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# Research on the Market Demand for Organization and Community Management Professionals

The article defines the scope of professional activity of organization and community management specialists, distinguishes the most significant professional and general competencies, as well as foresees the targeted need for them in the labour market. Findings of the research revealed a great demand for such professionals, as 84.2 percent of the research participants indicated that such specialists were perceived as a necessity. They also stated that the need for such specialists would continue to grow. Their skills and abilities would enable establishment of organizations and communities, initiation and management of changes in the existing organizations. Excellent analytical, cost management and fundraising abilities, knowledge of marketing and communication would make professionals of organization and community management marketable not only in the Lithuanian, but also in the foreign markets.

**Keywords:** organization, community, management, a need for specialists.

Straipsnyje apibrėžiamas organizacijų ir bendruomenių vadybos specialistų profesinės veiklos laukas, išskiriamos reikšmingiausios dalykinės ir bendrosios kompetencijos bei numatomas tikslingas jų poreikis darbo rinkoje. Profesinio poreikio tyrimo rezultatai atskleidė, kad tokių specialistų poreikis yra didelis, šiuos specialistus kaip būtinus rinkai įvardijo 84,2 proc. tyrimo metu dalyvavę ekspertai ir partneriai. Jie taip pat teigia, kad tokių specialistų poreikis tik didės. Jų įgūdžiai ir gebėjimai leistų kurti organizacijas ir bendruomenes, inicijuoti bei valdyti pokyčius jau veikiančiose organizacijose. Pasitelkiant analitinius, kaštų valdymo bei lėšų pritraukimo gebėjimus, rinkodaros ir komunikacijos žinias, organizacijų ir bendruomenių vadybos specialistai būtų paklausūs ne tik Lietuvos, bet ir užsienio rinkose.

**Raktiniai žodžiai:** organizacija, bendruomenė, vadyba, specialistų poreikis.

## Introduction

The competencies of a modern manager are changing rapidly in the labour market. It is caused by national and worldwide changes – digitalization, robotization, big data and other trends. This fundamentally changes the processes of

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organization management, and traditional management knowledge becomes insufficient to understand and manage these processes. Building communities in organizations, mobilizing people in pursuit of shared goals, strengthening of partnership are becoming extremely relevant due to the changes in the nature of work (remote work, use of artificial intelligence, computerization of work functions, etc.). The development of this trend is caused by the lack of community mobilizers and developers. Organization and community management specialists would at least partially fill a clearly felt market shortage of current and future management specialists.

In order to justify the need for *Organization and Community Management* (hereinafter – OCM) specialists, to define the scope of their professional activity and to distinguish the most significant professional and general competencies of the specialists, research on the need for such professionals was carried out, which revealed a considerable demand for such specialists. 84.2 percent of participating experts and partners stated that OCM professionals were necessary for the market. They also indicated that the demand for OCM specialists will continue to grow.

During the research on the need for OCM professionals international and national strategic documents in the area of management and employment, as well as legal acts that could affect the activity of management specialists were analysed. The research also included an analysis of statistical indicators of macroeconomics and the labour market, an assessment of the opinion of experts, employers and social partners on the qualitative and quantitative need for organization and community management specialists taking into consideration the trends in the national development and activities of organizations, especially after the pandemic, as well as an analysis of the needs of current and future employers and partners.

The analysis of the strategic documents revealed that the need for specialists, who had a professional qualification of a manager and a higher education degree in Lithuania was still very high, and in certain companies, organizations and especially community groups the need for employees who had obtained a professional bachelor's degree in organization and community management (OCM) was increasing in the recent years.

From the growth perspective, both local and global markets foresee the increase in the number of the specialists, who would be able to organize, plan and manage a certain field of activity, structural division, or business unit and to hold managerial positions on different hierarchical levels, to be responsible for certain activities of community organizations.

According to the data of an international *Corporate Recruiters Survey (2020)*, the demand for organization and community management specialists in companies and organizations is still growing, and taking into account the expanding sector of small and medium business as well as the development of new business segments and innovative business, both quantitative and qualitative need for managers is not being fully satisfied. Based on the above-mentioned survey, when hiring heads of divisions and business units as well as specialists of a

corresponding activity of communities, future employers give priority specifically to graduates from management (organization and community management) study programs.

It should be noted that organization and community management specialists can be employed and potentially useful in any company or organization engaged in any economic activity. And although the COVID-19 virus outbreak, which caused the supply and demand shock and the trends in employee needs grew at a slightly slower pace than usual, the demand for specialists in economic activities is growing steadily (Ministry of Finance of the Republic of Lithuania, 2021.

M. E. Perks (2021) indicates that the COVID-19 pandemic led not only to the increase of the volume of remote work from home but also to the rise of different online rest and recreation forms, such as online computer games. According to the author, the community management job is essentially considered a mix of competencies in communication, diplomacy, and empathy. This work plays a vital role in fostering community welfare, particularly bearing in mind the individuals with limited internet experience. Community management is undoubtedly an essential service in the time of mandatory self-isolation as it prevents toxic communication and engages the consumers in the society-focused activities of internet communities. Based on international documents it has been noticed that professions are changing. A "Eurograduate" Pilot Survey (2020) by the European Commission states that most professions will disappear by 2040 and be replaced by new ones. This document points out that the need for highly

skilled socially engaged employees will continue to increase.

