Staff training at the enterprises in the framework of the sustainable development concept

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Abstract. In the modern world of severe market competition, enterprises should develop their main resource - the human resource. It is necessary to be competent in the staff training system, regularly improve knowledge and skills of employees in order they could practice them in their field of activity to achieve professional success, as well as the company profitability. The research contained herein allows to conclude that flexibility, adaptability, ability to mobilize own efforts and advantages are the qualities to be developed by the organizations wishing to remain in the market longer than their competitors. The companies striving for sustainable development should regularly improve their staff training system. The fact of the staff sustainable development is the improved company performance, better use of the staff, support of initiative employees, incentives for efficient labour, staff motivation.

1 Introduction

The modern world is very dynamic, new organizations are emerging in the market every day, not all of them withstand the competitive race. One of the main advantages of each company is its human capital. More and more attention is now paid to the company staff, its training, adaptation and motivation. It is known that to achieve business success, the company needs craft professionals interested in the company profitability.

2 Materials and Methods

The companies should not only organize the staff training. To be ahead of competitors, it is necessary to do it as quickly and qualitatively as possible by maintaining the relevance and rate of the technical progress. Continuous improvement of the staff training process, as well as production process at the enterprise allows to be ahead of competitors and win the race. To ensure this, it is necessary to have a well-turned and professionally done training system. For development and growth of the company, the production and functioning of the company should be upgraded through the staff training, thus increasing the company performance and profitability.

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But to build the qualitative and efficient staff training system, a great deal of questions should be studied. What does the staff training process mean? What training methods and techniques exist? Which of them are worth to be used at a particular enterprise? Will they be efficient? The definite answers to these questions will be of great importance for achieving the collective purposes in the company sustainable development.

The used staff training methods can be in demand in the organization and give necessary result for the company. The main thing is to set the clear goals, determine the expected results, develop the most suitable training methods for the given target audience.

Prior to implement the training program, it is necessary to set out the main goals and develop a clear plan. In the next place, the staff training result is the preparation of an employee for his/her future professional activity or the improvement and updating the existing skills, consequently, this process is aimed at improving the work activity. And finally, the skills and competencies obtained by an employee from training should correspond to the state of art, consequently, the training program should be regularly improved and updated.

3 Results and Discussion

The goals and objectives of training are directly determined by the company priorities, level of development, investments to the interior fields of the company.

Not only the employees' knowledge and skills are improved during training but also their personal skills and value system are formed [1], [2]. This process is a great hope of the company. It is also worth noting that the efficient use of the other resources disposed of by the company depends on the development of such factor as a human resource. Staff training is a systematic two-sided process, the parties to which are a company and employees. For successful interaction, the engagement of both parties, cooperation, trust and interest are required. It is important to emphasize that the training process is important both for an employee and for a company. The goals of the company can be the following:

- Improvement of employees' knowledge and skills to increase labour productivity and quality.
  - Reduced errors and costs in the course of production.
- The goals of employees can be as follows:
- Professional self-fulfilment.
  - Improvement of own skills and competencies.
  - Receipt of knowledge that can be used for future work in this company.
  - Expansion of skills and competencies to improve own competitiveness in the labour market.
  - Recognition by the management.
  - Opportunities and prospects for further career development.

When comparing the goals of the company and employees, the main common goal can be identified: increase in the employee's level of knowledge, improvement of his/her skills and competencies [3]. However, the company requires this to improve the labour performance and quality, and the employees treat it as opportunity for personal self-fulfilment: getting a new job, higher salary, etc. [4].

One of the main objectives in the staff training system improvement in the company is to increase the training efficiency in the company.

The efficiency assessment of the staff training system is a quite difficult, comprehensive issue, different authors have sometimes opposite opinions in this regard. If there is no ideal assessment method of the qualitative training system for a specific company, the model of D. Kirkpatrick can be referred to.

Donald Kirkpatrick considers the program assessment as an integral part of the training cycle and indicates the main reasons for assessment:

- 1. To demonstrate the contribution of the Training Department to achievement of the company goals.
- 2. To decide on review of the existing staff training program.
- 3. To get information for future improvement of the training program.

There is the severe competition in any service sector, supply exceeds the demand, people are becoming more exacting and selective. In order the company to be more competitive, it is necessary to pay attention not only to the employees’ training quality, but also to solving the conflict issues.

In addition to the internal training on the above issues, all the company employees must know:

- 1. Fire safety rules, evacuation plan, labour safety principles.
- 2. Job descriptions.
- 3. Internal company regulations.
- 4. Sanitary and hygiene norms.
- 5. Professional terminology.

All the mentioned above refer to the initial training. But the technologies and trends do not stay in the same place. The trends should be followed and the existing knowledge should be regularly updated.

The staff training system directly influences the company success, performance and profitability. There are various colleges and course that train the waiters in working at the companies just in theory. However, this is often not enough, since each entity has own features and concept. The company managers should have the role of tutors. For development of own training program, the company should begin with the concept. The initial training should be usually work-based and without involving the third-party experts.

To start training, it is necessary to assess the relevant need among employees. The managers should assess the knowledge, skills and qualifications of each employee. Otherwise, the training process will appear not only ineffective but can do harm to the company. If there is a need in change of the professional activity or career advancement, when there appears inadequacy between the employee’s knowledge and that required for fulfilment of job duties, the staff training is needed [5]

Some specialists offer a cyclic training system (see Fig. 1).

