

Barriers of the Management Development Process in Governmental Organizations the Mediating Role of Technological Awareness

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Abstract:

Current study aimed at examining barriers that hinder process of managerial development within governmental organizations in Jordan. A sample of (333) officials from different governmental organizations in Jordan responded to an uploaded questionnaire on Google forms. Results of study indicated that the chosen set of barriers play a role in slowing down and even preventing the process of managerial development within governmental bodies in Jordan and the fact that technology awareness can help in giving wider opportunities for the government to develop its managerial work. As for the most influential barriers to managerial development within governmental bodies in Jordan it appeared that leadership style has the highest relationship with technological awareness, whereas HRM has the highest relationship with managerial development meaning that HRM is the most influential on the process of managerial development due to its direct influence on employees and affecting their performance.

Study recommended taking the necessary measures to overcome the obstacles facing managerial development in the Jordanian ministries and inviting managerial development committees to benefit from international experience in the field of managerial reform, either independently or within the system of managerial reform committees.

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INTRODUCTION

Managerial work is a series of management tasks and functions that are practiced by those in charge of businesses and employees in organizations that operate in various sectors, whether economic, social, political, and cultural, as it includes the main tasks of the management field of planning, organizing, and directing, monitoring, and reporting (Rezaee et al, 2019).

However, this work is hindered by many internal and external influences and factors that prevent the achievement of the main and subsidiary goals that the managers and strategists formulate in the managerial and strategic plans, which negatively affects the outputs of the service and commodity work, and below we will mention the most prominent of these obstacles

(Ramjeawon and Rowley, 2017).

According to (Conke, 2018), among obstacles of hindering development of management process within governmental sector in Jordan is the old 'aging' of the local management, so to speak, managerial activities are progressed in a fragmented bureaucracy, which makes it very slow and makes everyone who thinks about adopting new initiatives first worries about the obstacles that other regimes and other sectors will cause. Hassan et al (2018) also added that the old governmental management is caused by not renewing it intellectually, and even the managerial reform teams in it are merely bureaucratic committees that do not present new managerial thought as neutral committees with an independent organizational vision. Those committees

affiliated with a single school or institute, whose members justify what the bureaucratic executive element wants in the sector to be developed in the form of a new system and structure (Oliva and Kotabe, 2019).

Khan et al (2019) added that among of the barriers to managerial and organizational development is the weakness of the financial system, as the ministry of finance concerned with approving the budgets of the different sectors and the means of spending those budgets runs the financial system according to old principles that depend on personal standards more than on performance standards for different sectors. From Momeniet al (2018) perspective, the financial system within governmental organizations does not encourage initiatives and does not stimulate excellence in production, and does not adopt the idea of productive sectors when it monopolizes all profits to be disbursed according to the method of the Ministry of Finance, and therefore it can be said that the financial system restricts performance and hinders managerial development by turning it into an unfair donor to the budget that it restricts in all kinds of bureaucracy.

AIM AND HYPOTHESES

Based on above argument; current study aimed at examining the barriers of the management development process in governmental organizations through examining the mediating role of technological awareness. This aim was represented by author through the following model:

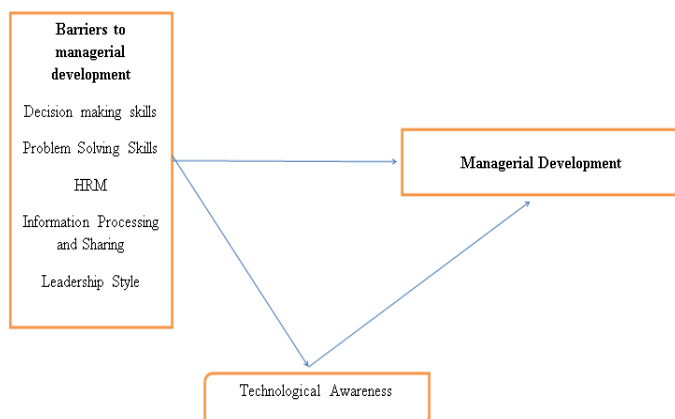


Figure 1: Study Model

From above model, researcher was able to come up with following set of hypotheses:

- H1:** Barriers to managerial development can play a role in weakening the level of development in an organization
- H2:** Barriers to managerial development can play a role in weakening the level of Technological awareness in an organization
- H3:** Technological awareness mediated the relationship between barriers and managerial development

Hypotheses Development

In a study by Al-Assaf (2008), researcher aimed at examining barriers to managerial development within Jordanian ministries. Results of study indicated that human resource management and managerial hierarchy play a role in defining a suitable way to managerial development, author argued that practices of HR department can help in increasing possibilities of managerial development through preparing employees and staff to accept change and development without resistance.

