
</tr>
<tr>
<td>Phase 3</td>
<td>questionnaire</td>
<td>841</td>
<td>countrywide</td>
</tr>
<tr>
<td>Phase 4</td>
<td>interviews</td>
<td>41</td>
<td>countrywide</td>
</tr>
</tbody>
</table>

Source: created by the author

As we can see in Table 1, in the first phase of the research was conducted in two counties (Baranya and Somogy, an online survey). The collection of the data used in this phase of our research took place in 2011-2012. An e-mail containing a link to an online questionnaire was sent to 58 participants of the organizational development program. The questionnaire was completed by 33 organizations. This way, we asked about their learning and organization development characteristics 58 such organizations that had already taken part in an organization development program as beneficiaries of the organization development programs of House of Civil Communities in Pécs. The experiences gained with this questionnaire were used later on during the large sample survey.

In the second phase of the research semi-structured interviews were made where representatives of 38 organizations – mostly participants of the online survey – answered our questions regarding issues similar to those of the online survey, however giving the possibility for us to receive additional information. The interviews were made in the second half of 2012. Length of the interviews was 1-1,5 hours, sometimes longer.

In the third phase of the empirical research (2013) a country-wide survey was conducted, by using a large sample of organizations as a courtesy of the Central Statistical Bureau of Hungary. A total of 18000 thousand questionnaires were sent to organizations as an e-mail attachment. The questionnaires have been developed using the experiences that we had gained during the two first phases of the research; but it also contained some minor modifications and a few questions added. 841 usable questionnaires were returned. The
questionnaire was focused, similarly to the online survey, on organization development, but some parts of it were adjusted to organizations that have not participated in focused OD programs yet. Aim of this solution was to gain a possibly best reliable picture of the sector regarding development and learning.

In the last phase 41 more interviews were made with organizations from different parts of the country.

**Generalizability of the Research Results**

73 percent of the organizations participating in the research belonged to the group of associations and about 27 percent of the respondents were foundations. This relation is a fairly good mirror of the country sample of the Central Statistical Bureau of Hungary (65:35) (Table 2).

<table>
<thead>
<tr>
<th>Legal form of organization</th>
<th>Frequency</th>
<th>As percentage of</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Hungary</td>
<td>Project</td>
</tr>
<tr>
<td>Association</td>
<td>42 325</td>
<td>612</td>
</tr>
<tr>
<td>Foundation</td>
<td>23 236</td>
<td>229</td>
</tr>
<tr>
<td>Total</td>
<td>65 561</td>
<td>841</td>
</tr>
</tbody>
</table>

Source: created by the author based on data of the Central Statistical Bureau of Hungary

What the quantity of responses concerns that came from the different counties we can see in about half of the counties that the rate of responding organizations corresponds to the rates of the total population, in the other half of the counties the two rates were close to each other, with one single exception in the whole country. If we take the data of the Central Statistical Bureau of Hungary for the year 2010 (KSH 2012) that were accessibile at the time of the survey, we can see that the research reached approximately 30 percent of the total population. 1.29 % of the country sample responded to the questionnaire, so 4.7% of the questionnaires that had been sent out to the organizations was filled out and returned. Respondents have been working in the nonprofit sector for 10 years on the average, and in the sector for 15 years, which means that responses came from people with experience and
practice of many years. Each of the activity fields of nonprofit organizations (that are identified by the Central Statistical Bureau of Hungary) were represented among the respondents.

3.2. Research Hypotheses

The paper has set the aim to prove the following hypotheses:

H1. A significant difference can be observed in the level of professionalization between the organizations that have participated in OD programs and those organizations that have not taken part in OD programs.

H2. The level of satisfaction with the OD program depends on the origin of the service provider.

H3. There is connection between the perceived professionalization level of the respondent, and that of his/her perception of the organizational level of professionalization.

The analysis of the hypotheses will be based dominantly on the responses to the questionnaire of our large sample survey. The questionnaire contained 31 questions as a combination of scaling, ranking, and open ended questions. The first part consisted of general questions about the responding person and the organizations that he/she was representing. The second section contained questions in connection with the OD program (such as general information about the OD program, about the methods used in the OD program, assignments that have been finished or are in progress at the organization under survey). The third group of questions examined issues regarding learning and development. Even those organizations were able to answer these questions that had not yet participated in an OD program.

In order to prove our research hypotheses we used data of descriptive statistics, cross-tabulations and Chi-square, correlation analysis, two-sample t-test, regression analysis.