According to E. Närvänen (2019), companies have been increasingly looking for ways to manage their consumers and communities by moving away from imperative requirements (rules). The author analyses the ways of management of consumers as different communities and indicates that consumer management is complex but vital for the commercial success of the business. This conclusion demonstrates a strong demand for community managers who would help to increase the sales of the company. Based on the national legal acts, documents of The Employment Service, as well as reports on different professions it was determined that in the last five years the demand for organization and community management specialists in Lithuania had been growing steadily in many economic activities.

It is important to note that in his article C. Caba-Pérez (2018) indicates a lack of communication competencies of community managers in dealing with the heads of organizations. This emphasis is very valuable as in their activities the community management professionals are charged with the implementation of the tasks and instillment of values set forth by the managers and owners of businesses, as well as with their dissemination in the organization and the society.

Assessing the market and employment trends, it can be noticed that in the near future in Lithuania, specialists who have obtained the professional qualification of a manager of organization and community management will have quite favourable conditions for employment and pursuit of a successful career

throughout the country. Based on the data of the "Recruitment barometer" of Employment Service (2021) it is predicted that sales experts will have extremely high employment opportunities in Lithuania.

**The aim of the research** – to determine the main competencies and abilities of specialists of organization and community management and to foresee the targeted need of the labour market for such professionals.

**Research tasks:**

1. To justify the need for organization and community management specialists based on the attitude of potential employers as well as on the analysis of national, international documents and specific documents regulating relevant professions.

2. To refine the professional and general competencies and abilities of organization and community management specialists from the point of view of potential employers.

**Research methods** applied during the research: analysis of scientific literature and national, as well as international documents, qualitative content analysis of the documents, empirical research – interview and analysis of its data.

## Justification for the need for the organization and community management specialist (Based on international and national strategic documents in the area of management)

In order to describe the future organization and community manager, it is important to review the future trends and prospects of the society and industry, which are already changing the labour market and determine the need for relevant professions. This needs research comprises an analytical review of the 5th industrial and the 5th social revolutions. The qualities and qualifications of the future manager of organizations and communities can be inferred from the analysis of strategic EU and other national documents, related to social changes in the future industry, as well as changes in the employee as a link in the process. Based on the analysis, which was carried out, the need for the organization and community management study program and a corresponding specialist is determined and it is justified taking into account such market innovations as: (i) the aspect of sustainability; (ii) trend of employee empowerment; (iii) constant learning (lifelong learning) and adaptation (resistance and action in conditions of constant changes). Each of these aspects will be analysed separately, justifying the relevance of each.

*Sustainability.* Observation of global trends and 5.0 Industry Guidelines (European Commission, 2020) shows that the trend of sustainability is one of the major future trends at least until 2050, penetrating through all areas of industry and having an effect on the economic behaviour of consumers. The European Union (hereinafter – EU) Green Deal foresees that by 2050 the EU will have neutralized the impact on climate and in order to ensure the implementation of these aims inter alia binding legislation will also be drafted (The European Council, 2020). It is expected that this will make sustainability mandatory (imposed by legal norms). It should also

be noted that the transformation of company's activity to sustainable activity will demand monetary costs as well, on the other hand, there is no longer prospect of creating unsustainable business due to the impact of such business on the economic behaviour of consumers. Once sustainability *in corpore* becomes a legal imperative (not only in specific sectors), two aspects will be considered relevant: (i) legal compliance, i.e., ignorance of the legal regulations related to sustainability issues can lead to legal liability; on the other hand, a value-oriented approach becomes increasingly visible: (ii) ignoring sustainability leads not only to negative attitude of consumers but also of partners (Pangonis, 2020). It can be stated that 5.0 Industry market will be sustainable and there will be no place for another kind of business. This thesis is reinforced, *inter alia*, by the development of various support programmes and initiatives that promote the development of sustainable business (Sustain Case, 2020). Sustainability is becoming not only a moral aspect of business, but also a business indicator, a feature of advantage in the market. The data of the World Trade Organization also confirms that sustainability contributes to the protection of nature, but also development of the economy and the benefits of sustainability have a clear monetary expression: sustainability reduces poverty, encourages innovations, ensures energy independence, etc. (World Trade Organization, 2018).

Thus, sustainability is a tool for reducing social exclusion and increasing energy independence, and it can also be seen as a big impact on the assessment of competitiveness. Numerous studies demonstrate

how sustainability of company business or commodity influences the choice of consumers, laying particular emphasis on the approach to sustainability and competencies of a specialist, managing the processes (Organization for Economic Co-operation and Development, 2021).