Another study by Khawaldeh (2015) it was revealed that utilizing technology and moving from conventional management to electronic management is the best way to resemble development in an organization. Author also added that applying technology in all its forms within an organization can facilitate reaching information, sharing it and building an internal community within the organization that is able to be more open to modernism and present better performance.

Al-Rashidi (2010) noted that developing management requires a lot of prime developments within difference departments of the organization including hierarchal structure, human resource management, internal culture, leadership and strategies. Author found out that leadership and HR department are the prominent responsible bodies for managerial development as leaders prepare their employees and HR department lays the needed strategies and plans in order to pave the way for a coherent development within the organization in way that guarantees the best and most accurate outcomes.

Another study by Jalal and Meshref (2014) which aimed to identify the importance of information technology and data processing and its effective role in developing managerial work in service companies in Sudan, in the capital, Khartoum. The study reached results, the most important of which is the existence of a positive relationship between technology and the foundations for developing managerial performance in terms of effectiveness and efficiency. The study also showed that there is a positive relationship between the higher management's awareness of technology and the development of managerial work. The study recommended the need to pay attention to training administrators working on the use of information technology tools and to change the traditional method in performing all managerial work and to pay attention to human cadres and develop their skills.

False practices in Human Resource Management are most prevalent weaknesses in its activities. These false practices are as a result of ineffective practices in job design, job selection, salary payment, career progression, as well as the monitoring of working environments and

employee behavior in the workplace. The most typical mistake entails the designing of job positions in a way that does not guarantee the separation of roles or functions. For instance, a job position that is responsible for both receiving products from a supplier and paying the supplier. Such a combination of functions generates conditions that allow employees to collude with suppliers to issue payments with exaggerated prices. The employees and the suppliers both stand to gain from such fraudulent activities.

The lack of fraud prevention as HRM duty and its absence in HRM procedures means that all employees, together with the management team, run the risk of becoming suspects. Besides, allowing employee harassment, for instance, sexual, psychological or verbal, with regards to the immediate superiors of the employees is a prerequisite for false practices and fraud. Peicheva, (2012) states that when employee are left alone in hostile work environments, they tend to comply with the orders from their seniors to commit fraud.

False practices can also arise when an organizations' management provides enough conditions for its employee's career development. In such a case, even the supervisors of these employees commit offenses that favor the employees to exhibit their unconditional support. Afterwards, such employees are expected to follow through with all orders to allow forgery or illegal financial transactions. Employees that fail to comply are often faced with the risk of their career development being terminated or being transferred to an environment that hinders their career development. Besides, other employees could readily contribute to efforts to intimidate or coerce their work mate (Peicheva, 2012).

Leaders, together with leadership skills are vital to the success of any business. It is however, vital to understand leadership styles to guarantee the effective performance of businesses. It is through this leadership styles that the management gains insight of its organizational strengths and weaknesses. According to Othman et al (2017), it only after a business understands its strengths and its weaknesses that a leader is considered to be effective.

Leadership styles, guide an organization's management on their roles as leaders. Leaders are expected to possess the abilities to maintain healthy interpersonal relations with their followers and motivate them towards attaining organizational objectives. For instance, through selecting an effective leadership style one can improve communication with their subordinates. According to Othman et al (2017), communication skills are also essential in facilitating organizational change and therefore are indispensable for leaders that are change-oriented to exert their impact in an effective way. Similarly, honest and transparent communication allows

production-oriented leaders to increase their subordinates' engagement, especially for those leaders that less incapable of developing their interpersonal skills. In turn, transparent and consistent communication increases employee trust in the management (Hsieh & Wang, 2015). Such communication styles need to be paired with ample opportunities for the subordinates to air their ideas or grievances. The use of directive and discursive forms of communication increases the feeling of being valued amongst employees and thus contributes to increased levels of employee engagement. In short, leadership styles that do not allow for effective communication or increased employee engagement threaten organizations productivity and thus a barrier to managerial development

LITERATURE REVIEW

Developing Management Process

Managerial development is considered a strategy or an managerial plan through which everything that would bring about change to the better is provided, and for this it can be said that the task of managerial development is not limited to management by itself, but rather the task of every employee who works, but rather it is the task of everyone and everyone is responsible for it, and therefore Management development is called a group function (Weekes-Marshall, 2020).

