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## Providing a Professional Development Model for Managers in Urban Areas (Case: Bank Shahr)

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**Abstract.** Managers' professional development is a measure that improves management performance through increasing manager's knowledge or skills and by changing his/her attitude. In this regard, this research deals with effective factors on professional development of Bank Shahr managers by using qualitative approach. For this purpose, depth interview was conducted with 23

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senior and top managers of Bank Shahr. To analyze data from the interviews, interpretative analysis was used. The validity of research findings was confirmed by examining members (interviewees). In order to calculate reliability or compatibility of conducted encodings, test-retest reliability method and inter-coder reliability between two coders were used. The results of analysis indicated that professional development of managers included development in two individual and organizational aspects. Regarding individual development, three development levels of psychological features including development of specialized knowledge, managerial development, and ethical development are proposed. In the area of organizational development, the development of organizational and procedural features should be done. In the field of development of psychological characteristics, factors such as critical thinking, creativity, emotional intelligence, risk taking and self-development of managers must be developed. In the field of professional and managerial knowledge, the needs of professional development of Bank Shahr managers include the ability to use technology, mastery of decision making principles and problem solving, stress management, team building capabilities, management of organizational conflicts, the ability to communicate effectively, and the principles and techniques of negotiation. For professional development of managers, organizational structural development including attention to talent management, organizational support, performance management, learner organization, organizational climate, career path and networking, and in the area of developing educational processes of the organization factors such as coaching, practical learning, successor and organizational learning should be considered and developed.

**Keywords:** pattern, professional development, managers, Bank Shahr, Iran

### Introduction

Today, the importance and role of human resources in organizations is obvious. Organizations need a powerful and creative workforce to survive in today's complex and challenging environment (Mohammadpour Zarandi, et.al, 2016). Organizations consider human resource development as one of their most vital tasks and the main way of organizational improvement, and, given its high interest in the workplace, they have invested heavily in this matter. In this regard, the professional development is one of the new concepts of management and organization aimed at developing knowledge, insight, attitude and skill of employees and managers to achieve organizational development. Organizational development depends on the development of company managers and the development of managers also depends on increasing their managerial knowledge and increasing their abilities, developing skills, the personality and philosophical characteristics of managers (Hall et al., 2016). On the other hand, the goals of developing managers are not separate from the goals of the organization's development. Professional development is the key to progress and professional development and to increase content knowledge (Taheri et al., 2013). The competitive weapon of today's organizations is the professional development of their employees (Poortinga et al., 2017).

In the traditional school of human resource management, development was possible only through education, and it was believed that development occurs when a person can be a good manager, but in modern human resources, it is believed that development occurs through career experiences, coaching, etc., and the manager is the main factor in the development of his subordinates (Radaelli et al., 2017).

The three factors behind the advancement of technology, namely, automation and mechanization of work, the complexity of the organization and human relationships, have required the development of managers. Professional development of managers often insist that leaders believe how they can make changes in learning, motivating and performing their subordinate tasks optimally (Davis et al., 2005).

Banks are one of the bodies that most of the citizens use their services in some way. They are a kind of service institutions that deal with the vital pulse of the community, that is, the economy, which can provide industrial development by granting manufacturing, industrial and commercial facilities. Bank Shahr, as a social, humanitarian institution, is attempting to reduce urban life stress and achieve sustainable development goals by defining its goals and plans in the urban area in the third millennium, and seeking positive economic, social and environmental effects in the context of city (Mohammadpour Zarandi & Tabatabaei Mozdabadi, 2016). In this regard, the Bank's responsibility to achieve this is very difficult and requires caring, skilled, creative managers since professional development of managers is a vital requirement for success in their professional role (Bachelier, 2015) and professional development of managers and their perception of this matter, have a significant impact on the professional development of employees and the success of the organization (Boudreaux, 2015); therefore, the professional development of Bank Shahr managers is imperative and is at the heart of Bank's agenda. In this regard, the present study attempts to identify the factors influencing the professional development of bank managers from their point of view and provide a conceptual model. To answer this question, following questions will be investigated:

1. What are the individual factors effective on the professional development of Bank Shahr managers?
2. What are the organizational factors effective on the professional development of Bank Shahr managers?
3. How is Bank Shahr professional development model?

### **Literature Review**

Galaviz (2011) in his doctoral dissertation entitled "Managers' Perceptions of their Professional Development" stated that the main needs of professional development of managers include preservation and motivation for continuous improvement, making participatory decision, developing partnerships, facilitating professional development, developing and implementing strategic practical

programs, establishing effective communication, creating a learning organization, developing information and strategies of collecting information, understanding strategies for measuring, assessing and evaluating, and developing a visions, values, and mission in collaboration with staff.

Puteh et.al, (2015) in a research entitled "Learning for Professional Development through Co-workers" stated that a rich source of learning in organizations is experienced colleagues. Learning in organizations through mentoring means professional interaction in work and life with a partner with more experience and coaching means the focus is on fulfilling the tasks of a job with an apprentice teacher, which will enhance the professional development of the staff.

Hall et.al, (2016) in a research entitled "Developing the Leadership of Managers in Times of Confusion and Crisis," stated that managerial and technical training for managers' agility included communication skills, analytical skills, decision-making and problem-solving are the needs of today's complex and obsessive organizations and the factor of competitive advantage of organizations.

Bayarystanova et.al, (2016) in a study titled "The Professional Competency of Managers," argued that personality features such as intelligence, critical thinking, creativity and self-management; professional abilities such as interactive, competitive and organizational leadership; specific features such as professional knowledge, risk management and entrepreneurship, and personality type such as social compatibility, active and emotional stability are developmental factors of managers.