*Employee empowerment*. A key aspect is that the flattening of the organizational structure opens the way for employee creativity and encourages company innovation (InnoWork, 2014). This determines that initiative and useful ideas can be born and heard from an employee at any level. It is believed that in order to encourage and make the most of employee initiatives, the company must provide a suitable and inspiring work environment, and the employee must be brave and curious, able to formulate proposals and plan their implementation, therefore feeling valuable and dignified. 5.0 Industry foresees changes with regards to the attitude towards the employee: it is important to understand who the employee is and what he/she is like. At the same time, attention should be paid to the social transformation of society – 5.0 Society – a balance between environmental protection and industry development, ensuring technological empowerment of people and their psychological well-being (European Commission, 2020).

With technology increasingly penetrating business processes, technological morale becomes important. Digitalization includes everything starting from digitalization of simple functions and ending with data analysis (*Big data*), which, without the usage of programming languages or artificial intelligence,

was generally impossible due to the amount of data processed.

5.0 Society – is a society, which "despite the intense convergence of virtual and physical realities, will be able to strike a balance between economic progress and social problems, regardless of location, age, gender or language" (Tarrar et al., 2020). Therefore, it is evident that transformation of industrial and social reality is directed towards human empowerment not only at a technological level, but also emotional level aiming at giving maximum encouragement to a person, regardless of gender, age or disability, to submit his / her suggestions, plan them, implement them and bear personal moral responsibility for the implementation of his / her functions *inter alia* initiatives.

*Constant learning and adaptation.* Firstly, it must be noted that life-long learning requires skills and motivation to study beyond formal education. In this aspect, the method of teaching formal studies becomes important, because if the method of experiential education is not applied, it is considered that the main aim of studies is not the development of independent learning skills or finding sources of learning, but learning a specific scientific position. Therefore, it is considered that there will be fewer and fewer opportunities in the future market for people whose knowledge at the time of graduation was not based on practical skills. Individuals who start developing practical skills only in their first job are presumably inferior in their competencies and results (although theoretical knowledge may in fact be deeper) to individuals who already have practical experience obtained during their studies. It should be noted that the

principle of lifelong learning is also in line with the State Progress Strategy "Lithuania's Progress Strategy *Lithuania 2030*".

Flexibility and resilience to stress are important in a constantly changing market and the geopolitical situation. Reacting to the consequences of the COVID-19 pandemic, some entrepreneurs in Lithuania have been able not only to survive, but also to carry out fundamental changes that determine their business success. Consistent with 5.0 Industry expectations, lifelong learning is described through 3 segments, which are expected to be reflected in management principles and human resources management: (i) skills; (ii) up-skilling; (iii) reskilling (European Commission, 2020). It is evident that clear processes of changes and retraining have been occurring, i.e., the adapting to constant market changes is becoming a general skill.

Strategic documents and methodical materials of the EU state that the constantly changing both business and social environments determine that in order to cope with the challenges of the constantly changing world, it is necessary to provide a person with general competencies, which should include: literacy, calculation and digital competences, development of critical thinking, creativity and ability to work in a team (Council of the European Union, 2018; European Commission, 2020). These competencies are presented as equally important for creating a sustainable career and for becoming active citizens.

The State Education Strategy for 2013-2022 is mainly aimed at improving the quality of education at all levels of education and encouraging the

creation of platforms for lifelong learning (Resolution of the Seimas of the Republic of Lithuania, 2013).

It is believed that in response to the above-mentioned changes in society, industry and the social dimension, managerial competence is no longer limited to awareness of managerial functions. Equally important are additional competencies such as the ability to be empathetic to team members and to manage processes in a constant change or even a crisis that lasts for years (e.g., a pandemic) without losing the position of the company/institution.

The State Progress Strategy "Lithuania's Progress Strategy *Lietuva 2030*" distinguishes *inter alia* the following directions of society development: active society, a society of solidarity, learning society, smart society (Resolution of the Seimas of the Republic of Lithuania, 2012).

The analysis of these directions of public education in the mentioned strategy reveals that it is necessary to have

*Table 1.* **Review of job ads (by the keywords *Community Manager*)**

| Title | Requirements | Functions | Gross earnings |
|---|---|---|---|
| Community manager | • Experience not necessary.<br>• Excellent English (spoken, written).<br>• Excellent Lithuanian language.<br>• Communicability.<br>• Positivity.<br>• Energy.<br>• Time and work planning.<br>• Efficiency. | • Event organization.<br>• Presentation of spaces for potential customers.<br>• Communication with current customers.<br>• Establishing close relationships at various conferences and events with new customers.<br>• Ensuring sales quality control. | 1171 Eur/month |
| Workland community manager | • Strategic planning of organized events and activity.<br>• Personal qualities for flawless negotiations, communication and problem solving.<br>• Knowing how to work both in a team and individually.<br>• Impeccable English and Lithuanian languages.<br>• Service creation and selling.<br>• Ability to properly represent a trade mark.<br>• Analytical thinking, abilities to prepare reports.<br>• Higher education.<br>• Experience in the event organizing areas.<br>• Ambitious achievement of results.<br>• Proactiveness in the relations with the current and potential customers.<br>• Awareness of Excel, PowerPoint, Word programs. | • Organize events and activities for Workland community and beyond.<br>• To properly represent the Workland trademark in Kaunas.<br>• Planning, publicizing of marketing actions, reports.<br>• Event planning, sales strategy organization and realization.<br>• Preparation of analyses and reports.<br>• Active communication with current and future B2B customers.<br>• Search for new customers, members. | 750 Eur/month |

