

IMPORTANCE OF EMPLOYEE TRAINING IN THE PROCESS OF HUMAN RESOURCE MANAGEMENT – SELECTED ASPECTS

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Purpose: The main purpose of the article was to examine the impact of the employee trainings on the motivation among the employees of the selected organization.

Design/methodology/approach: The theoretical part of the article was prepared with the use of literature analysis. The practical part of the article relating to the research was carried out with the use of questionnaires.

Findings: The research was intended to provide an answer whether the employees take part in various courses or not, what kinds of employee trainings are the most popular among the participants and how do they affect their level of motivation. Finally, the research intended to measure the impact of other motivational systems on the participants, as well as to obtain the data related to the most successful systems of incentives in the enterprise.

Research limitations/implications: The research was conducted in the selected organization and among a limited number of participants. For further research, similar organization could be selected in order to compare results and extend conclusions concerning practical and social implications.

Practical implications: According to the results, the employee trainings have a big impact on people's motivation and, in most cases, they influence the motivation positively. It is important for an organization to have at its disposal competent personnel, that is not only well-trained, but also highly motivated.

Social implications: In order to affect the personnel effectively, managers should be aware of the factors that influence the behavior of employees in an organization. However, the complexity of motivational issues leads to different problems in the practical realization of motivational theories. Nevertheless, the researchers share the opinion of the importance of motivation in the effective human resource management.

Originality/value: An organization cannot realize its strategies and objectives without the employees. They play a decisive role, because almost everything that occur in an enterprise depends on the people working within it. Therefore, it is important for an organization to have at its disposal competent personnel, that is not only well-trained, but also highly motivated. The article presents standard ways of motivation, but in conditions of a selected organization – English language school, a type of organization which is examined very rarely, what constitutes its new value.

Keywords: training, motivation, human resources management.

Category of the paper: research paper.

1. Introduction

The concept of management has reached a substantial importance in recent times. Its forms, functions and ideas are discussed and prompted closely in many business units, not only in practice, but also in theory. However, all of the issues concerning management itself are related to one major entity – the people.

The issue of motivation is another subject of discussions and research. Scholars from all over the world have tried to establish a universal theory of motivation, as well as to elaborate a practical motivation plan. It is significant to affect employees in a certain way, which will make their performance comply with the requirements and expectations of the board of directors. One of many different ways to obtain this objective is the process of motivation through employee trainings. Following this idea, the issue of employee trainings as a motivational tool in the process of human resource management was chosen to be presented and closely discussed.

This paper is divided into three main sections, relating to theoretical and empirical considerations. In the theory, human resources management, motivation and employee training were discussed. The empirical part of the article concerns research conducted in a selected organization – English language school. The research was intended to provide an answer whether the employees take part in various courses or not, what kinds of employee trainings are the most popular among the participants and how do those affect their level of motivation. Finally, the research intended to measure the impact of other motivational systems on the participants, as well as to obtain the data related to the most successful systems of incentives in the enterprise.

2. Theoretical background of human resource management (HRM)

Undoubtedly, human resource management is a significant factor in the development of the position of an organization on the market, its place in a specific competitive setting, as well as its impact on the environment. The efficiency of an organizational performance depends primarily on the board of directors and the personnel, the relations between them, as well as on the successive flow of information within a company. The personnel is perceived as an important resource, because long-term success of an organization depends on its employees, their knowledge, specialized skills and proper management (Strużycki, 2014; Cole, 2004). The most important objectives of human resources management concentrate around:

- obtaining goals of an organization through engaging and motivating employees,
- elaborating a consistent set of rules concerning staffing and employment policy,
- creating proper working conditions that will enable growth and teamwork,
- obtaining and keeping well-trained and motivated employees,
- treating all employees equally,
- providing employees with the possibility to gain and develop specialized skills, for instance through taking part in various training courses,
- rewarding employees for their work and achievements,
- ensuring proper and professional relations between the board of directors and personnel,
- taking care of physical and mental conditions of employees,
- adopting flexible rules of management that are based on equality, justice and general well-being of the staff.

Human resource management focuses on the quality aspects of an organization, rather than the quantitative ones. The number of personnel and its arrangement in particular organizational units does not reflect its executive power or managerial creativity. According to the new approach to HRM, the development of human capital is emphasized. This can be achieved through proper selection of staff that possesses significant knowledge and experience, as well as through reinforcement of motivation with the use of material and non-material stimuli. Competences, engagement and personnel innovation are perceived as significant sources of values of an enterprise.