According to Barbosa et al (2020) theManagerial Development Department considers a coordination advisory department one of its responsibilities to crystallize ideas and put forward the appropriate ones for implementation, and from here the success of the development process depends on the support of all officials. Which is represented in making a comprehensive qualitative leap in the concept of managerial development at the local, national and regional levels, as well as providing the best and most recent training programs and career planning and providing the best consulting services to senior management and organizational units and assisting them to advance their work status and achieve the goals set for them with the least time and effort.

Managerial or executive development is strategic growth and learning process designed to improve the behavior of the managers. This is an ongoing learning process (Oppong, 2017). Therefore it means that the individuals completing the learning process will improve their knowledge and behavior. The employee will better carry out his/her present job and improve his/her future work prospects. Every organization's sustainability, development, and growth depend on the workforce's quality, and its quality depends on the qualities of its managerial staff which means the knowledge, skill, expertise of the management individuals of the company.

Since, motivation, development, procurement of worker are part of the managerial functions, the quality role of these activities are greatly affected by the degree and skill qualities, competencies, ability and the managerial personnel attitudes. For managerial development to be rated the organization has to have enough managers at the moment and in the future who can achieve sustained growth and success- the right person in the right position at the right time. Hence the organization would also have a clear source of qualified individuals at all levels in order to respond always to organizational needs (Oppong, 2017). Besides, managerial development can be rated when the company's human resources are fully and properly used and their talent and potential are neither overlooked nor wasted. Hence, this will guarantee the utilization of human capital to be optimum

Technology Awareness and Managerial Development

Information technology know-how of managers plays key role in describing the performance and success of an organization (Kumar and Himabidu, 2019). Managers have become increasingly aware of the applications and use of information technology principles and strategies. They recognize how technology has altered their roles from being the basic traditional functional approach to that where the effective utilization of an integrated approach to planning, leading, controlling as well as organizing is the norm. The effective use of IT can result in great improvements in organizational and employee productivity, and in turn will improve businesses performance as organizations strive to gain competitive edges in the ever-changing economy. The application of Information Technology in performance management allows the business to continuously evaluate and improve corporate and employee performance as determined by clearly defined standards, targets, and goals. Information technology has greatly impacted performance management practices and approach with reference to non-comparable data, the influence of distance, the global environment's volatility, and the developing economies' degree of subsidiary maturity (Kumar and Himabidu, 2019). Besides, the influences of information technology on performance can also be noted in the context of monitoring and controlling systems globally and domestically. Considering such importance linked to information technology in the transition and transformation of managerial functions and roles, contemporary organizational managers need to possess a distinct set of tacit and explicit knowledge in the technology field, which will allow them to successfully display technological competencies in business (Kumar and Himabidu, 2019).

Best Practices to Develop Managerial Processes

For an organization to achieve the most accurate

managerial development certain and specific practices must be adopted. According to Lee & Suh (2018) following specific stages must be followed. Planning is the process of deciding beforehand what must be done, whereby whom, how, and at what expense. Through planning the organization can develop mechanisms to evaluate and make provisions for the organization's goals and priorities. It encompasses options to choose any action course from the alternatives available. For managerial development and the organization to survive, planning is essential.

Decision Making, this process is closely related to both managerial and strategic planning. In various cases, decisions should be taken with various levels of awareness about implications and alternatives. Decisions shall concern the future and maybe be taken based on certainty, risk conditions, or uncertainty conditions. Depending on the particular situation and person or individuals concerned, managers have to change their decision-making approach method to attain the best managerial development.

Organizing is the process of formal relationships establishment among resources and people to achieve particular objectives and goals. For an organization to be attained the organization must comply with the five principles of organizing which are flexibility, a span of control, unity of command, homogeneous, and delegation of authority. The process of organizing involves five steps which are a determination of the tasks to be done, division of essential tasks into individual activities, allocation of specific activities to individuals, provision of required resources, and scheming the relationship need of the organization.