The continuation of Table 1

| Title | Requirements | Functions | Gross earnings |
|---|---|---|---|
| Community manager | The company Planner 5D is searching for a community manager for work with Russian and English audiences.<br>• Good knowledge of Russian is a must.<br>• It is necessary to develop social networks Facebook, Instagram, Twitter and to communicate as well as solve problems of consumers. | Wasn't defined. | 600 Eur/ month |
| Community & Communications Manager \| Work in Lithuania | • At least 2 years of experience in the work as a manager of community / public relations / corporate communication and etc.<br>• Experience in creating projects of community initiatives (e.g. experience in developing online platforms, ambassador program creation; creation of event cycles and etc.).<br>• Abilities to follow the data of the metrics of community activity (e.g. participation in events and etc.)<br>• Excellent writing and communication skills in the Lithuanian and English languages).<br>• Strong interpersonal communication skills, skills of creating and giving presentations.<br>• Bachelor's degree in the areas of marketing, communication, journalism, management and etc. | • Introduce and implement online and not online communication in order to maximally increase the value created by talents and communities.<br>• To determine, plan and implement all community communications, managing their implementation (in a company, or outsourcing services) as well as quality, timely presentation and budget.<br>• To present an attractive text, video and video record content in social media accounts and personalized e-mail campaigns.<br>• To plan, participate and organize community and network creation events.<br>• To observe, follow and answer that questions, requests of members, provide with feedback.<br>• To coordinate and cooperate with marketing and program development coordinators, aiming at a consistent and durable product or service brand communication. | 1550-2050 Eur/ month |
| Community manager | • Ability to work independently, initiate projects, constantly motivate oneself. Great organization, attention to detail, and the ability to do multiple jobs at once.<br>• Excellent written and oral communication skills in English and Russian. Practical/actual experience with social media. Experience as a community manager or similar. Passion for video games, Graphic design, video editing would be considered as an advantage | • To determine, plan and implement campaigns of social network communication.<br>• To timely react to orders.<br>• To build relationships with other partners.<br>• To observe, follow and give feedback on the reviews presented on the internet.<br>• To follow, analyse and present results.<br>• To cooperate with Development and Support teams.<br>• To constantly and consistently update personal and professional knowledge of digital technologies. Stay up-to-date with digital technology trends. | 1550 Eur/ month |

The continuation of Table 1

| Title | Requirements | Functions | Gross earnings |
|-------|-------------|-----------|----------------|
| Trainee community manager | • Excellent English skills.<br>• Good Adobe Photoshop skills.<br>• Skills in writing and creating network information.<br>• Content management of social network platforms such as Facebook, Twitter, Tumblr, Twitter, and Pinterest. | • To work with community members and to answer all the necessary questions.<br>• To check the records presented by consumers and to perform the necessary corrections.<br>• To help consumers find the essential "corners" in their stories.<br>• To create titles, which would reflect the essential information of a story and which would be attractive to consumers.<br>• To be responsible for the creation of inclusive illustrations.<br>• To check and quickly react when creating and correcting illustrative information. | 500 EUR/ month |

*Source:* the table is based on CV bankas (2021); dirba.lt (2021); Linkedin (2021); Bored Panda (2021).

higher competences and technological knowledge in order to become more proactive and to activate society. It is presumed that in order to implement strategic business, social and state initiatives, competences that would enable to bring people together, to motivate them and enable them to think strategically and carefully plan activities, which should be sustainable and technologically innovative, become crucial.

Apart from that, scientific literature also analyses the role of community managers in the activities of the computer games market. M.E. Perks (2021) notes that communities that are engaged in specific computer games, start to evolve way before the launch of the new commercial game. At the same time, there are arguments that if the game is launched without it bearing an engaged community around it, its sales are very likely to fail.

Therefore, it can be concluded, that the future manager is not only a professional of business as a process, but he/she is also empowered and able to build communities in order to achieve and implement certain goals and tasks, knows processes of a certain business sector or its separate procedures. The manager of the new generation must be able not only to create commercial value, measured in money, but also to form communities, to be able to attract funding, participate and/or create business, where values would be based on the principles of community building, sustainability and respect for human rights, which determine that the manager of the new generation must be empowered to act in a constantly changing environment, be empathetic and proactive and have multi-layered, universal competencies.

The essential requirements for the manager of organizations and communities in the market can be seen by reviewing job ads by the keywords *Community Manager* (Table 1).

According to the data of International Recruiters Survey (*GMAC 2021 Corporate Recruiters Survey*), the demand for organization and community management specialists in companies and organizations is still increasing and taking into account the expanding sector of small and medium-sized business as well as new business segments and development of innovative businesses, both quantitative and qualitative need for managers are not fully satisfied. According to the data of the above-mentioned survey, when recruiting heads of divisions or business units as well as specialists of corresponding community activity, the future employers give priority namely to the graduates of management (organization and community management) study programs.

