

EMPLOYEE TRAINING AND DEVELOPMENT IN COMPANIES

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Abstract

This paper considers training and development in companies. In our research, which we did, we focused on this area of HR. We wanted to find out the current situation in the industrial companies in the Czech Republic because employee training and development is a crucial factor for the success of businesses around the entire world. Employee training and development of employees are not only about improving the skills of employees which they need in their current roles and also in their future roles but through it employers can enhance employee performance and employee training and development have an impact on company culture, which also has an impact on productivity. If a company gives its employees opportunities to train, gain and develop new skills and acquire new knowledge then it is less likely that employees will leave the company. For this reason, our research focused on this area to find out whether companies involve their employees in learning and development and whether employees can influence their development and careers.

Keywords: Employee, training, development, company

JEL Code: J5, M12, M53

Introduction

This paper considers the training and development of employees in the Czech Republic. Training and development of employees are important because through it employees improve their knowledge and skills, which ultimately leads to better performance and productivity. Companies realise how important it is to invest in the training and development of employees, for this reason, companies use various educational methods and programs to increase employees' skills and knowledge. Companies use often during the training and development of employees for example e-learning platforms and online courses, seminars and workshops, performance management and feedback, leadership development programs, etc.

The main goal of the research was to obtain data from the Czech Republic for the Sustainable Human Resource Management – Cross-Cultural Empirical Study, on which the Czech Research group cooperates with other teams from 54 countries. This paper used obtained data from this research from the Czech Republic.

1 Literature review

Authors who made research on the importance of training and development on performance were for example Stofkova and Sukalova (2020). They found out in their research, that: *“Respondents in a relative number of 64% considered the adaptation plan as an effective way to enable the employees to do the work more efficiently; however, there is still leakage in the system regarding the method and duration of this period. It was surprising that 23% of the inquired employees could not assess if the adaptation period helped them to perform their job better. Seventy per cent of respondents stated that completing specialized training enabled them to carry out their work more efficiently.”*

Another of the authors who dealt with the area of training and development was an example (Čemerková et al, 2022), who researched the influence of COVID-19 on the company's reinvestment in employee training and education. They found out, that *“...the vast majority of companies reinvest in employee education (89,47%). In the overall evaluation of educational activities, it can also be said that despite the crisis (or precisely because of this), companies have invested in and used educational activities to a greater extent.”*

So even during COVID-19 companies realised the importance of the training and development of employees. Because reinvesting in employee education during COVID-19, companies addressed the immediate challenges and positioned themselves for long-term success. It helped employees adapt to remote work, acquire relevant skills, stay engaged, and maintain a competitive advantage in an evolving business environment. Jílková (2021) emphasizes the role of human capital in sustainable corporate strategies and its correlation with Corporate Social Responsibility, stressing the need for supporting flexible working arrangements and investing in employee education. Furthermore, the study highlights the importance of a well-structured benefit system in fostering employee satisfaction and loyalty.

Another author made research on the relationship between Investment in Employees' Development and Organizational Productivity and Service Quality. These authors proved in the research, that if companies invest more in their employees' training programs, they achieve a higher level of productivity and service quality. (Katic, et al, 2020). Other

researchers believe, that: *“The content of training should be fit to the company’s needs, so that the employee can use the acquired knowledge at his job. The training could be conducted both in-house and externally. It is possible to bring in a trainer to train several employees on the same subject matter, but then employees could be sent to off-site training.* (Chasovschi, et al, 2021).

Other authors found from their research that: *“Companies where HR have greater autonomy at the same time have greater availability of educational and talent management programs. Companies where HR has greater autonomy more often organize training and educational programs related to soft skills.”* (Bovan, Milovanović, Nikolić, 2022). Leow et al (2023) found out, that *“Employers prefer training that will benefit their workplaces practically and tangibly.”*

Other authors claimed that it is: *“Important to take actions to improve work engagement from three aspects: employees’ self-confidence on the job, leaders’ helping behaviour toward subordinates, and the social networking of employees.”* (Lin & Tsai, 2020). Some of the authors are convinced, that training is important for the company, because: *“It can subsidize the development of people, being responsible for positive aspects that permeate the process of development and growth of the organization and its collaborators.”* (Gil et al, 2020). According to Kreismann, and Talaulicar (2020) which method is the best for the training, they found, that it depends on the training program and the context in which the training program is embedded.

2 Methods

This paper is based on a literature review and primary data obtained by a research survey conducted in 2022 in the Czech Republic. This research used the quantitative method.