Staffing, a crucial element of managing an adult and extending business, is a quest for suitable people for the proper jobs. Under staff selection, candidates are evaluated through curriculum vitae, application forms, and interviews. The best candidate for the job is chosen from the process. On the other hand, staff orientation is the formal introduction of the individuals selected to the unit, to colleagues, and the organization. Through proper staffing processes, an organization can achieve the best managerial development.

Directing is related more to leadership and leading styles. In this context, leadership means the development of a working atmosphere in which people do their best work and are keen to deliver a better quality service or product. Coordinating is an important level comprising of interrelated parts of the work. This stage co-ordinates yourself and other employees, your unit, and other units within the same organization, and your unit with the wider community, in their different work and responsibilities

Barriers to Developing Managerial Process

Many scholars devoted their time to examine barriers to managerial development among them Banaeianjahromi and Smolander(2016) who noted that obstacles to managerial development are many, but the most important is bureaucracy and unequal opportunities, Tafti et al (2017) seemed to have the same idea arguing that unfortunately, the government sector is full of bureaucracy and corruption; therefore, in order for a comprehensive and fair development of the managerial system, the responsible authorities must enact laws that eliminate bureaucracy and develop the system on the basis of combating corruption.

Leal Filho et al (2017) saw that barriers to managerial development included cognitive obstacles, psychological and emotional obstacles, cultural and social obstacles, and organizational obstacles. Also Holzer et al (2019) noted that external interference in the managerial business process can hinder the way to more developed managerial process, the best solution for such problems is to ensure preventing deviation from the correct course of managerial work. Yiu et al (2019) also noted that when conducting a full study of managerial and human development obstacles and finding appropriate solutions; they are not effectively implemented and governed by committees for approval, the most appropriate solution is to take decisions directly from the organization manager directly, and to speed up solutions to obstacles. Ateljević and Trivić(2016) also argued that failure to implement training and development plans under the pretext of lack of capabilities can hinder the development process, also Tummers et al (2019) noted that among the barriers to a well-built managerial development within governmental bodies is the lack of competencies and failure to adopt strict organizational values calling for quality. Ibrahim and Khalil (2020) presented interesting insights arguing that the administration's inability to obtain adequate resources, lack of support in finding solutions to immediate issues, and the presence of opposition and resistance to the culture of change are the main obstacles in the way of managerial development.

Another idea was presented by Maltz(2020) who stated that among the most important obstacles to developing management in the government sector is the lack of incentives and the lack of attention to the social aspect of

workers as required and the lack of space for equal opportunities, the reason for this is due to the adoption of centralization and reliance on the managerial loyalty of a specific manager. As for solutions, it is possible to increase or activate the incentive system and open the way for attracting new cadres and competencies in order to increase profitability and provide better work.

Technological Awareness

In light of the new global changes produced by the economic data and the technological revolution, leadership and diversity has become a basic feature of contemporary economies, and technological development and the transition of the economy to an interconnected digital economy have contributed to the increasing role of development and creative ideas in organizations, especially government (Reid et al, 2020). Modern business organizations have benefited a lot from information technology and its mechanisms in developing management mechanisms in them and improving their performance and productivity which made them adopt several methods and strategies of managerial development in addition to the great role of information technology in managing this process (Jahic et al, 2020).

Methods

Building current research study was based on adopting quantitative approach. Basically, this approach relies on statistical processes and numbers to explain the relationship between variables which are to be explained later on through noting the differences in numbers and results. As a study tool, researcher adopted a self-administered questionnaire which was uploaded online – due to coronavirus reasons – and individuals responded to it and researcher retrieved it automatically.

Population of study consisted of managerial officers working within Jordanian governmental bodies in Jordan. A sample of (384) was chosen to represent total population of study, after application process researcher was able to retrieve (333) properly filled questionnaire which gave a statistical response rate of (86.7%).

Reliability test was done utilizing Cronbach's alpha which resulted in a value of (0.966) for all the items within the study, the alpha however resulted greater than 0.60 which indicated the tool consistency that enhanced its use in the study.