It is important to emphasize that OCM specialists can be recruited and be potentially useful in any company or organization carrying out an economic activity. The increasing number of workplaces for OCM specialists proves the trend of the increasing number of the service sector in Lithuania, e.g., 2012 – 839.8, 2016 – 908.1, and in 2019 – 944.1 thousand, i.e., grew by even 2.8 percent (Employment Service, 2020). The increasing need for management field specialists is also caused by an increase in the number of small and medium companies, e.g., at the beginning of 2019 there were 84.9 thousand in comparison with 2018, the number of such operating companies increased by 1.7 percent (Enterprise Lithuania, 2019) and the growing need for employees by profession groups (managers and service sector specialists – in 2012 managerial positions were taken by 110.1 and in the first quarter of 2020 – already 129.5, service sector specialists – respectively 173.6 and 189.8.

Based on the content analysis of job ads and the direct communication with community managers, J. D. Kelleher (2015) draws some significant conclusions related to the demand for community managers (professionals). The strict definition of the functions of a community manager may limit his community focus, initiative and engagement in community activities. Although due to the outbreak of the COVID-19 virus, which caused a shock to supply and demand and the trends of demand for employees grew at a slightly slower pace than usual, the demand for specialists of economic functions is growing steadily (Ministry of Finance, 2020).

Based on the data of Lithuanian Employment Service (2020) it was determined that during the last five years the demand for OCM specialists has grown steadily in most economic activities in Lithuania (the need for skilled and unskilled workers has decreased). With regards to hiring of professionals, specialists working in the field of advertising and marketing had particularly good employment opportunities (the demand for these specialists exceeded the supply throughout the reporting period). Most of these hired professionals had acquired specifically managerial qualification.

A *Eurograduate* pilot study conducted by the European Commission (2020), which examined four different higher education institutions in eight countries and surveyed 21,000 students in bachelor and master studies, indicates that the labour market has been changing very rapidly and this trend is expected

to accelerate further after the COVID-19 pandemic. Most jobs will disappear by 2040 and will be replaced by new ones. This document points out that the need for highly skilled socially active employees will continue to increase.

Based on the *Profession map* formed by the Employment Service (2021), which distinguishes 155 profession groups most relevant in the Lithuanian labour market and traces the supply and demand for specialists in municipalities, it was determined that in 2021 there was a lack of the following specialists in Lithuania: sales representatives (the lack of these specialists was identified in 14 municipalities); purchasing specialists (in 7 municipalities), advertising and marketing specialists (13 municipalities), system administrators (10 municipalities), system analysts (5 municipalities), management and administration specialists (3 municipalities), company, institution and organization managers (in 2 municipalities), human resources and career specialists (10 municipalities), management and administration analysts (3 municipalities), graphics and multimedia designers (3 municipalities), data input operators (5 municipalities).

The analysis of the market and employment trends indicate that in the near future specialists who will have acquired the professional qualification of organization and community manager will be provided with quite favourable conditions for work and career development throughout Lithuania.

Based on the data of *Employment barometer* of the Employment Service (2021) it is predicted that sales experts (representatives) will have extremely high employment possibilities in Lithuania. "Unlike last year, this year's emphasis is more on the need for sales representatives - sales agents and managers," Jurgita Zemblytė, Head of the Monitoring and Analysis Department of the Employment Service, reports in her press release (Made in Vilnius, 2020).

According to the data of the research conducted by the Bank of Lithuania, the number of profitable companies is increasing and a trend of employee salary increase is predicted. This also has a positive effect on the labour market, provides with a possibility to create new workplaces. The results of the prospective survey of the Lithuanian Employment Service indicate the projection of the growth in the number of workplaces. As indicated in this source, in 2022 alone employers in the country plan to establish around 20 thousand new workplaces *(www.ld.lt)*.

It should also be noted that, according to STRATA (2020), *a brief overview of the field of Business and Public Management Sciences group* shows that the number of programs in this group has been declining over the last decade (since 2011). In the last academic year 2019-2020, there was a 5 percent decline in the number of study programs in the study field group of business and public management universities and 7 per cent in colleges. The mentioned report notes that the number of students itself was also constantly decreasing throughout the whole mentioned period (2011-2020), however, it is also emphasized that the student decline curve flattens (STRATA, 2020).

Based on these data, it is assumed that in the next few years, with the steady decline in the number of study programs and the increase in the student interest

in new technologies, there will be a situation when with the lack of study programs, responding to the changing needs in the market, higher education institutions will not be able to prepare necessary specialists on time which will mean an increased need for the lacking employees and specialists in the labour market.

These assumptions, from the aspect of Vilnius county, are additionally confirmed by the forecast of graduate enrolment in higher education until 2025, which shows the tendency of increase in the number of students in Vilnius county (STRATA, 2020).

