

Specificity of the Training of the Employees in High-technological Enterprises

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Abstract – The training of the employees is essential part of management of human capital of any searching strong succeed and realizing of company's goals. The training is at the same time a way to reach competitive advantage and a way to construct empathy from the employees to the goals of the organization. The good planning of the training, based on accurately analysis and condition at the periods in past and reaching at the moment is proved way to reach bigger effectiveness of employees and theirs best production in the future period. In this paper are analyzed received data from their own empirically research among HR departments of high-technological enterprises in Bulgaria.

Keywords – company training, qualification, retraining, training programs.

I. INTRODUCTION

One of the most important factors for success of high-technological enterprises is their motivated and qualified personnel. The benefits of continuing qualification and retraining of the companies is obvious.

On one hand is preparing personnel based on modern technologies used in the companies, and on the other hand firms training used for increasing of motivation and establishment of team building (effective motivated team). Both results can be achieved with performance of qualification training или на място в компанията или в техническите университети for which there is testify a lot of data from developed economies.

Continuously changes circumstances of internal and external surroundings on high-technological organization predetermined indispensable of constantly development and improvement of hers main and most valuable resource – people. Starting at the beginning with planning of needed specialists and qualifications, passing through their selection and appointment, introduction in their functions and tasks and with noticed of development directions, qualifications and retraining is enough to finding needed and appropriately training.

In this paper the authors based on empirically research are trying to determined degree of influence of firm training at motivation of employees and different factors related to the effectiveness of company training.

There are several interesting questions about a research – as compared to other motivational factors, what influence have the company trainings; which are the main factors determining the usefulness of a company training; comparison with the trainings conducted during the year.

The analysis of the mutual interests can be done by interviewing the persons who are responsible for the

process from both of its sides. The opinion of managers and members in departments of management of human resources in high-tech enterprises is examined in this paper.

The subject of the research is the place and meaning that the human resource management departments give to firm training as a factor of influence on the motivation of people in high-technologies companies in Bulgaria.

The authors' thesis is that using science-based methods, company training has a strong impact on the motivation of the staff.

II. QUALIFICATION AND ENHANCING THE QUALIFICATION (RETRAINING)

After finding accurate employee with needed qualification the organization must take care he or she to continue to respond of requirements and expectations to him relative to the occupied position. This is achieved with permanently enhancing the qualification of employee by selecting appropriate type of training.

In many researches it is spoken about relation between training and efficiency and the relationship between them has also been established. Training turns out influence on efficiency and it reached a record with higher result than appraisal and feedback [3].

One of the most popular method for model for determination of correct training is the so-called five – stage process for training consist of needs of training, designing of program for training, development of course or training by choosing the way and materials for training, realizing the training itself, appraisal of achieved efficiency of conducted training. [4]. Company trainings as motivators have a close relationship with sert up of Human Capital and Knowledge Management in Innovative Organizations [13].

In [14] is presented a detailed analysis of Employee Engagement Factor for Organizational Excellence.

In IBM has well-formed own system for professional development based on strengths and weaknesses in their assessments and with certain instruments they spent millions for employee development and it is pointed to the leaders of the company so-called "A" – employees, occupying key positions and by creating specific and new skills. [8].

Another important element of professional development of employees in IBM is the idea for continuity. There is a lot of investments for development of key positions on the workplace, the people which occupy them are observed and

appreciated about whether they are ready, whether they have developed skills and if they are, they may occupy such positions. [8].

If in the companies are clear rules and strategy about training of their employees, if they applied a correct and timely analysis for results in all process of training and after it is finished they can noticed successful points and summarizing them they even can create their own good practices and even global standards to share with other managers. [3]

The organization that learns from its experience from the successful use of the information received can adapts faster and more effectively to its competitors and reducing the possibility of repetition of the same mistakes and at the same time develops its own culture of learning.

Lately is increasingly confirmed that the challenges in the job do not depend on remuneration and other financial incentives as key to motivation.