ANALYSIS

Demographics

Table (1): Characteristics of sample

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	247	74.2	74.2	74.2
	Female	86	25.8	25.8	100.0

	Total	333	100.0	100.0	
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	58	17.4	17.4	17.4
	31-36	121	36.3	36.3	53.8
	37-42	99	29.7	29.7	83.5
	+43	55	16.5	16.5	100.0
	Total	333	100.0	100.0	
Educational level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA	68	20.4	20.4	20.4
	MA	219	65.8	65.8	86.2
	PhD	46	13.8	13.8	100.0
	Total	333	100.0	100.0	
Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-5	96	28.8	28.8	28.8
	6-9	152	45.6	45.6	74.5
	+10	85	25.5	25.5	100.0
	Total	333	100.0	100.0	

From table (1) above it can be seen that analysis of sample characteristics was calculated; results revealed that majority of sample responded to questionnaire was males forming 74.2% of total sample within the age range of 31-36 years old forming 36.3% of the sample and who held an MA degree forming 65.8% of total sample and with an experience of 6-9 years forming 45.6% of the sample.

Questionnaire Analysis

Responses to questionnaire statements was calculated based on likert 5 scale (1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree). Results of respondents' orientations were calculated as according to the below table (2):

Table (2): Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Managerial Development					
Managerial development is influenced by activities and people	333	1	5	3.66	1.415
There is no room for development is the management lacked suitable individuals and expertise	333	1	5	3.57	1.429
A developed management is change oriented	333	1	5	3.87	1.202
A developed management is innovative	333	1	5	3.72	1.388
A developed management is goal oriented	333	1	5	4.21	.917
Managerial development can't be predictive	333	1	5	4.12	.951
There is a need to make managerial development process adaptive	333	1	5	4.23	.936
Management has to support and motivate members all the time	333	1	5	4.19	.913
The management should enjoy traits of empathy and humanity	333	1	5	3.87	1.125
A good management pay attention to good communication	333	1	5	3.88	1.035
An aware management is flexible and open to change	333	1	5	3.73	1.105
An aware management avoid any deviation in the organization	333	1	5	3.75	1.122
Barriers to managerial development					
Decision making skills					

poor decision making skills can't achieve consensus and agreements between management and stakeholders	333	1	5	3.61	1.091
Lack of decision making skills may end up with poor outcomes	333	1	5	3.42	1.142
Shaky decision making skills may influence managements' image	333	1	5	3.69	1.054
Well-built decision making skills have the ability to predict risks and avoid them	333	1	5	3.75	.935
Hesitant managers won't be granted employees' trust	333	1	5	3.85	.890
Problem Solving Skills					
A management won't solve problems without creative thinking	333	1	5	3.89	.930
There is a need for adaptability and flexibility in order to solve problems	333	1	5	3.91	.954
Resilience is a major issue through problem solving skills	333	1	5	3.82	1.026
Lack of problem solving skills can snow-ball problems and prevent good performance	333	1	5	3.76	1.063
Lack of team leads to weak problem solving abilities among the organization	333	1	5	3.78	1.080
HRM					
Chaos and lack of organization would lead to poor performance	333	1	5	3.71	1.130
With a weak HRM skills level of employee rotation would increase	333	1	5	3.95	1.068
Open communication channels is a main requirement for good management	333	1	5	3.65	1.204
Lack of expertise among HR professional can be devastating	333	1	5	3.69	1.355
Developing HR department is a major requirement for a developed management process	333	1	5	3.79	1.112
Information Processing and Sharing					
Training and courses is a must to gain knowledge and deepen experiences	333	1	5	3.63	1.285
Training content should be relatable and valuable to achieve management development	333	1	5	4.07	.984
Sharing knowledge is crucial to distribute experience among all members	333	1	5	4.02	.931
Weak IT infrastructure won't help to develop management	333	1	5	4.01	.917
Good knowledge sharing means good participation rate which leads to managerial development	333	1	5	3.83	1.018
Leadership Style					
Low level of leadership honesty and integrity can't achieve development	333	1	5	3.80	1.136
With no confidence in leadership, the management will lose the confidence of employees	333	1	5	3.64	1.133
Empowering and delegation are integral to good leadership	333	1	5	3.74	1.007
Weak leadership means chaos and flounce	333	1	5	3.84	1.005
Inspiring leadership means an inspired team and a developed management	333	1	5	3.82	.972
Technological awareness					
Development is based on good IT infrastructure	333	1	5	3.69	1.071
Awareness of technology is crucial to development	333	1	5	3.49	.984

Being technologically aware means to have purposeful technology in the work environment	333	1	5	3.63	1.029
Technology can help in developing skills and talents	333	1	5	3.90	1.115
When in doubt, technology is always the answer	333	1	5	3.93	1.127
The organization is technologically aware which helps its development	333	1	5	4.01	1.051
Well-developed management relies on technology and expertise at the same time	333	1	5	3.99	1.067

In table (2) above; responses of individuals regarding statements of questionnaire revealed that all sample individuals had a positive attitude towards each and every statement as all statements scored higher than mean of scale. Also, there appeared statements that scored higher than others which indicated that more individuals seemed to be answered positively towards such statements. For example the statement articulated "There is a need to make managerial development process adaptive" scored a mean of (4.23) out of (5.00) while the least positively

answered statement was articulated "Lack of decision making skills may end up with poor outcomes" scoring a mean of (3.42) out of (5.00) which revealed that all statements were positively answered and that individuals had a high level of awareness regarding statements of questionnaire.