Farahi et.al, (2010) did a research entitled "Designing a Model for the Development of Healthcare and Medical Education Managers." This is a comparative and analytical study and conducted in 2009 on 11 human resource management experts. A researcher-made questionnaire was used for data collection and Delphi technique was used to validate the pattern. The results of this study showed that the most important dimensions affecting the development of managers include the dimensions of talent identification and succession, organization, organizational, professional, psychological, religious and Islamic support, and performance management and the most important and influential components are knowledge, skill, ability, personality, motivation, attitude, spirituality, insight, talent, substitution, organizational structure, designing management jobs, software, hardware, processes and management tasks.

Mohammadpour Zarandi & Tabatabaei Mozdabadi (2013) in a research entitled "providing a self-assessment model for large organizations" acknowledged that one of the techniques of continuous improvement of all organizational processes for the development of human resources and organizational development is self-assessment of the organization and its human resources.

Mirkamali et.al, (2015) in a research entitled "investigating the relationship between professional development and educational innovation" argued that all six components of professional development (personal, educational, research, organizational, ethical, cultural, and social development) were positively and significantly correlated with educational innovation. The results of

stepwise regression indicated that 66% of the changes in educational innovation can be determined by three components: educational, research and culture.

Ardalan & BeheshtiRad (2016) in a research entitled “the relationship between the ethical environment of the organization and the ethics of education; the mediation role of professional development” acknowledged that the ethical atmosphere of the organization is the professional development and one of the fundamental strategies for the development of ethics (duties and ethical responsibilities) is employees. In fact, organizations need to strengthen the positive ethos as an important part of their programs so that they can create professional capability and growth among employees.

Beygi & Gholipoor (2016) did a research entitled “developing human resources using a personal development plan in project-based organizations.” For this purpose, using data-based theorizing method, the data from open and in-depth interviews were collected and analyzed with 12 staff members of HR department of Power Supply Company. The results indicate that different individual, team and organizational factors, such as development, racing for progress, feedback on performance, and enforced development, lead individuals and organizations to develop individual competencies. An individual development plan is an effective tool for coordinating these efforts, with desirable outcomes, such as enhancing employability and improving individual and organizational performance or undesirable behaviors, such as conflicts of justice.

Safayi Movahed & Fallahiniya (2016) conducted a research entitled “Developing a Professional Development Program for Education Managers at National Iranian Oil Company: A Qualitative Study”. The study population includes experts familiar with the oil industry, and sampled 10 of them. Data collected by interview and analyzed by content analysis. To validate the results, two methods of reviewing members and external audit have been used. The results of this research indicate that in order to develop and improve at the level of project managers, project management, knowledge management, learner organization, educational policy, etc. are considered.

### **Theoretical Framework**

Organizational development is based on four factors: capital, manpower, equipment and program, which can be achieved with the good management of organizations. Human resource development is a set of organized actions for identifying, evaluating and developing competencies of individuals in order to improve individual, organizational performance and organizational changes (Beygi & Gholipoor, 2016).

Management development is an action that improves managerial performance by increasing managerial knowledge or skills and changing his attitude (Farahi et al., 2010). Management development in any organization should be compatible with the importance of the organization's

duty and technology. Accordingly, four models including a system model, a rational target model, a model of human relationships and an internal process model are proposed (Mirsepasi, 2003).

Professional development of managers is a process that prepares managers from a career perspective and a career path to face the complex, vague, changing environment of the organization in terms of conditions and responsibilities. Professional development in the business world is the design of programs that help organizations to increase the effectiveness and efficiency of human resources. First of all, they need to have a realistic image for their professional development. In fact, strengthening self-awareness and self-assessment lead to professional development (Megginson & Whitaker, 2017). The professional development of managers is to enhance and grow their professional skills in order to enhance their professional skills and competences by using new technologies to enhance their communication, leadership and innovation skills (Priest, 2001). In determining the needs for professional development of managers, it is necessary to study the background of the organization and its managers.

To develop managers, four types of programs, including formal training, assessment and feedback, work experience and developer relationships are suggested (Mohammadpour Zarandi et al., 2016). Managers' training is an important tool for their professional development and the managers' development is the strategic goal for Third Millennium Organizations (Blau et al., 2016).

The training of managers is all the effort to change their cognitive, attitudes and skills; in such a way as to raise the level of knowledge, awareness and skills to prepare them for the fulfillment of organizational risks (Mohammadpour Zarandi & Tabatabaei Mozdabadi, 2015). In this regard, professional development programs of in-service will be more useful if they are long-term (Nir & Bogler, 2008). Professional development is to look at learning as a lifelong process and provide a unique experience for the development of individuals' capabilities (Ardalan & Beheshtirad, 2016).

There are two modes for professional development of managers: a rational-technical approach and an applied-feedback approach. The rational-technical approach believes that managers' knowledge and skills are among the most important factors for their professional development; because the professional development of managers often improves with the accumulation of their knowledge and skills, in particular, educational and specialized education and training skills. In the second approach, it is believed that there is a certain degree of knowledge between the theory and practice called the applied-feedback approach that affects the professional development of employees (Ghanbari & Mohammadi, 2016).