This is an example SAS Institute which is one of the largest private software companies sending their programmers on conferences and trainings where they can both to increase their knowledge and to share their learning and ideas. The company encourages them to write and participate in articles and books and to show their knowledge. Every employee must be up to date with high technologies and when employees are back in their workplaces they are enthusiastic to put into practice what they have learned. [3]

III. METHODOLOGY OF THE RESEARCH

To determine the degree of impact of company training on motivation of employees and the various factors related to efficiency of firm training is chosen the following methodology for conducting the empirical research: 1. Defining the target groups of respondents from a point of view coverage of the phenomenon from all of it sides. 2. Determination of confidence interval. Determination of the number of organizations and respondents of compliance with the requirements for representativeness. 3. Determination of potential questions to the respondents. Determination of questions for control. Open and closed questions. 4. Choice of respondents. Partial random selection was determined for respondent in chosen organization/enterprise. 5. Conduct a survey of respondents. Time range. 6. Statistical data processing. Verification of the reliability of the results obtained. It was decided to use the program product SPSS. 7. Perform initial analyzes based on received information. Determination of the weight of each factor. Determination of correlation dependencies. 8. Valuation of the results obtained.

Respondents are 50 specialists and managers of human resources /HRM/ from twelve high- technological industrial companies. 12 of them are human resources managers and the other 28 are HRM specialists. Age composition - 28 - 55 years; Gender: 36 female and 14 male / of whom 9 are managers /. Education: higher / economic, psychological, engineering /. Professional experience in HRM: 3-15 years. The survey was conducted between March and April 2018 using the direct interview method.

All high-tech enterprises, in which researches are conducted, are up to the requirements of:

- developing production activity;
- implementing innovative activity;
- having a prominent orientation and traditions concerning interaction with Bulgarian technical universities.

Half of all high-tech companies are Bulgarian branches of foreign companies.

IV. MAIN RESULTS

The main topic of the research is the place and meaning of the human resources management units of the company give the company training as a factor of influence on the motivation of people in high-tech companies in Bulgaria. The importance of a company training for human resources management departments is established by the potentially most influential motivators, with the possibility for more than one response from a respondent (figure 1):

- Main motivator is the remuneration (96% of the respondents), which is not a surprise;
- Secondly, 86% of respondents say that the company training has a very strong impact on the motivation and employee engagement to company goals; It is necessary to clarify that, according to the respondents, the company training not only enhances motivation but also creates the commitment of the staff to the fulfillment of the company's goals;
- 36% says "job security" as an important for motivation and employees engagement;
- 32% report "lack of stress and tension" as an important factor for motivation and employees engagement;
- 24% says "recognition of the personal abilities" as important for motivation and employees engagement;

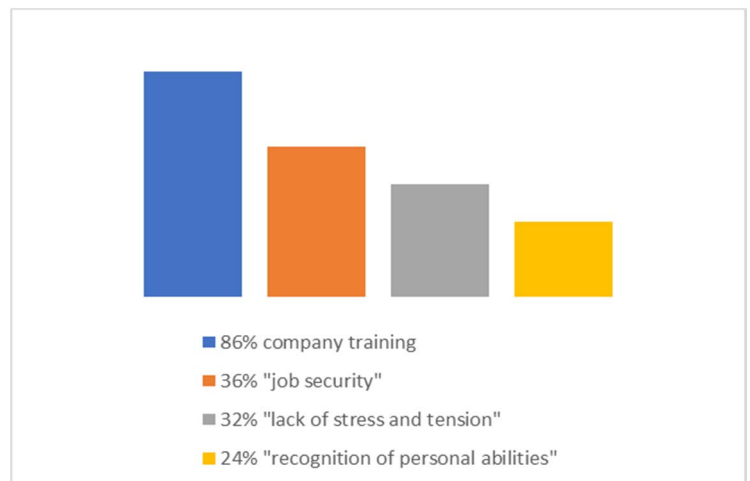


Fig. 1. Main motivators, according to the respondents

It makes an impression that obtained data that the factors "lack of stress and tension" and "job security" are more mentioned among respondents aged between 45 – 55 years.