However, in the following table, descriptive statistics of variables was also calculated and it appeared that individuals also had a positive attitude towards variables of study as it is shown in table (3):

Table (3): Descriptive Statistics of variables					
	N	Minimum	Maximum	Mean	Std. Deviation
Decision making skills	333	1.00	5.00	3.7429	.75954
Problem solving skills	333	1.00	5.00	3.7700	.93283
HRM	333	1.00	5.00	3.8390	.92504
Information processing and sharing	333	1.00	5.00	3.8054	.81734
Leadership	333	1.00	5.00	3.6949	.87323
Technological awareness	333	1.00	5.00	3.9030	.95782

Table (4): Correlational Results of Sub-Variables

		Technological awareness	Managerial Development
Decision making skills	Pearson Correlation	.305**	.415**
	Sig. (2-tailed)	.000	.000
	N	333	333
Problem Solving Skills	Pearson Correlation	.410**	.540**
	Sig. (2-tailed)	.000	.000
	N	333	333
HRM	Pearson Correlation	.453**	.601**
	Sig. (2-tailed)	.000	.000
	N	333	333
Information Processing and Sharing	Pearson Correlation	.412**	.542**
	Sig. (2-tailed)	.000	.000
	N	333	333
Leadership Style	Pearson Correlation	.562**	.555**
	Sig. (2-tailed)	.000	.000
	N	333	333

In table (4) above, Pearson Correlation is used to test relationships between the variables; it is found that leadership style has the highest relationship with Technological awareness, whereas HRM has the highest relationship with Managerial Development.

Validation of Model

Before starting structural analysis, the proposed study model must be validated by a set of indicators to check the suitability of the model of this study, as follows:

Table (5): Fit model

Indicator	AGFI	$\frac{\chi^2}{df}$	GFI	RMSEA	CFI	NFI
Value	> 0.8	< 5	> 0.90	≤ 0.10	> 0.9	> 0.9

Recommended						
References	(Miles and Shevlin, 1998).	(Tabachnick and Fidell, 2007)	(Miles and Shevlin, 1998).	(MacCallum et al, 1996)	(Hu and Bentler, 1999).	(Hu and Bentler, 1999).
Value of Model	0.844	4.645	0.928	0.057	0.946	0.939

The results in Table (4) shows that above indicators have passed the values recommended by the relevant

references, this leads to the hypothesis testing:

Table (6): The Results of Testing Hypotheses

			Path Coefficients (β)	T-value	P	Decision
Technological	<---	Barriers to managerial development	.52	9.898	***	accept
MD	<---	Barriers to managerial development	.436	8.818	***	accept
MD	<---	Technological	.44	8.675	***	accept

H1: Barriers to managerial development can play a role in weakening the level of development in an organization

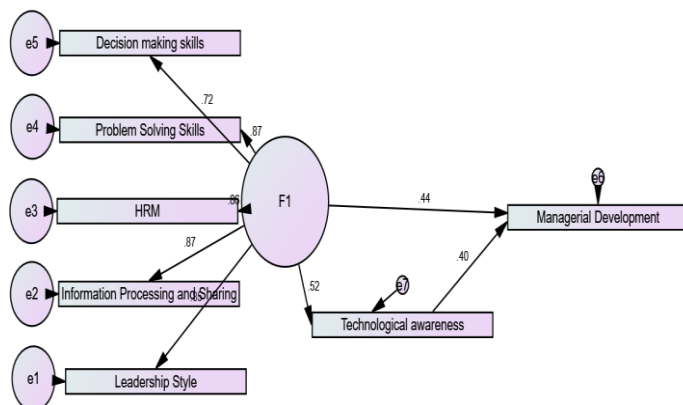
Above table shows that ($\beta = 0.436$; $P < 0.05$; = 0.000). This means that barriers to managerial development can play a role in weakening the level of development in an organization

H2: Barriers to managerial development can play a role in weakening the level of Technological awareness in an organization

Above table shows that ($\beta = 0.52$; $P < 0.05$; = 0.000). This means that barriers to managerial development can play a role in weakening the level of Technological awareness in an organization

H3: Technological awareness mediated the relationship between barriers and managerial development

Above table shows that ($\beta = 0.44$; $P < 0.05$; = 0.000). This means that technological awareness mediated the relationship between barriers and managerial development.



