

**Significance of employee education for the development of the company**

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**Abstract:** Education is a process during which new knowledge, skills and attitudes are acquired and developed. The goal of employee education is to ensure qualified, educated and capable workers, necessary to meet the needs of the organization. In order to achieve this goal, employees must be willing to learn and able to take responsibility for their own learning. Education thus becomes a lifelong process. Without the development and training of employees in companies, these companies may lose flexibility, quality and loyalty of employees in the near future, as well as the interest of customers. That is why this article focuses on the importance of education through which business is developed. The following theoretical overview is devoted to the importance of employee education in companies. Significant terms are defined and the meaning of company education for the present and future of the company. The next part is devoted to the system of company education itself, its phases, methods and possible training programs.

**1 Introduction**

The meaning of education can be different for individual organizations. Each company attaches different importance to the development of education, depending on how important the quality of human capital is for the functioning of the organization's system and how large the financial means are for the implementation of these activities. If a company decides to educate its employees, the company's goal becomes identical to the goals of various other companies which means the same competitiveness in the industry.

According to Valent, education is a process where various competencies are acquired based on the acquisition of all kinds of knowledge, attitudes, skills and new experiences [1]. Adult education is a process of purposeful and systematic mediation, consolidation and acquisition of abilities, habits, knowledge, social forms, value attitudes and actions and behaviour of persons who have completed school education and vocational training and entered the labour market [2].

The present time is full of new information, therefore the continuous development of employees is the basis for ensuring the efficient functioning of the organization. Employee development, as part of an organization's overall human resource strategy, means the useful contribution of workplace learning experiences to the organization so that performance can be improved, work goals can be achieved, and so on, through increasing people's skills, knowledge,

learning abilities and enthusiasm. at each level, the continuous growth of the individual can be ensured in the company. Employee development must be part of a broader business strategy, aligned with the company's mission and corporate goals.

Adult education as a subsystem of education is also a supersystem of corporate education. Every employee has the right to obtain the necessary qualifications and adequate education for work in the profession, but also the knowledge necessary for the development of their own personality. Achieving the desired level of education is a continuous long-term process with a number of mutual and continuous connections during the active period of employment.

**2 Education in industry**

Companies with a positive philosophy of education understand the fact that the development of human resources, through education, is the best investment, even if it is very difficult to clarify the return of these investments. Employee training can be characterized as a permanent process in which there is adaptation and change of work behaviour, level of knowledge, skills and motivation of the company's employees by learning based on the use of various methods. As a result, the gap between the current competencies of employees and the requirements placed on them is reduced.

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Employee training goals are specific variables that no company should underestimate when it comes to a successful training activity. The goals define what employees need to be taught, what skills and knowledge they should acquire, or at what level they should master them for effective work performance [3]. Setting goals can be easier when using the SMART method. SMART is an abbreviation of terms that define goals:

- S (specific),
- M – (measurable),
- A – (accepted, activating),
- R – (realistic),
- T – (timed).

The goals of education within the organization have several connections and can result from a specific situation [4]. In order for the company to be successful in the market, top managers should contribute to the proper course of the educational process, support the development of employees, formulate the company's education policy and be participants in educational projects themselves. Immediate superiors have the task of supporting the development policy and recognizing the educational needs of employees in the company. It is often a lecturer or mentor of subordinates and often replaces an external trainer. In order for immediate superiors to replace an external trainer, they need to develop their competencies and also need to be supported by senior management [5]. The most frequently used sequences are:

- educational goal – it is linked to a specific educational event, it is specific knowledge, skills or behaviour that the participants should acquire after the end of the given program,
- performance goal – it is tied to the main task and has the form of a vision that the educational activity is able to fulfil in the long term,
- enabling goal - just like the educational goal, it is linked to a specific educational program and defines the level of knowledge that participants should be able to master at the end of each partial stage of the educational process [6].

An important element of the educational process is also the motivation for workers to learn and thereby increase their potential. Every competitive company should have the motivation of employees in education ranked at the top of the list of priorities. The benefits of education are manifested gradually, over different periods of time. Some can be evaluated already during education, some only after it ends, and some will become apparent only after a longer period of time [7]. The cycle of systematic training of employees itself has several phases. The first phase is the identification of training needs, which deals with the analysis of data and information of specific companies. The second phase follows the training planning phase,

which mainly deals with the budget, and time schedule, which employees will be covered by the training, areas, content and training methods. The third phase is the implementation of the education process. Employee training is costly for the company, and it is necessary to find out whether the set goals have been achieved and whether the chosen methods and training tools have proven themselves. Therefore, the next and at the same time the last stage is the evaluation of education. In this phase, we obtain valuable information that we will use in the next cycle of systematic education. Business education should thus take place as a constantly repeating cycle (Figure 1) [8].