As it is noticed in the "Eurograduate" pilot study, more than 40 percent of the graduates in Lithuania face a difficult situation concerning employment (European Commission, 2020). This is because, according to the document, there is growing social inequality in skills mismatches. Programs and fields of study are not focused on the changing labour market and its needs, nor do they educate the kind of specialists that modern organizations and communities need. Therefore, it is believed that organization and community management specialists will be able to work as managers at different hierarchical levels and occupy different positions in such organizations and communities. Statistical information on the employment of graduates shows that the successful professional realization of many graduates takes place in the middle chain, but there are also top-level managers, business enterprise managers and new business founders. Long-term monitoring of graduates 'employment and recording of their career path allows us to state that in many cases positive

changes in graduates' careers over time are observed, i. e. on average, after 5-6 years from the beginning of employment or graduation, more than half of graduates receive promotion, hold higher positions in the same or another company or organization. It is also noticed that graduates from study programs in the business field are mostly employed (work) in companies, operating in Vilnius city county (approximately two quarters of graduates), also in other locations of Lithuania, quite a number of them is employed online and work in international companies. Approximately one tenth of the specialists of the respective field of study continue their studies in another university higher education institutions in Lithuania. Some graduates continue their careers abroad after graduation or decide to emigrate due to job opportunities and conditions (European Commission, 2020).

Based on the results of employers' opinion polls, OCM specialists are especially needed in small and medium-sized enterprises, regardless of the nature of their activities. Individuals with managerial qualifications and the knowledge and skills required for the modern labour market have great potential for employment and successful careers in service, trade and manufacturing companies, organizations and communities.

According to the data of the carried out qualitative research and taking into account the changes in the Lithuanian labour market, especially during the pandemic and after it, it is noticed that in recent years the need for highly skilled international trade (import-export), personnel, projects, development, quality, product, production and marketing

managers has increased significantly. Recently an increasing demand for managers of logistics, online stores, online or WEB marketing, material or intellectual products has also been identified. The mentioned trends in the labour market are taken into account when describing the portrait and skills of the future OCM specialist.

## Methodology

In order to reveal the needs of the labor market and to determine the general and special competencies of organization and community management specialists, a qualitative strictly structured survey of potential employers, heads and specialists of organizations, professionals in the field of management was conducted.

The aim of the survey was to assess the need for organization and community management professionals and to identify the general and special qualifications required by this function. A qualitative strictly structured survey was chosen, because "the number of the surveyed is not relevant, while the content (its depth, completeness, new information) of the obtained survey text is" (Žydžiūnaitė, 2011). The structured interview was chosen because it enables a faster, more accurate and efficient receipt of responses. The survey was conducted remotely by placing interview questions on the website www.manoapklausa.lt and sending the survey link by e-mail to the target respondents – company managers, potential employers, specialists.

The selection of the survey participants was based on a non-probability target sample. Representatives of 19 organizations located and operating in Lithuania (Vilnius, Kaunas, Klaipėda) participated in the qualitative survey of the need for organization and community management professionals.

## Results of employer survey concerning the need for organization and community management specialists as well as their general and special abilities

Based on the obtained interview responses, which are presented in Table 2, the following main groups of abilities can be distinguished: special, social and personal abilities.

The survey participants noted that it is important for future organization and community management specialists to be able to work with social networks, process information and data, be able to be independent, generate ideas and draft projects, be product developers, create and develop e-business, know sales, marketing and human resource issues. The participants of the survey pointed out the ability to work in a team and communicate reasonably as quite important competencies of such a specialist. Taking into account the changing business trends, tasks, job profiles, most interviewees emphasized online working and the ability to manage systems, being flexible and responsive, pursuing goals, being independent and responsible, initiative and creative.

Regarding the functions performed by organization and community management specialists, the survey participants presented the following skills (Table 3) required to perform key direct

*Table 2.* **Competencies necessary for Organization and Community Management Specialist**

| Category | Subcategory | Quotations | Codes of research participants |
|---|---|---|---|
| Competencies necessary for Organization and Community Management Specialist | Special abilities | "the specialist should be able to manage and process data" | S1, S2, S3, S4, S6, S8, S9, S10, S11, S12, S13, S16, S17, S19 |
| | | "the specialist should be able to draft projects" | S1, S2, S3, S4, S7, S8, S10, S11, S12, S13, S14, S17, S18, S19 |
| | | "...he should be able to be a product developer" | S5, S6, S7, S8, S9, S12, S19 |
| | | "should be able to use social networks" | S3, S5, S7, S8, S10, S11, S12, S14, S15, S16, S17 |
| | | "must know how to create e-business" | S1, S3, S7, S8, S9, S10, S11, S12 |
| | | "must be able to develop e-business" | S1, S7, S8, S10, S15, S17 |
| | | "must be able to engage in sales" | S1, S2, S3, S8, S10, S11, S14, S15, S16, S19 |
| | | "this kind of specialist should be aware of personnel issues as well" | S2, S3, S4, S5, S6, S8, S11, S16, S17 |
| | | "it would be good if the specialist was aware of the main principles of marketing, too" | S1, S6, S7, S8, S9, S10, S11, S13, S14, S16, S17, S18 |
| | Social abilities | "…should be able to communicate reasonably…" | S12, S16, S17, S18, S19 |
| | | "…the specialist should be able to work in a team" | S1, S4, S6, S9, S10, S13, S15, S17, S18 |
| | Personal abilities | "purposeful goal seeking is very important…" | S1, S10, S11, S12, S15, S16, S18, S19 |
| | | "responsibility, independence, flexibility and courage are extremely important…" | S10 |
| | | "…the specialist should be creative and initiative" | S1, S5, S6, S7, S12, S16, S17, S18: |

*Source:* compiled by the authors based on the results of interviews.

functions professionally in a professional activity.