DISCUSSION

Current study aimed at investigating barriers to managerial development process within governmental

organizations in Jordan. A quantitative approach was utilized in order to gather data through a questionnaire; a sample of (333) individuals from different Jordanian governable organizations responded to the questionnaire. After SPSS following results appeared:

- barriers to managerial development can play a role in weakening the level of managerial development in an organization
- barriers to managerial development can play a role in weakening the level of technological awareness in an organization
- Technological awareness mediated the relationship between barriers and managerial development.

Results of study indicated that the development of the managerial process is exposed to many obstacles that impede the development process and limit the investment of energies and human cadres in the correct and optimal form in a beneficial and positive manner, and sometimes the managerial development process is met with severe rejection by the administration and officials or by the employees themselves for practical or psychological reasons, such as adopting the individual one method and way of looking at things, this results rhymed with what Peicheva, (2012); Hwang et al.(2017) and Othman et al (2017) referred to arguing that the individual does not perceive the thing when looking at it except through limited dimensions determined by this narrow view and does not see the other dimensions, and this explains to us the adherence of some to the solution or the only viewpoint that he thinks is correct only because of seeing the world from one perspective.

As it was seen from table (4), correlational results indicated that HRM is the most influential variables in hindering development of managerial process, in addition to that and through analysis, it was seen that technology has contributed to the impact on the organizations that use it in comparison with other organizations, as it has led to a higher level of **human resource performance** in

terms of attracting qualified cadres through its use of electronic human resources programs, automating office work, controlling workers, qualifying and training them, and reducing the time required to complete tasks and operations, and worked to improve total quality management through the use of hardware and software that contribute to improving the process of collecting, summarizing and analyzing employee data, and issuing the necessary reports in light of it. Results of current study came in tact with what Hsieh & Wang (2015) regarding the concept of leadership as a supporter to more enhanced managerial development.

As for **decision-making and problem solving skills**, it was found that the low level of decision-making skills is one of the most important obstacles to managerial development, and that technological awareness has contributed to improving the decision-making process using support and decision-making programs and improving knowledge and information management using hardware and software that facilitate the process of collecting, processing, storing and retrieving large quantities. It also works to develop technical, marketing, financial and technological knowledge to be used in creating competitive advantage. And the development of the organizational process of creation, creativity and innovation, through the use of available knowledge in various fields, as smart operations have facilitated the process of developing goods, services, processes and methods of production and distribution. First and foremost, managerial development entails the systematic processes of training and growth where managerial personnel gain and apply knowledge, skill, insights and attitudes for the effective and efficient management of their organizations. It is through managerial development and experience that one transforms into a good leader. Nevertheless, good leadership also revolves around one's ability to make effective decisions and sticking to them. Decision-making is a continuous process for every business. Having the relevant decision making skills enables managers to determine a problem and create solutions that are beneficial both to the company and the employees.

It is a primary skill in managerial development as organizations are dependent on the foundations that are established by its leaders' decisions. Wrong decisions, which typically arise as a result of leaders lacking the relevant decision-making skills, threaten the performance of a business (Van der Westhuizen, 2020). For instance, leaders hold the responsibility of motivating employees so that they can attain their full productivity. Such employee motivation can be attained through leaders possessing decision making skills. Typically, managerial decision making entails, complexities, incomplete information, time constraints and the fact that there is

rarely a correct response. Sometimes the manager has multiple good or bad options, from which they have to pick one that will yield the most positive outcome or the least negative outcome. These managers are expected to weigh the likely consequences of every decision and acknowledge that there are various stakeholders with varying preferences and needs making it often impossible to fully satisfy everyone. Beside, managerial decision-making also have ethical implications, which have to be put under consideration even before arriving at the final decision.