The main area of examination was chosen for the relevant questions for the questionnaire from all countries that participated in this research. The 5 – point Likert scale was used in this research. Each research group had to obtain back valid answers from at least 200 respondents from companies, none from these respondents could be self-employed.

The original questions were taken from peer-reviewed articles and therefore their validation was not done. First, the questionnaire was created in English. Each research group from 54 countries around the world, translated this English questionnaire to their national language. The questionnaire had to be reviewed at least by 2 specialists on English as the national language. The Czech research group gave this questionnaire to 2 specialists in the

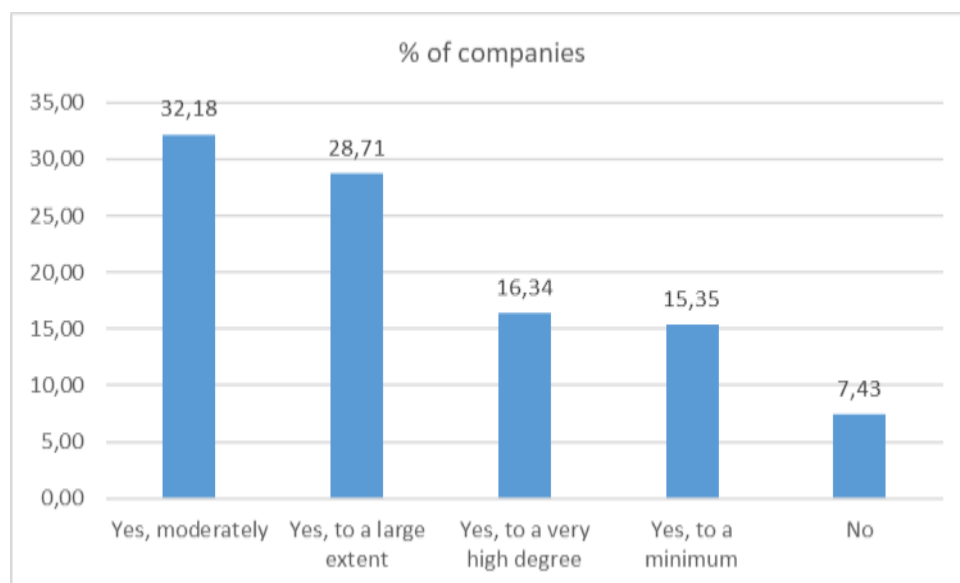
teaching of English. They gave their comments on translated questions in the questionnaire. After this, the researchers corrected the meaning of sentences. Then it was translated back to English, so the researchers were sure, that the meaning of the questions is the same.

The final version of the anonymous questionnaire in the national language of all research groups was sent to respondents. The Czech version of the questionnaire was sent to the 8469 respondents in the Czech Republic. From these 8469 respondents were choose 202 respondents, because they were in the valid group of respondents. The rate of valid returns reached 2.39 %. There were 62 % of women and 43 % of these respondents were working as managers.

3 Results and analysis

Among other things, the research was also focused on training and development in companies in the Czech Republic. Through this research we wanted to find out, if the companies emphasize training and development because companies need to build a skilled, engaged, and high-performing workforce.

Fig. 1: Companies that develop employee-employer relationships to improve sustainable performance