The results provided show that quite important functions are related to the positions of a community manager or specialist, organization manager, project or product owner and maintenance, administrator-manager of social networks, e-business founder or developer, staff, marketing and sales specialist. Such a specialist can also be seen to occupy the positions of head or administrator of a division. The surveyed especially emphasized the ability to work with teams (team leader), to be able to plan one's time independently when drafting projects and to manage personal career in an organization.

Participants of the research indicated that management field specialists especially lack time planning competencies, emphasized the general knowledge of organizations, administration, project management and management, special

*Table 3.* **The main functions carried out by Organization and Community Management Specialists**

| Category | Subcategory | Quotations | Codes of research participants |
|---|---|---|---|
| The main functions of Organization and Community Management Specialists | Special abilities | "the specialist could take the position of community manager or specialist" | S2, S4, S11 |
| | | "the position of organization manager or specialist" | S1, S2, S3, S4, S11, S13, S14 |
| | | "project and product owner and maintenance" | S1, S2, S3, S8, S11, S19 |
| | | "be a social networks administrator-manager" | S1, S6, S9, S11, S14, S18 |
| | | "e-business creator and developer" | S3, S7, S11, S12, S14, S18, S19 |
| | | "can be a staff manager" | S6, S14, S18 |
| | | "can be a marketing manager" | S6, S11, S14, S17 |
| | | "as a sales specialist" | S1, S2, S3, S6, S8, S10, S11, S14, S15, S16, S18, S19 |
| | | "could be a head of division" | S1 |
| | | "could be a marketing specialist, staff manager, information manager, office administrator" | S17 |
| | | "should have general knowledge and basics of work in social networks – algorithms, content creation and etc." | S6 |
| | Social abilities | "a specialist of work with other teams (team leader)" | S9, S11, S13, S14, S16, S17, S19 |
| | Personal abilities | "ability to plan time and organize project activities independently is very important" | S3 |
| | | "to perceive personal possibilities of self-fulfilment and to plan career" | S6 |

*Source:* compiled by the authors based on the results of interviews.

knowledge related to the awareness of various programs and social networks, ability to work with them. In the opinion of the research participants the market would demand specialists who are able and know organization management processes, have specific knowledge in a certain area, especially the ones related to e-business, social networks and other technologies of remote management.

When assessing the competencies of future specialists in organization and community management, the research participants indicated that such specialist is promising and that the need for them will only grow in the future. This approach of the researched allows to confirm the growth perspective of the demand for such specialists in the labour market established in the analysis of the strategic documents.

The research participants indicated that, depending on their size, their organization could employ on average 2 to 4 such specialists (in the positions of social network administrator-manager, e-business founder and developer and sales manager, etc.). This position of the

*Table 4.* **Abilities that specialists in the management area lack**

| Category | Subcategory | Quotations | Codes of research participants |
|---|---|---|---|
| Shortcomings, that emerged in the training of Organization and Community Management Specialists | Special abilities | "...it is necessary to include the development of time planning competencies" | S1 |
| | | "time planning skills are important" | S3 |
| | | "general organization management knowledge and special professional knowledge are very important taking into account the responsibilities of the specialist" | S6 |
| | | "it is important to strengthen and deepen not only theoretical, but also practical abilities in management, marketing and project management" | S16 |
| | | "knowledge of work with a computer and various programs and awareness of social networks and work with them are very important" | S17 |
| | | "pay a lot of attention to strengthening administration and management skills" | S19 |
| | Social abilities | "...communication abilities are very important | S16 |
| | Personal abilities | "it is very important to develop critical thinking | S14 |
| | | "public speaking skills should be deepened…there is a lack of ability to effectively use information technologies…" | S17 |
| | | "burning enthusiasm, supported by common sense and persistence, quality seeking, which would become a personal and professional success" | S11 |

*Source:* compiled by the authors based on the results of interviews.

research participants allows to state that specialists of organization and community management are in demand in the labour market.

## Conclusions

After reviewing the situation of Lithuanian organizations and communities, as well as their priority fields of development, assessing the provisions of the European Union strategic documents on management, professions and labour market, the position of employers stated in the research on the need for organization and community management specialists, it is assumed that organization and community management specialists will be in demand both on the national and international markets. Having acquired the necessary modern competencies and skills, such as data systematization, analysis and use in decision-making, good knowledge of social networks, fundraising, networking, etc. the organization and community manager will have the ability to mobilize, build and develop communities.