According to the research literature, the main factors affecting the professional development of managers are individual and organizational factors, each of which has the following sub-components, as presented in Table 1:

Table 1

**Frequency distribution of effective factors on professional development of managers from the point of view of some experts**

| Distribution of factors influencing the professional development of managers |                                      |                  |                             |                       |                   |          |                    |            |                        |            |          |                        |                        |
|------------------------------------------------------------------------------|--------------------------------------|------------------|-----------------------------|-----------------------|-------------------|----------|--------------------|------------|------------------------|------------|----------|------------------------|------------------------|
| Components of Professional Development Managers<br>Researchers               | Individual aspect                    |                  |                             | Organizational aspect |                   |          |                    |            |                        |            |          |                        |                        |
|                                                                              | Management and specialized knowledge | Ethical features | Personality characteristics | Learning organization | Talent management | Coaching | Practical learning | Succession | Organizational support | Networking | Job plan | Organizational climate | performance management |
| Bradley McKibben et, al.(2017)                                               | -                                    | -                | -                           | -                     | -                 | *        | *                  | -          | -                      | -          | -        | -                      | -                      |
| Bayarystanova et.al (2016)                                                   | *                                    | *                | *                           | -                     | -                 | -        | -                  | -          | -                      | -          | -        | -                      | -                      |
| Hall et,al. (2016)                                                           | *                                    | -                | -                           | -                     | -                 | -        | -                  | -          | -                      | -          | -        | -                      | -                      |
| Warrick (2016)                                                               | *                                    | -                | -                           | -                     | -                 | *        | -                  | -          | -                      | -          | -        | -                      | -                      |
| Puteh et.al, (2015)                                                          | -                                    | -                | -                           | -                     | -                 | *        | *                  | -          | -                      | -          | -        | -                      | -                      |
| Poell & Van Der Krogt (2014)                                                 | *                                    | -                | -                           | -                     | -                 | -        | -                  | -          | -                      | -          | -        | -                      | -                      |
| Bucur (2013)                                                                 | *                                    | -                | *                           | -                     | -                 | -        | -                  | -          | -                      | -          | *        | -                      | -                      |
| Wilson (2012)                                                                | *                                    | -                | -                           | -                     | -                 | -        | -                  | -          | -                      | -          | -        | -                      | *                      |
| Galaviz (2011)                                                               | -                                    | -                | *                           | *                     | -                 | -        | -                  | -          | *                      | *          | *        | *                      | -                      |
| Lee (2010)                                                                   | *                                    | -                | *                           | -                     | -                 | -        | -                  | -          | *                      | -          | -        | *                      | -                      |
| Safayi Movahed & Fallahiniya (2016)                                          | -                                    | -                | -                           | *                     | -                 | -        | -                  | -          | *                      | -          | -        | -                      | -                      |
| Beygi & Gholipoor (2016)                                                     | *                                    | -                | *                           | *                     | *                 | *        | *                  | *          | *                      | *          | *        | *                      | *                      |
| Ardalan & Beheshtirad (2016)                                                 | -                                    | *                | -                           | -                     | -                 | -        | -                  | -          | *                      | -          | -        | -                      | -                      |
| Mirkamali et.al, (2015)                                                      | *                                    | *                | *                           | *                     | *                 | *        | *                  | *          | *                      | *          | *        | *                      | *                      |
| Farahi et.al, (2010)                                                         | *                                    | *                | *                           | *                     | *                 | -        | -                  | *          | *                      | *          | *        | *                      | *                      |
| <b>F</b>                                                                     | 10                                   | 4                | 7                           | 5                     | 3                 | 5        | 3                  | 3          | 7                      | 4          | 5        | 5                      | 4                      |

### Research Method

In terms of purpose, this research is applied and it is qualitative in terms of approach. The statistical population of this research was Bank Shahr senior managers with at least 10 years of service experience in 2007 who were identified by targeted sampling. Data were collected by semi-



structured interview that was conducted with 23 senior managers of Bank Shahr to reach theoretical saturation level.

Qualitative validity means that the researcher should check the findings by applying special methods (Kiyamanesh & Danayi, 2012). For this purpose, in this study, the "Member checking (interviewees)" method was used. In this way, the researcher provided a part of the findings to the group to analyze their analysis and answer the following questions: did the researcher have an accurate understanding of their statements? Does this analysis sound reasonable to them, or he/she has been mistaken in understanding the meaning of the data? In this study, the researcher asked some interviewees to review the final report of the first phase, analysis process or categories, and express their views on them. Therefore, the findings of the research largely reflect the indicators and factors affecting the professional development of Bank Shahr managers.

Reliability or consistency replaces the concept of reliability in quantitative research. In the present study, to test the reliability of the codings, test-retest reliability method was used.

To determine the reliability of the retest, among the interviews, several interviews (M 2, M 7, M 9) were selected as samples and each of them was coded at the time of the 20-day twice by the researcher. The codes were then compared in two intervals for each interview. The retest method is used to evaluate the coding stability of the researcher. In each of the interviews, codes that are similar in two intervals are identified as "agreement" and non-similar codes, titled "non-conformance." In this study, the total number of codes in two 20-day intervals is 137, the total number of agreements between codes in these two times equal to 57, and the total number of non-agreement in these two times is 23. The retest reliability of the interviews in this study is 83%. Given the fact that this reliability is more than 60% (Khastar, 2009), the reliability of the coding of the interviews of this research is confirmed.

*Table2*

**Calculating the retest reliability**

| Row          | Interviewer's Code | Total codes in two steps | The number of agreed codes | Number of non-conforming codes | Test retest reliability (Percent) |
|--------------|--------------------|--------------------------|----------------------------|--------------------------------|-----------------------------------|
| 1            | M2                 | 37                       | 15                         | 7                              | 81%                               |
| 2            | M7                 | 52                       | 22                         | 8                              | 84%                               |
| 3            | M9                 | 48                       | 20                         | 8                              | 83%                               |
| <b>Total</b> |                    | <b>137</b>               | <b>57</b>                  | <b>23</b>                      | <b>83%</b>                        |



$$\text{Percent of test reliability} = \frac{2(57)}{137} \times 100 \% = 83 \%$$

In this study, interpretive analysis method was used to analyze the qualitative data obtained from interviews and study of upstream documents. Interpretative analysis is a process for a thorough examination of qualitative data that its purpose is to find the structures, categories, and patterns used to describe and explain the phenomenon under study. Data obtained from the interview at this stage is usually extracted in the form of a word, phrase or sentence; therefore, the analysis of this type of data requires preparation, coding and analysis in order to classify them based on common themes and defining the main categories (Gaull, 2007). Therefore, in this research, after the interviews were conducted, the notes were carefully identified; studied and key statements were identified. The coding of key points, in a live coding manner, was done by paying attention to the phrases stated by the participants. From the common themes contained in key statements, the concepts associated with them were inferred. Then, the categories were extracted by comparing the concepts with respect to the similarities and their differences.