4. FINDINGS AND EVALUATION OF THE RESEARCH

4.1. Expectations Towards the OD Programs and Fulfilment of These Expectations

From the responses we examine first those that show the relationship between expectations and their fulfillment from the perspective of the organizations involved. First, we
show why the organizations participated in an OD program, what were their motivations and aims. The next list shows the ranking that was the outcome of the responses.

1. we hoped that as a consequence of gaining new knowledge, the level and quality of our service will grow;
2. we used the possibility because we received financial support to participate;
3. we wanted to get comprehensive knowledge;
4. it was possible to get a program that was tailored to our needs;
5. we wanted to improve our advocacy power and skills.

If we look at the expectations towards the circumstances of carrying out the OD program and the satisfaction with it (Table 3), we can say that, the respondents were most satisfied with the methodological framework/methods of the program as a whole (5,25 on a 7-point Likert-type scale), the least satisfied they were with the time frame of the program as a whole (4,78).

Table 3. Expectations towards the circumstances of carrying out the program of the OD program and the satisfaction with them (mean, 7-point Likert-type scale)

<table>
<thead>
<tr>
<th>Aspects</th>
<th>Origin of the organization providing the OD program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>Issues, fields of involvement in the program as a whole</td>
<td>5,13</td>
</tr>
<tr>
<td>Methodological framework/methods of the program as a whole</td>
<td>5,25</td>
</tr>
<tr>
<td>Time frame in the program as a whole</td>
<td>4,78</td>
</tr>
</tbody>
</table>

Source: created by the authors (1 was the weakest, 7 the best score in each question of the survey)
Looking at the content of the OD programs, the respondents were most satisfied with gaining knowledge about operations and management principles (5.15 on a 7-point Likert-type scale), the least satisfied they were with their expectation toward the OD program, to enable them to provide services the income from which makes them capable to ensure resources for continuous operation (Table 4).

Table 4. Expectations towards the content of the OD program and the satisfaction with it (mean, 7-point Likert-type scale)

<table>
<thead>
<tr>
<th>Aspects</th>
<th>Origin of the organization providing the OD program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>to actively participate in domestic and regional cooperation</td>
<td>5.10</td>
</tr>
<tr>
<td>to know principles of operation and management</td>
<td>5.15</td>
</tr>
<tr>
<td>to know methods of grant-making and financial management</td>
<td>4.85</td>
</tr>
<tr>
<td>to be able to develop and carry out sustainable and quality projects and services</td>
<td>5.05</td>
</tr>
<tr>
<td>to be able to provide services the income from which enable them to ensure resources for continuous operation</td>
<td>4.18</td>
</tr>
</tbody>
</table>

Source: created by the authors

According to 23.2% of those participating in OD programs provided by a Hungarian organization the OD program completely satisfied their expectations regarding gaining knowledge about operations and management principles. This rate is in the case of those participating in programs provided by a foreign organization 26.7%, in the case of participation in an EU program 34.5%. We can see that respondents were most satisfied with EU programs and the least satisfied with programs provided by Hungarian organizations. Those who participated in OD programs provided by EU funding and organizations on the
average gave the question regarding the satisfaction with their expectation in the field of gaining knowledge in the field of operations and management principles if they participated in an EU program, the score 5.45 (Table 4).

4.2. Personal and Organizational Professionalization

776 respondents answered the question about personal professionalization (Figure 1). The respondents on the average gave the score 3.93 when evaluating the level of their own personalization (standard deviation 1.584). Most of them gave themselves the score 5. Half of the respondents gave their professionalization level lower than 4 the other half higher than 4. Skewness (-1.158) and kurtosis (-1.632) show normal distribution. Figure 2 shows the distribution of scores in the different fields of activities.

Figure 1: Evaluation of personal professionalization

Source: created by the authors
The question regarding the organizational professionalization was answered by 774 respondents and it shows that respondents gave their organization regarding professionalization an average score of 3.75 (standard deviation 1.598) (Figure 3, Figure 4). Explanation for the relatively high standard deviation is that we used a 7-point scale during our research. Considering skewness (-0.669) and kurtosis (-763) we can see also here normal distribution.

Figure 3: Evaluation of organizational professionalization
When we want to answer the question about how the respondents see their personal and organizational professionalization we can first examine if it professionalization influences the opinion of respondents about professionalization, if they have earlier participated in OD programs. Based on the data of Table 5 it can be stated that those respondents who have already participated in OD programs gave on the 1-7 point scale an average score of 4.78 and they placed their organization somewhat lower, organizational professionalization received the score 4.62.