The need for organization and community management specialists is dictated by the recent rapid changes in the structure of organizations and by the simplification and flattening of the hierarchical system. These changes lead to faster decision-making, more

opportunities for the implementation of different initiatives, and to developing leaders able to mobilize people. The set of competencies of the OCM specialist allows to be actively involved in newly created structures – communities in the organization and also to initiate their emergence.

The significance of organizations as communities was revealed during the COVID-19 pandemic. In this context, the importance of community-mobilizing factors is identified, with particular emphasis laid on human resources. Some organizations delegate community mobilization and development functions to the marketing or the human resources function. However, such a structure limits the effective development of communities, as specialists in these areas do not have the necessary universal competencies. The multi-layered competencies of OCM specialists enable the effective development of the activities of the community organization or the establishment of a new community, provide with possibilities to easily integrate into the labour market, to work in both local and international organizations irrespective of the region, location or specificity of the company's activities.

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## ORGANIZACIJŲ IR BENDRUOMENIŲ VADYBOS SPECIALISTŲ PROFESINIO POREIKIO TYRIMAS

**S a n t r a u k a**

Šiuolaikinio vadybininko portretas darbo rinkoje sparčiai keičiasi. Tai sąlygoja tiek šalies, tiek pasauliniu mastu vykstantys pokyčiai – skaitmenizacija, robotizavimas, didieji duomenys ir kitos tendencijos. Tai iš esmės keičia organizacijų vadybos procesus, kuriuos suprasti bei valdyti nepakanka tradicinių vadybos žinių. Keičiantis darbo pobūdžiui (nuotolinis darbas, dirbtinio intelekto panaudojimas, darbo funkcijų kompiuterizavimas ir kt.) itin aktualus tampa bendruomenių kūrimas organizacijose, žmonių sutelkimas siekti bendrų tikslų, partnerystės stiprinimas. Šios tendencijos plėtrą sąlygoja bendruomenių telkėjų ir vystytojų stygius. Organizacijų ir bendruomenių vadybos specialistai bent iš dalies užpildytų aiškiai rinkoje jaučiamą šiuolaikinių ir ateities vadybos specialistų trūkumą.

Siekiant pagrįsti *Organizacijų ir bendruomenių vadybos* specialistų poreikį, apibrėžti jų profesinės veiklos lauką bei išskirti specialistų reikšmingiausias dalykines ir bendrąsias kompetencijas, atliktas profesinio poreikio tyrimas, kurio metu paaiškėjo, kad tokių specialistų poreikis yra didelis, – šiuos specialistus kaip būtinus rinkai įvardijo 84,2 proc. tyrimo dalyvių. Jie taip pat teigia, kad tokių specialistų poreikis tik didės.

Atliekant profesinio poreikio tyrimą, buvo išanalizuoti tarptautiniai ir nacionaliniai strateginiai dokumentai vadybos ir užimtumo srityje, teisės aktai, galintys turėti įtakos vadybos specialistų veiklai, atlikta makroekonominių bei darbo rinkos statistinių rodiklių analizė, įvertinta ekspertų, darbdavių ir socialinių partnerių nuomonė dėl kokybinio ir kiekybinio organizacijų ir bendruomenių vadybos specialistų poreikio vertinant šalies vystymosi bei organizacijų veiklos tendencijas, ypač po pandemijos, taip pat išnagrinėti esamų ir būsimų darbdavių bei partnerių poreikiai.

Analizuojant strateginius dokumentus galima pastebėti, kad Lietuvoje vadybininko profesinę kvalifikaciją bei aukštąjį išsilavinimą turinčių specialistų poreikis vis dar išlieka didelis, o tam tikrų įmonių, organizacijų ir ypač bendruomenių grupėse, organizacijų ir bendruomenių vadybos (santr. OBV) profesinio bakalauro laipsnį įgijusių darbuotojų poreikis pastaraisiais metais didėja.

Vertinant perspektyvos požiūriu tiek lokalioje, tiek globalioje rinkose numatomas tokių specialistų skaičiaus augimas, kurie gebėtų organizuoti, planuoti ir vadovauti tam tikrai veiklos sričiai, struktūriniam padaliniui ar verslo vienetui bei eiti vadovaujančias pareigas skirtinguose hierarchiniuose lygmenyse, būti atsakingi už tam tikras bendruomeninių organizacijų veiklas.

Šio *tyrimo tikslas* – nustatyti organizacijų ir bendruomenių vadybos specialistų pagrindines

kompetencijas ir gebėjimus bei numatyti tikslingą jų poreikį darbo rinkoje.

*Tyrimo uždaviniai*

1.  Pagrįsti organizacijų ir bendruomenių vadybos specialistų poreikį remiantis nacionalinių, tarptautinių ir profesijas reglamentuojančių dokumentų analize bei potencialių darbdavių požiūriu.

2.  Išgryninti organizacijų ir bendruomenių vadybos specialistų dalykines ir bendrąsias kompetencijas bei gebėjimus potencialių darbdavių požiūriu.

Atliekant tyrimą taikyti *tyrimo metodai:* mokslinės literatūros ir nacionalinių bei tarptautinių dokumentų analizė, dokumentų turinio (*content*) analizė, empirinis tyrimas – interviu ir jo duomenų analizė.