### Research Findings

In Tables 4 and 5, key points of 23 interviews conducted by the Bank Shahr senior managers in Iran, based on the extraction of the professional development axes of managers, concepts and categories, have been based on interpretative analysis. For this purpose, qualitative data (interview texts) were reviewed by the researcher several times and they were organized and categorized after familiarizing and mastering qualitative data.

To answer the first question of the research, "What are the effective personal factors on the professional development of Bank Shahr managers?", an interpretative analysis of the interviews was used. In Table 4, the components of individual development aspect of managers' professional development dimensions were mentioned. Individual development factors are ones that promote the development of psychological, managerial, and specialized knowledge and the development of managerial ethical characteristics, which will be the result of professional development of managers. Analysis of interviews suggests that the development of personality characteristics of managers includes activities in the field of managerial behavior. The development of specialized knowledge involves promoting the field of specialized and managerial knowledge of managers, whose development will further develop their subordinates. The ethical development of managers emphasizes the promotion of ethical values in managers.

Table 4

**Interpretative analysis of interviews (individual development aspect of Bank Shahr managers)**

| Sample verbal statements of interviewees                                                                                                                                                                                                                                                                                                                                             | Highlights of the interviews (summary of open source) - Concepts                                                                                                                                                                                                                                                                                                                                                                                        | Sub categories            | Main category                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------------------------|
| Bank Shahr managers, whether in headquarter or branch, they must be able to understand issues in the workplace and outside the organization and provide them with the right solutions.<br>To develop the Bank Shahr managers, the focus should be on developing the capacity for active thinking and the proper assessment of the environmental conditions and information provided. | Ability to think logically and scrupulously based on concepts and rules- constructive analysis and better understanding of issues and problems- accepting or rejecting solutions and suggestions provided with reason, logic and reasoning- right judgment and conclusions according to evidence- questioning ability and collecting information based on it- correct assessment of information- choosing the best solution according to the conditions | Critical thinking         | <b>Development of psychological characteristics of managers</b> |
| It is necessary to present a new thinking and plan for improving the quality and quantity of services at Bank Shahr.<br>Bank Shahr managers must develop their mental abilities and be innovative to provide good services to citizens.                                                                                                                                              | The ability to create and apply new ideas in the workplace- Trying to make a targeted change in the organization- Mental abilities to create a new concept- Finding new ways to better perform tasks and responsibilities- Providing a product, and new services                                                                                                                                                                                        | Creativity and innovation |                                                                 |
| Managers need to be able to understand and interpret their own state of mind, emotions and inner stimuli and control their emotions and others, in order to be able to take on higher responsibilities in their jobs and increase their chances of success in work and life.                                                                                                         | Ability to manage anxiety and control tensions- Understanding others' feelings- Empathy with employees- Encouraging others to perform tasks- Self-awareness- Confidence- Service motivation- Emotion management                                                                                                                                                                                                                                         | Emotional intelligence    |                                                                 |

| Sample verbal statements of interviewees                                                                                                                                                                                                                                           | Highlights of the interviews (summary of open source) - Concepts                                                                                                | Sub categories                                    | Main category                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|------------------------------------------------------------|
| Deciding properly in the perilous environment and the complex and vague conditions are the duties of managers that should be developed.<br>Less risk-taking Organizations will also be profitable when faced with uncertain situations.                                            | Ability to tolerate ambiguous situations and uncertainty– right decision making in complex and ambiguous conditions- Profitability in the light of risk taking  | Risk taking                                       |                                                            |
| To achieve long-term and short-term goals, there is a need for competencies and skills that need to be developed. These needs should be identified and prioritized by the managers themselves, and these needs should be based on improvement points.                              | Self-assessment and identification of self-education and job needs- Identifying weaknesses and moving towards elimination of them and development of strengths. | Self-development                                  |                                                            |
| Bank Shahr managers must be able to use computers, e-mail, internet search and cyberspace to get world-class knowledge of urban management and new essays.                                                                                                                         | The ability to use systematic knowledge- the ability to use computers, e-mail, the Internet and cyberspace                                                      | Ability to use technology                         | <b>Development of managerial and specialized knowledge</b> |
| Managers should be able to promote the solutions proposed to solve their organizational problems.<br>Managers, without familiarity with the problem-solving art, decide on an attempt to maintain or escape from the state of affairs rather than moving toward the desired state. | A complete and immersive understanding of issues and problems- the ability to evaluate proposed solutions for problem solving                                   | Principles of decision making and problem solving |                                                            |
| Managers must do projects in teams and groups, and they should have this art.                                                                                                                                                                                                      | Conducting team and group projects and providing the right solutions with the involvement of subordinates to solve problem                                      | Team building ability                             |                                                            |
| It is the responsibility of the manager to maintain a conflict between employees at a certain level that will improve performance - the manager must be able to use the correct and effective conflict of organization to                                                          | Maintaining a conflict between employees at a certain level- controlling disagreements between employees                                                        | Managing organizational conflicts                 |                                                            |