When it comes to the general approach to HRM, there are two significant aspects that need to be discussed: strategic and operational human resource management. The effectiveness of strategic human resource management is determined by both internal and external factors. In addition to various strategies, internal factors involve organizational structure, the nature of stakeholders within the structure, as well as organizational culture. One of the most important determinants of effective human resource management is to ensure coherence between those factors and the process of HRM. External factors, on the other hand, particularly involve technical, economical, legal, demographical, socio-cultural and ecological considerations related to the globalization of the economy (Boxall, and Purcel, 2003; Cascio, 1995).

In comparison to the strategic aspects of HRM, the operational ones concern different types of activities, such as: human resources planning, tactical recruitment of personnel, assessment of their performance, training and remuneration. The goals of HRM are related to the objectives and the performance of an organization, as well as to the conditions of its development and remaining on the market. An enterprise may be able to achieve its objectives through recruitment of appropriate workforce, an adequate filling of working positions and successful process of improvement and motivation (Armstrong, 2007).

Summing up, the process of human resource management involves all the activities that occur in the following scopes of actions (Naidu, Krishna Rao, 2008; Karam, 2011):

- analysis of working positions,
- planning of human resources, employee's recruitment, selection and their adaptation to the workplace,
- remuneration for work and formulation of revenues within the limits of the appropriations, taking into account existing provisions of law,
- organization of training courses for employees in order to improve their efficiency for an enterprise, through the development of skills and competences that are required for particular positions, or preparation for position changes,
- the evaluation of the performance, which allows managers to identify both weaknesses and strengths of an employee, as well as to plan future improvements,
- the policy of promotion and transmission.

The effectiveness of management depends, first and foremost, upon the prosperous human resource management. The success in the range of actions is determined by both strategic and operational aspects of HRM (Skobelev, Borovik, 2017).

3. Employee training as a motivational tool in organization

Motivation in human resource management, as well as its basic functions and methods, have been under discussion for years, not only as the subject of theoretical, but also practical research of both scholars and practitioners. Despite the formulation of various motivational theories and defining the number of instruments of employees' activation in a workplace, a universal approach to the realization of this management function has not been elaborated yet. The complexity of motivational issues leads to different problems in the practical realization of motivational theories. However, the researchers share the opinion of the importance of motivation in the effective human resource management (Kardas, Wójcik-Augustyniak, 2017). Many different tools and motivational methods can be used by managers in the effective process of motivating. All the factors that have a motivational impact on employees may be divided into three categories: material incentives – financial; material incentives – non-financial; and non-material incentives (Dransfield, 2000).

Material financial incentives concern every type of material reward for employees in the form of money. They include: basic salaries, bonuses and prize money, as well as security and retirement benefits (Gilmore, Williams, 2013).

The second category of the motivational factors concerns non-financial material incentives. Such incentives aim to improve the quality of employees' lives and meet their individual needs in a better way. Examples of them concern: a company car, the possibility of using a company

laptop for business purposes, a flat for an employee, the possibility of using free-of-charge sports and social facilities by an employee and others. Non-financial material incentives may have a big motivational impact on employees' attitude towards their work and the organization itself (Lee-Ross, Pryce, 2010).

The last category of the motivational factors concerns different types of non-material incentives. There are many non-material measures that can motivate employees to improve their performance in an organization: position of an employee in the organization, different possibilities of personal development in an organization, recognition and appreciation of employees' achievements and overall performance, good working conditions and others (Duchniewicz, 2005).

The basic assumptions of human resource management in an organization consider the employees development and trainings as a stabilized and constant value, which is worth investing in. Every organization, which is assumed to be respected on the market, requires a constant program for the development and trainings for employees that, in addition to the strategies of an organization, has crucial impact on the development of an organization itself (Pocztowski, 1998).

Plans for the employee's development, prepared by an organization, are intended to give them an opportunity to progress in both current and future positions.

Nowadays, modern organizations are described as organizations based on knowledge or "learning organizations", that perceive trainings and other promotional activities as an integral part of their performance. They aim to exploit the potential of employees, as well as create a system of self-development and improvement of qualifications. Employee training and development is crucial because of the fact that dynamic changes in market environment and within the enterprise, as well as technological advance, the development of management processes or globalization cause a quick devaluation of acquired knowledge and skills (Zbiegień-Maciąg, 2006; Marler, Parry, 2016).