Table 5. Connection between participation in an OD program, and perceived level of professionalization (7-point scale, n=202)

<table>
<thead>
<tr>
<th>Participation in OD program</th>
<th>Evaluation of professionalization (7-point scale)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participated</td>
<td>Individual</td>
</tr>
<tr>
<td></td>
<td>4.78</td>
</tr>
<tr>
<td>Did not participate</td>
<td>3.60</td>
</tr>
</tbody>
</table>

Source: created by the authors
The highest scores were given by those who have on more than one occasion participated in OD programs, for both the personal and organizational professionalization level. They graded their own and organizational professionalism 2 categories better than those who have never participated in OD programs. The latter ones gave their own professionalism on the average 3.60 and the organization 3.41 (Table 5). Hence, OD programs have an impact on how the professionalization level of the organization is. Results of the descriptive statistics were also supported by the two-sample t-test, according to which at every significance level there is a difference between the perceived professionalization level of the two subsamples.

In the case of those who have earlier participated in OD programs it is worth why to examine if it is an influencing factor that they participated in program that was provided by a Hungarian, foreign or EU-supported organization (Table 6). We can announce that the research supported this hypothesis: it depends also on who was the provider of the OD program how the program is perceived by the beneficiaries. Although there is no large difference between the averages of the different categories, first of all think those that they have reached a high level of professionalism (5.03), who have participated in an EU-supported program, whereas the least think the same those who have participated in a domestic program (4.67).

Table 6. Connection between provider of the OD program and perceived level of professionalization (7-point scale, n=202)

<table>
<thead>
<tr>
<th>Origin of the organization providing the OD program</th>
<th>Level of personal professionalism</th>
<th>Level of organizational professionalism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hungary</td>
<td>4.67</td>
<td>4.50</td>
</tr>
<tr>
<td>EU</td>
<td>5.03</td>
<td>4.81</td>
</tr>
<tr>
<td>Foreign</td>
<td>4.87</td>
<td>4.87</td>
</tr>
</tbody>
</table>

Source: created by the authors

If we look at the connection between professionalization level of the organization and the age of the organization, we can state that those organizations have given the highest scores when evaluating the professionalization level (4.10) that have been existent for 9-15 years. The lowest scores were in the case of organizations where the respondent works at an
organization that is existent for 1-3 years (2,88). Hence, the difference between them is fairly big.

Examining the connection between individual and organizational professionalization with the help of correlation analysis (Table 7) we can conclude that the higher perceived level of the personal professionalization, the higher scores the represented organization (Pearson correlation: 0.753**, Sig. (2-tailed) 0.000, ** strong and positive connection.).

Table 7. Correlation between personal and organizational professionalization

<table>
<thead>
<tr>
<th></th>
<th>What do you think where are you on the way to becoming professional?</th>
<th>What do you think where is your organization on the way to becoming professional?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.753**</td>
</tr>
<tr>
<td>Sig. (2-tailed) N</td>
<td>.000</td>
<td>1</td>
</tr>
<tr>
<td>N</td>
<td>776</td>
<td>766</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.753**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed) N</td>
<td>.000</td>
<td>1</td>
</tr>
<tr>
<td>N</td>
<td>766</td>
<td>774</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).

Source: created by the authors

5. CONCLUSION

Results show that professionalization in the nonprofit organizations is growing, but we still see extremes: there are volunteer-based altruistic (amateur) organizational initiatives and organizations and individuals presenting a high level of professionalism existing parallel.
Among the different development opportunities, organizational development has special value. Those who have already participated in OD programs perceive their own professionalization level and that of their organization better than those who have not participated in OD programs. Those who had a chance before to take part in organizational development programs were very satisfied because they usually contained not only modules that were supposed to fit each of the participating organization but there was always program that was tailored to the specific needs of the individual organizations. Each organization no matter what level of professionalization they were had the opportunity to acquire new knowledge and skills.

WE can also say that there is a significant difference between satisfaction level of those who participated in EU-supported OD programs and those who participated in OD programs provided by a domestic organization. In the sample a cluster could be identified, about that we can say that those organizations already have reached the professional level in their activities. This supports the general experience that the best nonprofits can be successful because they can employ the best experts of the nonprofit sector.

6. REFERENCES