The factor "recognition of personal abilities" is relatively stronger among the younger.

Factors "labor remuneration" and "company training" are equally represented in each age group.

- Also there were received responses for a variety of other motivators who had relatively less weight the respondents - a total of 8%.

An interesting according to how much of identical expectations of motivation factors in the branches of foreign companies in Bulgaria and in Bulgarian enterprises. By the answers to the questions it could be concluded that for the branches of foreign companies in Bulgaria company training is a more important motivating factor than for the Bulgarian enterprises (Figure 2). For Bulgarian enterprises, job security is used as a stronger motivator than for foreign branches (Figure 2). For all other motivators the data is similar.

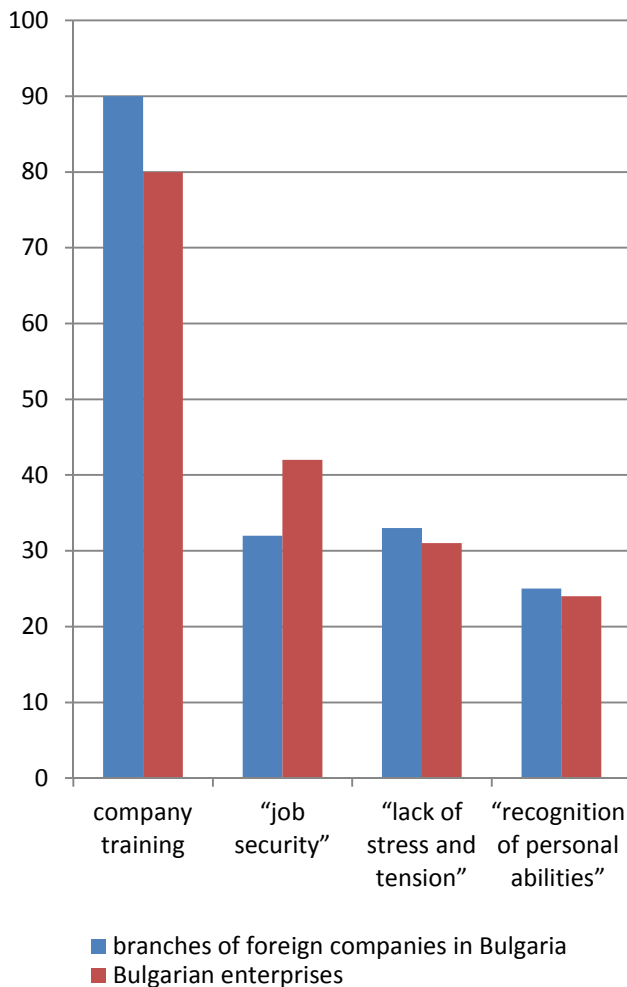


Fig. 2. Motivational factors "company trainings" and "job security" in bulgarian enterprises and foreign branches

There are two main conclusions:

- Company training are used in high-tech enterprises, on the one hand, as a need for qualification enhancement, and on the other, as an opportunity to motivate and engage staff.

- As a motivation factor, the company trainings are covered more in the Bulgarian branches of foreign companies than in the Bulgarian enterprises, which is explained by the company culture.

Another important question is the influence of various factors on the effectiveness of the company training.

The factors identification that are important for human resource department personnel are important, because they determines the direction of company training is directed to motivation and engagement of the staff.

Four factors have been identified and grouped according to respondents to the effectiveness of company training (Figure 3).

1. the most important influence is the usefulness and applicability of the training (88% express this opinion).

2. the next degree of influence is two factors:

- 76% of respondents consider the "Developing training programs" as a significant factor;

- 72% - expressed the view that the "Determination of Learning Objectives" factor has a significant impact on the effectiveness of a company training.

3. Third degree influence, with 32%, there are two other factors:

- "Identifying training needs";

- "Training effectiveness evaluation".