In the literature, the notion of "training" is usually perceived as the synonym of professional development. Such an approach is represented by Z. Sekuła, who claims that various forms of trainings aim towards the further training of employees, including self-actualization and development of already acquired skills and knowledge, used in both current and future positions (Sekuła, 1999).

However, some authors and scholars, such as R. Griffin, propose a differentiation of trainings. He believes that the notion of "training" relates to teaching employees different operational and technical methods of their performance in a workplace. On the other hand, the notion of "development" describes the process of enhancing and improving their expertise and qualifications, needed in both current and – alternatively – future positions (Griffin, 2017; Lewicka, 2010).

Regardless of the efficiency of selection system, the majority of employees requires additional training, especially in the situation, in which they ought to develop and improve skills in their positions. Moreover, it is also necessary to evaluate their scores and, through providing

a feedback, persuade them to take self-improving actions. On the basis of this information, the process of employee training consists of three important steps (Griffin, 2017; Shiroishi, Uchiyama, Suzuki, 2018):

1. Evaluation of needs and priorities in regard to employee training. During the preparation of training programs, a manager should set out the particular and measurable objectives. What is more, it is important to decide what the participants of the training are supposed to learn during the training.
2. Evaluation and choice of an appropriate training methods. It depends on many different factors, among which the most significant is the content of a training. The employee trainings using the internet and other electronic media are getting more and more popular. These methods enable managers to diversify the content of a training, as well as enable participants to implement changing plans and push down the travel costs.
3. Assessment of training and its results. The programs of training and employee development should always be subjected to assessment. The regular approaches to evaluation usually involve the measurement of one or more significant criteria, such as attitudes or the efficiency of performance, before and after the training, as well as the assessments of the results. The most important indicators of the results are the actual outcomes of the work and measurement of efficiency, which enable managers to check whether the efficiency of employees has improved or not.

Summing up, the implementation of training policy in particular organizations enables achieving constant development of competences of employees, as well as has an impact on their motivation and loyalty towards the enterprise. The participants of training programs show greater efficiency, due to higher level of motivation. Such employees are conscious about the growth of self-value on the market, because the participation in trainings allows to enhance the knowledge and improve already acquired skills (Strużycki, 2014; Robbins, 1998).

4. Results of the conducted research

The research was conducted in the selected organization – English language school – on thirty participants, all employees of the analyzed organization. It was performed in March 2020 with the use of a questionnaire, being one of the best methods to obtain essential information from a group of people. The questionnaire was divided into three areas: measurements, assessment of different systems of incentives used by the organization and employee trainings, as well as its impact on motivation.

The main purpose of the research and article was to examine the impact of the employee trainings on the motivation among the employees of the selected organization

Table 1 presents information about the participants of the research.

Table 1.
Participants of the research

Item	Description
Gender of the respondents	<ul style="list-style-type: none"> – Male – 17% – Female – 83%
Experience in analyzed organization	<ul style="list-style-type: none"> – Less than 1 year – 70% – From 1 to 5 – 17% – From 6 to 10 – 13%

Note. Personal elaboration based on research results.

Table 2 shows results of the conducted research.

Table 2.
Results of the research

Assessment of different systems of incentives		
Item	Description	
Material financial incentives	<ul style="list-style-type: none"> – basic salary (50%) – bonuses and prize money 35%) – security and retirement benefits (15%) 	
Material non-financial incentives	<ul style="list-style-type: none"> – non-financial material bonuses and prizes, for example: sweets, books, mugs, gadgets etc. (30%) – integration parties and events for the personnel organized by the organization (30%) – free meals or the possibility of buying food at discounted prices (10%) – the possibility of taking part in different employee trainings that are paid by the organization (30%) 	
Non-material incentives	<ul style="list-style-type: none"> – the possibility of personal development in the organization (26%) – opportunities for promotion (21%) – recognition and appreciation for employees' achievements and overall performance (15%) – proper working conditions (18%) – safety in a workplace (10%) – organization image and reputation (10%) 	
Impact of material financial incentives on motivation	Basic salary	<ul style="list-style-type: none"> – no impact (3%) – low impact (7%) – medium impact (3%) – high impact (23%) – very high impact (64%)
	Bonuses and prize money	<ul style="list-style-type: none"> – no impact (7%) – low impact (7%) – medium impact (10%) – high impact (13%) – very high impact (63%)
	Security and retirement benefits	<ul style="list-style-type: none"> – no impact (44%) – low impact (3%) – medium impact (10%) – high impact (33%) – very high impact (10%)

Cont. table 2.