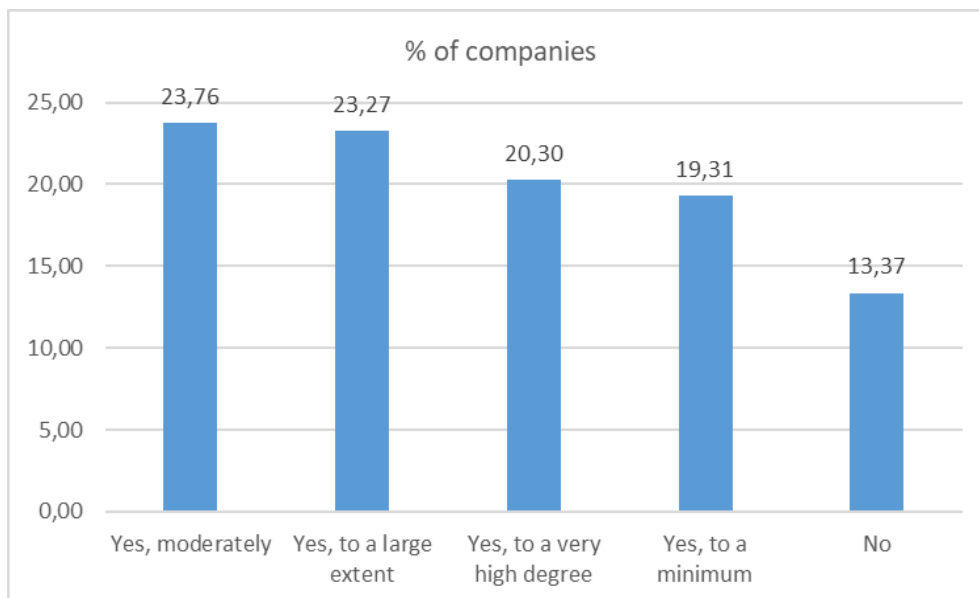
Source: Own research, 2022

Developing strong employee-employer relationships is essential for improving sustainable performance within companies. In Fig. 1 is possible to see, that the majority of companies prioritize building such relationships to enhance their sustainable performance.

By analysing of gained data from research, was found that most companies understand that a strong and positive relationship between employees and employers is key to achieving sustainable performance. By investing in employee development, promoting open communication, and fostering a supportive work environment, these organizations have demonstrated that a focus on employee-employer relationships positively impacts business outcomes and long-term sustainability. Only 15.35 % of companies develop minimum employee-employer relationships and 7.43 % of companies do not develop these relationships.

The researchers wanted to find out, if companies, which have skills training and continuing education programs, support the employability of workers. The results are possible to see in the fig. 2

Fig. 2: Companies, which have skills training and continuing education programs that support the employability of workers

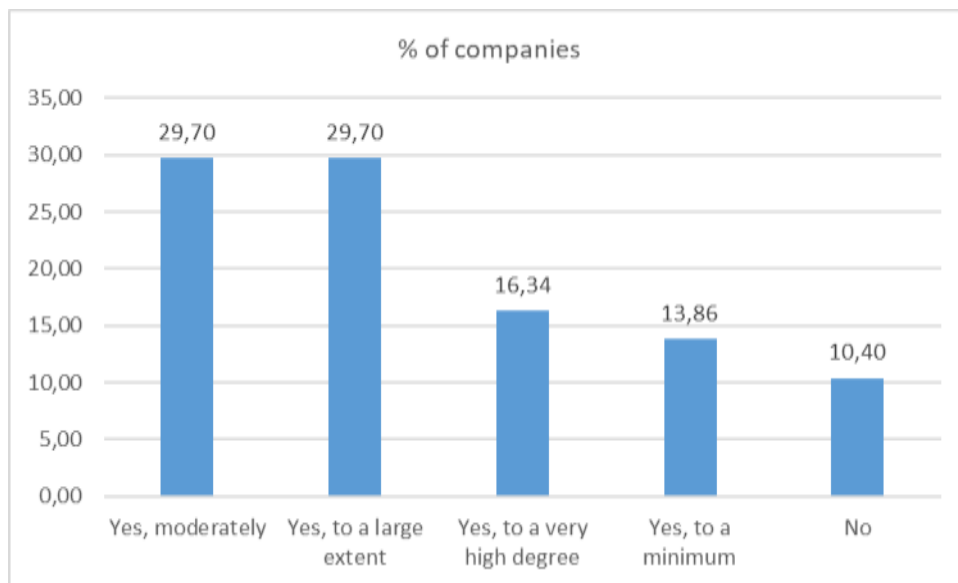


Source: Own research, 2022

Fig. 2 shows the results of how many companies have skills training and continuing education programs that support the employability of workers. It is possible to see in Fig. 2,

that most of the companies have recognized the importance of skills training and continuing education programs to support the employability of their workers. But there are still companies, which did not recognize it. 13,37, % of respondents answered, that their companies do not support and 19,31 % wrote, that the companies support them on a minimum.

Fig. 3: Companies, which take into account the preferences of employees when determining training