| Sample verbal statements of interviewees                                                                                                                                                                                                                                                                                                                                                                            | Highlights of the interviews (summary of open source) - Concepts                                                                                                                                                                                                                                                          | Sub categories                           | Main category             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------|
| improve the health of the organization.                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                           |                                          |                           |
| What a manager intends to achieve is to establish an effective communication in its most efficient way, so that the organization's employees interpret the messages of the manager in the same way and understand what they are looking for. In addition, the manager should have the ability to listen to the demands of his employees and show them the right understanding and the best response.                | The manager's ability in using the cluster communication network and feedback from communications- the technique of information transfer, thoughts and human behavior- the ability to develop communication in an organization- the ability to influence employees, express feelings and receive and exchange information | Effective communication ability          |                           |
| To put an influence on decisions of others, the manager should have bargaining and negotiation power.                                                                                                                                                                                                                                                                                                               | The manager's ability to influence the decisions of others through bargaining and negotiating                                                                                                                                                                                                                             | Principles and techniques of negotiation |                           |
| Bank Shahr managers must have a practical commitment to their assigned duties in order to serve their citizens more and more.<br>If Bank Shahr managers have the highest level of conscience, then they will do the work in the best and most accurate manner and in accordance with the principles of optimization, and in fact, they will become self-controlled and will enhance this spirit in their employees. | Satisfaction and practical commitment to assigned tasks- Self-control- Positive attitude toward self- employment- Desire and willingness to serve- Seriousness in performing duties.                                                                                                                                      | Work ethic                               | Developing Moral Features |
| Since Bank Shahr is a service-social organization, its managers should be honest with citizens and provide them with the necessary information without inconvenience. In fact, the true information provided by the management is an instance of clear and honest management.<br>Bank Shahr should have transparency in all aspects, and this is important for its executives.                                      | Delivering information with honesty-clarity-paying attention to ethics-correct information                                                                                                                                                                                                                                | Honesty                                  |                           |

| Sample verbal statements of interviewees                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Highlights of the interviews (summary of open source) - Concepts                                                                                                                                                           | Sub categories | Main category |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|
| Humility is not only a good thing today, but it is essential for an organization's leader and manager. When employees observe altruism and selflessness-free behaviors in managers, they feel more responsible for their work.<br>Arrogant and selfish managers have no audible skills, unanimity, co-operation and counseling, which will make the move back.                                                                                                                               | selflessness- free behaviors in managers- the development of auditory skills, unanimity, the spirit of cooperation and counseling by avoiding arrogance and selfishness-the development of the desire to learn from others | Humility       |               |
| Organizational commitment is rooted in morality, which needs to be developed at the Bank Shahr, both in management and at employee level.<br>Bank Shahr executives should have strong belief in accepting the goals and values of the bank and the willingness to stay and serve.<br>Annually, Bank Shahr invests heavily on the development of its executives, so if managers do not have the desire to stay in the bank and are not committed to it, the bank will suffer a lot of losses. | Strong belief in accepting the goals and values of the bank by the managers- the desire to stay and serve                                                                                                                  | Commitment     |               |
| If managers learn the skills of patience, they will not be in trouble during a crisis. Resilience and patience are the key to successful management that needs to be improved.                                                                                                                                                                                                                                                                                                               | Patience skill                                                                                                                                                                                                             | Patience       |               |

To answer the second question, what is the "Organizational factors affecting the professional development of Bank Shahr managers?", an interpretative analysis of the interviews was used. In Table 5, the components of the organizational development dimension are mentioned in the dimensions of professional development of managers.

Organizational development factors are those related to the work environment, both structure and process that affect the development of managers, and the attention and focus of the organization on them prepares the ground for professional development of managers. In fact, the structural and procedural development of the organization leads to empowerment of the organization for efficient strategic orientation, creative and self-efficacious adaptation to environmental changes for continuous improvement and professional development.

Table 5

**Interpretative Analysis of Interviews (organizational development aspect of Bank Shahr)**

| Sample verbal statements of interviewees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Highlights of the interviews (summary of open source) - Concepts                                                                                                                                                                                                                                                                                                                                                                                                                 | Sub categories         | Main category                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------------------------|
| Bank Shahr needs processes that systematically eliminate the gap between the human capital in the organization and the leadership talents that the organization needs to meet future challenges that the development of this important has led to the development of managers and the organization.<br>Managers are those who use their capacities, potential, knowledge, experience, skills, identities, individual differences, perceptions, high commitment to work, and use it for value creation for the organization. They are the same organizational talents that need to be developed. | The existence of a purposeful system in the organization to identify, recruit, develop, upgrade and maintain a talented human resource with the aim of optimizing the organization's ability to achieve organizational results- fitting the job with the employed people- facilitating and developing the career path of highly talented and skilled individuals in the organization- Maintaining Key Professionals- Detecting, Developing and Maintaining High-Potential People | Talent management      | Structural development of organization |
| Bank Shahr should pay particular attention to improve the quality of managerial work life.<br>Special attention is paid to the richness of managers' working lives and their career paths to be identified as the basis for the professional development of managers.                                                                                                                                                                                                                                                                                                                           | Paying attention to improve the quality of managerial work life- Paying special attention to the richness of managers' working lives- Determining the path to career development                                                                                                                                                                                                                                                                                                 | Career management      |                                        |
| If Bank Shahr provides with decent working conditions, fair behaviors, and fair organizational rewards for executives, the ground will be prepared for managers' professional development.                                                                                                                                                                                                                                                                                                                                                                                                      | The value of the organization to the welfare, comfort and security of the managers - to provide the proper working conditions - fair behaviors - fair organizational rewards.                                                                                                                                                                                                                                                                                                    | Organizational support |                                        |