Impact of material non-financial incentives on motivation	Material non-financial bonuses and prizes	<ul style="list-style-type: none"> – no impact (27%) – low impact (27%) – medium impact (19%) – high impact (27%) – very high impact (0%)
	Integration parties and events	<ul style="list-style-type: none"> – no impact (0%) – low impact (43%) – medium impact (14%) – high impact (29%) – very high impact (14%)
	Employee trainings and courses	<ul style="list-style-type: none"> – no impact (0%) – low impact (7%) – medium impact (29%) – high impact (50%) – very high impact (14%)
Impact of non-material incentives on motivation	Promotion or recognition and appreciation	<ul style="list-style-type: none"> – no impact (0%) – low impact (14%) – medium impact (3%) – high impact (30%) – very high impact (53%)
	Proper working conditions	<ul style="list-style-type: none"> – no impact (0%) – low impact (10%) – medium impact (3%) – high impact (44%) – very high impact (43%)
	Safety in a workplace	<ul style="list-style-type: none"> – no impact (0%) – low impact (14%) – medium impact (14%) – high impact (29%) – very high impact (43%)
	Organization image and reputation	<ul style="list-style-type: none"> – no impact (3%) – low impact (10%) – medium impact (44%) – high impact (3%) – very high impact (40%)
Employee trainings and their impact on motivation		
Item	Description	
Number of employee trainings during career in organization	<ul style="list-style-type: none"> – from 1 to 2 – 3% – from 3 to 5 – 63% – from 6 to 10 – 27% – more than 10 – 7% 	
Frequency of employee trainings	<ul style="list-style-type: none"> – once a semester – 14% – once a year – 43% – several times a year – 43% 	
Types of employee trainings	<ul style="list-style-type: none"> – Web conferencing programs – 38% – Consultations and pedagogic supervisions – 36% – Stationary workshops and coaching trainings – 26% 	

Cont. table 3.

Impact of employee trainings on motivation	Web conferencing programs	<ul style="list-style-type: none"> – demotivating (0%) – low impact (43%) – medium impact (0%) – high impact (43%) – very high impact (14%)
	Online conferences	<ul style="list-style-type: none"> – demotivating (0%) – low impact (30%) – medium impact (13%) – high impact (57%) – very high impact (0%)
	Stationary workshops and coaching trainings	<ul style="list-style-type: none"> – demotivating (0%) – low impact (14%) – medium impact (0%) – high impact (43%) – very high impact (43%)
	Consultations	<ul style="list-style-type: none"> – demotivating (0%) – low impact (14%) – medium impact (43%) – high impact (14%) – very high impact (29%)
	Pedagogic supervisions	<ul style="list-style-type: none"> – demotivating (0%) – low impact (30%) – medium impact (30%) – high impact (40%) – very high impact (0%)

Note. Personal elaboration based on research results.

Many different tools and motivational methods can be used by managers in the effective process of motivating people. The nature and entity of the motivational incentives lie on the widely-understood theory of motivation. The most popular theories of motivation were described by many authors and scholars, such as: Maslow, Alderfer, Herzberg, Adams or Skinner, who gave us an insight into the complex process of motivation. For the purpose of this research, all of the factors that have a motivational impact on employees were divided into three categories: material incentives – financial, material incentives – non-financial, as well as non-material incentives.

Taking the results of the questionnaire into account, all types of incentives have been used in the investigated organization. One of the research purposes was to measure the impact of different motivational factors on employees' motivation. When it comes to the material financial incentives, the analyzed organization uses the incentives that are as follow: basic salary, bonuses and prize money, as well as security and retirement benefits. According to the results, the biggest impact on motivation has the amount of basic salary. Secondly, employees' motivation is influenced by bonuses and prize money. The lowest impact on motivation from this category belongs to the security and retirement benefits. Taking material non-financial incentives into account, the most motivating ones are employee trainings and

courses. The second place in this rank belongs to integration parties and events organized by the enterprise for its employees. Non-financial bonuses and prizes, such as: sweets, gadgets, books, have the lowest motivating impact on workers. The last type of incentives was represented by non-material ones. According to the results, the respondents are motivated the most by opportunities for promotion or recognition and appreciation. The second most popular type was proper working conditions, then safety in a workplace, and finally – company's image and reputation.