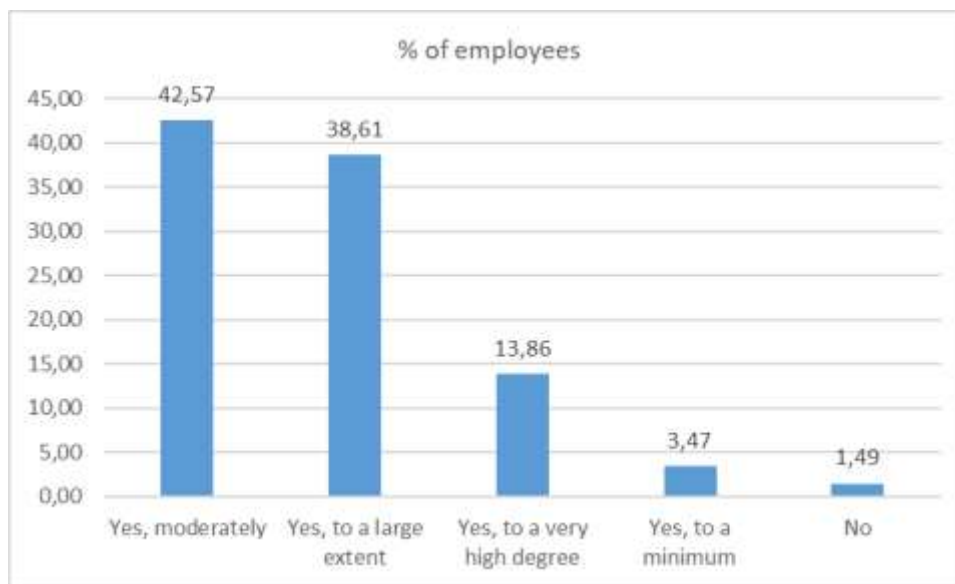
Source: Own research, 2022

Fig. 3 shows, that most companies prioritize considering the preferences of employees when determining training.

Only 10.4 % of companies do not consider the preferences of employees during determining training and 13.86 % of companies take on minimum into account the preferences of employees during determining their training.

The research group also researched the well-being of the employees. The analysed results from the research, was found, that most of the respondents, from the Czech companies, can constantly develop in their job. This is a positive finding. The results are shown in Figure 4, which is on the next page.

Fig. 4: % of employees who feel, that can constantly develop as a person in their work



Source: Own research, 2022

Fig. 4 shows that 81.18 of the employees can develop in their work. Of 202 respondents, only 3.47 % of respondents feel, that are able constantly to develop as a person and only 1.49 % of employees answered, that they do not feel, that they are able constantly to develop.

Conclusion

By the research was found out, that even during COVID-19 companies invested in the training and development of their employees. One of the reasons was the necessity of adaptation to remote work. The pandemic forced many companies to transition to remote work. They recognized the need to provide employees with training and support effectively work remotely. Other reasons were employee engagement and retention, skill enhancement for changing roles, compliance and safety training and reputation and employer branding.

Most companies prioritize considering the preferences of employees when determining training because these companies recognized the importance of considering employee preferences when determining training. By providing a variety of training formats, personalized learning paths, and opportunities for individual choice, these companies empower their employees to take ownership of their development and create a more engaging and effective learning experience.

Training equips employees with the necessary skills, knowledge, and tools to perform their jobs more effectively. It enhances their understanding of their roles and responsibilities, enabling them to deliver better results and achieve higher levels of productivity.

The research found out, that majority of the companies prioritize skills training and continuing education programs to support the employability of their workers. Many other organizations across industries have similar initiatives in place to invest in their employees' growth and ensure their long-term career success. Only 13.37 % of respondents answered that their company do not support it.

Most employees feel that can constantly develop as a person in their work. Data from the research showed, that most of the employees felt that can constantly develop as a person in their work. This is a positive finding. Because employees, who feel that they can constantly develop as a person in their work often experience higher job satisfaction, engagement, and motivation. When employees feel that their work allows them to constantly develop as individuals, they are more likely to be engaged, productive, and satisfied with their jobs. Companies that foster a culture of learning and provide the necessary support and resources for personal development create an environment where employees can thrive and reach their full potential.

Continuous training helps employees acquire new skills and update existing ones to keep pace with evolving job requirements and industry trends. It enables them to adapt to changing technologies, methodologies, and market demands. Skilled employees contribute to the overall competitiveness and success of the company.

Employee training and development programs are instrumental in identifying future leaders within the organization. By providing opportunities for employees to grow and develop, companies can cultivate a pipeline of talent, ensuring a smooth transition for key positions and reducing the reliance on external hiring. Training and development also serve as a powerful retention tool, as employees are more likely to stay with an organization that invests in their career progression.

Every company needs to be agile and responsive to change. Training and development programs need to help employees develop the necessary skills and competencies to adapt to new technologies, processes, or strategic initiatives. It promotes a culture of continuous learning and innovation within the company.

Companies realised, that well-trained employees are better equipped to deliver high-quality products and services to customers. Training can focus on communication, customer service skills and problem-solving abilities.

This research in 54 countries continues. Nowadays are analysed and compared data between these researchers from 54 countries. It will be very interesting to see the results from all these countries. If there are small differences between the countries or big differences and if there are big differences, if it is only across the continents, or if there are big differences even between the European countries. The results of this research will be published in the next paper.

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