Fig. 1. Systematic training model

Based on the employee’s training stage and his/her knowledge and skills, there are several types of students: newcomer, beginner, practitioner and expert. Each of these stages has own individual training objectives. By setting out these objectives, an individual training plan can be developed. It is important not to punish an employee for his/her fault but explain his/her mistakes and methods to avoid them. In addition, the managers can

perform checks using the Observation Check Lists (OCL) for each of the employees and identify the most frequent mistakes. The individual training plans can also assist in analysing the need in training. In addition, the company HR manager should regularly monitor new trends on the example of the other companies both Russian and foreign ones.

The staff training can be conducted in the form of courses on the basis of regular training sessions [6]. It is important to organize the process in a way so that the training process does not stop the company work. It is necessary to prepare the staff training schedules by preliminarily dividing employees into groups so that when one group is taking training, the other group ensures the company operation.

In the course of training, not only the third-party specialists and company managers can be invited but also the tutorship can be organized: more experienced employees who will assist the beginners by own expertise can become the curators [7].

In addition to lectures and training sessions, the staff self-education should be promoted. The HR management can prepare a list of the corresponding training web-sites and books where the employees can individually find new and relevant information, on which the basis everyone can hold own training session for colleagues.

Switching over to the staff training efficiency assessment, let's consider the assessment criteria:

1. Public and sociological (survey and interviewing).
2. Statistical (mathematical processing of data array).
3. Expert-based (assessment by experts on the basis of the control task).

Once these measures are taken, the conclusions on the company staff training quality and training program efficiency assessment are made. [8].

At the companies, the training program efficiency assessment methods partially interfere with the pre-assessment methods. Filling in the Observation Check List for each individual employee will assist in assessment as the "before and after" results can be compared. In addition, the tests on theoretical parts of lectures and training sessions, survey for employees' training results self-assessment, observation over employees during and after training can be used. Monitoring of visitors' feedbacks in the book of complaints and suggestions, as well as social media can be also useful.

The practice of training sessions should be renewed. All training sessions are usually held by the company HR manager. However, the list of speakers can be expanded and the experienced employees can be involved. The development of the training session includes the following steps:

1. To determine the goal of the training session and competencies to be mastered.
2. To develop theoretical and practical parts based on the relevant tendencies in the topic chosen.
3. To determine the place, necessary equipment, format and timing of the training session.
4. To prepare the attendance schedules for employees with due regard to the company operation.
5. To develop the options for training recording in writing and collection of feedback.
6. To develop the measures to be taken for recording the obtained knowledge and mastering the practical part by the employees.

Among others, it is necessary to record training sessions in writing. Therefore, the list of standards is expanded, the lacking ones can be added and the existing ones can be improved.

To assess efficiency of these developments, the following can be monitored:

1. Collection of feedback by surveying of employees: assessment of satisfaction with the updated standard, survey for the lacking information, offers on improvement.

2. Feedback upon completion of each training session: perception of new experience, advantages and disadvantages, topics of the next training sessions.
3. Individual tasks for each employee according to the personal “shrinking” indicators. Development of theory and practice with the manager. Weekly monitoring.
4. Interim testing according to the training results.
5. Observation Check Lists for each employees on a monthly basis: if there is tendency to increased performance and improved quality of work.

4 Conclusion

As of today, the companies have to adapt to changes in the environment to survive in the market that, first of all, creates problems in the staff sustainable development. In the staff management practice, the important factor is that the staff training is recognized as one of the staff sustainable development methods. Unfortunately, the practice of the Russian companies shows the attempts to economize on the staff, and this turned out to be effuse expense on a national scale. The entrepreneurs are irresponsive to the idea of staff training. In fact, the concept of contribution to the staff training system of companies will facilitate the sustainable development and improve the professional level of employees. The training concept will assist in analysing the training program of the company and developing recommendations for this program improvement. Often, the university graduates come to work at the companies, in this case, the company should have own clearly developed system to train employees from scratch. The training concept should focus on building a unique company. Also, the concept for corporate culture promotion is the top priority of the company. Many companies sustained losses in staff but managed with the related difficulties and still exist due to properly organized staff training policy. In the existing situation, it is necessary to redouble attention to the staff training process since the gaps in the collective are filled by new employees, large inflow of new employees should be quickly and efficiently included in the workflow for future existence and functioning of the company.

Staff training is very important in making key decisions in the field of HR management.

Staff training is a purposeful, organized, planned and systematic process of mastering new knowledge, skills, abilities, competencies, carried out by experienced mentors and managers in order to improve the employees’ performance and increase the company profitability [9].

Under favourable conditions, staff training not only helps to bring employees to a new, higher level of performance of their functions, but also favourably affects the motivation of employees.

Thus, the enterprises need a program to eliminate specific shortcomings: expanding training methods (in addition to a set of standards: online database, video tutorials, consultations, trainings, cupping), eliminating gaps in the training system, involving personnel as coaches, mentors, additional practical ways of mastering the material, introducing gamification into the workflow. The implementation of such program requires a specific analysis of the staff management methods, high professionalism of the manager who should initiate the sustainable development concept.

These developments are practice-oriented and should be implemented at the enterprise to improve the staff training system in the workplace, as well as to motivate employees for training and development.

The task of any enterprise is to organize a highly effective staff training system that will ensure competitiveness and stable position in the market.

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