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THE IMPACT OF TRAINING ON EMPLOYEE EFFECTIVENESS

Abstract:

It is commonly believed that training leads to an increase in the competencies of employees and therefore an increase in their performance. This view is based on the assumption that companies and organizations lack necessary competencies and that this shortage limits their effectiveness. The second assumption is that the increase in abilities achieved in the training process will translate into improved results. In the following article, we present an alternative thesis in which training can and often does, lead to a decrease in productivity. We present two reasons why training can lead to poorer results:

1. relative oversupply of competencies in the company and the associated misidentification of the competency gap, and
2. apparent efficiency gains - i.e. not leading to improved results - in a situation where there are productivity bottlenecks that are not a result of work efficiency.

This thesis is supported by research conducted during observations made by one of the authors, which is presented in the form of observations and comments. The second is the ValueView method, the results of which, are referred to in the text.

In the summary of the article, we indicate ways in which the planning of training events can be improved, their subordination to short-term business objectives, and the use of modern techniques of organizational planning.

Keywords:

profitability of training, work efficiency, employee competence, overcapacity, training

JEL Classification: L21, J24, L29