| Sample verbal statements of interviewees                                                                                                                                                                                                                                                         | Highlights of the interviews (summary of open source) - Concepts                                                                                                                     | Sub categories          | Main category                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------------------------------|
| If Bank Shahr uses the performance appraisal results to identify managers' educational and developmental needs and reward managers to their performance, it cares about professional development for their managers.                                                                             | Results of performance appraisal are one of the important sources for identifying managers' educational and developmental needs- paying and rewarding managers based on performance. | Performance management  |                                                |
| In an environment where access to resources and information is available, opportunities for learning and the ability of managers are created.                                                                                                                                                    | Organizational Environment- Organizational Structure- Reward and Penalty System- Organizational Values and Norms.                                                                    | Organizational climate  |                                                |
| An organization that uses all its capabilities to create its future and constantly develops itself provides a ground for executives' learning. Bank Shahr must be guided in such a way that learning becomes a permanent need to prepare the ground for development.                             | Use of all organizational capacities- Organizational learning- Continuous learning- Collective learning- Valuing for learning.                                                       | Learning organization   |                                                |
| If Bank Shahr prepares the ground for the promotion of interpersonal relations inside and outside the organization in line with organizational goals, helps to exchange and share managers' information and knowledge, and creates brand, the ground for managers' development will be prepared. | Promotion of interpersonal relationships inside and outside the organization in line with organizational goals                                                                       | Networking              |                                                |
| The necessary ground for gaining knowledge, information distribution, interpretation of information and sharing of knowledge at Bank Shahr should be prepared.                                                                                                                                   | Knowledge Acquisition- Information Distribution- Interpreting Information- Sharing Knowledge.                                                                                        | Organizational learning | <b>Development of organizational processes</b> |



| Sample verbal statements of interviewees                                                                                                                                                                                                                                                                                                           | Highlights of the interviews (summary of open source) - Concepts                                                                                                                                                                                                                                                                 | Sub categories     | Main category |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------|
| When there are processes within the organization in which human talents of the organization are identified for occupying their key positions in the future and are developed through a variety of educational and training programs for the occupation of these businesses, development will be achieved.                                          | Organizational support and managers from self-sufficiency with the goal of individual and organizational development- Planning a career path in organization-Detecting management talents and training them for management positions-Identifying substitutes and developing them-Identifying the risk of vacant managerial jobs. | Succession         |               |
| Managers should be helped to learn not to be trained alone, but to do this as well-qualified professors can do their part.                                                                                                                                                                                                                         | Use of experts to help managers to identify needs for improving their performance and commit them to follow continuously their performance improvements                                                                                                                                                                          | Coaching           |               |
| It should be noted that increasing the amount of reflection on concepts alone does not guarantee the effectiveness of training courses, because even if people remember all the material provided forever, they may not be significantly change in their behavior and practice. Using simulated conditions helps in the use of concepts in action. | Using simulated conditions in training courses-Conducting training courses in a practical way, not just the theory                                                                                                                                                                                                               | Practical learning |               |

In Tables 6 to 10, the number of interviewees who mentioned one of the professional development factors of Bank Shahr, as well as their frequency percentages are presented.

Table 6

**Frequency of effective factors of professional development of managers on the level of development of psychological characteristics**

| Row | Professional development factors of managers | The number of interviewees who mentioned the factor | Frequency percentage |
|-----|----------------------------------------------|-----------------------------------------------------|----------------------|
| 1   | Critical Thinking                            | 18                                                  | 78%                  |
| 2   | Self-development                             | 17                                                  | 73%                  |
| 3   | Emotional Intelligence                       | 17                                                  | 73%                  |
| 4   | creativity and innovation                    | 16                                                  | 69%                  |
| 5   | Risk taking                                  | 7                                                   | 30%                  |

Table 7

**Frequency of effective factors of professional development of managers at the level of development of specialized and managerial knowledge**

| Row | Professional development factors of managers      | The number of interviewees who mentioned the factor | Frequency percentage |
|-----|---------------------------------------------------|-----------------------------------------------------|----------------------|
| 1   | Ability to use technology                         | 16                                                  | 69%                  |
| 2   | Principles of decision making and problem solving | 16                                                  | 69%                  |
| 3   | Managing Organizational Conflicts                 | 15                                                  | 65%                  |
| 4   | Effective communication ability                   | 14                                                  | 61%                  |
| 5   | Team building ability                             | 12                                                  | 52%                  |
| 6   | Principles and techniques of negotiation          | 10                                                  | 43%                  |

Table 8

**Frequency of effective factors of professional development of managers at the level of ethical features**

| Row | Professional development factors of managers | The number of interviewees who mentioned the factor | Frequency percentage |
|-----|----------------------------------------------|-----------------------------------------------------|----------------------|
| 1   | Conscience                                   | 13                                                  | 57%                  |
| 2   | Commitment                                   | 12                                                  | 52%                  |
| 3   | Humility                                     | 10                                                  | 43%                  |
| 4   | Honesty                                      | 9                                                   | 39%                  |
| 5   | Patience                                     | 8                                                   | 35%                  |

Table 9

**Frequency of effective factors of professional development of managers at the level of structural features of organization**

| Row | Professional development factors of managers | The number of interviewees who mentioned the factor | Frequency percentage |
|-----|----------------------------------------------|-----------------------------------------------------|----------------------|
| 1   | Talent management                            | 13                                                  | 57%                  |
| 2   | Management of job plan                       | 12                                                  | 52%                  |
| 3   | Organizational support                       | 11                                                  | 49%                  |
| 4   | Performance management                       | 11                                                  | 49%                  |
| 5   | Organizational climate                       | 9                                                   | 39%                  |
| 6   | Learning organization                        | 9                                                   | 39%                  |
| 7   | Networking                                   | 8                                                   | 43%                  |

Table 10

**Frequency of effective factors of professional development of managers at the level of developing procedural features of organization**

| Row | Professional development factors of managers | The number of interviewees who mentioned the factor | Frequency percentage |
|-----|----------------------------------------------|-----------------------------------------------------|----------------------|
| 1   | Succession                                   | 13                                                  | 57%                  |
| 2   | Practical learning                           | 11                                                  | 49%                  |
| 3   | Coaching                                     | 9                                                   | 39%                  |
| 4   | Organizational learning                      | 8                                                   | 35%                  |

Self-development is one of the most important factors emphasized by interviewees for professional development of managers. Self-development is an individual development and is a continuous process of evaluating individual educational needs and planning to address these needs, which helps individuals to think about their own knowledge, performance or achievements, and to promote individual and educational progress for themselves. One of the interviewees stated, "Managers should be able to identify their educational and job needs. In fact, they have to self-assess themselves properly and recognize their weaknesses and make plans for their knowledge and life."