According to the authors, factors "Identifying training needs" and " Training effectiveness evaluation " are rated as important by less than 1/3 of the surveyed representatives of human resources management departments shows that the opportunities for company training are not used completely. A detailed comment is made below in the article.

Another interesting question about company training is related to the organization of company trainings, and there are three possible cases:

- of the enterprise by iteslF ;

- by another consultancy or training company;

- in cooperation with universities specializing in the relevant training.

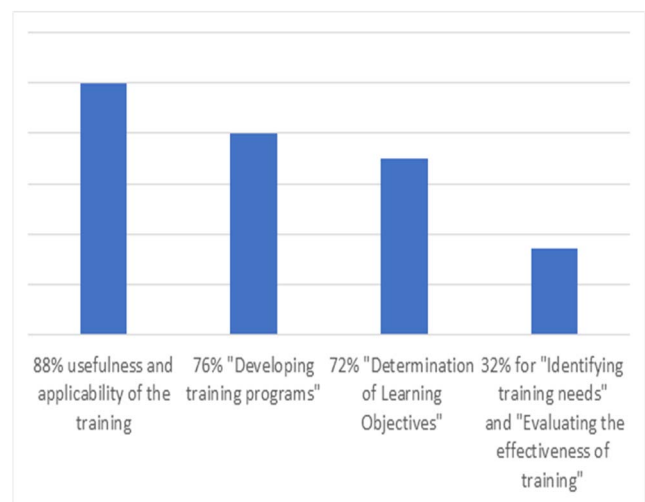


Fig. 3. Factors influencing the effectiveness of company training

In the surveyed enterprises, most of the company trainings are carried out in the first two ways. Information and comments on unused opportunities for collaboration with universities are available in the other authors' report: Interactions research between universities and High-technological enterprises on employees qualification.

Another interesting question is related to the direction and the number of company trainings in the researched high-tech enterprises. In each of the surveyed enterprises for 2017, company training courses were conducted

basically aimed in order to create and improve specific skills for working with high-tech equipment at the employees in the production departments.

The emphasis of this type of company training is obligatory when hiring a new employee to familiarize with the specific technology and equipment specific to the company and for current employees when changing their technological equipment.

At the same time the possibilities are not fully used which provide different types of company training to form social skills for teamwork and acceptance and consolidation in the working life of employees of corporate firm culture as shown in [11, 12].

V. CUMULATED RESULTS AND ANALYZES.

In those researched 12 high-technological enterprises on the methodology discussed above has been established a strong dependence in some professions from the need for training courses to maintaining high level of motivation. The results of the research are obvious that firm training have the function not only to qualify their staff, but, conducted correctly, they can be role of a team building.

The results analysis shows that companies still underestimate to a great extent the crucial factors for the effectiveness of training, namely "Identifying training needs" and "Training effectiveness evaluation". This shows that not in all surveyed enterprises a comprehensive analysis of the state and is made the perspectives for development, as a result of which structural units and positions are defined where the desired level of performance is not reached caused by gaps in the knowledge, skills and attitudes of workers.

Underestimating the "Training effectiveness evaluation" factor does not allow:

- receiving feedback on the strengths and weaknesses of the training conducted with a view to its further improvement;
- justifying the costs which are made, taking into account the benefits achieved;
- enhancing motivation and improving the attitude to the company training process.

If we summarize and underline the weaknesses which are outlined by the analysis of the results of the conducted research we can conclude that still the company training is done chaotic under the need influence to improve the practical skills of the workers without previously analysis for training needs. Thus, the opportunities offered by company trainings as motivating and engaging staff to meet the company's goals are not used.

VI. CONCLUSION

In this paper are represented the results of own empirical research between HR departments of 12 high-technological enterprises, where they are established: the influence of company training on maintaining motivation of staff and are found the most influential factors on efficiency of the process of company qualification. The research provides

recommendations for increasing the efficiency of company trainings and the opportunities to increase the motivation and commitment of employees in meeting the company goals.

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