What is more, the questionnaire was intended to measure what type of incentives has the biggest impact on employees' motivation. The most popular answer was "non-material incentives", such as: possibilities for personal development, recognition and appreciation, company's image or working conditions. The second type of incentives that influence the level of motivation are material financial incentives, which include every type of material reward for employees in the form of money, such as: the amount of basic salary, bonuses and prize money, or security and retirement bonuses. Material non-financial incentives, such as prizes, gadgets, trips or discounts turned out to have the lowest impact on employee's motivation.

According to the literature, there may be many different factors that influence the impact of certain types of incentives on employee's motivation. For instance, some of the respondents believe that job satisfaction depends mainly on appreciation, proper working conditions or praises. On the other hand, many employees are driven mostly by the financial factors and resources. Nevertheless, the popularity of different types of incentives among employees depends primarily on personal values and aims.

Another purpose of the research was to provide an answer whether the employees take part in various courses or not, what kinds of employee trainings are the most popular among the participants and how do they affect their level of motivation.

According to the results of the questionnaire, all of the employees recognize the value of employee trainings in their career. All of them claimed to take part in one or more employee trainings during their career in the investigated organization. The organization offers different kinds of courses and ways of personal development. Those are: web conferencing programs, online conferences, stationary workshops and coaching trainings, different kinds of consultations, as well as pedagogic supervisions.

According to the answers, the most popular courses among the respondents are web conferencing programs. The reason of this phenomenon could lie in the number of advantages of this kind of trainings. Web conferencing programs are very convenient for the employees, because they use the internet and other electronic media in order to enable participants to implement changing plans, save time, as well as reduce travel costs.

The second most popular type of employee trainings offered by the investigated organization are stationary workshops and coaching trainings. These methods of training give provide the possibility of direct communication and recreation of real-actions, which plays a significant role in the acquisition of new skills. The meetings are usually organized in big

cities across the country and are offered to employees working in franchised units located in the same or close voivodeships or provinces. Through this type of trainings, the employees also have an opportunity to meet other workers from different units and share their experiences and views.

The third type of trainings that motivate the employees in the investigated organization are personal consultations. During them, employees can talk to the methodologist or advanced employees. If they have any difficulties or problems at work, employees are offered constant assistance and support, which also influences the level of their motivation.

The least motivational type of trainings are supervisions. This type of employee training is not as popular as the previous ones. This may be due to certain emotional factors that are activated during the performance evaluation. Many people are motivated in the situations, when the other person observes and assesses their actions, especially when the supervising person is an employee who occupies higher position in the organizational structure, such as methodologist or director. On the other hand, a number of employees gets stressed in this kind of situation, which – consequently – can negatively affect the level of their motivation.

The article presented selected aspects of motivation and employee trainings in the process of human resources management. Further research will concentrate on analysis of other similar organizations, in order to discuss the topic of the article in a wider perspective.

5. Conclusions

The paper presented theoretical and practical assumptions related to the process of human resource management in general, as well as its specific issues, especially the ones concerning motivation and employee trainings.

The main purpose of the article was carried out by use of a questionnaire in the selected organization. According to the results, the employee trainings have a big impact on people's motivation and, in most cases, positively influence the motivation. However, some forms of trainings, such as web conferencing programs or stationary workshops, turned out to be more popular among participants.

What is more, the questionnaire was also intended to measure the impact of other motivational systems on the participants, as well as obtain the data related to the most successful systems of incentives in the enterprise. Analyzing the results, the most popular system of incentives relates to the non-material ones, such as: possibilities for personal development, recognition and appreciation, company's image or working conditions. The second type of incentives that influence the level of motivation are material financial incentives, which include every type of material reward for employees in the form of money, such as: the amount of basic salary, bonuses and prize money, or security and retirement bonuses. Material non-financial

incentives, such as prizes, gadgets, trips or discounts turned out to have the lowest impact on employee's motivation.

Summing up, the first part of this paper provided the reader with an essential insight into the theory of management, including human resource management, motivation, as well as the issue of employee trainings. On the other hand, the data obtained through the questionnaires helped to find the answers to all of the research questions.

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