The talent management is referred to as the underlying factors and necessary for the development of Bank Shahr managers. Talent management is one of the newest issues in the field of human resources and aims at addressing the issues of attracting, developing, and maintaining talent or organizational superiority. Talent Management assures the organization that qualified people with the required skills are employed to provide their growth and development opportunities (Davies & Davies, 2010). "Bank Shahr needs processes that systematically eliminate the gap between human capital in the organization and the leadership talents that the organization needs to meet future challenges, that development of this matter will be followed by managers and bank's development," one of the interviewee said.

One of the other factors in the professional development of managers is practical learning. Practical learning means acquiring knowledge and skills through the direct experience of doing things that is seen as part of the process of education or awareness (Pedler, 2010). In this regard, one of the interviewees said: "It should be noted that increasing the amount of reflection on concepts alone does not guarantee the effectiveness of training courses, because even if people remember all the material provided forever, they may not change their behavior and practice. The use of simulated conditions helps in the use of concepts in action."

The findings indicate that the underlying factors of professional development of managers means Bank Shahr should focus on successor development. Succession, in the concept of self-development, is aimed at personal and organizational development of a suitable force and the transfer of experience and capabilities to him and his preparation with the necessary behaviors and capabilities, as his career successor, mainly for the purpose of learning and teaching and as a developmental system (Abili, 2015). According to one of the interviewees, "The successor planning process works in such a way that professional development, upgrading training programs, job mobility, career progression, and more."

One of the other factors influencing the professional development of Bank Shahr managers is coaching. Coaching at facilitates learning, performance and improvement and discusses the realization of results. Coaching helps employees overcome learning barriers (Kennedy & Krause, 2011). One of the interviewees stated that "employees should be helped to learn not just to be trained, but to do so well as a mentor." According to another senior manager at Bank Shahr, "Master-

Students helps to learn and develop and thus improve performance and enhance personal and professional abilities.”

Given the results and analysis of the interviews, the conceptual model of professional development of Bank Shahr managers is presented in figure 1:

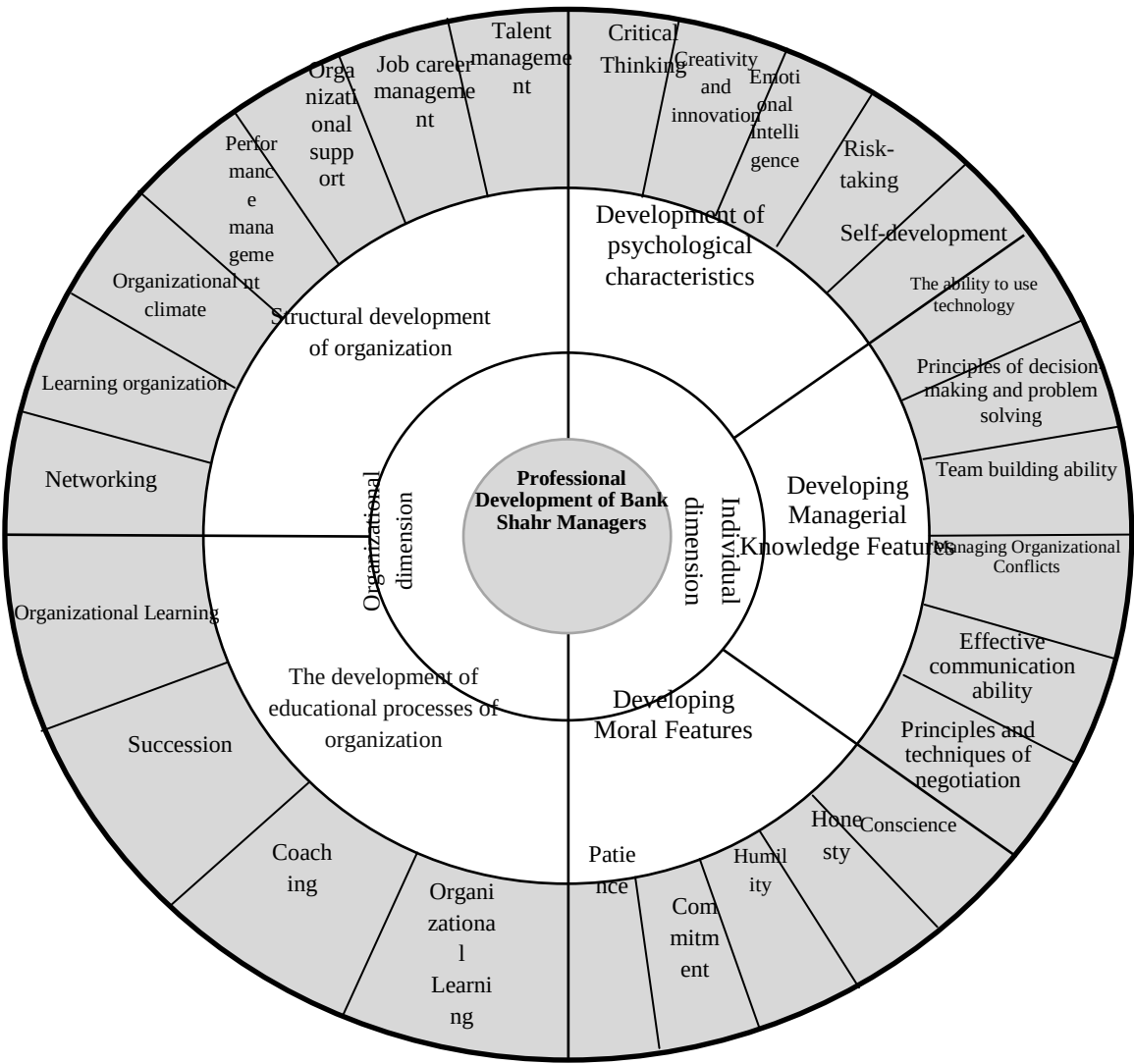


Fig1. The conceptual model of professional development of Bank Shahr managers

Conclusion and Discussion

Considering the increasing importance of human resources, especially managers, as an important factor in the development of organizations in the era of competition, it is necessary to continuously develop, improve and to train them inevitably. The results of this research indicated that, according to Bank Shahr managers, there is a need for professional development in three areas of individual

development, organizational knowledge and organizational development. The needs in the field of individual development include the needs of personality traits such as critical thinking, creativity, emotional intelligence, risk-taking, and self-development. In the field of organizational knowledge, the needs of professional development of Bank Shahr managers include the ability to use technology, mastery of the principles of decision making and problem solving, stress management, team building ability, management of organizational conflicts, the ability to communicate effectively, and the principles and techniques of negotiation. For professional development of managers, organizational development, including attention to talent management, career success, organizational support, performance management, coaching, practical learning and networking should be considered.

The results of 23 interviews indicated that among the factors related to the professional development of managers in the individual dimension, the critical thinking factor with the frequency of 18 interviewees and manager's risk-taking factor with the frequency of 6 interviewees, respectively, are the most frequent and least frequent factors of professional development of managers at the level of individual development. In fact, most of senior managers of Bank Shahr emphasize on the development of critical thinking and learning and its application is the most important factors of their professional development. Bank Shahr managers should focus on developing their rational thinking skills, the ability to make constructive analysis, and better understanding of issues and problems, judgment and conclusions, selecting the best solutions for the environment, and learn critical thinking. These results are in line with studies of Bayarystanova et al. (2016) and Beygi & Gholipor (2016).

Analysis of interviews showed that among the factors related to the professional development of managers at the level of specialized and managerial knowledge, the abilities of using technology, with the frequency of 16 interviewees and the manager's principles and techniques of negotiation with the frequency of 10 interviewees, respectively, are the most frequent and least frequent factors of professional development of managers at the level knowledge development. In fact, Bank Shahr senior managers mostly emphasize on improving the ability to use technology. Bank Shahr managers should be able to learn up-to-date technology and use it in practice. Computer user experience, mastering the required software, using the Internet and e-mail, reporting, etc. are part of the professional development of managers. These results are consistent with the studies done by Bayarystanova et al., (2016), Hall et al., (2016), and Mirkmali et al. (2015).

Regarding the development of the ethical characteristics of Bank Shahr managers, according to the results, 13 interviewees mentioned the work conscientiousness, and 8 interviewees mentioned patience factor, as the most and least frequent factors of professional development of managers at the development level of moral characteristics. In this regard, Bank Shahr managers need to be developed in such a way that they can perform their duties in the best way without any external

control and by using internal motivation. In other words, in the absence of any encouragement and punishment, they will serve the citizens without any obvious and hidden physical supervision.

The results revealed that among the factors related to the development of managers' professional development related to the development of structural features of the organization as supportive factors, talent management with the frequency of 13 interviewees and networking with the frequency of 10 interviewees are respectively the most frequent and least frequent factors of professional development of managers.

In fact, most of the senior managers of Bank Shahr emphasize on talent management. Bank Shahr should systematically identify key posts that are considered to be the sustainability and competitive advantage of the organization and consider the development of organizational talents to fill key posts of the organization. Attention to talent management will flourish the potential talent of managers and help them to exploit their strengths and improve their weaknesses. Talent management is based on the coordination and integration of identification, absorption, development, maintenance, talent management, succession planning, organizational culture change into culture appropriate to the approach of talent management and talent assessment in the organization. These results are in line with the findings of Galaviz (2011) and Farahi et al. (2010).

Analysis of the interviews showed, 13 interviewees referred to succession as the underlying factor for professional development of managers at the level of development of organizational processes. In fact, Bank Shahr managers themselves should be the main custodians, supporter, and client of the successor program and pay more attention to the system of meritocracy and worthiness.

In line with the professional development of Bank Shahr managers, the following suggestions are presented:

- Participating managers in related scientific and specialized conferences
- Creating culture for managers in specialized courses and professional development programs
- Participation in related specialized workshops
- The attention of Bank Shahr human resources management to the appropriate institutional and supportive mechanisms in line with the managers' professional development plans and providing the ground for team participation of senior managers
- Providing resources and credits for professional development programs, regulating official policies, procedures facilitating the professional development of managers at Bank Shahr
- -Participation of Bank Shahr senior managers in developing strategic plans for education and development
- Encouraging all managers to understand the importance of training and paying attention to it as a key factor in promoting performance
- Attempting to increase the motivation of managers to learn and provide learning platforms such as technology, work environment, specialized teams, etc.



- Designing and creating learning and sharing networks at Bank Shahr
- Strengthening networks and informal communication space
- Formulating strategies for education and development, under the strategies of human resources
- Extracting educational needs of managers through the approach of assessment and development centers and competency models
- A systematic relationship between the process of extracting developmental needs of managers and performance evaluation, talent management, succession etc.
- Comparing development indicators of Bank Shahr managers with internal and external organizations
- Bank Shahr attention to the outcomes of professional development of managers and planning for them

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