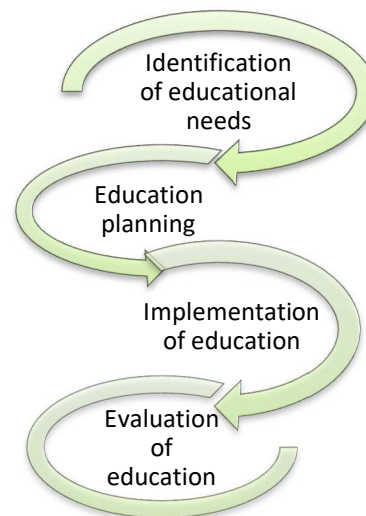


Figure 1 Framework of systematic training of employees [7]

According to Koubek, the need for employee education can result from the evaluation of the employee's work performance, the quality of products or services, the use of resources or working time, and the like. So there are many sources of information that can be used. In practice, a narrower or wider range of data is analyzed, which is obtained from the information system of the given company or through a special investigation [9].

**2.1 Training methods**

The main goal of employee education and development is to provide the necessary knowledge and information, mainly of a professional nature, to perform certain activities. And by training in human resources management, which increases the value of production capital, it is necessary to develop mainly human abilities and creativity by the most effective means, including education. The successful implementation of the educational process depends very much on the correctly chosen method of employee education. Educational methods are primarily divided into two main groups [10]:

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- ❖ On-the-job training - this method acquires and acquires the knowledge, skills and abilities that are necessary for improving work performance. The application of training methods at the workplace occurs during the normal course of the work process, when employees can train in groups, but especially individually during the performance of work.
  - Instruction, coaching, mentoring, counselling, assisting, job rotation, and others.
- ❖ Off-the-job training – this method is generally used to train executives or specialists or technical staff.
  - lecture, lecture combined with discussion, demonstration, case studies, workshop, brainstorming, simulation and others.

Methods are an important tool of the educational process, and that is why it is necessary to know how to choose and use them in such a way that they best reflect the needs of the given company [11]. The choice of methods is conditioned by various factors, which can be seen in Figure 2.

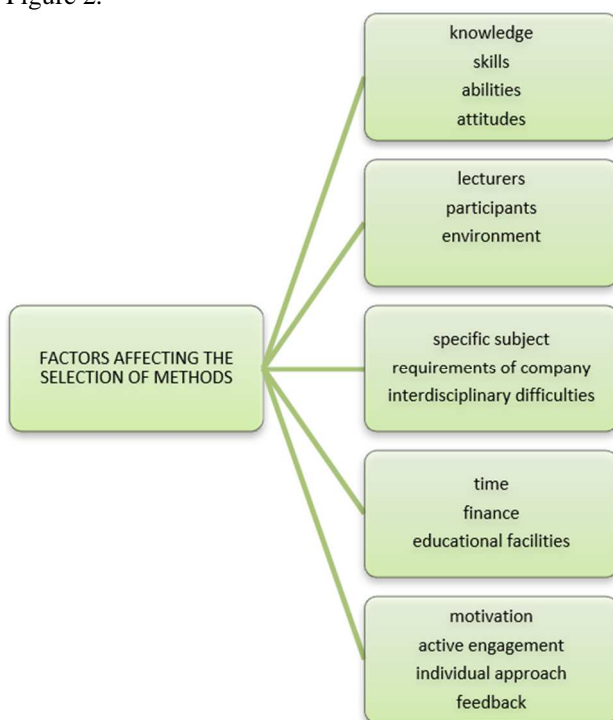


Figure 2 Factors influencing the selection of methods [11]

Other forms of education such as instruction, coaching, mentoring or e-learning are also used in practice. The last mentioned method, e-learning, has become popular in recent years, especially during the pandemic crisis. It is an online method that is the connecting point between on-the-job training and off-the-job training. It uses the computer's ability to help in the continuous formation of qualifications and requalification of people, regarding new processes and

procedures [12]. It has an important role in distance learning in the field of vocational education or higher education provided by some institutions. Most computer-aided learning systems direct learners to study text on a screen. It is also possible to use the Internet or intranet. It is a good alternative if the employees are far from each other, it can be combined with electronic coaching. The disadvantage is that the organization of e-learning activities requires investments, and learning only through e-learning requires considerable self-discipline from the participant [13]. A good alternative is combined education, that is, combining e-learning with learning in groups that are related to the company. Each of the methods mentioned above is something specific, and e-learning is not just one, it has three types, which are:

1. Independent or separated e-learning, when the participant of the educational program is connected only to himself and is not coordinated in any way by a lecturer, consultant or moderator;
2. Live e-learning, when the learner meets with a lecturer, moderator or consultant and his work process is coordinated by him, but each of them is located in a different place;
3. Collective e-learning, when there is cooperation between several e-learning participants using chat, discussion forums, etc., where they exchange and sell the necessary information and knowledge [14].

If the company decides to combine one of the educational methods in the workplace or outside it and e-learning, it is necessary to evaluate which type of e-learning will suit the chosen method the most and then use it [15].

### 2.2 Employee training program

The training need identification phase precedes planning. In organizational education plans, needs are identified, priorities are determined, and based on these, proposals for programs and budgets are formulated and it is determined which employees will be covered by the education. The individual sub-plans for the development of human resources reflect the decisions of managers when creating work potential. The sub-plans also include an employee training program, which should ensure alignment of the qualification structure of the employees with the goals and tasks of the company [16].

The education program can be characterized as a comprehensive program of determining, fulfilling and verifying the goals, content, methods and forms of the educational process, its evaluation, organization and management; the educational program can be divided into modules. An educational program module is understood as a separate, comprehensive, binding, time- and content-related educational unit of an educational program [17].

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The content of the employee training program is the definition of training areas, the number and categories of employees who will be involved in training, the methods and time schedule of training entities that will take care of the training, as well as the corresponding amount of financial costs for training. Individual training programs take into account the specific needs of a given category of employees. Designing the educational program [18]:

- Starting points for the preparation of the educational program;
- Needs identified in the stage of educational needs analysis;
- Human resource management strategy;
- Limitations and resources;
- Preparation of the educational program;
- Determination of the target group of education participants, formation of study groups;
- Defining the content of the educational program,
- Choice of education methods;
- Selection of subjects for program implementation;
- Selection of lecturers;
- Preparation of literature and didactic aids, determination of the time range of education;
- Choosing a place of education;
- Refinement of the budget;
- Preparation of evaluation questionnaires, other services – accommodation, food and transport;
- Implementation of the program.

Education can be carried out in the company directly at the workplace during the performance of work or outside the workplace on premises intended for teaching. Realized externally, i.e. outside the company, through various educational institutions [19]. Sometimes a combination of the previous two options can be used, when the training is carried out in the company and external lecturers join the training program. If the company decides to train employees from an external organization, it should be selected based on the selection process according to the following criteria [20]:

- Previous experience of the company;
- References from other companies about the level and conditions of the educational activities provided;
- Price level of education;
- Possibility of obtaining a course completion certificate;
- The possibility of cooperation with an educational organization in the design of the educational program, as well as in the application of acquired knowledge in practice.

### 3 Conclusion

The topic of education is very current and will be even more important in the future. Possibilities and development of education in companies should be one of the priorities because this is the only way the company develops in direct proportion to new technologies. Every industrial enterprise should therefore create regular educational projects, and educational programs and, more importantly, regularly evaluate them and obtain reports on which part or area of the enterprise has deficiencies, or which group of employees has an education deficit.

Another important stimulus for employee education is the characteristic peculiarity of modern production. Workers are constantly required to improve and develop in order to be able to use new computing techniques and understand technological processes. In addition, corporate education should use new forms and methods for working with the latest technologies, the development of which is a crucial factor for improving production efficiency. The comprehensive education system meets the needs of production and ensures the development of each worker throughout his working career.

Corporate education is not an easy topic and its implementation is an expense that is not always optimally returned, therefore it must be carefully planned and suitable forms of corporate education must be selected. As a generally valid principle in the field of company training, which we want to do efficiently and with high quality, it is important that the company knows why it wants to train, what exactly it wants to teach the workers, who it wants to train and which of the employees needs training the most. It is therefore obvious that if a company wants to survive on the market, it is important for it to invest in the education and development of its subordinates, as investments in human capital are a basic prerequisite for increasing the efficiency, performance and competitiveness of the entire company.

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