The success of a business is dependent on managerial problem-solving skills. Managers are expected to have the capacity to systematically think, diagnose situations and find accurate and practical solutions to ensure the business performs as projected. Effective problem solvers can guide organizational members towards the attainment of company objectives through the elimination of confusion, frustration, as well as misunderstandings before they develop any farther. These managers foster collaboration and cooperation between employee as well as their continuous improvement. Problem-solving managers can motive deviations from the standard team performance, for instance, missed deadlines or unattained company objectives, and when employees begin to lose track they automatically initiate the problem-solving process. This entails identifying and defining the problem, analyzing it, developing solutions, and planning a course of action

It was revealed through analysis that regarding the relationship between the use of technology and **leadership**, it is evident that technology, with its various applications, plays an important and vital role in improving the productivity of leadership roles. Therefore, we find that there is a fierce debate among the managerial units to find out how to use this technology in a manner that achieves the desired goals, as these tremendous developments in it have contributed to creating unprecedented opportunities in several areas, such as raising the level of leadership performance, improving managerial decisions, and facilitating and simplifying Procedures, and optimal use of manpower, in addition to its great contribution to financial systems.

Results of study also found out that weak information processing and sharing can cause confusion and uncertainty. For instance, to get all leaders, departments, and frontline staff on the same page, top-down communication is required (Hwang et al., 2017). The role of employees and departments is uncertain without any guidance. Loss of productivity and inefficiency is likely to occur when workers do not know what to focus on or prioritize each day. In certain situations, mixed signals or weak information sharing contribute to

misunderstanding. Top management could deliver one-directional information today, but a few months later they will deliver a completely different vision. This is a barrier to managerial development. Another scenario is that leading managers and managers show different outlooks for individual employees on the goals and job directions. Chaos happens when multiple workers perform activities that are not organized and misdirected. Also, weak information processing and sharing can cause bad customer communication and relation (Hwang et al., 2017). This means, inadequate contact between employees and consumers, whatever the reasons, limits the capacity of the organization to develop a loyal customer base hence hindering managerial development. The issue is exacerbated by the lack of consumer input for the company to determine what is lacking in the process of communication or experience of the customer.

CONCLUSION

Technological awareness is among the most vital preconditions for the adoption of technologies by organizations. This phrase refers to the skill where one is mindful of the recently developed technologies that are not only popular but also applicable in the industry or in the market. According to Kumar and Himabidu, (2019) technology awareness may be as a result of individuals being targeted by a research or extension laborers founded on the bias of their higher likelihood of adoption. Technology awareness can also occur through individual's efforts and self-interests to an emerging technology. In this light, Kumar and Himabidu, (2019) maintains that an individual's technology awareness is often non-random and is subjected to selection bias; thus it is hard to linearly specify the relationship between awareness of a technology and its adoption. Nonetheless, it is important to note that workplace technologies alter the business processes to increase efficiency and at the same time improve or maintain management control. Just like technology, technological awareness has several influences on managerial development.

It can be easy to find a million reasons that hinder managerial development, but current study chose the most apparent and influential as there might be hidden reasons and minute obstacles that may help forming barriers to developing management process within government organizations. Generally speaking, it can be said through focusing on previous results that the scientific development that the modern world is witnessing in technology - which has taken on the character of innovation and ease of dealing - has significantly affected various areas of life, prompting many organizations to pay attention to technology and try to keep pace with the new technological developments to ensure its acquisition and benefit from it. From here it can be said that technological awareness is one of the

most important fundamentals of management, as it is the management that envisages the future of the organization, builds its strategy with technology, and follows up on its plans. In addition to that, modern technology, information technologies and digital transformation have contributed to the development, facilitation and acceleration of managerial development in government agencies. It has provided many benefits at various levels and in all the functions and roles that the modern administration exercises. In this report, we identify the contributions of technology in supporting managerial development.

RECOMMENDATIONS

Based on above discussion of results and conclusion; author recommends the following:

- The need to take the necessary measures to overcome the obstacles facing managerial development in the Jordanian ministries.
- The need to closely follow up the implementation of the main axes of managerial development (improving the quality of services, improving procedures in the ministry, restructuring and organizing in the ministries, management and development of human resources in Jordanian ministries) in the form which achieves goals and reduces the importance of obstacles.
- Inviting managerial development committees to benefit from international experience in the field of managerial reform, either independently or within the system of managerial reform committees.
- The need to keep up with the latest technical programs that keep pace with the fields of managerial work in institutions

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